

QIC

Insurer
of the Year
in Qatar

menajj
awards 2025



Annual
Report

2025



Brilliance.
Excellence.
Success.



قطر للتأمين
Qatar Insurance

**ANNUAL
REPORT
2025**



His Highness
Sheikh Tamim bin Hamad Al Thani
The Amir of the State of Qatar



His Highness
Sheikh Hamad bin Khalifa Al Thani
The Father Amir

TABLE OF CONTENTS

INTRODUCTION

| | |
|---------------------------------|----|
| Company Overview | 2 |
| QIC Key Information | 4 |
| Theme of The Year | 7 |
| QIC Group multi-pillar business | 10 |

STRATEGIC REVIEW

| | |
|--|----|
| Chairman and Managing Director message | 16 |
| Board of directors | 18 |
| Management Team | 20 |
| Entities CEOs | 22 |
| Board of directors' report 2025 | 24 |
| Chief Executive Officer message | 30 |
| Milestones achieved | 34 |
| Sustainability report | 36 |

CORPORATE GOVERNANCE

| | |
|---------------------------------------|----|
| Corporate social responsibility (CSR) | 76 |
| QIC Group share performance in 2025 | 88 |
| Business performance overview | 90 |

FINANCIAL STATEMENTS

| | |
|--|-----|
| Consolidated financial statements & independent auditors' report | 96 |
| Corporate governance report | 180 |
| QIC Group global footprint | 220 |

INTRODUCTION

QIC is committed to excellence, innovation, customer-centricity, and integrity. These values drive us to provide industry-leading insurance solutions while supporting Qatar's long-term growth in line with Vision 2030.

The image shows a modern, multi-story building with a glass and metal facade. The QIC logo is prominently displayed on the upper part of the building. The foreground is blurred, showing green foliage, suggesting an outdoor setting. The sky is clear and blue.

QIC

COMPANY OVERVIEW

Qatar Insurance Company (QIC) is the leading insurance and reinsurance provider in the Middle East and North Africa (MENA) region, renowned for its comprehensive range of risk management solutions and financial strength.

Established in 1964 as the first domestic insurance company in Qatar, QIC Group has grown to become a global player with a diversified underwriting portfolio spanning the Middle East, Europe, and Asia, and a home base in the Gulf Cooperation Council (GCC).

With its status as the largest insurer in MENA by total assets and equity, QIC Group consistently delivers value-driven services to its clients while maintaining its position as a trusted industry leader. Listed on the Qatar Stock Exchange since 1997, the Group is backed by robust financial ratings of A- (Strong) from Standard & Poor's and A- (Excellent) from A.M. Best, reflecting its financial stability and operational excellence.



Our Vision, Mission and Values

Vision

QIC vision is to be recognized as the world's largest and most trusted insurance group.

Mission

QIC's mission for the future is to maintain our drive for growth and excellence through innovation, diversification and responsible leadership. By means of existing and new strategic alliances and partnerships we aim to create the optimum framework for profitable development.

Values

- At QIC we value each employee and acknowledge their distinctive contribution
- We value their effort, their enterprise, their contribution and opinions
- QIC is built on teamwork, respect and mutual trust
- Each person at whatever level she or he may operate, is empowered, and will therefore make their own unique contribution
- Each employee is encouraged to be responsible for their own actions
- We encourage positive contribution, acknowledge innovation and reward excellence
- We encourage a safe workplace, comply with all laws and regulations, and strive to meet the expectations and requirements of our customers
- We value our customers as trusted partners
- We value constructive feedback and candid comments and endeavor to integrate those into our business model
- Honest critique is accepted as a valued contribution to our organization
- We meet our obligations to our shareholders, customers, employees and society at large

QIC KEY INFORMATION



Standard & Poor's



A.M. Best

QIC

| QR million | 2025 | 2024 | 2023 | 2022 | 2021 |
|---|--------|--------|--------|---------|--------|
| Gross premiums written | 9,954 | 9,143 | 9,366 | 10,824 | 12,647 |
| Insurance service result / Underwriting results | 506 | 514 | 300 | (1,178) | 350 |
| Net profit attributable to parent | 791 | 725 | 601 | (1,199) | 616 |
| Investment & other Income | 993 | 979 | 1,004 | 865 | 1,125 |
| Cash and Investments | 20,382 | 20,694 | 21,484 | 22,254 | 26,572 |
| Total Assets | 25,371 | 26,671 | 28,614 | 29,827 | 43,691 |
| Equity attributable to parent | 6,814 | 6,333 | 6,100 | 5,505 | 8,419 |

Our Shares

| | | | | | |
|---|-------|-------|-------|---------|-------|
| Earnings per share (QR) | 0.188 | 0.171 | 0.133 | (0.410) | 0.143 |
| QIC market capitalisation (QR Millions) | 6,663 | 6,934 | 8,459 | 6,281 | 8,982 |
| Dividend per share (QR) | 0.11 | 0.10 | 0.10 | - | 0.10 |
| Share price at 31 December (QR) | 2.04 | 2.12 | 2.59 | 1.92 | 2.75 |
| Book value per share (QR) | 2.14 | 1.98 | 1.91 | 1.71 | 2.58 |

* 2022, 2023, 2024 & 2025 figures are as per IFRS 17 standard which was effective from 1-Jan-2023,

THEME OF THE YEAR

Beyond Insurance - From Vision to Momentum

In 2025, Qatar Insurance moved decisively from intent to execution. What began as a digital vision became sustained momentum, embedded across operations, partnerships and platforms, and extended beyond national and regional boundaries into a wider global conversation shaping the future of insurance. This progress unfolded in alignment with Qatar's national priorities, supporting economic diversification, digital leadership and the development of a resilient, knowledge based economy.

Across the insurance industry, a defining moment is underway. Heightened risk complexity, accelerating digitization, and rising expectations for inclusion, resilience and speed are reshaping how insurance is built, delivered and trusted. In this environment, Qatar Insurance positioned itself not simply as an adopter of digital tools, but as a central engine of transformation translating technology into scale, relevance and long-term value while contributing to the national agenda of innovation-led growth.

Momentum in 2025 was driven by action. Digital strategy evolved from roadmap to reality, accelerating execution across customer experience, product innovation and operating models. Digital platforms matured into connected ecosystems, enabling seamless engagement, faster decision making and more responsive protection. Technology became not an overlay, but a structural capability reinforcing resilience, enhancing efficiency and sharpening competitive advantage in line with Qatar's vision for advanced digital infrastructure and services.

Beyond internal transformation, Qatar Insurance advanced its role as an ecosystem builder. Strategic partnerships across insurtech, fintech and adjacent sectors expanded the boundaries of traditional insurance, unlocking collaboration and accelerating diversification within the financial services landscape.

By connecting startups, investors, regulators and established institutions, QIC helped cultivate an environment where innovation could be tested, scaled and shared, supporting entrepreneurship, capability transfer and the growth of local and regional digital ecosystems.

Crucially, 2025 marked a shift from regional leadership to global engagement. Digital ambition was no longer confined to Qatar or the MENA region. Through international collaboration, knowledge exchange and cross-border dialogue, Qatar Insurance positioned its experience within a worldwide movement focused on building more resilient, inclusive and technology enabled financial systems. This outward orientation amplified Qatar's voice in global financial discourse and reinforced QIC's relevance in an interconnected insurance landscape where shared insight and collective progress are essential to managing systemic risk.

"From Vision to Momentum" captures a year defined by forward motion. It reflects a company that moved beyond aspiration to activation, beyond experimentation to impact, and beyond borders to global contribution. As the insurance industry continues to evolve, Qatar Insurance enters the next phase of its journey with momentum that is not only sustained but fully aligned with the future Qatar is building.



A YEAR IN MOMENTUM

The Year Takes Shape

2025 unfolded as a year of steady acceleration. Momentum emerged through action, turning ambition into visible progress across platforms, partnerships and products that positioned Qatar Insurance at the forefront of digital innovation and ecosystem leadership.

Digital Becomes Everyday

New features on the QIC App, including the "Events" capability, expanded convenience and engagement, strengthening its role in customers' daily lives. Recognition at the **Global Finance Innovators Awards** marked a milestone in this evolution, while expanded loyalty program options reinforced a connected digital experience.

Building with Others

Strategic partnerships and investments in startups such as Jaguar Transit, MIC Global and Digital Petroleum extended QIC's innovation reach across Qatar, the GCC, Asia and Africa.

The launch of the QIC Digital Hub, powering Qatar's first super app platform, created a dynamic space to explore the future of AI, human led operation, and commerce, building smarter services and seamless digital experiences across fintech, Insurtech and beyond.

Opening the Global Dialogue

QIC brought regional insight into global conversations. At Web Summit Qatar 2025, its dedicated pavilion showcased future focused insurance and innovation, drawing thousands of global tech participants and spotlighting Qatar's digital ecosystem.

The 4th MENA Insurtech Summit and inaugural MENA Fintech Summit in Doha convened over 1,500 attendees, 140+ speakers and startup pitches under the theme "*The Impact of AI on the Insurance Value Chain*", exploring how AI and emerging technologies are reshaping insurance and financial services.

At Web Summit Lisbon 2025, QIC announced the 2026 MENA Insurtech & Fintech Summits, reinforcing continuity in global engagement and positioning Doha as a hub for fintech leadership.

Senior leadership shared Qatar's digital story at the Asia Leaders Conference in Hong Kong, advancing cross-border collaboration and resilience in innovation.

Protecting Digital Lifestyles

In response to how people live and connect today, QIC launched three future-ready products: Personal Cyber Insurance, securing individuals against online threats; Gadget Insurance, safeguarding essential personal devices; and School Fees Protection Insurance, offering financial continuity for families. Together, these offerings responded to evolving risk needs and reinforced confidence in connected lifestyles.

Strength from Within

QIC deepened its digital foundation by embracing cloud-native technologies and AI. QIC was recognized at the *Google Cloud Summit Doha 2025* for driving innovation in the financial industry through advanced cloud adoption and AI-powered solutions.

An intensive AI Enablement Program equipped teams across communications, marketing and customer engagement with next-generation capabilities, enhancing data driven decision making, automation and personalized outreach. Complementing technology upgrades, structured upskilling programs strengthened digital literacy, collaborative ways of working and operational agility, ensuring QIC could innovate with confidence and respond swiftly to evolving market needs.

Momentum, Connected

Each milestone built on the last. From platforms to partnerships, products to global engagement, 2025 captured a year in motion defined not by isolated achievements but by continuous forward movement and a connected vision for the future.



QIC GROUP MULTI-PILLAR BUSINESS

Qatar Insurance Company (QIC)

Qatar Insurance Company Q.S.P.C. (QIC) is a publicly listed composite insurer with a consistent performance history of over 60 years and a global underwriting footprint. Founded in 1964, QIC was the first domestic insurance company in the State of Qatar. Today, QIC is the market leader in Qatar and a dominant insurer in the GCC and MENA regions. QIC has branch offices in Dubai and Abu Dhabi. QIC's diverse portfolio of personal insurance products (car, home, travel, boat, and personal accident benefits) and commercial insurance products (energy, marine & aviation, property & commercial, medical, and motor), combined with its excellent distribution and service delivery, are the key factors behind the company's success. QIC is one of the highest-rated insurers in the Gulf region, with a rating of 'A- (Excellent)' from A.M. Best and 'A-' from Standard & Poor's (S&P). QIC is also one of the largest insurance companies in the MENA region in terms of gross written premium and total assets. It is listed on the Qatar Stock Exchange and has a market capitalization in excess of approximately QAR 6.6 billion.

Kuwait Qatar Insurance Company (KQIC)

Established in 2004, KQIC is a subsidiary of Qatar Insurance. KQIC offers conventional insurance products and believes in delivering innovative retail solutions for home, travel, and car insurance to every segment of its customer base. KQIC serves as a conduit for providing insurance services across the GCC and helps connect overseas insurance interests through its global network.

Oman Qatar Insurance Company (OQIC)

Oman Qatar Insurance Company (OQIC), established in 2004, is a subsidiary of Qatar Insurance, which has a global underwriting footprint spread across all continents. OQIC believes in delivering innovative retail solutions for home, travel, and car insurance to every segment of its customer base. OQIC also serves as a conduit for providing insurance services across the GCC and helps connect overseas insurance interests through its global network.

Antares (Lloyd's of London)

Antares Managing Agency Limited (Antares) operates in Lloyd's of London, the world's prime global insurance and reinsurance market. Antares has offices in London and Singapore. This specialist insurer and reinsurer, a QIC company, acts as the managing agent of Lloyd's Syndicate 1274 and is recognized for its exemplary services across the globe. Through its highly experienced team of underwriters, Antares provides a diversified range of Property, Reinsurance, Casualty, and Specialty underwriting services worldwide. With its process efficiency and superlative service to clients, Antares provides not only quality and security, but also continuity, while taking a consistent approach to risk transfer. The Antares reinsurance and insurance companies benefit from a rating of A+ (S&P) and A (A.M. Best).

Antares Re (Previously Qatar Re)

Antares Reinsurance Company Limited (previously known as Qatar Reinsurance Company Limited) is a Class 4, Bermuda-based global multi-line reinsurer writing all major Property, Casualty, and Specialty lines of business. With its headquarters in Bermuda and branch offices in Zurich and London, Antares Re is situated close to the world's major reinsurance markets and the core operations of its clients. The company, backed by a parental guarantee from QIC, also benefits from QIC's strong capital base. The company is rated 'A-' by Standard & Poor's and 'A- (Excellent)' by A.M. Best.

QIC Europe Limited

QIC Europe Limited (QEL) is a Malta-based insurer with a branch office in London. QEL is a wholly owned subsidiary of Antares Re and is regulated by the Malta Financial Services Authority (MFSA). The company's business model involves writing insurance sourced through carefully selected managing general agents (MGAs) and coinsurance partners across the European Economic Area (EEA). Backed by a full guarantee from QIC, QEL benefits from the QIC's capital base. The company is rated 'A-' by Standard & Poor's.

QIC Asset Management LLC (Previously Epicure Asset Management)

QIC Asset Management, previously Epicure Asset Management, is a 100% subsidiary of QIC that was established in the Qatar Financial Centre (QFC) and is authorized and regulated by the Qatar Financial Centre Regulatory Authority (QFCRA). Founded in May 2019, the company manages and advises on discretionary investment portfolios, investment funds, and other investment products for entities within QIC as well as third-party clients.

QIC Asset Islamic Investment Management

QIC Asset Islamic Investment Management, previously Epicure Investment Management, is a joint venture between QIC (51%) and QInvest LLC (49%) that commenced business operations in 2022. Like QIC Asset Islamic, it is also registered in the QFC and is authorized and regulated by the QFCRA. The company manages and advises on discretionary investment portfolios, investment funds, and other products in accordance with the principles of Shari'a.

Qatar Insurance Real Estate (QICR)

Qatar Insurance Real Estate (QICR) is a QIC company that specializes in real estate investments. The company's portfolio consists of real estate assets in Qatar. QICR invests in income-generating real estate assets with strong anchor tenants, with a view to earning rental income.

Anoud Technologies (Anoud Tech)

Anoud Tech is dedicated to accelerating digital transformation across the insurance value chain by empowering insurers with advanced, scalable, and future-ready technology solutions.

Anoud Tech supports insurers in modernizing their operational processes, enhancing customer engagement, and adapting to rapidly evolving market dynamics and regulatory landscapes. With a unique combination of deep domain expertise and cutting-edge technical capabilities, Anoud Tech delivers tailored solutions that address the complex needs of insurers in the digital age. As a trusted technology partner, the company brings an unparalleled understanding of both the functional and technological requirements essential for success in today's competitive insurance environment.

Anoud+, a best-in-class integrated insurance platform by Anoud Tech, was developed to help insurance companies transition away from outmoded legacy systems to a digital future, enhance revenue streams by improving engagement with customers and distribution partners, and significantly improve operational efficiency.

QIC Digital Venture Partners (QIC DVP)

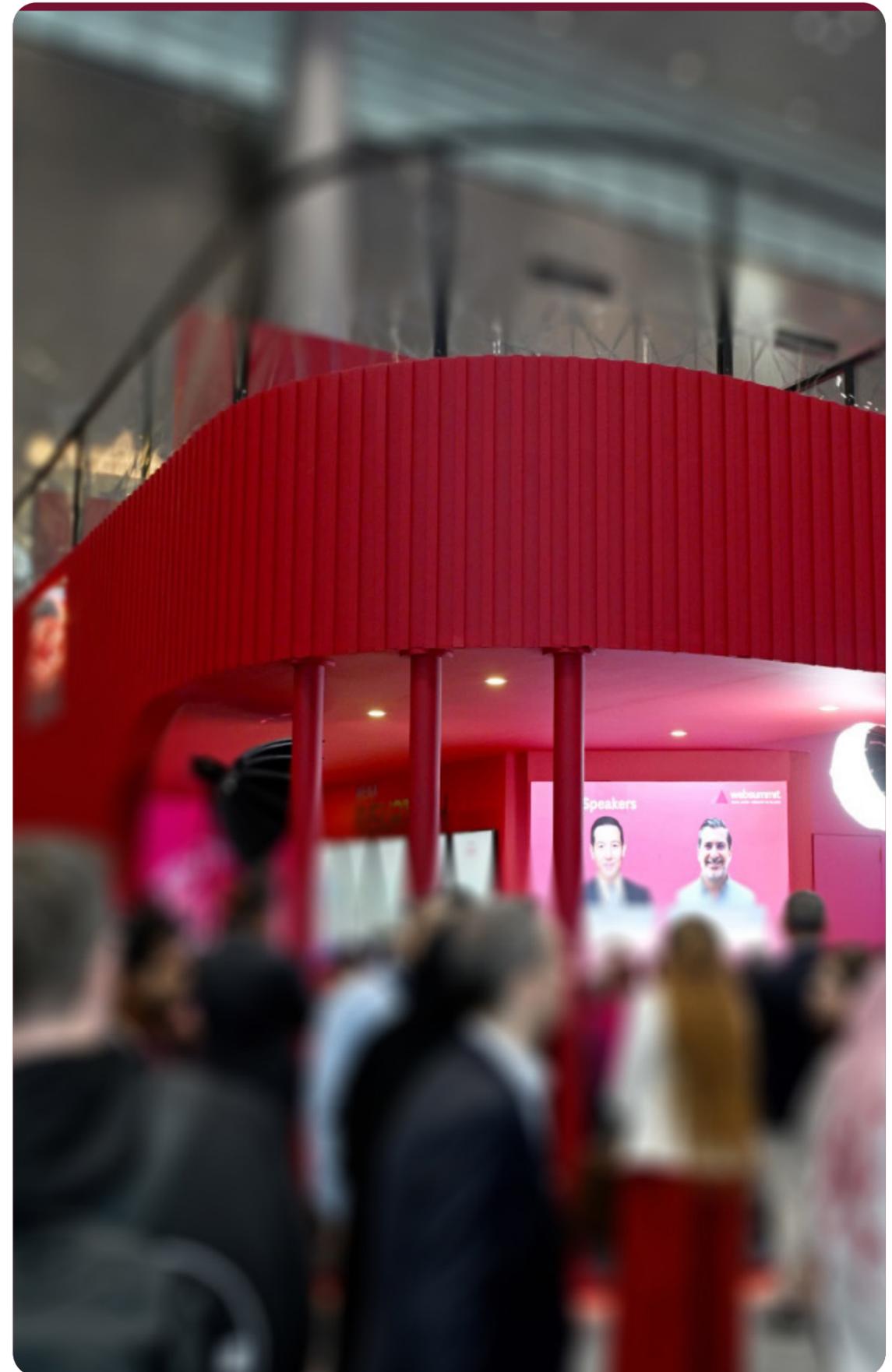
Digital Venture Partners (DVP) is an integral part of Qatar Insurance's initiative to shape the future of Insurtech. Launched in 2022, its mission is to transform the digital insurance landscape by developing innovative products, forming strategic partnerships with global technology and Insurtech leaders, and investing in high-potential startups.

DVP focuses on creating digital value through ideation, prototyping, and continuous iteration, while leveraging cutting-edge technologies such as artificial intelligence. Its goal is to build a robust, competitive ecosystem that drives growth and meets the evolving needs of the digital-first insurance market.

QIC Digital Hub

QIC Digital Hub is an internal unit established in 2021 to spearhead the digital transformation of QIC's insurance products and extend their reach across Qatar, the MENA region, and beyond. The hub is powered by a diverse team of 229 professionals from various disciplines, working both onsite in Doha and remotely from 30 countries.

Since its inception, the hub has focused on developing cutting-edge mobile and web solutions that improve customer experience and accessibility, and it is now leading QIC's strategy to build the MENA region's first insurance-powered digital ecosystem.



STRATEGIC REVIEW



CHAIRMAN MESSAGE

Dear Shareholders,

The year 2025 unfolded against a global environment characterized by elevated geopolitical tension, protectionism and ongoing policy uncertainty. Global economic growth remained below pre-pandemic levels, with volatility accentuated by tariff-related shocks during the year. The Middle East and North Africa showed relative resilience, supported by economic and trade diversification, public investment, easing inflation and steady consumer demand. These conditions framed the context in which the Board exercised its oversight responsibilities during the year.



**Sheikh Hamad bin
Faisal bin Thani Jasim Al Thani**

Chairman

QIC
**Insurer
of the Year
in Qatar**

menajj
awards 2025



*Regulated by QCB

Within this environment, Qatar Insurance reported net profit attributable to shareholders for the full year of QAR 791 million, representing an increase of 9% compared to 2024, alongside growth in earnings per share. Excluding the impact of Pillar II, QIC reported a net profit of QAR 874 million for FY 2025, representing a 19% increase compared to 2024 showing further improvement in underlying profitability. The Board notes that performance reflected the continued effect of strategic actions undertaken over recent years, including the rebalancing of the underwriting portfolio and a sustained focus on underwriting discipline.

A key development during 2025 was the continued consolidation of the underwriting portfolio toward core GCC and MENA markets. By year end, domestic and regional operations accounted for a higher proportion of gross written premiums compared to previous years, while international business continued through

Antares at Lloyd's. In parallel, risk diversification was supported through growth in personal lines, health, marine and energy business, alongside further reduction in exposure to direct UK motor insurance. These developments contributed to an Insurance Service Result of QAR 506 million for the year.

Capital strength and investment discipline remained central considerations for the Board. Assets under management remained stable at approximately QAR 18.6 billion at year end, supported by a diversified investment portfolio. Investment and other income increased compared to the prior year, resulting in a return on investment of 5.1 percent. During 2025, S&P Global and AM Best affirmed Qatar Insurance's financial strength ratings with stable outlooks, reflecting the Company's capitalization, governance and underwriting profile.

The Board continued to oversee progress in digital capability, governance and sustainability. During the year, Qatar Insurance introduced new personal lines products addressing identified customer needs, enhanced its digital platforms and continued to convene regional industry forums focused on insurance and financial technology. Governance arrangements remained aligned with applicable regulatory frameworks, and the Company became the first insurer in the region to receive a provisional AAA ESG rating from MSCI. Environmental initiatives, community health programs and youth development activities were pursued within a structured framework aligned with national priorities.

Looking ahead, the Board recognizes that global economic uncertainty is likely to persist, even as regional growth prospects remain supportive. The priorities for the period ahead are informed by the experience of 2025 and include maintaining underwriting discipline, preserving capital strength, supporting selective investment in digital capability and talent, and sustaining robust governance and risk management. On behalf of the Board, I thank our shareholders for their continued confidence, our regulators for their engagement, and our employees for their commitment during the year.

BOARD OF DIRECTORS



Sheikh Hamad bin Faisal bin Thani Jasim Al Thani
Chairman



Mr. Abdul Rahman Essa Al Mannai
Vice chairman



Mr. Khalifa Abdulla Turki Al-Subaey
Member



Sheikh Saoud bin Khalid bin Hamad Al Thani
Member



Sheikh Faisal bin Thani bin Faisal Al Thani
Member



Sheikh Abdulrahman bin Saud bin Fahad Al Thani
Independent Member



Sheikh Tamim bin Hamad bin Jassim bin Jabor Al Thani
Member



Mr. Ali Youssef Hussain Ali Kamal
Member



Mr. Mohammed Jassim M A Jaidah
Member



Mr. Ali Hussain Ibrahim Al-Fardan
Member



Mr. Ibrahim Jassim Abdul Rahman Al Othman Fakhro
Vice chairman

MANAGEMENT TEAM



Salem Khalaf Al Mannai
QIC Group CEO



C. M. Unnikrishnan
Deputy CEO - MENA Operations



Sultan Ghani
Advisor to
Group CEO



Rashid Al Buainain
Group Chief
Administrative Officer



Ahmed Al Jarboey
Chief Operating
Officer QIC



Lars Gehrman
Group Chief
Digital Officer



Saji Philipose
Group Chief
Audit Executive



Chirag Doshi
Group Chief
Investment Officer



Ahmed El Tabbakh
Deputy CEO -
International



Varghese David
Group Chief
Financial Officer



Mark Graham
Group Chief
Risk Officer



Claude Perret
Group
Chief Actuary

ENTITIES CEOS



QATAR INSURANCE COMPANY
INSURANCE COMPANY OF THE YEAR
QATAR
THE ASSET TRIPLE A AWARDS



Michael van der Straaten
CEO Antares Global Holdings Limited / CEO of Antares Reinsurance Company Limited and QIC Europe Limited



Mark Graham
Antares Global Holdings Limited / CEO of Antares at Lloyd's



Pantelis Koulovasilopoulos
Antares Global Holdings Limited / CEO of Antares Insurance Company Limited



Prasad Aniyil
CEO of QIC UAE



Hassan Al-Lawati
QIC Oman



Abdullah Abdulatif Suliman Al-Ahmad
QIC Kuwait

BOARD OF DIRECTORS' REPORT 2025

QIC Board of Directors' Message 2025

Dear Esteemed Shareholders,

The Board of Directors of QIC Group (QIC) is pleased to present QIC's 2025 Annual Report, which includes QIC's consolidated financial statements for the full year 2025. In this message, we present a summary of the year's financial and strategic highlights, together with an overview of QIC's 2025 activities and its outlook for 2026.

We are honoured to report that QIC continued to report strong earnings growth and balance sheet capitalisation through 2025 despite the challenging global environment. QIC supported clients in its core Middle East and North Africa (MENA) and international markets and continued to push the boundaries of insurance product and customer service innovation and excellence.

Sustained earnings growth despite global fragility

Globally, 2025 saw ongoing elevated geopolitical tensions, protectionism and policy uncertainty, with global GDP growth remaining a shadow of its former, pre-Covid self. However, the global economy also displayed resilience, with the global GDP growth forecast recovering to 3.2% (OECD) before year end 2025 after the downturn of the April 2025 US tariff shock. The MENA region's forecasted GDP growth rate similarly rebounded before year end to reach 3.3% (IMF), supported by factors including economic and trade diversification, robust public investment, strong consumer spending and easing inflation.

Against this backdrop of global lacklustre growth and sustained fragility, QIC reported Net Profits for the full year 2025 of QAR 874 million, representing a 19% increase compared to 2024, and a 10% year-on-year increase in Earnings per Share. Profit attributable to shareholders of the parent for the year 2025 is QAR 791 million. Including the impact of Pillar II tax, which was newly introduced in 2025, the increase in Net profits for the full year 2025 will be 10% compared to the previous year.

Strong, well-balanced underwriting portfolio

By year end 2025, QIC's strategic rebalancing of its underwriting portfolio to profitable business in its GCC region resulted in domestic (Qatar) and MENA operations accounting for 59% of Gross Written Premiums (GWP), compared to 52% in 2024 and less than 20% in 2021. The company maintains its position as the largest insurer in Qatar and is among the top insurers in the United Arab Emirates and Oman, by insurance revenue. International business remains an important component of the portfolio (2025, 41%) and is predominantly written through QIC's subsidiary Antares Syndicate operating at Lloyd's of London.

In terms of risk diversification, the Company grew its GWP in personal lines, health and property. For personal lines, innovative new products and strong digital offerings were key growth drivers. The Company has de-risked its exposure to direct UK motor business and currently the Company's exposure to UK motor business remains limited to reinsurance.

The outcome of these strategic adjustments and consolidation is a consistent, stable and robust, profitable underwriting portfolio with a full-year 2025 Insurance Service Result (ISR) of QAR 506 million.

Robust investment returns

QIC Group manages a high-quality, well-diversified investment portfolio with a stable year-on-year composition. As of 31 December 2025, Assets Under Management remained stable year on year at QAR 18.6 billion. Investment and Other Income rose by 1% year on year to QAR 993 million. The Company also reported a robust Return on Investment of 5.1%, compared to 5.0% for 2024.

Trail-blazing digital transformation, product innovation and customer experience

QIC continues to trailblaze client-centricity, service and product excellence, and operational efficiency, including through its commitments to innovation, digital transformation and the integration of AI technologies. QIC remains the MENA region's leading digital insurance provider, as evidenced by the many prestigious awards received by QIC in 2025.

In 2025, QIC launched two innovative new insurance products: Qatar's first-ever personal lines school fees protection insurance - in line with its commitment to support the objectives of the Third Financial Sector Strategic Plan of the Qatar Central Bank - and Qatar's first-ever personal lines cyber insurance.

It also made further customer-centric enhancements to its car and travel insurance services and to the award-winning QIC App, which is one of MENA's fastest growing consumer platforms in Qatar and the only one to combine insurance and non-insurance services. For example, QIC added the possibility to obtain on-the-spot car insurance for vehicles that pass inspection at its inspection centre outlets or via the QIC App and expanded the content on its QIC Reads platform to help customers navigate vehicle registration regulation. It also introduced a new "Events" feature on the QIC App, whereby customers can browse and buy tickets for sporting, cultural and entertainment events across Qatar.

Furthermore, by partnering with leading brands, QIC expanded the redemption options of its **Coins** loyalty program. QIC App and qic.online users can now benefit from a greater range of complimentary services, offers and gifts via a digital voucher system. In celebration of Qatar National Day, QIC offered bonus loyalty coins to new QIC App customers and teamed up with a local design studio to add exclusive artwork gifts reflecting national unity and pride.

QIC also continues to promote Qatar as a regional innovation hub, for example through its MENA Insurtech and Fintech summits. QIC also held an intensive internal AI training programme in 2025 for senior management and its Public Relations, Marketing and Business Development teams to promote the integration of AI technologies to amplify the QIC brand, reach new markets and strengthen stakeholder relationships.

¹ Before Pillar Two global tax provision.

Strength through unified leadership and teams

QIC's 2025 Global Executive Leadership Meeting brought together CEOs and senior leaders from across the group to reinforce unified leadership, shared purpose and strategic clarity, to align priorities, to share insights and to accelerate collective efforts across markets.

Forbes Middle East named Salem Al Mannai, Group CEO of Qatar Insurance, as one of its "Top 100 CEOs in the Middle East". As the only insurance-sector CEO in this prestigious ranking, this accolade reflects QIC's clear strategic focus, teamwork and dedication to supporting the region's long-term development goals, and its notable sustainability achievements.

Looking to the future by investing in the next generation of industry leaders, QIC successfully carried out its 2025 Summer Internship Programme, providing a structured business learning experience for select high-achieving school students from across Qatar.

Championing ESG and community health

QIC complies with the requirements and principles of governance in accordance with the corporate governance code for legal entities listed in the primary market - issued by the Qatar Financial Markets Authority, and in accordance with the corporate governance code for insurance companies issued by the Qatar Central Bank. The Annual Report on Corporate Governance (copy attached) describes QIC's compliance with the corporate governance code and will be submitted to Qatar Financial Markets Authority (QFMA) after its approval at the 2025 Annual General Meeting.

As of 22 May 2025, QIC was the first company in Qatar and only insurer in the MENA region to receive a provisional ESG 'AAA' ESG rating from MSCI ESG Research.

Aligned with Qatar's national goal to reduce greenhouse gas emissions by 25% by 2030, QIC has a comprehensive Environmental, Social, and Governance (ESG) framework, which we the Board have formally endorsed, as well as a dedicated ESG and Sustainability Committee to integrate sustainability principles across its underwriting and investment operations. An example of QIC's climate commitments is the One Million Tree Initiative, a nationwide reforestation project launched in partnership with the Ministry of Environment and Climate Change.

QIC sees the promotion of community health and wellbeing as a core pillar of its social responsibility and alignment to the Qatar National Vision 2030. Reaffirming its dedication to building a stronger, healthier future for everyone, the Company conducted a series of initiatives in 2025 in collaboration with the Qatar Cancer Society (QCS). As part of Breast Cancer Awareness Month, QIC organized an event for its female employees sharing insights on cancer risk factors, symptoms and early detection, as well as nutritional and lifestyle guidance to reduce cancer risk. QIC was also proud to serve as the 2025 insurance sponsor of QCS's "Relay for Life" event and walk.




**BEST GENERAL INSURANCE
COMPANY, QATAR**

**2025
QATAR INSURANCE
COMPANY**

qic • online

Prestigious awards for innovation, service excellence and financial strength

In recognition of the Company's leadership in digital innovation and service excellence, and its strong financial position, QIC was named "Best General Insurance Company in Qatar" at the World Finance Awards 2025 for the third year running and "Insurance Company of the Year in Qatar" at The Asset Triple A Private Capital Awards 2025. Acknowledging QIC's outstanding achievements in establishing Qatar's first insurance-powered digital ecosystem, QIC was also honored as "Insurer of the Year" in Qatar at the MENA II Awards for the fourth consecutive year.

The QIC App also continued to receive high accolades. QIC was awarded the "Customer Experience Initiative of the Year in Qatar" title at the Insurance Asia Awards 2025 for the app's success in delivering a seamless, innovative customer journey. QIC App was named "Most Innovative Mobile App in Qatar" at the Middle East Technology Excellence Awards 2025, and was acknowledged as a top financial innovation in the Middle East at Global Finance's Innovators Awards 2025.

QIC was recognized at the Google Cloud Summit Doha 2025 for driving innovation in the financial industry – a recognition that highlighted QIC's bold adoption of cloud-native technologies and AI-driven solutions, and its role as an industry thought leader.

The Company also ranked among Qatar's "10 Most Valuable Brands" and "10 Strongest Brands" in 2025 by Brand Finance, reflecting QIC's strong reputation, financial performance and strategic vision.

QIC Asset Management was recognised for the eighth consecutive year as one of the "Top Investment Houses (Asset Managers Category) in Asian G3 bonds from the Middle East & North Africa" by The Asset Magazine. In addition, two team members ranked in first and second place for "Most Astute Investors".

Supporting Qatar's heritage

Underscoring QIC's commitment to Qatar's broader development and to preserving Qatar's cultural heritage, and guided by Qatar National Vision 2030, QIC continued as the official insurance partner of the 9th edition of the Katara International Hunting and Falcons Exhibition, S'hail 2025, as an official sponsor at the 5th edition of the Katara International Arabian Horse Festival, and as official sponsor of the 2025 Commercial Bank Qatar Masters. The Company was also proud to sponsor the Build Your House Exhibition 2025, reaffirming its commitment to resilient housing in Qatar.

S&P and AM Best rating

In March 2025, S&P Global affirmed its "A-" long-term issuer credit and financial strength ratings on Qatar Insurance Company. It also affirmed its "A-" financial strength ratings on the group's guaranteed subsidiaries. The outlooks on all ratings were announced as stable. These assessments reflected QIC's improved underwriting results driven by its strategic shift toward more profitable business in the GCC region, its strong capitalization, and its leading position in Qatar and the GCC region by insurance revenue. AM Best similarly affirmed its "A- Excellent" ratings for QIC in January 2026, with stable outlooks, describing QIC's balance sheet strength as "Very strong".



Strong outlook

Global GDP growth is expected to slow year on year to 2.9% in 2026 as tariffs weigh on investment and trade amid ongoing uncertainty, but then to increase to 3.1% in 2027 as tariff impacts fade, financial conditions improve and lower inflation supports demand (OECD). The MENA region has a strong 2026 outlook of approximately 3.6% (IMF), solidly above the global average and benefitting from Qatar's heightened LNG production. The region's growth outlook is supported by robust public investment, digital and AI transformation, easing inflation and resilient consumer spending. Structural reforms, including economic and trade diversification, are key drivers of regional stability amid ongoing global economic downside risks.

QIC is well positioned to benefit from MENA's positive economic outlook. We anticipate continued top and bottom-line growth. This expectation follows the consolidation of QIC's underwriting portfolio to its core GCC markets, its increased risk diversification, its strong capitalisation, its robust governance, and its dedication to leading MENA's digital transformation and to innovation and customer service excellence. Furthermore, in terms of new markets, QIC presented a comprehensive proposal in 2025 to establish a branch operation in Saudi Arabia: subject to regulatory approval, this branch model will leverage QIC's technical infrastructure and regional expertise, while capitalising on supportive regulatory reforms, mandatory insurance frameworks and momentum from Saudi Vision 2030.

About Qatar Insurance Group (QIC)

Qatar Insurance Company Q.S.P.C (QIC, QIC Group) is a publicly listed insurer with a consistent performance history of 60 years and a global underwriting footprint. Founded in 1964, QIC was the first domestic insurance company in the State of Qatar. Today, QIC is the market leader and the first digital insurance company in Qatar and a dominant insurer in the GCC and MENA regions. QIC is one of the largest insurance companies in the MENA region in terms of written premium and total assets, is listed on the Qatar Stock Exchange and has a market capitalization in excess of QAR 6.6 billion.

CHIEF EXECUTIVE OFFICER'S MESSAGE



Salem Khalaf Al Mannai
QIC Group CEO

Economic Outlook

The global economic landscape in 2025 remained complex and uneven. Elevated geopolitical risk, protectionist pressures, and policy uncertainty weighed on investment and trade, while episodic shocks tested market confidence. Yet resilience prevailed. Global growth recovered toward year end, and the MENA region once again demonstrated its ability to outperform, supported by diversification initiatives, public investment, easing inflation, and strong consumer demand. Against this backdrop, Qatar Insurance operated from a position of strength, benefiting from regional momentum while remaining alert to global risks.

Performance Results

QIC delivered a strong financial performance, recording net profits of QAR 806 million, representing an increase of 10% year on year, and growth in earnings per share of 10%. Excluding the impact of the newly introduced Pillar II tax, underlying profitability improved further. These results reflect the disciplined execution of our strategy, improved underwriting quality, and the benefits of portfolio rebalancing toward profitable GCC and MENA business. The resulting Insurance Service Result of QAR 506 million underscores the consistency and resilience of our core operations.

Investment Performance

Our investment portfolio continued to provide stability and diversification in 2025. Assets Under Management remained steady at QAR 18.6 billion, supported by a conservative, high-quality asset allocation. Investment and other income increased by 1%, and return on investment improved to 5.1%, reflecting prudent positioning and active management in a volatile interest rate environment.

Regional Growth

Regional expansion remained a key pillar of our strategy. We reinforced our leadership positions in Qatar, the UAE, Oman, and Kuwait, including the successful capital doubling of Kuwait Qatar Insurance Company to support future growth. Strategic investments in insurtech startups extended our reach into Saudi Arabia, Asia, and emerging African markets, while our proposal to establish a branch in Saudi Arabia positions QIC to benefit from regulatory reform and the momentum of Vision 2030. These initiatives reflect a disciplined approach to growth, focused on markets where we bring technical depth, scale, and long-term commitment.

Cost Effective Decision Making

Throughout 2025, we maintained a sharp focus on efficiency and value creation. Cost discipline was embedded into decision-making across underwriting, operations, and technology investments, ensuring that growth translated into sustainable returns. Digital distribution, automation and data-driven processes continued to improve expense ratios while enhancing customer experience. This balance between investment and efficiency remains central to our operating philosophy.

Digital Strategy and Capabilities

QIC's strategic foresight translated into tangible initiatives that accelerated our digital transformation while extending our influence well beyond our own operations. By convening leaders, empowering innovators, and building platforms for collaboration including the MENA Insurtech and Fintech Summits, and our presence on the global stage at Web Summit Lisbon, QIC stepped into its role as an industry architect, shaping conversations, capabilities, and ecosystems redefining insurance, fintech, and entrepreneurial growth across the region and increasingly on a global stage.

The momentum of 2025 marked a shift in our posture, where QIC moved from modernizing insurance to helping lead its reinvention, reinforcing its role as a national champion with global relevance.

A Unified Brand for a Global Future

Our decision in 2025 to unify under the name QIC represents a defining milestone. It reflects who we are today: a global insurer with deep regional roots, specialist expertise and a shared purpose. By uniting the Group under one name while preserving the strength of our operating entities, we have enhanced clarity, coherence, and global recognition, positioning the Group for its next phase of growth.

Enterprise Risk Management

Robust enterprise risk management remains foundational to our success. In 2025, we continued to strengthen governance, capital adequacy, and risk oversight in line with evolving regulatory standards. The affirmation of our credit ratings by S&P Global and AM Best reflects confidence in our risk framework, underwriting discipline, and financial resilience.



Financial Statements

Corporate Governance

Strategic Review

Investors

ESG and Corporate Social Responsibility

ESG leadership advanced meaningfully during the year. Achieving MSCI's highest provisional AAA ESG rating affirmed the depth of our commitments across environmental stewardship, social responsibility, and governance excellence. From reforestation initiatives and biodiversity protection to health awareness campaigns, youth development, and cultural preservation, Qatar Insurance's CSR activities reflected a holistic approach aligned with Qatar National Vision 2030. In markets beyond Qatar, CSR engagement was guided by local community priorities, with initiatives designed to support social wellbeing and responsible business practices in the jurisdictions where the Company operates, while remaining consistent with its overarching governance and sustainability framework.

Looking Forward

As we look ahead, we do so with confidence grounded in vision and expertise. The economic outlook for the MENA region remains positive, and QIC enters the coming year with a focused strategy, strong balance sheet, and clear ambition. Our priorities are clear: profitable growth, disciplined risk management, digital leadership, and sustainable value creation for all stakeholders. With the dedication of our people and the trust of our partners and shareholders, we are well positioned to continue shaping the future of insurance from Qatar to the world.

QIC

Qatar Insurance Group Earns MSCI's Highest (p)AAA ESG Rating, Cementing Its Leadership in Regional and Global Sustainability

MSCI **PROVISIONAL ESG RATINGS**

(p) AAA

(p) CCC (p) B (p) BB (p) BBB (p) A (p) AA (p) AAA

As of May 2025

MILESTONES ACHIEVED

Brand Unification: Qatar Insurance Group unified its corporate identity under a single global brand, Qatar Insurance, strengthening global recognition while retaining specialist subsidiary brands.

Epicure Investment Management relaunched as QIC Asset Management, reinforcing alignment with Qatar Insurance and strengthening its regional investment platform.

Kuwait Qatar Insurance Company (KQIC) doubled its capital from KWD 5 million to KWD 10 million, enhancing underwriting capacity and supporting long-term growth in Kuwait.

QIC opened new car insurance outlets at Fahes Centers, expanding customer access and service reach in Qatar.

Launch of Qatar's first comprehensive Gadget Insurance, strengthening QIC's digital protection offerings.

Launch of School Fees Protection Insurance, expanding personal lines solutions.

QIC App won "The Innovators" Award by Global Finance.

QIC App received recognition at the MENA II Awards 2025 for the fourth consecutive year.

Qatar Insurance recognized at Google Cloud Summit Doha 2025 for driving innovation in the financial industry.

QIC won "Customer Experience Initiative of the Year" at the Insurance Asia Awards.

QIC crowned "Insurance Company of the Year in Qatar."

QIC named "Best General Insurance Company in Qatar."

Qatar Insurance earned MSCI's highest ESG rating, reinforcing its leadership in sustainability at regional and global levels.

QIC Asset Management recognized as a Top Investment House in Asian G3 Bonds for 2025 by The Asset Magazine, marking its eighth consecutive year of recognition.

Group CEO Mr. Salem Al Mannai named among Forbes Middle East's Top CEOs 2025.

QIC hosted and the 4th MENA InsurTech & first FinTech Summits 2025, positioning Doha as a regional hub for insurance and financial innovation.

QIC showcased future insurance innovation at Web Summit, including a dedicated pavilion.

QIC represented at the Asia Leaders Conference in Hong Kong, participating in high-level strategic discussions.

Qatar Insurance announced the 2026 MENA InsurTech & FinTech Summit during Web Summit Lisbon.

SUSTAINABILITY REPORT

1. INTRODUCTION

Message from Group CEO

“ESG is no longer an option. To ensure sustainable growth, we’ve embedded it into our business strategy.”

1.1. Background

Climate change, deforestation, freshwater depletion, and environmental changes threaten the well-being of current and future generations. Man-made disasters have displaced societies and disrupted businesses. Consequently, investors, customers, employees, and regulators now prioritize Environmental, Social, and Governance (ESG) criteria as key benchmarks for business engagement.

The physical risks of climate change, such as natural catastrophes and their impact on assets, have intensified. Today, ESG factors significantly affect market valuations and investment decisions, making sustainable practices a necessity for businesses.

QIC, a leading insurance group in the MENA region, has adopted a formal ESG framework to drive sustainability within the insurance industry. QIC integrates ESG principles across its underwriting, operations, and investments and is the first to sign the UNEP-FI Principles for Sustainable Insurance (PSI) in the MENA region.

The objective of this sustainability report is to provide a transparent and comprehensive overview of QIC’s commitment to sustainable practices across all aspects of its operations. This includes assessing and managing the environmental, social, and governance (ESG) impacts of its insurance services, investment activities, and regional operations. By aligning its business strategies with global sustainability goals, QIC aims to demonstrate accountability to stakeholders, drive positive societal and environmental outcomes, and ensure the long-term resilience of its business and the communities it serves.

Since several years, QIC has undertaken several ESG initiatives to enhance sustainability and improve its environmental footprint. These efforts spanned governance and ethics, climate risk management, ESG-aligned investments, human capital development, and operational impacts.

1.2. Reporting Scope and Boundary

QIC Group’s sustainability reporting covers its diversified global operations across all geographies in which it operates, including Qatar, the United Arab Emirates, Kuwait, Oman, China, the United Kingdom, Bermuda, Singapore, Gibraltar, Malta, and Switzerland. The Group follows a diversified business model structured around six strategic pillars: QIC, which provides direct personal and commercial insurance solutions across the MENA region; Antares at Lloyd’s, focused on specialty insurance; QIC MENA Life & Medical, offering group life and health products; Antares Re, the Group’s global reinsurance arm; QIC Asset Management, its asset management business; and Anoud Technologies, which delivers InsurTech and digital solutions.

The Sustainability Report evaluates the environmental, social, and governance (ESG) impacts across the Group’s

key insurance and reinsurance lines of business, including Motor, Health & Life, Energy, Marine & Aviation, Property, Liability, Agriculture, and Credit & Surety. The reporting boundary encompasses the entire QIC Group, covering all material business lines (direct as well as reinsurance) and operating entities, consistent with the scope applied in Consolidated Financial Reporting of QIC Group and aligned with disclosures presented in QIC's investor communications. The QIC Sustainability Disclosure Standard 2025 is prepared as a supplement to the QIC Sustainability Report 2025 and published separately listing all major KPIs and metrics for ESG.

1.3. Materiality Assessment Framework for ESG Issues:

Materiality analysis is a structured process used to identify and prioritize Environmental, Social, and Governance (ESG) issues that are most relevant to a company's long-term sustainability, financial performance, and stakeholder expectations. At QIC Group, this approach ensures that ESG risks and opportunities are integrated into decision-making, risk management, and strategic planning.

QIC Group follows a materiality assessment framework that includes the following steps:

1. Identifying Material ESG Issues

- Conduct industry benchmarking using global ESG frameworks (e.g., GRI, SASB, TCFD, UNEP PSI, ISSB).
- Assess regulatory requirements and compliance expectations for insurance and reinsurance.
- Engage stakeholders (investors, regulators, customers, employees, and industry bodies) to identify key ESG priorities.
- Analyze ESG ratings (S&P Global ESG scores, MSCI ratings) and sustainability trends affecting the insurance sector.

2. Assessing Financial Impact and Risk Exposure

- Evaluate short-, medium-, and long-term risks related to climate change, governance, and social issues.
- Conduct scenario testing and stress testing to quantify financial impacts.
- Integrate material ESG risks into enterprise risk management (ERM) frameworks and the risk register.
- Align findings with underwriting, investment, and reinsurance strategies.

3. Stakeholder Engagement & Prioritization

- Use double materiality—assessing both:
- Financial Materiality: Impact of ESG risks on company performance.
- Impact Materiality: Impact of QIC Group's operations on society and the environment.
- Prioritize high-risk, high-impact ESG factors for strategic action.

4. ESG Integration into Business Strategy

- Define key ESG metrics & performance indicators (e.g., carbon footprint, climate risk exposure, ESG investment ratings).
- Establish risk controls and monitoring mechanisms for continuous tracking.
- Integrate sustainable underwriting, responsible investment, and climate adaptation measures.
- Enhance transparency through ESG reporting and disclosures.

QIC Group Sustainability Report 2025 aligns with global frameworks like the Global Reporting Initiative (GRI) Standards, the Sustainability Accounting Standards Board (SASB) Standards, and global rating agencies where

applicable to QIC's business. It complements the QIC Annual Report 2025 and the QIC Corporate Governance Report 2025.

1.4. Alignment with UNEPFI Principles for Sustainable Insurance

As the leading insurance group in the Middle East and North Africa (MENA) region, QIC Group leverages its extensive expertise and regional leadership to champion sustainability in the insurance sector. With a strong foundation as the first domestic insurance company in Qatar and a global underwriting footprint rooted in the GCC, QIC Group is uniquely positioned to drive positive environmental, social, and governance (ESG) outcomes across its diverse markets. By signing the United Nations Environment Programme Finance Initiative (UNEPFI) Principles for Sustainable Insurance (PSI), QIC Group reaffirms its commitment to integrating sustainability into its operations while maintaining its position as one of the largest insurers in MENA in terms of total assets and equity.

The UNEPFI PSI principles guide the Group in embedding ESG considerations into its underwriting, investments, and stakeholder engagement strategies. By fostering partnerships, promoting sustainable risk management solutions, and financing projects that contribute to climate resilience and social development, QIC Group ensures that its business practices align with global sustainability standards and the long-term needs of the communities it serves.

QIC Group's adoption of the UNEPFI PSI principles underscores its dedication to transparency, accountability, and leadership in sustainable insurance. Through regular reporting, measurable ESG targets, and active collaboration with industry stakeholders, the Group continues to set benchmarks for responsible business practices. As a trusted insurer and investor with a significant presence in MENA and beyond, QIC Group remains steadfast in its mission to create a more sustainable and resilient future.

QIC Group signed the United Nations Environment Programme Finance Initiative (UNEPFI) Principles for Sustainable Insurance (PSI) to integrate environmental, social, and governance (ESG) considerations into its operations. By embedding these principles into its business strategy, QIC Group strengthens its commitment to sustainability and responsible insurance practices.

Principle 1: We embed environmental, social, and governance (ESG) issues in our decision-making

How QIC Group demonstrates compliance:

- QIC's Board has approved ESG strategy and framework which focus on integrating ESG into the business strategy ("[Sustainability](#)" section on QIC website).
- QIC has developed ESG Governance Structure and the accountability for ESG performance has been set at the Board level.
- Sustainability Report forms part of the Annual Report which is placed at the Annual General Meeting (AGM) for the shareholders review and consideration.
- QIC integrates climate change risks into exposure and loss assessment models that feed into the capital models. Accordingly, the climate change risks influence insurance pricing and capital requirements, wherever applicable.
- QIC incorporates ESG risks into the risk registers and they are managed through controls and initiatives with regular monitoring metrics in place.
- QIC integrates ESG into its investment decision making in the form of ESG ratings and scores assessments.
- QIC has Board approved policies like the Claim Management Policy, the Customer Contacting Policy and the Customer Servicing Policy in place to treat claims and customer complaints proactively, fairly and with prompt settlement. The digital app and the new-age customer focused feedback hub created notes that highest levels of customer service will help attract and retain customers. The same is reflected in the

customer feedback on the claim settlements and complaints resolutions.

Principle 2: We will work together with our clients and business partners to raise awareness of ESG issues, manage risk, and develop solutions

How QIC Group demonstrates compliance:

- QIC supports and engages with customers on transition to a low-carbon economy by providing them required insurance products and solutions with respect to renewable energy, sustainable infrastructure, clean transportation among others.
- QIC strives to reduce protection gap by offering dedicated natural catastrophe cover worldwide, which help reduce vulnerabilities from climate change
- QIC collaborates with its major customers and suppliers to achieve ESG objectives collectively.
- QIC protects customers, employees and their families with its health and life insurance products alleviating the impacts which formed 33% of QIC's total gross portfolio in 2025, which is a significant increase from 4% in 2022.
- QIC's asset managers, JP Morgan and HSBC, are PRI (Principles for Responsible Investment) signatories who engage with investee companies through dialogue and proxy voting mechanism for transparency and accountability on environmental and social issues.

Principle 3: We will work with governments, regulators, and other stakeholders to promote widespread action on ESG issues

How QIC Group demonstrates compliance:

- Participates with regulators on proposed ESG regulations, their implementation feasibility, commitment to comply with the regulations, and the roadmap and timeline to achieve the implementation.
- Collaborates with UNEP FI in developing ESG risk guidelines for insurers.
- Promotes various ESG initiatives undertaken in digital and print media to raise widespread awareness of ESG issues in the region in which QIC operates.

Principle 4: We will demonstrate accountability and transparency in regularly disclosing our progress in implementing the principles

How QIC Group demonstrates compliance:

- Publishes ESG and Sustainability reports annually to track progress and key performance indicators.
- Makes disclosures of ESG related risks as per global reporting standards like GRI.
- Makes public disclosures of compliance to the Principles in its annual Sustainability Reports.
- Regularly updates stakeholders on sustainability initiatives and commitments via disclosures, news outlets, and other media channels.

By adopting these principles, QIC Group reinforces its leadership in sustainable insurance, ensuring long-term value creation for stakeholders while contributing to a resilient and responsible insurance industry.

2. CORPORATE PROFILE

2.1 Company Overview

Qatar Insurance Company (QIC Group) is the leading insurance and reinsurance provider in the Middle East and North Africa (MENA) region, renowned for its comprehensive range of risk management solutions and financial strength. Established in 1964 as the first domestic insurance company in Qatar, QIC Group has grown to become a global player with a diversified underwriting portfolio spanning the Middle East, Europe, and Asia, and a home base in the Gulf Cooperation Council (GCC).

With its status as the largest insurer in MENA by total assets and equity, QIC Group consistently delivers value-driven services to its clients while maintaining its position as a trusted industry leader. Listed on the Qatar Stock Exchange since 1997, the Group is backed by robust financial ratings of A- (Strong) from Standard & Poor's and A- (Excellent) from A.M. Best, reflecting its financial stability and operational excellence.

QIC Group operates as a composite insurer, offering a comprehensive suite of insurance products, including personal, commercial, and specialty lines. Its global underwriting capabilities and innovative approach to risk management have positioned it as a preferred partner for businesses and individuals seeking reliable and forward-thinking insurance solutions. Guided by a commitment to sustainability, QIC Group actively incorporates environmental, social, and governance (ESG) principles into its operations, ensuring its long-term resilience and positive impact on the communities it serves. As of May 2025, QIC received a (p) AAA ESG rating from MSCI.

By combining a legacy of excellence with a forward-looking vision, QIC Group continues to play a pivotal role in shaping the future of the insurance industry within the region and beyond.

2.2 QIC Group Financial Highlights

QIC Group has demonstrated consistent performance and adaptability across its operations, showcasing a strong recovery in key financial metrics from FY 2022 to FY 2025.

Insurance Revenue: The Group achieved QAR 8,861 million in insurance revenue in FY 2025, reflecting robust business operations despite global challenges. This compares to QAR 8,600 million in FY 2024, QAR 10,089 million in FY 2023 and QAR 11,222 million in FY 2022, highlighting a focus on strategic portfolio optimization.

Insurance Service Result: QIC Group reported an insurance service results of QAR 506 million in FY 2025.

Investment and Other Income: Investment and other income grew steadily, reaching QAR 957 million by FY 2025, building on QAR 948 million in FY 2024, QAR 971 million in FY 2023 and QAR 831 million in FY 2022.

Net Income: Reflecting operational improvements, the Group achieved a net income of QAR 806 million for FY 2025, following QAR 735 million in FY 2024.

Balance Sheet Strength

Total Equity: QIC Group's equity has strengthened over the period, increasing from QAR 8,114 million in December 2022 to QAR 8,767 million in December 2023, to QAR 9,003 million in FY 2024, and further to QAR 10,229 million in FY 2025.

Total Assets: Reflecting strategic adjustments, total assets were QAR 25,371 million in FY 2025 compared to QAR 26,671 million in December 2024, QAR 28,614 million in December 2023 and QAR 29,827 million in December 2022.

These figures underscore QIC Group's commitment to maintaining financial resilience, driving operational excellence, and delivering value to stakeholders in a dynamic market environment, embedding ESG principles in the business.

3. CORPORATE GOVERNANCE AND LEADERSHIP

3.1 Corporate Governance Structure

QIC has implemented an internal governance structure with defined roles and responsibilities for every constituent of the system. The Company's shareholders appoint the Board of Directors, who in turn govern the Company. The Board has established committees for specific purposes to discharge its responsibilities in an effective manner, however, the overall accountability for the responsibilities assigned to and discharged by the Committees lies with the Board. The Chairman provides overall direction and guidance to the Board. In 2025, the Board was assisted by various Board Committees, namely the:

- Audit Committee
- Risk Management & Compliance Committee
- Nomination & Remuneration Committee
- Executive Committee

Apart from the Board Committees, the Company also has management committees each responsible for a critical function. These committees have an aim of effectively and efficiently handling the delegated responsibilities and running the day-to-day activities of the Group. They are:

- Group Executive Management Committee
- Group Risk Committee
- Group Reserving Committee
- Group Strategy, Governance and Implementation Committee,

The internal control functions consist of Compliance, Risk Management, Governance & Internal Control (consolidated under the Governance Risk and Compliance (GRC) Pillar and headed by Group Chief Risk Officer), Actuarial (headed by Group Chief Actuary) and Internal Audit (reports directly to the Board of Directors through the Audit Committee of the Board, headed by Group Chief Audit Executive). The requisite control functions have full access to the Risk Management and Compliance Committee of the Board and include the following functions:

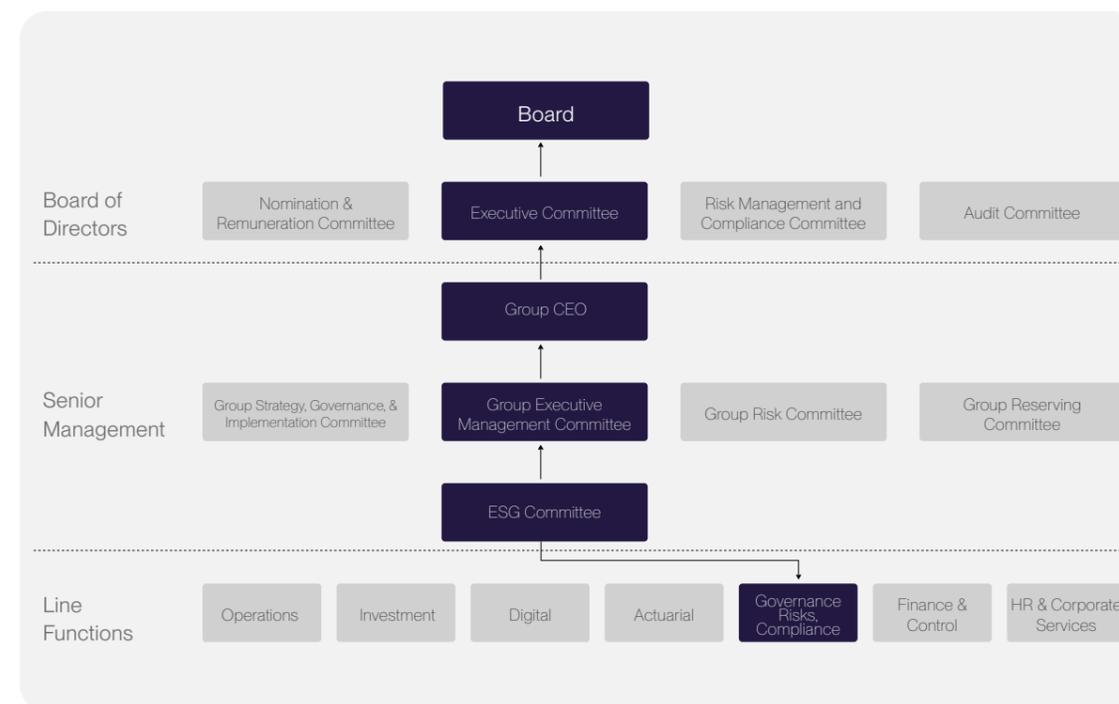
- Group Risk Management
- Group Compliance
- Group Governance and Internal Control
- Group Actuarial

The Group has thus adopted a three lines of defense risk management model which comprises:

- First line - Operational management that is responsible for managing risk through deployment and execution of controls and management oversight.

- Second line - Compliance, risk and actuarial functions, which report on the first line of defense activities from an independent perspective and challenge them; and
- Third line - Internal and external audit, which provide independent assurance, alongside the rating agencies.

3.2 ESG Governance Structure



3.3 Board of Directors

3.3.1 Board Type and Elections

QIC operates under a unitary Board of Directors structure, with 11 Board members.

Board members are elected for a period of 3 years, and can be reinstated more than once

Members of the Board of Directors are elected in the General Assembly of Shareholders in accordance with the rules and conditions set forth in the Commercial Companies Law and the Articles of Association of the Company

The Board of Directors were elected for a period of 3 years from FY 2023 to FY 2025 in the Annual General Assembly Meeting (AGM) of the Company held on 19 March 2023. Further, the list of nominations for the Board of Directors was approved for the period (2023-2025) on 16 March 2023 by Qatar Central Bank. The requirements for holding minimum equity shares of the Company as non-independent Board Members stood at 2,000,000 (two million) shares was duly complied with by all the Board Members, as applicable at the time when the Annual General Assembly witnessed the election of the Board Members.

3.3.2 Separation of CEO-Chair of Board of Directors

Sheikh Hamad bin Faisal bin Thani Jasim Al Thani assumed the role of Chairman of the Board of Directors at QIC Group in 2023. Since 2020, Mr. Salem Al Mannai has held the Group Chief Executive Officer (Group CEO) position.

Importantly, QIC maintains a clear separation between management and Board functions, none of the company's executives, including members of senior management, serve on the QIC Group Board or Board Committees. All 11 Board members are non-executive.

3.3.3 Board Industry Experience

The company's Board members have many years of varied experience in the financial and macroeconomic segments of the economy. Most of the Board members have held positions of executive chairman, executive vice-chairman, and CEOs in other industries including banks, investments, and other diversified businesses, wherein they are primarily responsible to manage the business, financial and risk management affairs of the companies.

Profiles of Board of Directors are covered in the QIC Corporate Governance Report 2025.

3.3.4 Board Independence

Article 97 of the Commercial Companies Law and Article 6 of the Governance Code states that one-third of the Members of the Board of Directors shall be Independent Members with the necessary expertise and are exempted from the condition of owning shares.

A detailed independence assessment of the Board of Directors is presented in the Annexure of this report.

3.3.5 Board Average Tenure

The average tenure of the Board is 9.82 years as of 31st December 2025.

| # | Board Member | Designation | Year of Joining the QIC Board | Tenure (Approx.) | Board Avg Tenure |
|----|--|---------------|-------------------------------|------------------|------------------|
| 1 | Sheikh Hamad Bin Faisal Bin Thani Jasim Al Thani | Chairman | 1991 | 35 years | |
| 2 | Mr. Abdul Rahman Essa Al Mannai | Vice-Chairman | 2023 | 3 years | |
| 3 | Mr. Khalifa Abdullah Turki Al-Subaey | Member | 2021 | 5 years | |
| 4 | Sheikh Saoud Bin Khalid Bin Hamad Al Thani | Member | 2008 | 18 years | |
| 5 | Sheikh Faisal Bin Thani Bin Faisal Al Thani | Member | 2015 | 11 years | |
| 6 | Sheikh Abdulrahman bin Saud bin Fahad Al Thani | Member | 2017 | 9 years | 9.82 |
| 7 | Sheikh Tamim Bin Hamad Bin Jassim Jabor Al Thani | Member | 2022 | 4 years | years |
| 8 | Mr. Ali Yousef Hussein Ali Kamal | Member | 2017 | 9 years | |
| 9 | Mr. Mohammed Jassim M A Jaidah | Member | 2020 | 6 years | |
| 10 | Mr. Ali Hussain Alfardan | Member | 2021 | 5 years | |
| 11 | Mr. Ibrahim Jassim Abdul Rahman Al Othman Fakhro | Member | 2023 | 3 years | |

3.4 Ethical Business Practices and Codes of Conduct

QIC has a corporate governance and internal control department in place, which identifies, implements, and monitors all principles and requirements of governance standards that reflect the size, complexity, and business requirements of the company. While it meets the principles, requirements, and provisions of the local laws and regulations, it also reflects the best practices from international governance principles, frameworks, and standards. A detailed report "QIC Corporate Governance Report 2025" reflects the company's principles and practices of corporate governance. Additional details are captured here to reflect the sustainability of QIC's governance practices and business performance.

QIC has a formal "Code of Conduct" that sets the ethical standards in QIC for all its stakeholders including employees, suppliers, customers, dealing with regulatory authorities, and other stakeholders. All employees including contractors go through the mandatory training of the Code of Conduct every year. The Code of Conduct has been approved by the Board of Directors. Governance and Ethics and all related reports and documents including Corporate Governance Report are placed at the Board for their review and approval.

QIC has assigned the "Group Strategy, Governance & Implementation Committee" at the senior executive management the responsibility for discussion, implementation and monitoring of group strategy, corporate governance systems, policies, and ethical standards.

An external independent auditor is appointed yearly with a mandate to audit the Governance standards of QIC including its ethical standards in line with the local laws and regulations. The external auditor provides a separate independent auditor's report on QIC's Governance Standards including ethical standards, which is available on the Company's website and is accessible to all shareholders and other stakeholders.

QIC has a Group Internal Audit division which comprises full staff with extensive audit experience. The scope of Group Internal Audit is not limited to the QIC's financial matters, but encompasses the gamut of operations including underwriting, claims, investments, technology, finance, human resources, compliance, legal, risk, governance, and other functions. The audits are conducted in accordance with the annual audit plan and on a rotational basis for all functions to review internal controls around these areas of the operations.

3.5 Anti-bribery, corruption and fraud prevention, and whistleblower protection

QIC has a detailed formal policy on anti-bribery, corruption, and fraud, which applies to all employees including senior management and members of the Board of Directors. The requirements under this Policy also extend to intermediaries, suppliers, service providers, consultants or vendors doing business with the Company.

The Company has zero tolerance for bribery, corruption, and fraud and is committed to undertaking its business fairly and transparently ([Refer to the Anti-bribery, Corruption and Fraud Policy here](#)). As per the policy, employees must exercise reasonable due diligence corresponding to the risk perceived with respect to bribery, corruption, and fraud in all business transactions with customers and third parties to prevent and detect bribery, corruption, and fraud. The Company has placed a threshold limit for gifts and hospitality, which is to support business relationships with stakeholders and in line with local laws and regulations. Responsibility for the monitoring and oversight of the anti-bribery, corruption, and fraud risks sits with the Group Compliance Department.

QIC has also implemented a Whistleblower Policy, which encourages all employees to disclose any wrongdoing that may adversely impact the company, its customers, shareholders, employees, or the public at large. This policy document advocates that an employee can report issues without fear of reprisal. The company recognizes that the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for the malpractice. QIC does not tolerate harassment or victimization and takes action to protect the whistle-blower that raises a concern in good faith. Even anonymous whistleblowing is also considered, depending

on the factors including the seriousness of the issues raised, the credibility of the concern, and the likelihood of confirming the allegations from other sources. The company policy does not allow revealing the identity of any person who makes a whistleblowing report in good faith and who requests that his/ her identity be kept confidential. Further, the company does not make/tolerate any effort to ascertain the identity of the whistle-blower who reported in good faith anonymously.

There have been no material complaints concerning bribery, corruption, and fraud neither internally nor from outside parties in 2025.

3.6 Integration of Sustainability into Decision Making

QIC has committed to supporting the formal commitment by the State of Qatar under the Paris Agreement to reduce the nation's greenhouse gas emissions by 25% by 2030.

At Qatar Insurance Company (QIC), sustainability is embedded into our decision-making processes across all levels of the organization. Our commitment to environmental, social, and governance (ESG) principles drives our approach to risk management, underwriting, investments, operations, and internal audit. We strive to create long-term value for our shareholders, customers, society, and the environment while enhancing our brand reputation, financial performance, and market capitalization.

Climate Change and Risk Management

QIC has integrated climate change risks into our exposure and loss assessment models. This ensures that our underwriting portfolio aligns with ESG metrics, enabling us to assess and mitigate risks in a manner that promotes sustainability.

Sustainable Investment Decision-Making

We integrate ESG factors into our investment decisions, prioritizing investments with an ESG rating of 'A' or better in the significant portion of the investment book. Our goal is to improve the overall ESG rating of our portfolio and support the transition towards a more sustainable and responsible financial ecosystem.

ESG embedded in IT systems and applications:

1. Risk Management System:

QIC's Risk Management System integrates climate change-related risks and their financial impact on the underwriting performance of the company. For more details, refer to the Underwriting section.

2. Investment and Treasury Systems:

QIC's investment and treasury systems incorporate ESG (Environmental, Social, and Governance) and climate change-related data from various providers. This helps assess ESG risks in the investment portfolio. For more details, refer to the Investment and Treasury section.

3. Digital and Paperless Operations:

QIC has fully digital and paperless processes for underwriting, claims, facultative and treaty reinsurance, salvage disposal, administration, HR, and finance modules. Transparency in the business operations and dealings is the key enabling factor for sustainability and QIC's focus is in creating new digitization records every year. The entire life cycle of human resource management is digitalized right from recruitment, employee benefits, training, grievance redressal, performance management to awards and compensation till their severance from the company. This level of transparency promotes equity, justice and fair treatment. For more details, refer to the Human Capital Development section.

4. Social Responsibility and Governance:

QIC is committed to equity and justice, treating employees, customers, shareholders, and suppliers with respect. Our workforce is diverse, consisting of ~70 nationalities, with gender diversity exceeding 30%, and a retention rate of 86%. Additionally, our governance culture is built on strong ethics, transparency, and a performance-driven approach, led by a visionary Board and Senior Management.

5. Global Commitment to Sustainability:

As a signatory to the UNEP FI Principles for Sustainable Insurance, QIC is recognized for its leadership in ESG practices within MENA. We are committed to adhering to global reporting standards, including GRI and SASB, and ensuring compliance with ratings agencies to demonstrate accountability to stakeholders.

3.7 Ownerships

QIC's Articles of Association is the company's constitution document and lays out key rights and responsibilities of the shareholders. As per Article 6 of the Articles of Association, the ownership of any natural or legal persons may not exceed 5% of the paid-up share capital of the company except for the Government of Qatar, its related institutions, and the General Retirement and Social Insurance Authority (Civil & Military Pension Fund). However, this percentage may reach up to 10% of the paid-up share capital of the Company, with the prior approval of the Qatar Central Bank (the Main Regulatory Authority for the insurance business in Qatar).

The threshold limit has been put in place to diversify the ownership among various shareholders and to ensure better governance at the board level. However, there is no voting right limit, restriction, or disparity imposed on the shareholders who own legitimate shares of the Company. All shareholders are treated equally, and they all possess equal voting rights in proportion to their share ownership.

Similarly, Article 16 of the Articles of Association has been revised in which non-Qatari investors are allowed to own up to 100% of the Company's shares, subject to the enabling local legislation.

The Company's authorized and issued capital is QR 3,266,101,330 divided into 3,266,101,330 shares and is fully paid. As per shareholders register on 31st December 2024, the State government owned General Retirement and Social Insurance Authority, a public pension fund for Qatari and GCC citizens, holds 10.55% of the paid-up share capital of the Company, the Military Pension Fund owns 3.86% of the shares in the Company, and Brooq Trading Company owns 5.82% of the shares in the Company. These three shareholders own in total 20.23% of the shares of the Company and they represent the Government of Qatar and the ruling family of Qatar. The rest of the shareholdings is held by a diverse set of investors not belonging to any group, association, or family as essentially QIC is not a family-owned firm.

All the Board Members are elected by the shareholders in the General Assembly, except one member who is appointed by The General Retirement and Social Insurance Authority, representing its shareholding. All the remaining board members are elected by the diverse set of shareholders, as mentioned above.

As per Article 38 of the Articles of Association, the board members are elected for a period of three years which allows them time to develop a deeper understanding of the Company and provide strategic direction to the Company and its Executive Management.

Share Capital & Ownership Structure – At a Glance!

- Authorized and Issued Capital: QR 3,266,101,330
- Total Shares: 3,266,101,330 fully paid-up shares
- Total Shareholders: 2,043 (as of December 31, 2025)
- Major Shareholders (holding more than 2 million shares): 194

Key Shareholding Entities

| Shareholder | No. of Shares | % of Capital |
|---|---------------|--------------|
| General Retirement and Social Insurance Authority (GRSIA - Public Pension Fund) | 344,623,604 | 10.55% |
| Military Pension Fund | 125,932,653 | 3.86% |
| Brooq Trading Company | 190,048,300 | 5.82% |
| Al-Mirqab Capital Company | 61,058,508 | 1.87% |
| Al-Ghariya Real Estate Investment Company | 25,982,660 | 0.80% |
| Jaidah Motors & Trading Company | 25,300,000 | 0.77% |
| Al Kamal International Group | 9,162,700 | 0.28% |
| Al Fardan Investment Company | 17,611,820 | 0.54% |

Board and Senior Executive Management Ownership

QIC Group's Board of Directors comprises experienced professionals representing key shareholders and independent members:

- Sheikh Hamad Bin Faisal Bin Thani Jasim Al Thani (Chairman) – General Retirement and Social Insurance Authority | 344,623,604 shares (10.55%)
- Mr. Abdul Rahman Essa Al Mannai (Vice-Chairman) – Al-Ghariya Real Estate Investment Company | 25,982,660 shares (0.80%)
- Mr. Khalifa Abdullah Turki Al-Subaey – Self-represented | 2,000,004 shares (0.06%)
- Sheikh Saoud Bin Khalid Bin Hamad Al Thani – Self-represented | 2,000,000 shares (0.06%)
- Sheikh Faisal Bin Thani Bin Faisal Al Thani – Brooq Trading Company | 190,048,300 shares (5.82%)
- Sheikh Abdulrahman Bin Saud Bin Fahad Al Thani – Self-represented | 9,965,185 shares (0.31%)
- Sheikh Tamim Bin Hamad Bin Jassim Jabor Al Thani – Al-Mirqab Capital Company | 61,058,508 shares (1.87%)
- Mr. Ali Yousef Hussein Ali Kamal – Al Kamal International Group | 9,162,700 shares (0.28%)
- Mr. Mohammed Jassim M A Jaidah – Jaidah Motors & Trading Company | 25,300,000 shares (0.77%)
- Mr. Ali Hussain Alfardan – Al Fardan Investment Company | 17,611,820 shares (0.54%)
- Mr. Ibrahim Jassim Abdul Rahman Al Othman Fakhro – Self-represented | 106,433 shares (0.003%)

For Senior Executive Management, Mr. Salem Khalaf Al-Mannai (Group CEO) owns 11,560,010 shares, while other senior executive management members do not hold any shares in QIC.

3.8 Remuneration

At QIC, remuneration is designed to align the interests of our Executive Management and employees with the Company's strategic objectives and long-term sustainability goals. In addition to fixed remuneration, we offer performance-based variable incentives to reward achievements that contribute to the overall success and financial health of the Company. The Board of Directors, with input from the Nomination and Remuneration Committee, determines these incentives based on performance metrics, risk management considerations, and the achievement of key business goals. To ensure sound risk practices, a significant portion of the performance-

based remuneration is deferred, particularly for risk-takers, with the option to be paid over a period of up to three years. There is no guaranteed variable pay, and all remuneration decisions are made at the discretion of the Board, with oversight from the Internal Audit function to ensure compliance with the established policies. QIC's Remuneration Policy as approved by the shareholders is listed on its website.

4. RISK MANAGEMENT

Risk Governance Framework

The Risk Management Framework and the processes used within the Framework operate in line with the overall governance framework and setup of the business functions. These demonstrate the high-level requirements including roles and responsibilities of the risk management and other business functions. The Risk Management Function designs and facilitates the implementation and operation of the risk management framework across the organization to properly identify, assess, monitor, and manage its short and long-term risks in line with the controls. Amendment or modification to the framework components is reviewed by the Management/Risk Committee, as required and then put forth for review and approval of the RMCC/Board.

Ownership and Structure

The Board (including Board Committee) ultimately retains responsibility for the Risk Management Framework. Operational ownership for risk management is delegated to the Group Chief Risk Officer (CRO), who is the approved person for this function.

Risk Management Culture

Risk management is placed at the center of the business to support effective oversight of the business strategy through effective and prudent capital management. Risk management strategy is a fundamental tool to monitor the capability of the company to meet its strategic objectives and to oversee the adequacy of the company's risk profile over time in line with the desired risk appetite. The Board promotes a risk management culture based on:

- Active involvement and support
- Strong governance supporting effective risk-based decision making
- Internal review by the Risk Management Function (second line of defense)

Risk Management Goals

These principles support the Board to achieve the following goals:

- Effective risk-based decision-making processes,
- Proactive management of its business strategy and plan,
- Create a business culture based on prudential business practices; and
- Protect and enhance the interest and reputation of key stakeholders

Three lines of Defense

Governance structure is based on three lines of defense model to ensure strong challenge by independent

functions and other assurance functions (Compliance, Risk Management, Governance and Internal Control, Actuarial and Internal Audit).

a. First Line of Defense

Key functionaries or employees in the first line of defense have direct responsibility for the management and control of risk (i.e. employees and key functionaries working within or managing operational business units and the Board). As the primary decision-making authority, the first line of defense focuses on:

1. Compliance with relevant risk policies.
2. Identification and evaluation of the risks faced by their business function, only taking those risks which are in line with the Board's expectations as defined in business plans, guidelines and policies.
3. Implementation and operation of appropriate controls, in accordance with guidelines and minimum standards.
4. Embedding risk management responsibilities within individuals' job descriptions and performance metrics; and
5. Responding pro-actively to guidance issued and/or requests made by the second line of defense and the third line of defense, acting in an open and cooperative manner, and promptly disclosing to them anything that they would reasonably expect to be interested in.

b. Second Line of Defense

Key functionaries or employees in the second line of defense coordinate, facilitate and oversee the effectiveness and integrity of the Risk Management Framework. As a key input to decision making, the second line of defense focuses on:

1. Assurance to the Board/Board Committee that the risk profile of the business is in line with expectations.
2. Escalating all material risk and issues to the Board/Board Committee.
3. Providing input to, reviewing and overseeing of first line decision making where appropriate.
4. Advice to the risk owners as and when required; and
5. Monitoring of all compliance issues and reporting on matters concerning compliance

c. Third Line of Defense

Key functionaries or employees in the third line of defense provide independent assurance and challenge across all business functions in respect of the integrity and effectiveness of the risk management framework (i.e. internal and external audit). The Internal Audit Function is set up to be completely independent from the daily management operations. Underpinned by the policies and procedures the model helps ensure management directives are carried out. Control activities occur throughout the business, at all levels and in all functions.

Additionally, QIC Group has external assurance mechanisms in place to demonstrate our commitment to industry best practices like the ISO 27001 certification audits for the Group IT department, credit ratings by S&P and AM Best and sustainability ratings.

5. UNDERWRITING

QIC's exposure to natural catastrophes and climate change-related losses:

Premiums from natural catastrophe-exposed risks contribute an insignificant share in the total net premium underwritten by QIC Group. This level is in line with the Group's strategy of reducing exposure to businesses with elevated natural catastrophe risks and further diversifying its insurance operations. QIC has decided to underwrite only those businesses that suitably price the risks from natural catastrophe exposures and to reject those that are underpriced.

Climate change risks consist of physical risks and transition risks. QIC manages the physical risks through defining risk appetite and tolerance limits, risk inspection and mitigation inputs, underwriting guidelines, and exposure management models (statistical models for actuarial assessments). As the insureds' businesses transition to greener and cleaner methods and areas, QIC does not expect any impact on its business due to the transition risks. The transition risks include policy risk, technology risk, market risk, and reputational risks.

Policy Risk: In FY 2025, 41% of QIC's gross premiums were generated outside the MENA region and which were underpinned by risks in Europe and the Americas. The balance 59% of QIC's gross premiums, which was generated in the MENA region, is well diversified portfolio across different industry sectors and does not pose major risks in the short term from policy and regulatory perspectives.

Market Risk: QIC was impacted by elevated levels of natural catastrophes (Nat Cat) claim payments from 2017 to 2022. However, QIC has moderated its exposure to natural catastrophe risks and does not foresee major Nat Cat losses in the coming 3 to 5 underwriting years affecting QIC's profitability. QIC does not see any major impact due to change in market demand from fossil fuel related insurance to non-fossil or reinsurance support and to meet any requirements related to change in product mix as per such changing market preference. Change in energy costs or fuel prices also do not impact the ability of QIC to come up with needed insurance products, as prices for insurance have risen due to the protection gap in the market and as a result of the climate change related risk factors. QIC has strategically supported business, carefully identifying CAT (natural catastrophes) regions at a level above normal CAT probabilities. Reducing exposures at CAT prone levels and regions has helped limit the quantum of frequent NatCat losses and focus on profitable risks.

Technology Risk: The number of users of AI is increasing and the case for business use is becoming increasing prominent across the insurance market. There will be overall impacts across the distribution chain which impact productivity and underwriting, as well as operational risk environments. The use of AI and other new technology could disrupt market competition by use of AI (e.g. to gain efficiencies in claims handling). AI poses a potential risk as a potential source of claims. This is cited as an emerging risk across QIC Group.

To address the overall technology risks including risks related to AI, QIC has been at the forefront of digitally transforming its operations and keeping abreast of the rapid changes in technology that can impact its products, operations, and IT systems.

QIC aims to nurture disruptive Insurtechs and digital ecosystems that are poised to grow from the region to the world. QIC's Digital Venture Partners build new digital ventures and invest in high potential early-stage Insurtechs. The QIC digital hub is the region's first insurance-powered digital ecosystem, in addition to the QIC-founded MENA InsurTech Summit and MENA InsurTech Association, as pivotal regional body, gathers key players and decision makers to discuss the future in the industry across the region.

By fostering innovation in the insurance sector, QIC aims to create a smarter, more responsive ecosystem that meets evolving market needs while strengthening our operational resilience and long-term sustainability.

Mr. Salem Al-Mannai, QIC Group CEO stated "Being the leading insurer in the MENA region and the locomotive of digital innovation regionwide make us at QIC better positioned to anticipate the future of insurance, and to help other regional players get ready to navigate consumer behavior change, demand shifts, and to cope with global trends".

Reputational Risk: QIC intends to reduce on emissions as per the target through its operations in offices and employees, as well as financed emission through underwriting and investments. With regard to its underwriting books, QIC does not have capacity reduction risks or lower productivity related to workforce management and planning or impact to revenues or cost of operations due to climate change risks or supply-chain disruptions. QIC's highly diversified underwriting portfolio makes it less vulnerable to reputational risk.

QIC's exposure to the energy and fossil fuel sector:

QIC's exposure to energy risks represents 8% of its overall insurance portfolio on a gross premium basis while the energy exposure on a net premium basis reduced to less than 5%, as the Group reinsures a large proportion of its energy portfolio, to de-emphasize the retention of risks associated with the fossil fuels extraction and production industries.

QIC has since created reinsurance capacity to support its growing renewable portfolio which is showing traction in the region.

QIC's industry mix in terms of underwriting risks is well diversified and is in line with QIC's overall business strategy. It does not pose any major challenge with respect to transition risk and moving away from the oil and gas sector. QIC is mindful of the risk mitigations measures taken by insureds in terms of the technology used before accepting any such risks in the energy space, particularly those that aid the reduction of the carbon footprint and the impact of pollution like the ones that are used to reduce fugitive and unnecessary emissions, and improve leak detection, carbon capture and other technologies etc.

QIC's climate change risks exit policy:

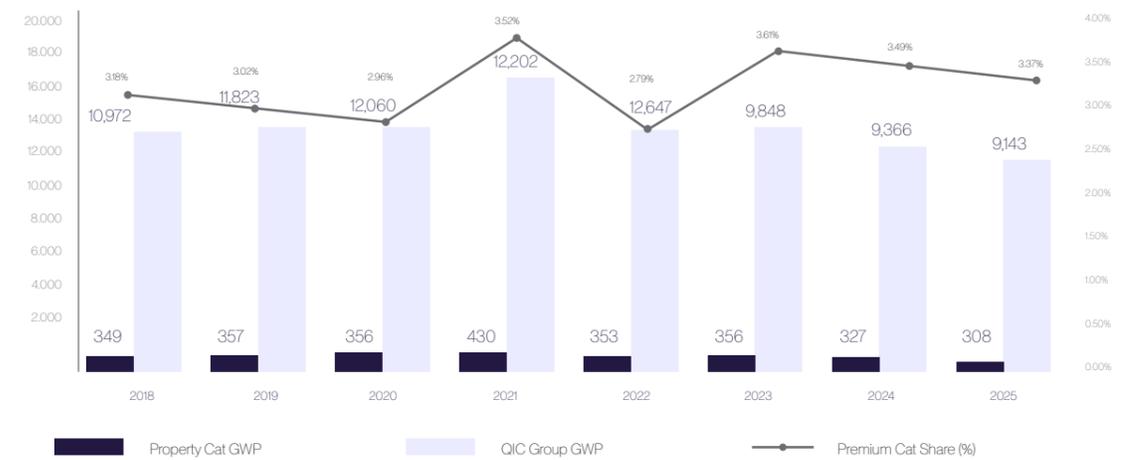
QIC does not support climate-impacting businesses like thermal coal-fired power plants, thermal coal mines, oil sands and new Arctic energy exploration activities and is phasing out its negligible existing exposures to these industries.

Exposure management models:

In line with its philosophy of managing exposures to natural catastrophes and climate-change risks, QIC has developed relevant risk metrics, exposure modelling, scenario analysis, stress testing and own risk and solvency assessment, in line with its risk appetite and tolerance limit at the Group as well as at the individual entity level. QIC runs exposure management / claim assessment models for all major natural catastrophes across a range of return periods, (for example including those at the 25, 100, and 250 year return periods). QIC regularly expands the scope of its NatCat Exposure Management Model, in line with covering natural catastrophes such as wildfires, hurricanes, storm surges, and tropical cyclone-induced precipitations.

QIC consciously reduced its exposure to natural catastrophes in regions and perils, where claims were disproportionate compared to the premium income, reducing tolerance limits.

Property Cat Business - Gross Premium (QAR MN)



Climate Change-related Scenario

The extreme natural catastrophes induced by climate change have also been assessed and analyzed to stress-test the vulnerability of QIC's underwriting book to climate change. The inherent risk of climate change exists in varying proportions in most of the insurance products of QIC, however, certain QIC businesses write property excess of loss insurance cover which has the potential to be materially impacted by losses arising from natural catastrophes. Hence, a detailed climate change assessment has been conducted in QIC's Antares Global operations, which includes those entities with the greatest natural catastrophe exposure. Analysis includes an assessment of the potential magnitude of financial loss entailed by the impacts of extreme climate change-induced events. A number of climate perils have been assessed, to consider the increased frequency and intensity due to climate change. These events have been simulated at an extreme level and informed by a range of scenarios utilized in the industry to determine the potential financial impact on the modelled losses. Scenarios considered include:

- Hurricane / Windstorms: An increase in the frequency and wind speed increase in hurricanes.
- Sea level rise: consequences from a rise in sea levels
- Tropical cyclone-induced Flooding: Increase in losses arising from flooding from tropical cyclones.
- Wildfire: Increase in the frequency of wildfire events

These scenarios are dependent on a number of assumptions, and these climate scenarios have been assessed individually as well as on a combined basis. The impact of financial loss has been assessed on both a gross and net of reinsurance basis.

The scenario impact has been evaluated across a range of return periods (from return periods of 2 years to 10,000 years) as well as the mean aggregate value at risk. Hurricane frequency is more impactful to gross model output for Property XL than other scenarios (hurricane intensity, tropical cyclone, sea level rise or wildfire). There is a broad pattern of lower return periods seeing the greatest increase with one in 10 years being the most impacted return period on a gross basis.

QIC's underwriting performance on natural catastrophes and climate change:

QIC's natural catastrophe-related claims have resulted mainly from windstorms in US regions, windstorms and floods in Europe and windstorms in Japan. Since 2018, QIC has been reducing its tolerance limits and consequently, the exposure to the North Atlantic Hurricane at the end of 2022 and 2023 has reduced materially. The average net claims payment from North Atlantic and North American windstorms has also fallen significantly since 2018 to 2025.

QIC successfully reaped the benefits of hard reinsurance market in the last couple of years, while reducing its exposures to unprofitable and unsustainable nat-cat levels.

QIC's work on climate research:

QIC has an R&D team focused on catastrophe pricing and analytics. This team validates historical climate data and predictive catastrophe models to help carry out actuarial assessments of catastrophe losses and incorporate these in risk pricing. QIC validates data sources, model construct mechanisms and performance of modelled losses versus actual losses. The exercise concluded that the models used can appropriately estimate the impact of modelled catastrophes and the extent of losses incurred.

6. EMERGING RISKS IN THE INSURANCE SECTOR

An Emerging Risk Framework has been established, and any material emerging risks are discussed in the Risk Committee, quarterly. Emerging risk is defined as: "An issue that is perceived to be potentially significant, but which may not be fully understood or allowed for in the identified risk profile and related mitigation. An emerging risk can be an entirely new risk or an element that is not fully understood and/or mitigated, of an already identified risk."

The fundamental purpose of the Emerging Risk framework is to establish a formalized system for emerging risk analysis to be undertaken by entities. The emerging risk framework is a key element of risk management practice, and its application brings with it several benefits.

These include:

1. Ensure timely and accurate reporting of Emerging Risks.
2. Assess Emerging Risks against predetermined criteria or assumptions and monitor developments.
3. Track material risks and convene as often as appropriate.
4. Recommend appropriate action to the Risk Committee/relevant Stakeholders.
5. Be aware of the various sources of information on Emerging Risk (both internal and external) and keep up date with developments.
6. Consider a range of scenarios and behavioral factors in respect of Emerging Risks.
7. Monitor and comply with all regulatory requirements.
8. Elicit views from the organization at large of the Emerging Risks landscape.
9. Raise awareness on Emerging Risks.

Risk Management Function is required to escalate applicable emerging risks in their relevant areas to the Risk Committee. Risk Management maintains a log of emerging risks, to be discussed by the Risk Committees, that have been identified through industry publications and those escalated by the members.

The company has identified many emerging risks in recent years among which few important ones are listed below:

1. AI Risk
2. Geopolitical Risk
3. ESG related issues

7. ENVIRONMENT RESPONSIBILITY

7.1 Environmental Policy Targets

QIC has been conscious of its own operations and their impact on the environment. QIC's main offices in Qatar and London run on green certified lights, while QIC has a fully automated and regulated switching facility for air conditioning linked to the working hours to save electricity and reduce QIC's carbon footprint. All the waste papers generated out of QIC operations are sent for recycling. The properties have connected wastewater generated to Municipality sewers from where it goes for recycling.

Since 2024 till this day, QIC has been supporting the **Ministry of Environment and Climate Change**, Qatar for plantation of **one million trees**. The carbon emissions related to QIC operations are tabulated as below.

7.2 Water, Waste and Energy Management Disclosures

| # | Particulars | Measurement Units | Quantity |
|----|--|--|-----------|
| 1 | Electricity consumption - Non. Renewable | Kilowatt hours (kWh) | 4,438,425 |
| 2 | Electricity consumption - Renewable | Kilowatt hours (kWh) | 229,263 |
| 3 | Total Energy Consumption (Renewable and Non-Renewable) | Kilowatt hours (kWh) | 4,667,688 |
| 4 | GHG emission from electricity consumption | Total carbondioxide (tCO ₂) | 2,183 |
| 5 | Heat (Steam) consumption | Megajoule (MJ) | 1,124,491 |
| 6 | GHG emission from Heat (Steam) consumption | Total carbondioxide (tCO ₂) | 57 |
| 7 | Paper consumption | tonne (t) | 10.66 |
| 8 | Clean water usage | kilolitre (kL) | 42,062 |
| 9 | Waste water discharge | kilolitre (kL) | 42,062 |
| 10 | Water reclaimed | kilolitre (kL) | - |
| 11 | Total solid waste generation | tonne (t) | 39.90 |
| 12 | Recycled waste | tonne (t) | 4.60 |
| 13 | Total waste disposed | tonne (t) | 35.30 |
| 14 | Fuel Consumption by Company fleets (If fuel quantity not available, provide total spend) | kilolitre (kL) | 54.60 |
| 15 | GHG emission from fuel consumption | Total carbondioxide (metric tonne CO ₂ e) | 157.86 |
| 16 | GHG emission from business trips | Total carbondioxide (tCO ₂) | 237.24 |
| 17 | Scope 1 emission | Total carbondioxide (tCO ₂) | 157.86 |
| 18 | Scope 2 emission | Total carbondioxide (tCO ₂) | 2240.53 |
| 19 | Scope 3 emission | Total carbondioxide (tCO ₂) | 237.24 |

The data pertains to entire QIC Group. For GHG calculation, GHG Protocol Calculator, Government published data, other global organization data sources, and QIC calculations have been utilized. Scope 3 only considers QIC's operational activities. The GHG impact from the Underwriting and Investment Portfolio are not included. Daily Commuting of the employees from home to office and vice-versa are not covered. Electricity consumption data for Dubai and Kuwait office not available.

8. HUMAN CAPITAL DEVELOPMENT

QIC's success is driven by its highly skilled workforce, which forms the foundation of the company. Over the years, QIC employees have played a crucial role in growing the company to become one of the largest insurance providers in the MENA region, with a strong global presence. Achieving the company's objectives relies on attracting, upskilling, and retaining top talent. Key metrics such as premium per employee and operating income per employee reflect the competitiveness of QIC's human resources on both regional and global scales. To maintain a competitive edge, QIC prioritizes employee training and development, offering industry-leading compensation to stay ahead in an evolving marketplace.

QIC has a complex business structure spread across different geographies, and its insurance, re-insurance, and allied business activities require widespread as well as highly skilled competencies and expertise. The level of competencies required for QIC to perform efficiently cannot be acquired from off-the-shelf markets or colleges/universities for placement in different hierarchies. The identification of young talent and their constant development, nurturing, and internal promotions remains the long-standing policy of QIC to place employees in respective positions in due course of their career with QIC.

8.1 Employee Training and Development

The Board and Senior Executive Management of QIC are committed to continuous training and development of all employees and do believe that investment in training helps transform the workforce and pays rewarding dividends. QIC has a dedicated learning and development (L&D) department that creates programs focusing on the training and skill development of all its employees throughout the year. The yearly training plan gets reviewed and approved by the appropriate authority at the Senior Executive Management as well as at the Board level.

QIC puts the new joiners through six months of intensive on-the-job training. The nature and complexity of QIC's businesses and operations require almost one-fifth of the overall time as on-the-job training for the development and/or improvement of new and/or existing skills and expertise as required in the job. For all the employees, training and development objectives are set based on skill sets and expertise that are assessed as important for the Company, and accordingly, trainings are conducted in various forms including classroom training, face-to-face, and online. There are five major focus areas for training, as follows:

1. Soft skills training. This mainly covers training related to employee orientation, relationship building, impactful presentation, communication skills, remote-working, effective planning, delivering results, diversity awareness, and others.
2. Insurance business or job-related skills. QIC provides job-related training based on the requirements in areas like basics and principles of insurance, underwriting, claims, investments, actuarial, exposure management, finance, expense management, etc.
3. Leadership or management training. QIC conducts training on team building, executive development, leading change, leading self and others, the art of persuasion, giving and receiving feedback, pre-requisites of high-performing teams.
4. Systems and tools expertise training. Training on in-house systems and tools, windows and productivity tools, insurance and investment applications, system automation, MIS and reporting dashboards.
5. Compliance, regulatory and certifications training. Mandatory training courses that all employees are required to complete in order to comply with respective compliance, regulatory, and certification requirements. The training areas include information security, cybersecurity, data protection and data privacy (GDPR), code of

conduct, financial crimes, anti-money laundering, terrorism financing, and sanctions, anti-bribery, corruption, and fraud, whistle-blower protection, modern slavery, equality and diversity, business continuity planning and others.

Degree and certifications programmes:

QIC's growth and sustainability depend immensely on the collective talent, experience, and mindset of its workforce. QIC provides degree and certification programmes for all its employees to expand their skill sets and grow through the ranks as part of the leadership creation process in the organization. QIC focuses on professional studies related to actuarial, underwriting, finance, human resources, and post-graduate programmes in business, finance, management, and leadership. The development of employees' knowledge and experience in these areas contributes to the performance outcome of QIC in all critical business operations.

QIC also provides scholarship programmes for undertaking post-graduate or master's degrees in some of the prominent colleges and universities in the world. The number of degree and certifications programmes sponsored by QIC, is as follows.

| Professional Qualifications | No. of employees sponsored |
|-----------------------------------|----------------------------|
| Actuarial qualifications | 18 |
| Underwriting qualifications | 35 |
| Other professional qualifications | 10 |

Partnering with educational institutes and training & development organizations

QIC partners with many educational institutions and training & development organizations that are specialized in developing skill sets related to the insurance and finance domain.

QIC, through its subsidiaries, has full membership access to Lloyds' Market Association (LMA) Academy, which provides technical learning solutions in four critical areas as below:

1. Underwriting
2. Claims
3. Finance, risk, and actuarial
4. Business operations

The LMA Academy, through a broad range of learning opportunities actively enhances the LMA members' talent pool at all career levels by providing pathways at four levels namely Foundation, Intermediate, Advanced, and Expert. LMA Academy has a dedicated learning platform from which members can access a range of online learning modules. The curriculum of the LMA Academy is designed in collaboration with Lloyd's members to suit the requirements of Lloyds, the world's insurance marketplace. The curriculum includes commercial acumen for underwriters, claims professionals, liability, reinsurance, global macroeconomics, insurance innovations, impact tolerances and scenario testing, capital modelling, pricing, and reserving. QIC employees, for whom they are relevant and applicable, have access to these learning modules and they utilize them to learn new skills and perform better in their job roles.

QIC has sponsored employees from its Head Office in Doha for full scholarship programs for higher education to develop local talent.

QIC partners with external consultants and experts to develop leadership and management skills in its employees. The programs during 2024 focused on areas leading change, leading others, leading self, presenting with impact and assertiveness and relationship building, and others.

Graduate and traineeship programs within QIC

QIC participates in Lloyd's Early Career Programs that offer Graduate Programs and Apprenticeship Programs. The graduate program is two years long and composed of four six-month rotation placements, intended to launch the candidates into their early careers in different streams which are business, tax, internal audit, insurance, actuarial, and technology & data. The apprenticeship programs are of 18 to 36 months duration covering different streams and consist of multiple placements, in which the apprentices at the end attain bachelor or diploma qualifications.

QIC provides graduate trainee development programs in Doha that focus on QIC's entry-level job rotational programs, to provide opportunities for employees to understand QIC's business operations and support career progression. QIC also offers internship programs designed to develop professional competence and to provide interns with practical, on-the-job experience, which contributes to their academic and career development. It also helps students to plan their careers by exploring different career alternatives and prepares them to step into the real-world work environment.

8.2 Hiring and Employee Turnover

From Senior Executive Management to introductory support staff level, QIC has identified the technical as well as behavioral competencies and skill sets it requires. Accordingly, the talent gaps are identified at each level and the potential candidates within the Company, including its subsidiaries are identified for their readiness and preparedness to fill in the position in course of a time period. Most of the talent pipeline is filled up by internal candidates, while the remaining are hired from the market, if internal talent is not available, or the business requires immediate hiring, or to maintain diversity. QIC Group broadly identifies and nurtures successors with a 3 and 5-year time horizon.

Disclosures Hiring in 2025

Our hiring disclosures for the year(s) are,

Disclosures: Employee Turnover Rate in 2025

Breakdown of Hiring and Turnover by Gender

| New hires / left (Count) | Male | Female | Others | Not Disclosed | Total |
|----------------------------|------|--------|--------|---------------|-------|
| New Hires | 122 | 79 | - | - | 201 |
| Employees left | 74 | 41 | - | - | 115 |
| Employees left (Voluntary) | 48 | 32 | - | - | 80 |
| Employees left (Mandated) | 27 | 8 | - | - | 35 |
| Total employees | 745 | 377 | 0 | 0 | 1122 |

| New hires / left (Count) | Under 30 years | 30-50 years | Above 50 years | Total |
|--------------------------|----------------|-------------|----------------|-------|
| New Hires | 78 | 112 | 11 | 201 |
| Employees left | 39 | 57 | 19 | 115 |

| | | | | |
|----------------------------|-----|-----|-----|------|
| Employees left (Voluntary) | 28 | 45 | 7 | 80 |
| Employees left (Mandated) | 11 | 12 | 12 | 35 |
| Total employees | 222 | 725 | 175 | 1122 |

| Employee Turnover | Male | Female | Total |
|------------------------|------|--------|-------|
| No of employees left | 74 | 41 | 115 |
| No of employees 2024 | 722 | 351 | 1073 |
| No of employees 2025 | 745 | 377 | 1122 |
| Employee Turnover rate | 10% | 11% | 10% |

| Voluntary Employee Turnover | Male | Female | Total |
|-----------------------------|------|--------|-------|
| No of employees left | 48 | 32 | 80 |
| No of employees 2024 | 722 | 351 | 1073 |
| No of employees 2025 | 745 | 377 | 1122 |
| Employee Turnover rate | 7% | 9% | 7% |

| Employee Retention | Male | Female | Total |
|---------------------------|------|--------|-------|
| No of employees new hires | 122 | 79 | 201 |
| No of employees 2024 | 722 | 351 | 1073 |
| No of employees 2025 | 745 | 377 | 1122 |
| Employee Retention rate | 86% | 85% | 86% |

| Years of service (Average) | Male | Female | Others | Not Disclosed | Total (Average Years of Service) |
|----------------------------|------|--------|--------|---------------|----------------------------------|
| Years of service (Average) | 6.43 | 4.62 | - | - | 5.81 |

| Senior Executive Management | Total (Average Years of Service) |
|-----------------------------|----------------------------------|
| | 19.73 |

8.3 Performance appraisal and awards:

QIC conducts annual performance appraisals for all of its employees in order to continuously improve their performance. The performance evaluation review aims to allow free and confidential discussions about work between employees and their direct supervisors, discuss employee progress and job performance against set objectives, and evaluate employee performance and actions required for further improvement. The performance management cycle drills down from the business planning process that results in performance planning at the company, department, and individual levels.

The performance review cycle includes:

1. Objectives and targets discussed and agreed upon between employees and managers
2. Conduct of mid-year review of the performance of all employees
3. End-of-year self-review submission by employees
4. Performance rating review, discussion, and submission by managers
5. Calibration and final ratings entered into the system

The final performance ratings are further linked to rewarding the employees in terms of promotions, bonuses, incentives, and training. The performance management review allows QIC to identify its star performers and reward them accordingly. The Company rewards employees with variable pay at all levels including non-officer and non-sales staff. Since it is mainly performance driven it varies based on the company, department, and individual performance contribution for the financial year.

Disclosure: Performance appraisal and awards – 2025

| Regular Performance Appraisal (Count) | Male | Female | Others | Not Disclosed | Total |
|---------------------------------------|------|--------|--------|---------------|-------|
| Permanent | 618 | 325 | - | - | 943 |
| Temporary | 11 | 12 | - | - | 23 |
| Total | 629 | 337 | 0 | 0 | 966 |

8.4 Employee Grievance Redressal

QIC has a fair and consistent employee grievance procedure in place, that can be used whenever they wish to raise a grievance or complaint in connection with their employment. The grievance procedure applies to all employees. Employees are encouraged to first raise the matter at an informal discussion with the Line Manager to resolve the issues quickly and satisfactorily. However, if the employee feels that the grievance is not dealt with properly, or if it is not appropriate to raise it with the Line Manager, then they seek the help of a formal grievance channel and refer the matter to the Pillar Head post, where grievance meetings are conducted. After careful evaluation of all facts and circumstances, employees are notified of the decisions taken in this regard. In case, a satisfactory settlement has not been reached, the matter is referred to Human Resources Department and/or the Grievance Redressal Committee as per the documented procedure to resolve and find an acceptable solution.

8.5 Employee Satisfaction Survey

QIC conducts employee surveys on an annual basis to seek honest and genuine feedback from all of its employees. The survey focuses on the work environment, culture, job responsibilities, supervisor role and behavior, employee skills, training, performance appraisals, performance incentives, career growth, promotion, and others. The survey responses are kept strictly confidential and utilized in aggregate to make further improvements in areas highlighted and echoed by a high number of employees. In QIC's international operations, the benchmark for the employee satisfaction score has been defined, achieved, and improved consistently over the years. As an outcome of the survey, the areas of action-taking, collaboration, and accountability have been identified to focus on and make further improvements thereon.

Disclosure: Trend of Employee Wellbeing

| Core Focus - Trend of Employee Wellbeing - Annual Survey | Unit | 2024 | 2025 |
|--|---|------|------|
| Choose among (Employee Engagement/Satisfaction/Wellbeing/Net Promoter Score) | % of employees with top level of engagement, satisfaction, wellbeing, or employee net promoter score (eNPS) | ~80% | ~83% |

8.6 Non-Salary Benefits

QIC provides several non-salary benefits to employees to contribute to quality of their life. QIC's non-salary benefits act as one of its competitive advantages and have been built on homegrown ideas and feedback. QIC provides annual travel tickets, furniture and relocation allowances, interest-free car loans, free vehicle insurance cover, employee saving scheme linked to performance of QIC's shares, life and medical insurance including health check-ups and doctor consultations, gym memberships etc.; all employees are provided these non-salary benefits, few may differ based on the business requirements and locations. As part of the Employee Privilege Program, employees are rewarded with discounted offers on dining, flight tickets, personal loans, hotels, salons, fitness centres, electronics, jewellery, and other products and services.

8.7 Maternity Leaves

As part of our commitment to employee well-being and gender equality, we provide comprehensive maternity leave benefits in accordance with local laws and regulations in the jurisdiction in which QIC Group operates. For example, in Qatar, female employees with at least 12 months of continuous service are entitled to 60 days of fully paid maternity leave, supporting their health and work-life balance. Additionally, we offer flexible nursing breaks for up to one-year post-childbirth, fostering a supportive and inclusive workplace. By prioritizing family-friendly policies, we empower our employees, promote workplace diversity, and contribute to a more sustainable and equitable workforce.

| No of employees (Count) | Male | Female | Others | Not Disclosed | Total |
|--|------|--------|--------|---------------|-------|
| Entitled to parental leave | 355 | 325 | - | - | 680 |
| Utilized Parental Leave | 15 | 25 | - | - | 40 |
| Returned to work after parental leave | 15 | 20 | - | - | 40 |
| Returned to work and still employed after 12 months of returning from parental leave | 15 | 16 | - | - | 31 |
| Total number of employees due to return to work after taking parental leave | 0 | 6 | - | - | 6 |
| Total number of employees returning from parental leave in the prior reporting period(s) | 0 | 0 | - | - | 0 |

8.8 Diversity, Equity and Inclusions Policy

QIC believes in diversity (the ways in which people differ), equity (fair treatment, access, and opportunities for all people), and inclusion (a variety of people have power, voice, and decision-making authority). In QIC, diversity is considered on the ground of ethnicity, gender, generation, disability, religious affiliation, sexual orientation, and thinking style. QIC has achieved diversity not only in talents but also in the markets it operates in, the customers it serves, and the ideas generated by its employees, which provides clear markings of the rock-solid foundation and sustainable business of QIC.

Time and again, it has been established that QIC's diverse and inclusive workforce has contributed to the company meeting or exceeding financial targets, being more innovative, and achieving better business outcomes. The focus is on removing the implicit and subconscious biases against different gender, race, nationality, age groups, religious beliefs, and others.

QIC recognizes that there is a strong business case for ensuring an inclusive environment at the workplace and that recognizing our own bias and committing to overcoming it are the first steps to building a modern, inclusive, and performance-oriented workplace. QIC has a policy in place which prevents any forms of discrimination and during 2025 no incidents of discrimination have been lodged in QIC. During 2025, QIC, in its international operations, conducted training on Diversity and Equality as part of its annual training plan.

8.9 Workforce Diversity and Inclusions

Disclosures: Human Capital-related disclosures for the FY 2025:

The disclosure hereunder has been prepared in compliance with the GRI Standards for reporting on sustainability.

a. Diversity by gender in the different hierarchy levels

| Employee level (Count) | Male | Female | Others | Total |
|------------------------|------|--------|--------|-------|
| C-Suite | 11 | - | - | 11 |
| Senior Management | 113 | 18 | - | 131 |
| Other Employees | 621 | 359 | - | 980 |
| Total Employees | 745 | 377 | 0 | 1122 |

b. Diversity by generations in the different hierarchy levels

| Employee level (Count) | Under 30 years | 30-50 years | Above 50 years | Total |
|------------------------|----------------|-------------|----------------|-------|
| C-Suite | - | 2 | 9 | 11 |
| Senior Management | 0 | 85 | 46 | 131 |
| Other Employees | 222 | 638 | 120 | 980 |
| Total Employees | 222 | 725 | 175 | 1122 |

c. Diversity by gender in the different employment contract

| Employee Type (Count) | Male | Female | Others | Total |
|-----------------------|------|--------|--------|-------|
| Permanent | 726 | 363 | - | 1089 |
| Fixed Term Contracts | 19 | 14 | - | 33 |
| Total Employees | 745 | 377 | 0 | 1122 |

d. Diversity by generation in the different employment contract

| Employee Type (Count) | Under 30 years | 30-50 years | Above 50 years | Total |
|-----------------------|----------------|-------------|----------------|-------|
| Permanent | 203 | 715 | 171 | 1089 |
| Fixed Term Contracts | 17 | 14 | 2 | 33 |
| Total Employees | 220 | 729 | 173 | 1122 |

e. Diversity by Gender Pay Ratio and Equal Pay Analysis

| Gender Pay Ratio | Total |
|------------------|-----------------------|
| Gender Pay Ratio | 66.49% (Ratio - 1.50) |

f. Diversity by Ethnicity and Nationality

QIC has a diverse workforce consisting of 67 nationalities from 6 continents.

| Breakdown | Share in total workforce (as % of total workforce) |
|-------------------------------------|--|
| Asian | 62% |
| Black or African American | 2% |
| Hispanic or Latino | 0% |
| White | 27% |
| Indigenous or Native | 0% |
| Other, please specify: North Africa | 9% |
| Total | 100% |

9. INVESTMENT AND TREASURY

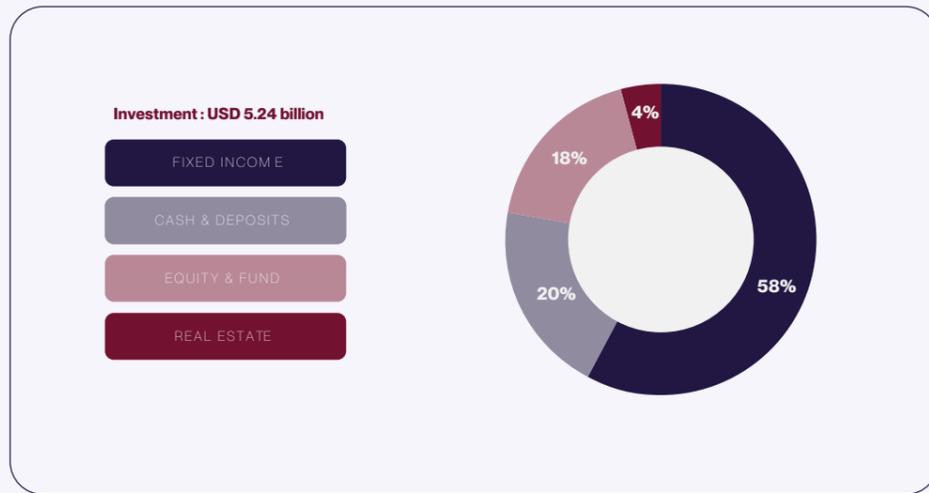
QIC's investment portfolio is a key element driving the Group's financial performance. The cash flows generated from insurance operations are invested to earn industry-leading returns while maintaining the liquidity requirements to meet insurance liabilities on a timely basis.

QIC has been awarded the Top Investment House in the MENA on four occasions, which reflects its industry-leading investment management capabilities. The key investment objectives of QIC are ensuring preservation of capital and policyholders' funds and achieving appropriate returns relative to the risks undertaken. QIC's business model necessitates maintaining an appropriate level of liquidity at all times to honor claim payments.

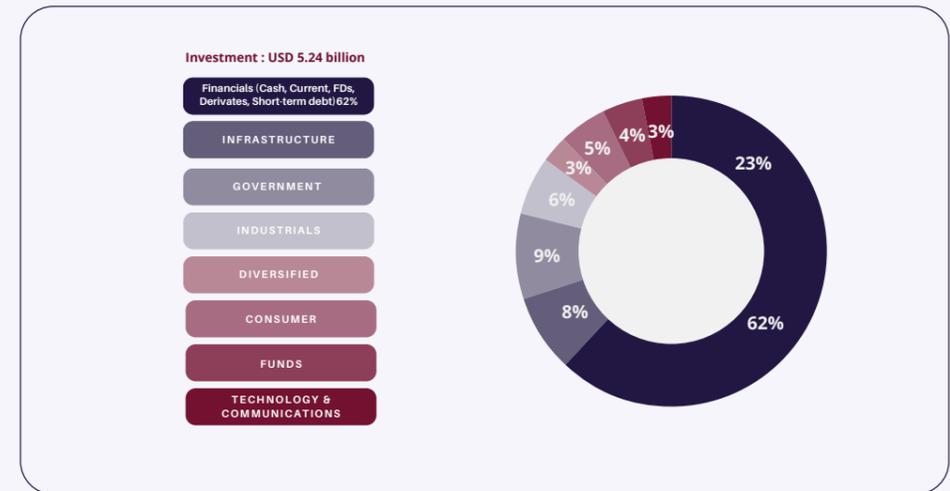
QIC's investment portfolio is predominantly composed of fixed-income securities and cash. In addition, QIC makes judicious investments in equity and other asset classes such as real estate. Being a global insurance player, QIC's investments are diversified across multiple asset classes, including fixed income bonds, cash and deposits, equities, and alternative investments spanning six continents. QIC strategically allocates its investments to countries, that have high sovereign credit ratings and possess political and economic stability. These countries typically boast credit ratings ranging from 'A' to 'AAA', indicative of their robust economic foundations. Along with geography's economic stability, the investments are handpicked with a value-driven philosophy on the basis of extensive research and review, prior to execution.

94% of the investments carry high-quality credit ratings and are of investment-grades, 2% of the investments do not have credit ratings available (because they are mainly into equity investments), and only 4% of the investments are of non-investment grades, (equity and other asset classes are not relevant here)..

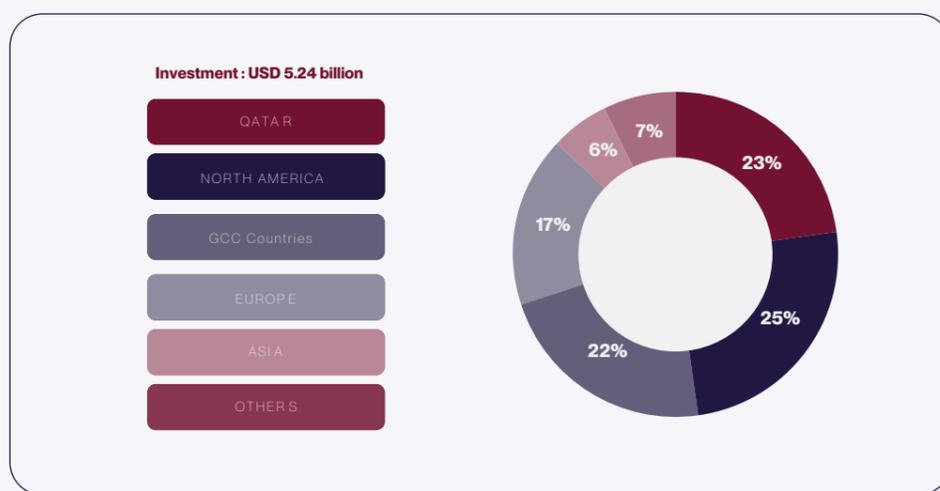
Investment - Asset Class wise - 2025



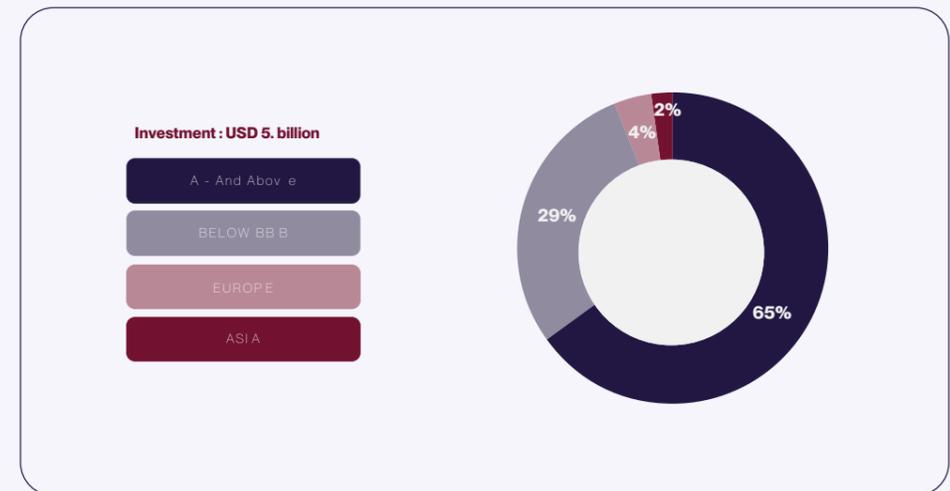
Investment - Sector wise - 2025



Investment - Geography wise - 2025



Investment - Credit Rating wise - 2025



For several years, QIC has been making consistent progress in integrating ESG considerations into its investment decision-making for many years. The outcome of this is evident in the ESG ratings of QIC's investment portfolio. QIC developed policies and frameworks for ESG and partnered with subject matter experts to facilitate the achievement of its ESG targets.

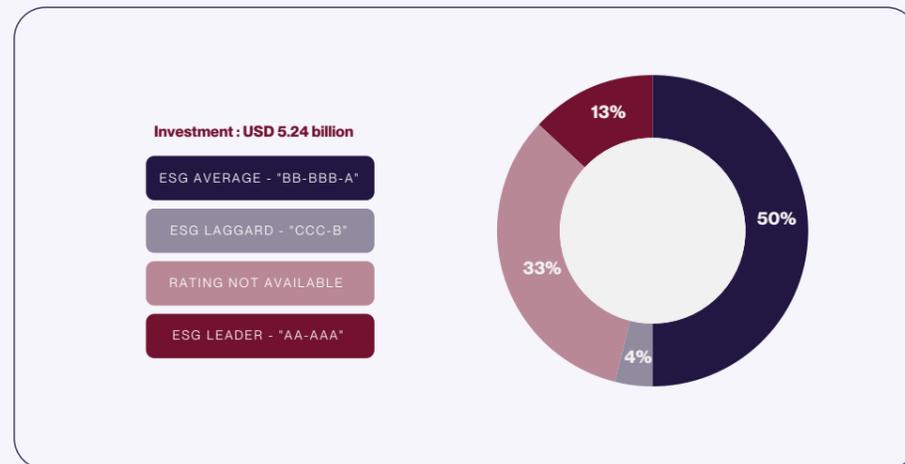
QIC signed up and continues to support the United Nations Environment Program-Finance Initiative's Principles for Sustainable Insurance (UNEP-FI PSI).

QIC's approach to ESG integration is to assess and understand the investee companies' progress in addressing the ESG risks. QIC has set up an ESG benchmark for investee companies, mainly in the form of external ratings and working on its targets to fully exclude and divest from polluting and ESG risk-prone businesses. The ESG mandate of QIC applies to all the asset classes including fixed income, cash and deposits, equity, real estate, private equity funds, and alternative investments. Only 33% of the overall investment book did not contain any type of ESG ratings, scores, mainly because the segment represents private equity investments mainly in alternative investments, unlisted equity etc.

QIC has continually monitored its investment portfolio for any serious ESG risks-prone investments and over a period QIC is committed to eliminating or reducing the exposures to such securities and issuers. QIC is committed to refrain from making any further fresh investments in businesses that derive 10% or more of their revenues from thermal coal-fired power plants, thermal coal mines, oil sands or new Arctic energy exploration activities.

QIC established its ESG Committee in the year 2022, with members dedicated to the agenda of ESG integration into all business operations, including investments.

Investment - ESG Rating - 2025



The investment portfolio of QIC is divided into two segments; one is internally managed, and the other is managed externally by top global asset managers. The Investment funds generated by the international operations are partly managed by global portfolio managers who are signatories to the UN Principles for Responsible Investment ("PRI"). QIC integrates ESG considerations into the investment process and decision-making.

The QIC international operations investment approach considers low carbon investments and opportunities as a key investment criterion, in addition to risk and return goals. QIC asset managers also base investment decisions on climate change policies, biodiversity, human rights, social issues, banned weapons, anti-corruption, and the use of environmentally friendly technologies. This also includes the proactive engagement with investee companies on ESG issues on QIC's behalf, and this is evident in the favorable portfolio composition in relation to ESG.

QIC's subsidiary, Antares at Lloyd's, has an investment portfolio of approx. US\$ 820 million and the portfolio has MSCI ESG Rating "A", which renders QIC among the leaders in ESG-integrated investments, and as a result the portfolio effectively addresses carbon risk, reputational risk, and governance risk.

QIC's asset managers are longstanding UN PRI signatories, through which they incorporate ESG issues into their policies and practices. QIC ensures that they seek appropriate disclosure on ESG issues by the entities in which they invest, and they promote acceptance and implementation of the Principles within the investment industry.

QIC's asset managers are also signatories of the UK Stewardship code that sets out standards/expectations for asset owners/managers on how they integrate ESG issues. As per the Stewardship Code, they also need to demonstrate the manner in which they engage and collaborate with investee companies to enhance the value of assets. Some examples include meeting board members and management, writing letters to an investee company to raise ESG-related concerns, and raising key issues through a company's advisers. They are also required to describe the outcomes of the engagement that is ongoing or concluded in the preceding 12 months, undertaken directly or by others on their behalf. They have engagement and proxy voting in place that encourage high standards of corporate governance, transparency and accountability on environmental and social issues, and there are proper reviews and oversight of proxy voting in terms of corporate governance and sustainability.

10. TAX STRATEGY AND GOVERNANCE

Tax Strategy and Transparency

The QIC Group ("the Group") is committed to maintaining the highest standards of tax compliance, governance, and transparency across its global operations. The Group's tax strategy aligns with its corporate values of integrity, accountability, and excellence, ensuring tax compliance and the responsible management of tax risks in accordance with applicable laws and regulations in all jurisdictions in which it operates.

Approach to Tax Governance and Risk Management

Governance Framework: The Group's tax strategy is approved by the Board of Directors and overseen by the Audit and Risk Committee, ensuring alignment with the Group's overall business strategy and risk management framework.

Roles and Responsibilities:

1. The Board has ultimate responsibility for the Group's tax affairs.
2. Day-to-day tax management is delegated to the Group's tax and finance teams, supported by external advisors where required.

Policy Adherence: The Group has implemented robust tax policies and controls to ensure compliance with relevant tax laws and regulations. These policies are regularly reviewed to remain up-to-date with legislative changes.

Risk Management:

1. The Group adopts a risk-based approach to tax, identifying, assessing, and mitigating potential risks across its operations.
2. Tax risks are escalated to the Audit and Risk Committee as part of regular reporting, ensuring appropriate oversight and management.
3. The Group seeks to minimize uncertainty in tax matters by obtaining external advice and, where necessary, engaging with tax authorities to achieve clarity.

Compliance with Tax Laws and Regulations

The Group is committed to full compliance with tax laws and regulations in all jurisdictions of operation. This includes:

- Filing accurate and timely tax returns.
- Meeting all tax payment obligations within prescribed deadlines.
- Maintaining proper documentation to support tax positions.

Tax Planning and Commercial Alignment

- Commercial Basis: The Group ensures that all tax positions are aligned with genuine commercial objectives. Arrangements are not undertaken to achieve artificial advantages or outcomes.
- Compliance with OECD Guidelines: The Group supports and adheres to the OECD's guidelines on Base Erosion and Profit Shifting (BEPS) and ensures transparency in cross-border transactions.
- Substance: Business structures and transactions are designed with sufficient economic substance and fully comply with international tax standards.

Transparency and Engagement with Tax Authorities

- Transparent Disclosures: The Group ensures all tax positions are disclosed transparently in its financial statements in accordance with relevant accounting standards.
- External Audit: The Group's financial statements are subject to rigorous examination by external auditors, ensuring that they present a true and fair view of the Group's financial position and comply with international financial reporting standards (IFRS). This independent verification further reinforces the Group's commitment to transparency and credibility in its tax affairs.
- Proactive Engagement: The Group seeks to maintain open, honest, and constructive relationships with tax authorities globally, resolving any queries or disputes in a cooperative manner.

Approach to Transfer Pricing

The Group complies with arm's-length principles in all intercompany transactions, ensuring profits are allocated to jurisdictions where value is created. Transfer pricing policies are well-documented and aligned with OECD guidelines.

Continuous Improvement

The Group is committed to continuous improvement in tax compliance and governance practices. This includes:

- Regular training for tax and finance teams to ensure they remain informed of legislative changes.
- Ongoing investment in technology and processes to enhance tax reporting and compliance.

Commitment to Ethical Conduct

QIC Group is committed to conducting our tax affairs in an ethical and responsible manner. We adhere to the principles of integrity, fairness, and transparency in all our dealings with tax authorities and other stakeholders. Our tax strategy is aligned with our broader corporate values and supports our commitment to sustainable and responsible business practices.

11. PRIVACY AND DIGITAL TRANSFORMATION

Privacy Protection

QIC has a comprehensive data protection policy approved by the Board of Directors, which demonstrates the company's commitment to protecting the personal data and the privacy of its customers, employees, and other counterparts. The policy governs all relevant businesses and subsidiaries and all datasets on all the systems are in the scope of the policy. QIC has also put the relevant part of the policy on its websites, wherever required, for customers and other counterparts to have direct access and understanding of how their data are being handled in QIC. The policy allows customers, and other stakeholders the right to have access to their data, the right to rectify their data, the right to request deletion of their data, the right of requesting to stop or restrict the manner in which QIC may use their data, and the right to withdraw consent to use their data.

As part of the governance process, QIC Group Strategy, Governance, & Implementation Committee, at Senior Executive Management level, reviews Group IT and cyber security vision and objectives, and reviews security requirements and certifications, related audits and ensure issues are addressed. In case of any major breach, security incident, or any other major developments, the Group CEO and the Board of Directors (if required) are informed, and their directions on the matters are duly sought.

Certifications and external audits

QIC has maintained ISO 27001 security certificate standards since 2010. The certification scope covers more than 90% operations of QIC's businesses and applications, and it covers protecting the confidentiality, integrity, and availability of customers' data. The ISO 27001 certification audit is conducted annually by an external independent agency whereas the internal audit for the same is carried out twice yearly. As part of the internal control review and

testing, general IT controls are tested and confirmed by the external auditor, a Big 4 Audit Firm, on an annual basis.

Practices and evidence with respect to data protection and privacy

The Access Control Policy is approved and implemented with the principle of the need to know and least privilege. The process of access creation, modification, and revocation is based on approval and managed through a separate IT service desk, whereas the access recertification is performed quarterly. Wherever relevant, technical controls are implemented such as multi-factor authentication. Encryption techniques with strong algorithms (AES 128) are in place to protect sensitive data.

The company does not rent, sell, or provide personal data to third parties for purposes other than completing transactions/services. The Company commits to deleting data after a defined amount of time, in line with applicable laws and regulations.

QIC collects data from customers only after their due consent obtained through proposal forms or lead form, or from the regulated insurance entities like insurance brokers, reinsurance brokers, insurance companies, and reinsurance companies only after due customer consents or agreements in place, as required and in compliance with the applicable laws and regulations. QIC does not collect any customer related data from the unregulated third parties in the open market or outside its regulated insurance business.

Security Awareness Training is provided to all employees and contractors as per the annual training plan, with sessions covering various topics including the latest cyber threats. QIC also evaluates the behavioral response of employees through simulation (like phishing tests) and analysis, and real-world interaction with malicious communications.

QIC's data protection and privacy programs cover suppliers and business partners and in order to comply with the policy and processes, inspections are conducted, wherever required, to verify their compliance and ensure that the third parties are compliant with QIC's policy and local laws and regulations.

The GDPR Regulations apply to the international operations of QIC, and the projects are underway to comply with the GDPR Regulations at the Group level including MENA region.

Data breach and incident response plan

QIC has implemented IT Security Policy to limit or contain any security incidents or data breaches. Both proactive and reactive measures are in place and those processes are reviewed annually, some of them include 24x7 Managed Detection and Response (MDR), SOC (Security Operation Center) monitoring, engagement with renowned third-party for investigation and forensics, and global threat intelligence subscriptions for visibility on IT security threat landscape.

There have been no substantiated complaints received concerning breaches of customer privacy, neither from outside parties nor from regulatory bodies. There have been no identified leaks, thefts, or losses of customer data.

12. GRI STANDARDS CONTENT INDEX:

| GRI Standard | Disclosure Number | Disclosure Title | Reference | Remarks |
|--------------|-------------------|---|--|---------|
| | 2-1 | Organizational details | 1.1 Background - P.2 2. Corporate Profile - P.7 QIC Annual Report 2024 | |
| | 2-2 | Entities included in sustainability reporting | 1.1 Background - P.2 2. Corporate Profile - P.7 QIC Annual Report 2024 | |
| | 2-3 | Reporting period, frequency, and contact point | 1.1 Background - P.2 2. Corporate Profile - P.7 QIC Annual Report 2024 | |
| | 2-4 | Restatements of information | NA | |
| | 2-5 | External assurance | Not obtained. Assurance obtained on Corporate Governance Report 2024 | |
| | 2-6 | Activities, value chain, and business relationships | 1.1 Background - P.2 2. Corporate Profile - P.7 QIC Annual Report 2024 | |
| | 2-7 | Employees | 8.9 Workforce diversity and inclusions - P. 32 | |
| | 2-8 | Workers who are not employees | 8.9 Workforce diversity and inclusions - P. 32 | |
| GRI 2 | 2-9 | Governance structure and composition | 3.1 Governance Structure - P. 9 QIC Corporate Governance Report 2024 | |
| | 2-10 | Nomination and selection of highest governance body | 3.1 Governance Structure - P. 9 QIC Corporate Governance Report 2024 | |
| | 2-11 | Chair of highest governance body | QIC Corporate Governance Report 2024 | |
| | 2-12 | Role of highest governance body in sustainability | 3.2 ESG Governance Structure - P. 10 | |
| | 2-13 | Delegation of sustainability responsibilities | 3.2 ESG Governance Structure - P. 10 | |
| | 2-14 | Role in sustainability reporting | 1.1 Background - P.2, QIC Corporate Governance Report 2024 | |
| | 2-15 | Conflicts of interest | QIC Corporate Governance Report 2024 | |
| | 2-16 | Communication of critical concerns | 3.4 Ethical Business Practices and Code of Conduct - P.11 QIC Code of Conduct | |

| GRI Standard | Disclosure Number | Disclosure Title | Reference | Remarks |
|--------------|-------------------|--|---|---|
| | 2-17 | Collective knowledge of highest governance body | 3.2 ESG Governance Structure - P.10 | |
| | 2-18 | Evaluation of governance performance | QIC Corporate Governance Report P. 22 | |
| | 2-19 | Remuneration policies | 3.8 Remuneration - P.15, QIC Remuneration Policy | |
| | 2-20 | Process to determine remuneration | 3.8 Remuneration - P.15, QIC Remuneration Policy | |
| | 2-21 | Annual total compensation ratio | NA | Gender Pay ratio has been disclosed |
| | 2-22 | Statement on sustainable development strategy | 1. Introduction - Message from Group CEO - P. 2 | |
| | 2-23 | Policy commitments | 1.1 Background - P.2, 3.6 Integration of Sustainability into Decision Making - P.12 | |
| | 2-24 | Embedding policy commitments | 3.6 Integration of Sustainability into Decision Making - P.12 | |
| | 2-25 | Processes for remediating negative impacts | 3.4 Ethical Business Practices and Code of Conduct - P.11 8.4 Employee grievance redressal - P.27 | |
| | 2-26 | Mechanisms for seeking advice and raising concerns | 3.5 Anti-bribery, corruption and fraud prevention, and whistleblower protection - P.12, QIC Corporate Governance Report 2024 - P.38 | |
| | 2-27 | Compliance with laws and regulations | 3.5 Anti-bribery, corruption and fraud prevention, and whistleblower protection - P.12, QIC Corporate Governance Report 2024 - P.40 | |
| | 2-28 | Membership associations | 1.2 Alignment with UNEPFI Principles for Sustainable Insurance - P.4 | |
| | 2-29 | Approach to stakeholder engagement | QIC Corporate Governance Report 2024 - P.37 | |
| | 2-30 | Collective bargaining agreements | NA | Local labor laws, in the jurisdictions in which QIC operates, are fully complied without any violations |
| GRI 3 | 3-1 | Process to determine material topics | 1.1 Background - P.2 | |

| GRI Standard | Disclosure Number | Disclosure Title | Reference | Remarks |
|----------------|-------------------|--|---|---------|
| | 3-2 | List of material topics | Table of Contents - Point 3 to Point 11 - P.1 | |
| | 3-3 | Management of material topics | QIC Sustainability Report 2024 - disclosures made throughout the report, QIC Corporate Governance Report 2024 | |
| | 201-1 | Direct economic value generated and distributed | 2.1 Company Overview - P.7 | |
| GRI 201 | 201-2 | Financial implications and other risks and opportunities due to climate change | 5. Underwriting - P.19-P.22 | |
| | 201-3 | Defined benefit plan obligations and other retirement plans | 8.6 Non-Salary Benefits- P.31 | |
| | 203-1 | Infrastructure investments and services supported | 9. Investment and Treasury - P.35 | |
| GRI 203 | 205-2 | Communication and training about anti-corruption policies and procedures | 3.5 Anti-bribery, corruption and fraud prevention, and whistleblower protection - P.12 | |
| | 205-3 | Confirmed corruption incidents and actions taken | 3.5 Anti-bribery, corruption and fraud prevention, and whistleblower protection - P.12 | |
| | 207-1 | Approach to Tax | 10. Tax Strategy and Governance - P.40 | |
| GRI 205 | 207-2 | Tax governance, control, and risk management | 10. Tax Strategy and Governance - P.40 | |
| | 207-3 | Stakeholder engagement and management of concerns related to tax | 10. Tax Strategy and Governance - P.40 | |
| | 301-1 | Materials used by weight/volume | 7.2 Water, Waste and Energy Management Disclosures - P.24 | |
| GRI 301 | 301-2 | Recycled input materials | 7.1 Environmental Policy Targets - P.24 | |
| | 301-3 | Reclaimed products and their packaging materials | 7.2 Water, Waste and Energy Management Disclosures - P.24 | |
| | 302-1 | Energy consumption within the organization | 7.2 Water, Waste and Energy Management Disclosures - P.24 | |
| GRI 302 | 302-3 | Energy intensity | 7.2 Water, Waste and Energy Management Disclosures - P.24 | |
| | 302-4 | Reduction of energy consumption | 7.1 Environmental Policy Targets - P.24 | |
| GRI 303 | 303-1 | Water withdrawal | 7.2 Water, Waste and Energy Management Disclosures - P.24 | |

| GRI Standard | Disclosure Number | Disclosure Title | Reference | Remarks |
|----------------|-------------------|--|--|---------------|
| | 303-3 | Water recycled and reused | 7.2 Water, Waste and Energy Management Disclosures - P. 24 | |
| | 303-4 | Water discharge | 7.2 Water, Waste and Energy Management Disclosures - P. 24 | |
| | 303-5 | Water consumption | 7.2 Water, Waste and Energy Management Disclosures - P. 24 | |
| | 305-1 | Direct (Scope 1) GHG emissions | 7.2 Water, Waste and Energy Management Disclosures - P. 24 | |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | 7.2 Water, Waste and Energy Management Disclosures - P. 24 | |
| GRI 305 | 305-3 | Other indirect (Scope 3) GHG emissions | 7.2 Water, Waste and Energy Management Disclosures - P. 24 | |
| | 305-4 | GHG emissions intensity | 7.2 Water, Waste and Energy Management Disclosures - P. 24 | |
| | 305-5 | Reduction of GHG emissions | 7.1 Environmental Policy Targets - P.24 | |
| GRI 306 | 306-3 | Waste generated | 7.2 Water, Waste and Energy Management Disclosures - P. 24 | |
| | 306-5 | Waste directed to disposal | 7.2 Water, Waste and Energy Management Disclosures - P. 24 | |
| | 401-1 | New employee hires and turnover | 8.2 Hiring and Employee Turnover Rate - P.28 | |
| GRI 401 | 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | 8.6 Non-Salary Benefits- P.31 | |
| | 401-3 | Parental leave | 8.7 Maternity Leaves - P.31 | |
| | 404-1 | Average hours of training | NA | Not Available |
| | 404-2 | Programs for upgrading employee skills | 8.1 Employee Training and Development - P. 25 | |
| GRI 404 | 404-3 | Percentage of employees receiving regular performance and career development reviews | 8.3 Performance Appraisal and Awards - P. 29 | |
| GRI 405 | 405-1 | Diversity in governance bodies and employees | 8.9 Workforce diversity and inclusions - P. 32 | |
| | 405-2 | Ratio of basic salary and remuneration of women to men | 8.9 Workforce diversity and inclusions - P. 32 | |
| GRI 406 | 406-1 | Incidents of discrimination and corrective actions taken | 8.8 Diversity, Equity and Inclusions Policy - P.32 | |
| GRI 418 | 418-1 | Customer privacy breaches and losses of data | 11- Privacy and Digital Transformation - P.42 | |



CORPORATE SOCIAL RESPONSIBILITY



Qatar Corporate Social Responsibility 2025

QIC Sponsored the 5th Edition of the Katara International Arabian Horse Festival 2025

QIC Group continued its support as the official insurance sponsor for the 5th edition of the Katara International Arabian Horse Festival (KIAHF). As the most significant event dedicated to the Arabian horse, KIAHF showcases Qatar's deep-rooted cultural traditions and elevates the country's role as a global cultural and sports hub. QIC's continued sponsorship of KIAHF underscores QIC's dedication to preserving Qatar's cultural heritage and reflects QIC's commitment to Qatar's broader development and growth, as the country charts its path forward, guided by Qatar National Vision 2030.

QIC Group supported community spirit as a sponsor of the Doha Marathon by Ooredoo 2025

QIC Group served as a sponsor of the Doha Marathon by Ooredoo 2025. The marathon provided an excellent opportunity for QIC to engage with the community and support a cause that promotes health, wellness, and active living. As a leading insurance group, QIC remains committed to contributing positively to the community and supporting initiatives that enhance the quality of life for all residents.

QIC sponsored the Build Your House Exhibition 2025

As Qatar continues to witness remarkable growth in residential development, Qatar Insurance Group (QIG) is a proud sponsor of the Build Your House Exhibition 2025, reaffirming its commitment to supporting individuals and families in building not just houses but secure, resilient homes.

The Build Your House Exhibition, a cornerstone event for Qatar's construction and homebuilding sector, served as a dynamic platform for QIG to engage directly with homeowners, contractors, architects, and developers. Through its presence at the exhibition, QIG emphasized the indispensable role of insurance in every phase of the homebuilding journey, from groundbreaking to move-in.

QIG successfully concluded its 2025 Summer Internship Program with a celebratory closing ceremony held on Wednesday, July 30. The program ran throughout June and July and welcomed a select group of high-achieving high school students from across Qatar, chosen for their academic excellence and interest in exploring future careers in the insurance and financial services sectors.

Qatar Insurance Group sponsors S'hail 2025

Qatar Insurance (QIG) was the official insurance partner of the 9th edition of the Katara International Hunting and Falcons Exhibition, S'hail 2025, scheduled to run from 10 to 14 September 2025.

QIG Group's continued sponsorship underscores its commitment to the preservation and promotion of Qatar's traditions and cultural values, as well as its corporate social responsibility toward the community. QIG has long-standing ties with S'hail and continues to contribute to its sustained growth and success.

QIG Reinforced its Commitment to Community Health Through Cancer Awareness Initiatives with Qatar Cancer Society

Qatar Insurance (QIG) continued to strengthen its partnership with the Qatar Cancer Society (QCS) through a series of initiatives aimed at promoting cancer awareness and prevention as part of its ongoing commitment to community wellbeing.

QIG marked Breast Cancer Awareness Month with a dedicated Breast & Cervical Cancer Awareness event held on Thursday, 16 October, in collaboration with Qatar QCS under the theme "In Support of Pink October." The event featured an educational session led by a certified health educator from QCS, highlighting key statistics, risk factors, symptoms, and early detection methods. Participants also enjoyed a healthy cooking session led by a clinical dietitian, offering practical nutrition and lifestyle tips to reduce cancer risk.

More than 50 female employees from across QIG took part in the awareness session, showing solidarity by wearing pink and engaging in meaningful discussions about women's health and wellbeing.

Additionally, QIG proudly served as the insurance sponsor of Qatar Cancer Society's "Relay for Life 2025," a major community event dedicated to honoring cancer survivors, remembering those lost, and inspiring collective action in the fight against cancer. The event, held on Friday at Oxygen Park in Education City, brought together individuals, families, and organizations for a four-hour walk symbolizing hope, resilience, and community solidarity. The initiative underscored the importance of physical activity, early detection, and shared responsibility in supporting those affected by cancer.

Through its continued collaboration with QCS, QIG reaffirmed its holistic approach to corporate social responsibility, supporting education, health, environment and community development in alignment with the Qatar National Vision 2030. By engaging in initiatives that span awareness, prevention, and collective action, QIG remains dedicated to building a stronger, healthier future for all.

Qatar Insurance hosted the "Little Employee Initiative", a day of learning and inspiration for young visitors

Following the remarkable success of last year's program, Qatar Insurance (QIG) once again hosted the "Little Employee Initiative" on October 30, 2025, welcoming over 100 of its staff's children aged 7 to 15 for a day filled with learning, engagement, and enjoyment at the company's headquarters.

In its 6th edition, the "Little Employee Initiative" was organized in collaboration with the Qatar Career Development Center (QCDC), a member of Qatar Foundation (QF). The program continued to inspire young minds by offering them early exposure to real workplace environments, helping to nurture curiosity, ambition, and an appreciation for professional life.

The day's activities were designed to give the young visitors a behind-the-scenes look at QIC's daily operations and to introduce them to the fundamentals of the insurance industry. Children participated in educational tours, interactive workshops, and creative exercises, while also spending time alongside their parents or relatives to gain a better understanding of their roles and responsibilities. The event concluded with a cheerful certificate ceremony to recognize each child's participation and learning journey.

The "Little Employee Initiative" continues to stand as a testament to QIC's dedication to community engagement and youth empowerment, fostering a culture of learning, curiosity, and inspiration for the leaders of tomorrow.

Qatar Insurance Group's Annual Blood Donation Campaign: A Commitment to Community Well-being

Qatar Insurance (QIC) demonstrated its unwavering commitment to community service and public health by organizing its annual blood donation drive. The event was held at QIC's headquarters in West Bay, Doha, in collaboration with Hamad Medical Corporation's (HMC) blood donation center.

This year's campaign, like its predecessors, highlighted the importance and lifesaving potential of blood donations. QIC employees enthusiastically participated, reinforcing the Group's dedication to fostering a culture of philanthropy and social responsibility.

This blood drive marks the eight annual campaign for QIC, aiming to bolster the national blood bank. It has become a cornerstone of the Group's corporate social responsibility program, which addresses crucial issues such as access to education, health, sports, culture, and environmental sustainability.

Ministry of Environment and Climate Change Launches the "Fencing and Rehabilitation of Rawdat Al-Wasta" Initiative in Partnership with Qatar Insurance

As part of its ongoing efforts to protect Qatar's terrestrial ecosystems and preserve its natural resources, the Ministry of Environment and Climate Change (MECC), represented by the Department of Wildlife Development, launched today the "Fencing and Rehabilitation of Rawdat Al-Wasta" initiative in collaboration with Qatar Insurance, with the participation of representatives from government entities, volunteers, and environmental specialists.

The initiative aims to protect Qatar's natural rawdat (grasslands) from encroachment and overgrazing, and to promote the sustainable use of these habitats in a way that maintains balance between environmental preservation and community activities. It also seeks to restore native vegetation through the replanting of indigenous plant species that are well adapted to Qatar's dry and semi-arid conditions.

The event featured the planting of 300 native seedlings of various local species, including *Prosopis cineraria* (Qatari Ghaf), *Acacia tortilis* (Samr), *Ziziphus spina-christi* (Sidr), and *Acacia ehrenbergiana* (Salam). These species play a vital role in stabilizing soil, enhancing biodiversity, and combating desertification in Qatar's desert ecosystems.

Seedlings and native seeds were also distributed to participants and volunteers to encourage community engagement in replanting efforts and inspire individuals to replicate the experience in their local areas and farms.

As part of the event, attendees joined a guided field tour of Rawdat Al-Wasta, where specialists from the Department of Wildlife Development provided insights into the ecological importance of rawdat areas in Qatar. The tour highlighted their role in soil preservation, reducing desertification, improving air quality, and maintaining local seed reserves. Participants were also introduced to previous MECC projects focused on fencing and rehabilitating rawdat as part of the National Program for Combating Desertification.

Sustainability and Follow Up Plan

The Department of Wildlife Development announced that the initiative will be followed by a monitoring and maintenance plan, which includes tracking seedling growth, conducting supplemental irrigation, and managing invasive species. The plan will also involve awareness programs for schools, universities and local communities to foster a culture of environmental stewardship and highlight the importance of rawdat as natural and cultural heritage sites.

The Department further explained that fencing the rawdat is a key stage within the national program for restoring terrestrial habitats, as it allows native plants to regenerate naturally without human pressures, helping to expand green cover, enhance soil stability and mitigate desertification.

At the conclusion of the event, participants, volunteers, and supporting organizations were honored for their valuable contributions to the success of the initiative. The Ministry reaffirmed its commitment to continued collaboration with private sector partners under its Sustainable Environmental Development Initiatives, which aim to achieve a lasting balance between economic growth and environmental protection, in line with the objectives of the Qatar National Vision 2030.

QIC was the insurance partner for the World Arabian Horse Championship – Supreme

The World Arabian Horse Championship Supreme (WACH Supreme) today hosted a press conference at Old Doha Port to officially present the final stage of the 2025 season – one of the most prestigious events in the Arabian horse calendar.

Held in collaboration with Global Champions Arabians Tour (GCAT), CENECA and Katara Cultural Village, the Supreme will bring together the world's finest Arabian horses, breeders, owners, and handlers for an unforgettable two-day celebration of sport, heritage, and culture at Old Doha Port on December 5-6.

QIC was the insurance sponsor for Polo Al Marsa Qatar

Polo AlMarsa is built on the belief that polo belongs at the heart of Qatar's vibrant culture and sporting life. Our mission is to create a flagship event that brings together all generations, connecting people through thrilling sport, hospitality, and the spirit of community. We celebrate Qatari heritage, championing new opportunities for local talent and welcoming everyone to experience the excitement of polo in Doha.



Antares Corporate Social Responsibility (CSR) Report

Community & Charitable Impact

Antares is committed to making a positive social impact across all regions in which we operate. Through charitable giving, employee volunteering, fundraising, and long-term partnerships, our teams support communities, vulnerable groups, and charitable organisations worldwide.

Bermuda Office – Community Support Christmas 2025

The Bermuda office continued its annual commitment to supporting families in need through the Salvation Army during the festive period. What began in earlier years as a toy drive was expanded in 2025 to include essential food support.

- Gifts donated to families in need
- Grocery vouchers

Antares made two further donations of \$5,000 each to:

- Lady Cubitt Compassion Association
- Transitional Community Services

These contributions provided vital assistance to individuals and families experiencing financial hardship within the local community.

Gibraltar Office – Charity, Fundraising & Volunteering

Gibraltar Insurance Institute Charity Raffle

Antares supported the annual Gibraltar Insurance Institute (GII) charity raffle. The raffle raised over £1,000 in ticket sales

- Proceeds were donated to GibSams, a local charity supporting individuals experiencing emotional distress
- Antares has previously supported GibSams by helping fund their suicide prevention helpline

Animals In Need Foundation (AINF)

Nominated Charity – Gibraltar Office (2024)

Animals In Need Foundation Gibraltar (AINFG) is the nominated charity of Antares Global's Gibraltar office. The charity works with local and international authorities to rescue, rehabilitate, and rehome abandoned and unwanted animals.

Antares' support includes:

- Donations and participation in fundraising activities
- Raffle prize donations,
- Ongoing employee volunteering



Volunteering Activities

- Weekly dog-walking sessions (every Saturday morning)
- Supporting transport of animals to veterinary appointments as required

London Office – Fundraising, Volunteering & Community Engagement

In 2025, Antares London employees collectively raised and donated a total of £49,660.07 through a combination of fundraising events, sponsorships, donations, and volunteering activities.

Charities and Initiatives Supported Include:

- Sandhurst Military Academy International Amputee Tournament
- Standard Chartered Great City Race
- Stephen Hawking School
- DNK 90th Anniversary / Anglo-Norwegian Resistance Commemoration Project

- Acrisure London Charity Football Tournament
- Lloyd's Football Dinner
- Cancer Research UK
- UNICEF UK
- Texel Foundation "London Landmark" Row (in support of The AHOY Centre)
- Mind
- Centrepont
- CRY
- Medway United Football Club
- Hull Dinner Charity Raffle
- Walsingham Charity

Antares was also shortlisted for the Lloyd's Charity Awards, recognising its sustained commitment to charitable and community impact.

Long-term Community Partnership

Since 2022, Antares has partnered with Spitalfields City Farm, supporting the organisation through:

- 10 employee volunteering days to date
- Ongoing charitable donations to help sustain this vital community space

Oman Corporate Social Responsibility Initiatives – 2025

In line with its commitment to responsible business practices and sustainable community development, Oman Qatar Insurance Company allocated a total of OMR 20,000 toward Corporate Social Responsibility initiatives during 2025, in accordance with the plan and budget approved at the Annual General Meeting held on 30th March 2025.

The company's CSR efforts focused on social welfare, healthcare support, inclusion of people with disabilities, and community empowerment across the Sultanate. Through strategic partnerships and targeted contributions, Oman Qatar Insurance Company continued to create a meaningful and lasting impact for beneficiaries and local communities.

1. Support to Oman Charitable Organization

Contribution in compliance with MOCIIP Decision No. 205/2021, allocating 20% of the total CSR budget to national charitable causes.

Contribution: OMR 4,000

2. Ramadan Food Basket Initiative

During the holy month of Ramadan, the company organized a community outreach initiative in Yiti, distributing food and essential ingredient boxes to families in need, supporting household stability during the blessed month.

Contribution: Approximately OMR 1,000

3. Qadiroon Program – Inclusive Digital Learning

In partnership with Vertex Business Solutions, Oman Qatar Insurance Company supported the development of a cloud-based Arabic e-learning library targeting job seekers, including individuals with hearing impairment. The platform features 70 interactive and gamified programs focused on employment knowledge and practical skills, designed with culturally relevant Omani content to enhance accessibility, inclusion, and employability.

Contribution: OMR 2,000

4. Smart Donation Devices with Zakat Al Seeb Committee

In partnership with the Zakat Al Seeb Committee, the company funded the purchase and installation of six OQIC-branded smart donation devices in strategic locations, enabling the public to conveniently pay zakat and sadaqah electronically.

Contribution: OMR 3,200

5. Children's Playground at Rustaq Hospital

OQIC contributed to the construction of a dedicated children's playground (14 x 20 meters) to create a safe and welcoming recreational space for young patients. The project included shade structures, artificial grass, play equipment, and seating areas to enhance patient comfort and well-being.

Contribution: OMR 4,800



6. Partnership Sponsorship with Oyoon Newspaper

Financial support and partnership sponsorship to enable a series of community-focused forums and awareness events addressing social inclusion and health, including:

- Care of the Blind
- Children with Autism
- People with Disabilities
- Omani Child Conference
- Vitiligo Awareness
- Learning Difficulties
- Retirees Support
- Drug Prevention
- Elderly Care

Contribution: OMR 4,000

7. Donation to Oman Cancer Association

A monetary contribution to support cancer patients and assist the association's ongoing programs and healthcare initiatives.

Contribution: OMR 1,000



QIC GROUP SHARE PERFORMANCE IN 2025

GCC: Continued Expansionary Budgets Powering Growth in the Region

During 2025, GCC equity markets underperformed their global peers as compared to the developed and emerging markets. The S&P GCC Composite index was up 2.2% versus the MSCI World index, which was up 21.6%, and the MSCI EM index which was up 33.9%.

S&P GCC index performance was led by Oman (up 28.2%), Kuwait (up 21.0%), Dubai (up 17.2%) Abu Dhabi (up 6.1%) and Qatar (up 1.8%). However, Saudi Arabia underperformed with a decline of 12.8%. Brent crude oil weakened during the period, declining by 18.5%, to US\$ 61 per barrel, due to a global supply glut, with production outpacing demand growth. Increased output from OPEC+ and non-OPEC producers, coupled with sluggish demand growth in key markets, particularly China, created an oversupply, putting downward pressure on prices.

QIC shares were down 3.9%, underperforming the QE index, which was up 1.8%. The QE Insurance index was up 6.5%.

Qatar 2026 budget forecasts total revenue of US\$ 54.5 bn. Spending is expected to be at US\$ 60.7 bn. The budget remains anchored on human capital and public service development, with healthcare and education sectors accounting for over 20% of the total spending. Projected oil and gas revenues amount to US\$ 42.6 bn. The revenue estimates were based on an average oil price of US\$ 55 per barrel, in line with the conservative approach adopted by the state to ensure fiscal sustainability and enhance resilience against market fluctuations. Expected non-oil revenues remain steady at US\$ 12.1 bn. 2026 will see a small deficit of US\$ 6 bn which will be covered through local and external debt instruments in accordance with financing requirements and developments in debt markets. Non-hydrocarbon growth is expected to remain robust, averaging 4% between 2026 and 2027, supported by tourism, LNG-related investments, and ongoing reforms. Inflation is projected at 1.2% in 2025, averaging around 2% in 2026–2027.

These investments aim to advance Qatar's economic diversification efforts and achieve sustainable development across sectors. Tourism has provided a key support to non-energy activities and will remain a driver of future growth. The country continues to attract tourists and surpassed 5 mn visitors for the year 2025 with an aim to achieve 6 mn visitors by 2030.

According to the latest report by IMF, Qatar is expected to report a real GDP growth of 2.9% in 2025. For 2026, the IMF forecasts a real GDP growth of 6.1%. This is expected to be boosted by the planned expansion of LNG production and the implementation of the Third National Development Strategy.



BUSINESS PERFORMANCE OVERVIEW

Total Assets

FY 2025:

QAR 25,371 Million

FY 2024:

26,671 Million

FY 2023:

28,614 Million

Gross premium

FY 2025:

QAR 9,954 Million

FY 2024:

9,143 Million

FY 2023:

9,366 Million

FY 2022:

10,824 Million

FY 2021:

12,647 Million

Insurance service results

FY 2025:

QAR 506 Million

FY 2024:

514 Million

FY 2023:

300 Million

Investment & other Income

FY 2025:

QAR 993 Million

FY 2024:

979 Million

FY 2023:

1,004 Million

865 Million

FY 2021:

1,125 Million

Net Equity

FY 2025:

QAR 6,814 Million

FY 2024:

6,333 Million

FY 2023:

6,100 Million

FY 2022:

Market Capitalization

FY 2025:

QAR 6,663 Million

FY 2024:

6,934 Million

FY 2023:

8,459 Million

FY 2022:

6,281 Million

FY 2021:

8,982 Million

Net profit attributable to parent

FY 2025:

QAR 791 Million

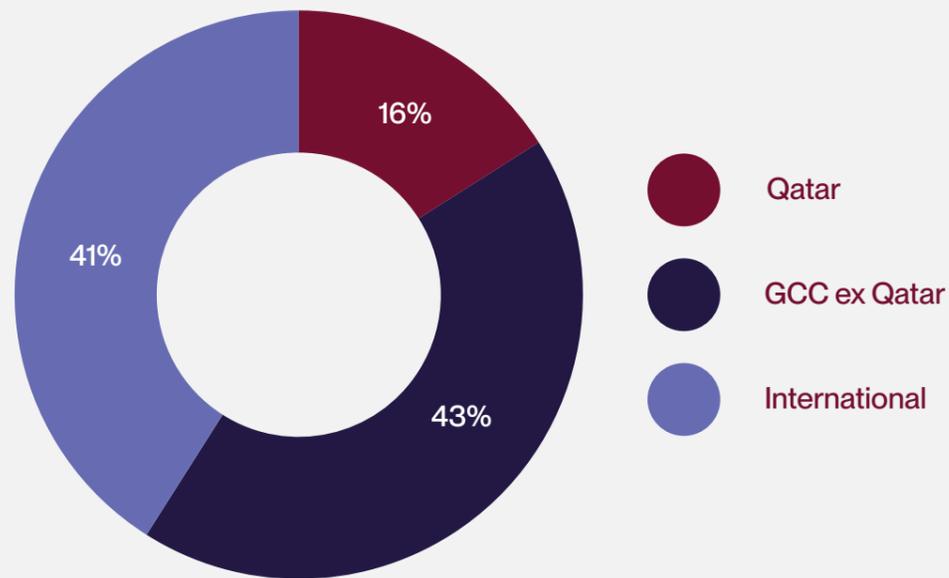
FY 2024:

725 Million

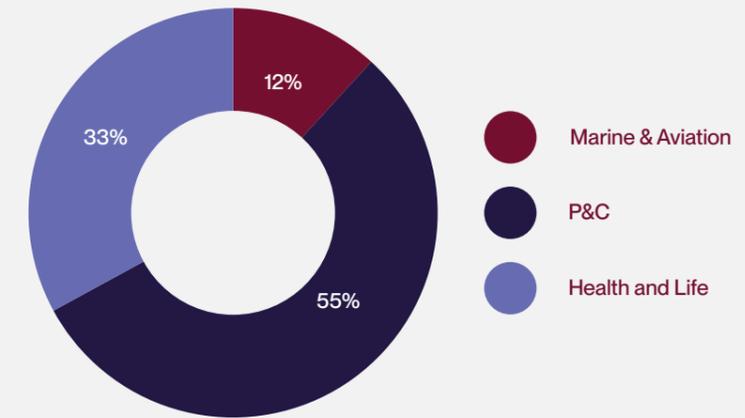
FY 2023:

601 Million

Gross premium Written Geographical split



Gross premium Written Line of Business



| Ratio Analysis | 2025 | 2024 | 2023 | 2022 | 2021 |
|--|------|------|------|------|------|
| Retention Ratio (%) | 81% | 79% | 78% | 75% | 67% |
| Net technical reserves/net premium written (%) | 108% | 133% | 139% | 135% | 185% |

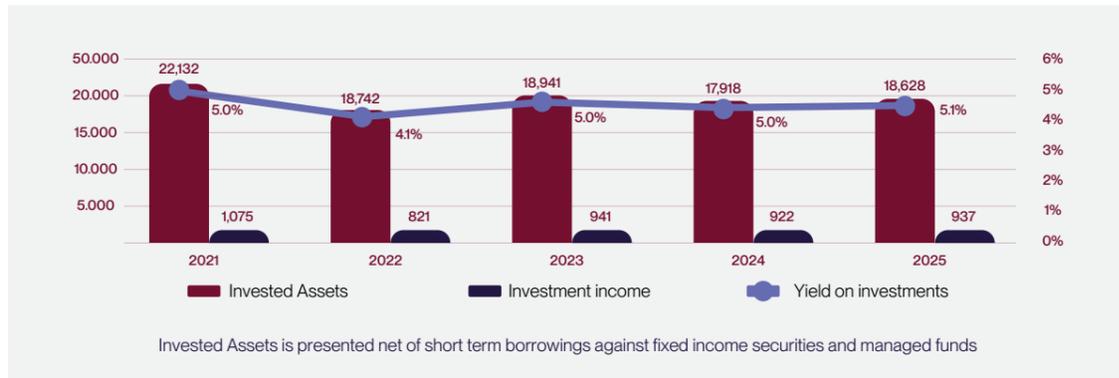
| Capital Structure % | 2025 | 2024 | 2023 |
|--|------|------|------|
| Invested assets to net technical reserves | 219% | 192% | 191% |
| Cash and bank deposits to net technical reserves | 51% | 50% | 58% |

| Capital Structure (QR millions) | 2023 | 2024 | 2025 |
|--------------------------------------|--------------|--------------|---------------|
| Share capital | 3,266 | 3,266 | 3,266 |
| Legal reserve | 2,393 | 2,465 | 2,544 |
| Fair value (loss) reserve | (315) | (313) | (15) |
| Other components of equity | (104) | (49) | 70 |
| Insurance finance reserve | 534 | 517 | 339 |
| Retained earnings | 327 | 446 | 610 |
| Equity attributable to parent | 6,100 | 6,333 | 6,814 |
| Non-controlling interest | 146 | 149 | 168 |
| Subordinated Perpetual Debt | 2,521 | 2,521 | 3,247 |
| Total equity | 8,767 | 9,003 | 10,229 |

Investment

| | 2021 | 2022 | 2023 | 2024 | 2025 |
|-----------------------------|--------|--------|--------|--------|--------|
| Invested Assets | 22,132 | 18,742 | 18,941 | 17,918 | 18,628 |
| Investment income | 1,075 | 821 | 941 | 922 | 937 |
| Yield on investments | 5.0% | 4.1% | 5.0% | 5.0% | 5.1% |

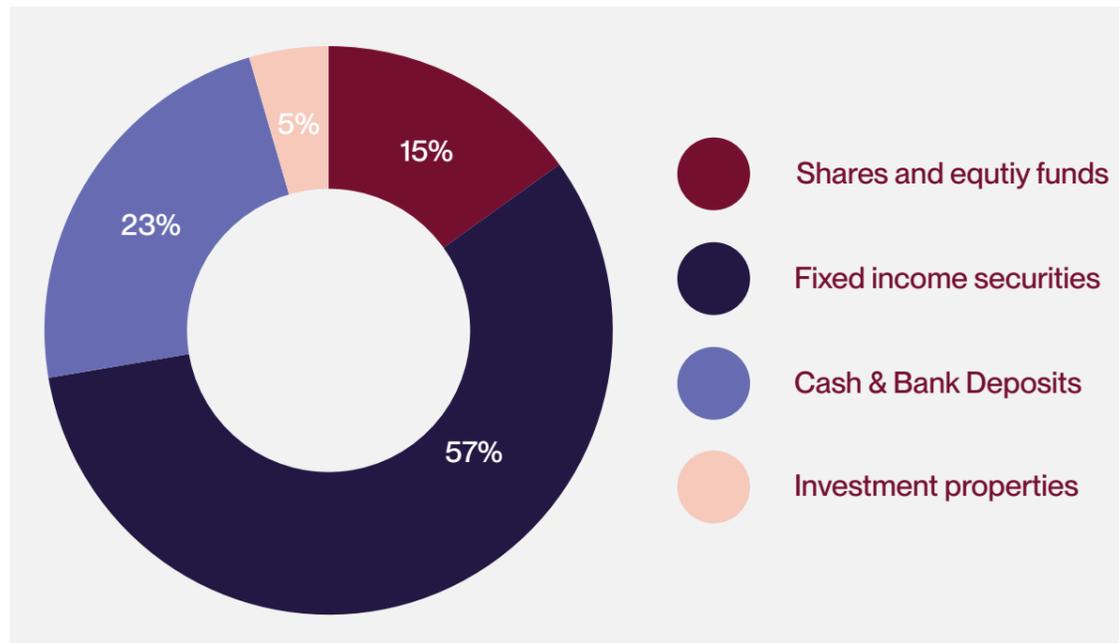
Investment & Treasury (QR Millions)



Investment results

| QR millions | 2025 | 2024 | 2023 | 2022 | 2021 |
|-------------------------------|------------|------------|------------|------------|--------------|
| Interest income | 640 | 649 | 655 | 471 | 433 |
| Dividends | 69 | 56 | 43 | 64 | 35 |
| Profit on sale of investments | 127 | 115 | 154 | 214 | 551 |
| Rental income | 68 | 65 | 46 | 32 | 33 |
| Others | 33 | 37 | 43 | 41 | 24 |
| Total | 937 | 923 | 941 | 821 | 1,075 |

Distribution of investments by type



CONSOLIDATED FINANCIAL STATEMENTS

| | |
|-----|--|
| 97 | Independent auditors' report |
| 103 | Consolidated Statement Of Financial Position |
| 104 | Consolidated Statement Of Profit Or Loss |
| 105 | Consolidated Statement Of Comprehensive Income |
| 106 | Consolidated Statement Of Changes In Equity |
| 108 | Consolidated Statement Of Cash Flows |
| 110 | Notes To The Consolidated Financial Statements |



Independent auditor's report

To the Shareholders of

Qatar Insurance Company Q.S.P.C.

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Qatar Insurance Company Q.S.P.C. (the 'Company') and its subsidiaries (together the 'Group'), which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated statements of profit or loss, comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), as applicable to audits of the financial statements of public interest entities, together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the State of Qatar, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent auditor's report (continued)

Qatar Insurance Company Q.S.P.C.

Report on the Audit of the Consolidated Financial Statements (continued)

Key Audit Matters (continued)

Valuation of Insurance Contract Assets and Liabilities, and Reinsurance Contract Assets and Liabilities

See Notes 4 and 7 to the consolidated financial statements.

| The key audit matter | How the matter was addressed in our audit |
|--|---|
| <p>We focused on this area because:</p> <ul style="list-style-type: none"> Insurance contract liabilities, net as at 31 December 2025, include liability for incurred claims (LIC) amounting to QR 14,782,134 thousand, which consists of estimates of the present value of future cash flows amounting to QR 14,173,754 thousand and risk adjustment for non-financial risk amounting to QR 608,380 thousand as reported in Note 7(a) in consolidated financial statements. Reinsurance contract assets, net as at 31 December 2025, include assets for incurred claims (AIC) measurement model amounting to QR 4,740,963 thousand, which consists of estimates of the present value of future cash flows amounting to QR 4,671,747 thousand and risk adjustment for non-financial risk amounting to QR 69,216 thousand as reported in Note 7(b) in consolidated financial statements. <p>LIC and AIC involve:</p> <ul style="list-style-type: none"> Complex accounting requirements, including the inputs, assumptions, estimates techniques used for incurred claim assets and liabilities and their measurement components include: <ul style="list-style-type: none"> The estimate of future cash flows, including assumed payment patterns for LIC or collection patterns for AIC, and discounting applied to the estimates of future cash flows to reflect the time value of money. | <p>Our audit procedures in this area included the following, among others:</p> <ul style="list-style-type: none"> Obtain an understanding of the actuarial process for calculating reserves. Performed substantive tests, on a sample basis, on the amounts recorded for claims paid and recoveries, including comparing the outstanding claims and recovery amount to appropriate source documentation to evaluate the valuation of claim reserves. Evaluating the competence, capabilities, and objectivity of an external expert used by management. Involving our own specialists: <ul style="list-style-type: none"> To assist us in evaluating the reasonableness of management's key judgments and estimates made in the measuring components of LIC and AIC under the PAA measurement model, including a selection of methods, models, inputs, assumptions, and estimates, as well as the impact of the economic uncertainties. Evaluate the work of the internal and external management specialist which includes assumptions and estimates used to calculate the LIC and AIC. Perform independent calculations on IBNR included under LIC and AIC. |

- Estimation of the non-financial risk adjustment.
- Susceptibility to management bias and estimation uncertainty when making judgments to determine insurance contract liabilities; and complex disclosure requirements.
- Assessing the completeness and accuracy of data utilized by the internal and external management experts in estimating the LIC and AIC by comparing it to the accounting and other records.
- Assessing the adequacy of the disclosures in the consolidated financial statements relating to this matter against the requirements of the relevant accounting standards.

Independent auditor's report (continued)

Qatar Insurance Company Q.S.P.C.

Report on the Audit of the Consolidated Financial Statements (continued)

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the consolidated financial statements and our auditor's report thereon. Prior to the date of this auditor's report, we obtained the report of the Board of Directors which forms part of the Annual Report, and the remaining sections of the Annual Report are expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon as part of our engagement to audit the consolidated financial statements. We have performed assurance engagements on the internal controls over financial reporting, the Company's compliance with the provisions of the Qatar Financial Markets Authority's Governance Code for Listed Companies that forms part of the other information and will provide a separate assurance practitioner's conclusion thereon that will be included within the other information.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we have obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Board of Directors for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The attached notes are an integral part of these consolidated financial statements

Independent auditor's report (continued)

Qatar Insurance Company Q.S.P.C.

Report on the Audit of the Consolidated Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

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

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independent auditor's report (continued)

Qatar Insurance Company Q.S.P.C.

Report on the Audit of the Consolidated Financial Statements (continued)

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements (continued)

We also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

15 February 2026
Doha
State of Qatar

Report on Other Legal and Regulatory Requirements

As required by the Qatar Commercial Companies Law No. 11 of 2015, whose certain provisions were subsequently amended by Law No. 8 of 2021 ("amended QCCL") and relevant provisions of the Executive Insurance Instructions issued by the Qatar Central Bank, we also report that:

- We have obtained all the information and explanations we considered necessary for the purposes of our audit.
- The Company has maintained proper accounting records and its consolidated financial statements are in agreement therewith.
- We have read the report of the Board of Directors to be included in the Annual Report, and the financial information contained therein is in agreement with the books and records of the Company.
- We are not aware of any violations of the applicable provisions of the amended QCCL or the terms of the Company's Articles of Association having occurred during the year which might have had a material effect on the Company's consolidated financial position or performance as at and for the year ended 31 December 2025.

Yacoub Hobeika
KPMG
Qatar Auditors' Registry Number 289

Licensed by QFMA: External
Auditors' License No. 120153

The attached notes are an integral part of these consolidated financial statements

The attached notes are an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 December 2025

| | Notes | 2025 QR' 000 | 2024 QR' 000 |
|--|-------|-------------------|-----------------|
| ASSETS | | | |
| Cash and short-term deposits | 5 | 4,475,419 | 4,777,860 |
| Financial investments | 9 | 14,556,902 | 14,581,853 |
| Other receivables | 6 | 322,233 | 391,340 |
| Reinsurance contract assets | 7 (b) | 4,021,676 | 4,925,799 |
| Insurance contract assets | 7 (a) | 79,775 | 106,368 |
| Investment in associates and joint venture | 8 | 477,252 | 452,887 |
| Investment properties | 10 | 871,991 | 881,259 |
| Property and equipment | 11 | 112,879 | 113,383 |
| Goodwill and intangible assets | 12 | 453,222 | 440,643 |
| TOTAL ASSETS | | 25,371,349 | 26,671,392 |
| LIABILITIES AND EQUITY | | | |
| LIABILITIES | | | |
| Short term borrowings | 14.1 | 1,276,593 | 2,322,906 |
| Other payables | 13 | 1,045,464 | 767,144 |
| Insurance contract liabilities | 7 (a) | 12,648,435 | 14,373,588 |
| Reinsurance contract liabilities | 7 (b) | 172,115 | 204,616 |
| TOTAL LIABILITIES | | 15,142,607 | 17,668,254 |
| EQUITY | | | |
| Share capital | 15.1 | 3,266,101 | 3,266,101 |
| Legal reserve | 16 | 2,544,137 | 2,465,083 |
| Fair value reserve | 17 | (15,018) | (312,859) |
| Other components of equity | 20 | 69,570 | (48,567) |
| Insurance finance reserve | | 339,249 | 517,158 |
| Retained earnings | | 609,675 | 446,039 |
| Equity attributable to shareholders of the Parent Company | | 6,813,714 | 6,332,955 |
| Non-controlling interests | 29 | 168,101 | 149,268 |
| TOTAL SHAREHOLDERS' EQUITY | | 6,981,815 | 6,482,223 |
| Subordinated perpetual debt | 19 | 3,246,927 | 2,520,915 |
| TOTAL EQUITY | | 10,228,742 | 9,003,138 |
| TOTAL LIABILITIES AND EQUITY | | 25,371,349 | 26,671,392 |

These consolidated financial statements were approved by the Board of Directors and signed on its behalf by the following signatories on 15th February 2026.

Sheikh Hamad bin Faisal bin Thani Al Thani
Chairman

Salem Al-Mannai
Group Chief Executive Officer

The attached notes are an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

For the year ended 31 December 2025

| | Note | 2025 QR '000 | 2024 QR '000 |
|--|------|------------------|------------------|
| Insurance revenue | 21 | 8,861,046 | 8,599,774 |
| Insurance service expenses | 21 | (6,529,121) | (6,395,961) |
| Net expenses from reinsurance contracts | 21 | (1,825,465) | (1,690,117) |
| Insurance service result | | 506,460 | 513,696 |
| Net finance expenses from insurance contracts | 21 | (85,883) | (446,729) |
| Net finance income from reinsurance contracts | 21 | 40,319 | 161,968 |
| Net insurance finance results | | (45,564) | (284,761) |
| Investment income | 22 | 939,730 | 945,937 |
| Finance costs | 22 | (100,808) | (122,314) |
| Net investment income | 22 | 838,922 | 823,623 |
| Advisory fee income | | 29,921 | 33,849 |
| Rental income | | 67,658 | 64,866 |
| Other income | | 20,632 | 25,342 |
| Total investment and other income | | 957,133 | 947,680 |
| Share of profit of associates and joint venture | 8 | 36,186 | 31,397 |
| TOTAL INCOME | | 1,454,215 | 1,208,012 |
| Operating and administrative expenses | 23 | (467,071) | (400,006) |
| Depreciation and amortisation | | (63,023) | (61,589) |
| PROFIT BEFORE TAX | | 924,121 | 746,417 |
| Income tax | 25 | (117,914) | (11,639) |
| PROFIT FOR THE YEAR | | 806,207 | 734,778 |
| Attributable to: | | | |
| Shareholders of the parent | | 790,536 | 725,320 |
| Non-controlling interests | | 15,671 | 9,458 |
| | | 806,207 | 734,778 |
| Earnings per share | | | |
| Basic and diluted earnings attributable to shareholders of the parent in Qatari Riyals | 24 | 0.188 | 0.171 |

The attached notes are an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2025

| | Note | 2025 QR '000 | 2024 QR '000 |
|---|------|------------------|-----------------|
| Profit for the year | | 806,207 | 734,778 |
| Other comprehensive income (OCI) | | | |
| Items that are or may be reclassified subsequently to profit or loss | | | |
| <i>Debt instruments at fair value through other comprehensive income</i> | | | |
| Net changes in fair value of investments | | 297,082 | 44,961 |
| Net finance expense from insurance contracts | 7 | (521,426) | (25,298) |
| Net finance income from reinsurance contracts | 7 | 343,748 | 8,515 |
| Foreign currency translation differences on foreign operations | | 84,800 | (18,667) |
| TOTAL COMPREHENSIVE INCOME FOR THE YEAR | | 1,010,411 | 744,289 |
| Attributable to: | | | |
| Shareholders of the parent | | 992,419 | 734,441 |
| Non-controlling interests | | 17,992 | 9,848 |
| | | 1,010,411 | 744,289 |



The attached notes are an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

As at and for the year ended 31 December 2025

Attributable to shareholders of the Parent

| | Share capital | Legal reserve | Fair value reserve | Other components of equity | Insurance finance reserve | Retained earnings | Total | Non-controlling interests | Total shareholders' equity |
|---|---------------|---------------|--------------------|----------------------------|---------------------------|-------------------|----------------|---------------------------|----------------------------|
| | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| Balance at 1 January 2024 | 3,266,101 | 2,392,551 | (476,086) | 57,166 | 53,4134 | 326,610 | 6,100,476 | 145,688 | 6,246,164 |
| Profit for the year | - | - | - | - | - | 725,320 | 725,320 | 9,458 | 734,778 |
| Other comprehensive income | - | - | 163,227 | (18,146) | (16,976) | - | 28,105 | 73 | 28,178 |
| Foreign currency translation reserve | - | - | - | (18,984) | - | - | (18,984) | 317 | (18,667) |
| Total comprehensive income for the year | - | - | 163,227 | (137,130) | (16,976) | 725,320 | 734,441 | 9,848 | 744,289 |
| Dividend paid (Note 15.2) | - | - | - | - | - | (326,610) | (326,610) | - | (326,610) |
| Dividend paid to non-controlling interests | - | - | - | - | - | - | - | (6,268) | (6,268) |
| Interest and other expenses on subordinated perpetual debt | - | - | - | - | - | (166,544) | (166,544) | - | (166,544) |
| Transfer to other components of equity | - | - | - | 31,397 | - | (31,397) | - | - | - |
| Transfer to legal reserve | - | 72,532 | - | - | - | (72,532) | - | - | - |
| Transfer to sports and social activities support fund (Note 18) | - | - | - | - | - | (8,808) | (8,808) | - | (8,808) |
| Balance at 31 December 2024 | 3,266,101 | 2,465,083 | (312,859) | (48,567) | 517,158 | 446,039 | 6,332,955 | 149,268 | 6,482,223 |
| Balance at 1 January 2025 | 3,266,101 | 2,465,083 | (312,859) | (48,567) | 517,158 | 446,039 | 6,332,955 | 149,268 | 6,482,223 |
| Profit for the year | - | - | - | - | - | 790,536 | 790,536 | 15,671 | 806,207 |
| Other comprehensive income | - | - | 297,841 | (3,416) | (177,909) | - | 116,516 | 2,888 | 119,404 |
| Foreign currency translation reserve | - | - | - | 85,367 | - | - | 85,367 | (567) | 84,800 |
| Total comprehensive income for the year | - | - | 297,841 | 81,951 | (177,909) | 790,536 | 992,419 | 17,992 | 1,010,411 |

The attached notes are an integral part of these consolidated financial statements

| | | | | | | | | | |
|---|------------------|------------------|-----------------|---------------|----------------|----------------|------------------|----------------|------------------|
| Dividend paid (Note 15.2) | - | - | - | - | - | (326,610) | (326,610) | - | (326,610) |
| Dividend paid to non-controlling interests | - | - | - | - | - | - | - | (5,081) | (5,081) |
| Interest and other expenses on subordinated perpetual debt | - | - | - | - | - | (176,931) | (176,931) | - | (176,931) |
| Transfer to other components of equity | - | - | - | 36,186 | - | (36,186) | - | - | - |
| Issuance of share capital | - | - | - | - | - | - | - | 5,922 | 5,922 |
| Transfer to legal reserve | - | 79,054 | - | - | - | (79,054) | - | - | - |
| Transfer to sports and social activities support fund (Note 18) | - | - | - | - | - | (8,119) | (8,119) | - | (8,119) |
| Balance at 31 December 2025 | 3,266,101 | 2,544,137 | (15,018) | 69,570 | 339,249 | 609,675 | 6,813,714 | 168,101 | 6,981,815 |

The attached notes are an integral part of these consolidated financial statements

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

| | Notes | 2025 QR '000 | 2024 QR '000 |
|--|-------|------------------|-----------------|
| CASH FLOWS FROM OPERATING ACTIVITIES | | | |
| Profit before tax | | 924,121 | 746,417 |
| Adjustments for: | | | |
| Depreciation of investment properties | 10 | 27,033 | 37,731 |
| Impairment of investment properties | 10 | 12,483 | 8,434 |
| Depreciation of property and equipment | 11 | 20,030 | 18,969 |
| Amortisation of intangible assets | 12 | 3,017 | 4,288 |
| Share of profit from investments in associates and joint venture | 8 | (36,186) | (31,397) |
| Interest income | 22 | (740,387) | (771,285) |
| Dividend income | 22 | (69,295) | (56,445) |
| Gain on sale of investments | 22 | (87,790) | (151,680) |
| Unrealised (gain) / loss on investments | 22 | (39,230) | 36,444 |
| Other income | 22 | (3,028) | (2,971) |
| Finance costs | 22 | 100,808 | 122,314 |
| Provision for employees' end of service benefits | 13.1 | 4,509 | 9,747 |
| | | 116,085 | (29,434) |
| Working capital changes: | | | |
| • Insurance and reinsurance contracts | | (810,656) | (799,081) |
| • Other receivables | | 69,107 | (132,246) |
| • Other payables | | 170,036 | (130,388) |
| Cash used in operating activities | | (455,428) | (1,091,149) |
| Income tax paid | | (4,017) | (45,846) |
| Employees' end of service benefits paid | 13.1 | (1,314) | (9,809) |
| Sports and social activities support fund paid | | (8,808) | (13,294) |
| Net cash used in operating activities | | (469,567) | (1,160,098) |
| CASH FLOWS FROM INVESTING ACTIVITIES | | | |
| Acquisition of financial investments | | (7,036,485) | (6,847,822) |
| Sale of financial investments | | 7,220,070 | 6,769,816 |
| Interest income received | 22 | 740,387 | 771,285 |
| Dividend received | 22 | 69,295 | 56,445 |
| Gain on sale of investments | 22 | 87,790 | 151,680 |
| Other investment income | 22 | 3,028 | 2,971 |
| Finance cost paid | | (100,808) | (122,314) |

The attached notes are an integral part of these consolidated financial statements

| | Notes | 2025 QR '000 | 2024 QR '000 |
|--|-------|------------------|-----------------|
| Dividends received from associates and joint venture | 8 | 17,500 | 19,187 |
| Proceeds from sale of property and equipment | | 752 | - |
| Acquisition of investment properties | 10 | - | (291,265) |
| Acquisition of property and equipment | 11 | (24,284) | (49,317) |
| Acquisition of stake in associates | | (5,679) | - |
| Acquisition of intangible assets | | (15,596) | - |
| Net cash from investing activities | | 955,970 | 460,666 |
| CASH FLOWS FROM FINANCING ACTIVITIES | | | |
| Interest and other expenses on subordinated perpetual debt | | (176,931) | (166,544) |
| Dividends paid | 15.2 | (326,610) | (326,610) |
| Issuance of subordinated perpetual debt | | 1,808,537 | - |
| Redemption of subordinated perpetual debt | | (1,082,525) | - |
| Dividend paid to non-controlling interests | | (5,081) | (6,268) |
| Net movement of short-term borrowings | | (1,046,313) | 225,699 |
| Issuance of share capital to minorities | | 5,922 | - |
| Repayment of loan | | - | (132,484) |
| Net cash used in financing activities | | (823,001) | (406,207) |
| Net decrease in cash and cash equivalents | | (336,598) | (1,105,639) |
| Cash and cash equivalents at 1 January | | 4,777,860 | 5,888,333 |
| Effect of foreign currency exchange differences | | 34,157 | (4,834) |
| CASH AND CASH EQUIVALENTS AT 31 DECEMBER | 5 | 4,475,419 | 4,777,860 |



The attached notes are an integral part of these consolidated financial statements

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

As at and for the year ended 31 December 2025

1 STATUS AND OPERATIONS

Qatar Insurance Company Q.S.P.C. (the "Parent Company") is a public shareholding company incorporated in the State of Qatar in the year 1964 under Commercial Registration No. 20 and governed by the provisions of the Qatar Commercial Companies' Law and Qatar Central Bank's insurance regulations. The Parent Company and its subsidiaries (the "Group") are engaged in the business of insurance, reinsurance, real estate asset management and information technology related services. The head office of the Group is at QIC Building, Tamin Street, West Bay, P.O. Box 666, Doha, State of Qatar.

The Parent Company's shares are listed on Qatar Stock Exchange.

The Group operates in the State of Qatar, United Arab Emirates, Sultanate of Oman, State of Kuwait, United Kingdom, Switzerland, Bermuda, Singapore, Cayman Islands, Gibraltar, Jersey and Malta.

The details of subsidiaries are given below:

| Name of the subsidiary | Ownership | | Country of incorporation | Principal activities |
|---|-----------------------------|-----------------------------|--------------------------|---|
| | 2025 | 2024 | | |
| QIC Capital L.L.C. ("QICC") | 100% | 100% | State of Qatar | Holding company having equity interest in the Group's international insurance and reinsurance entities. |
| QIC Group Services L.L.C. ("QGSL") | 100% (owned through QICC) | 100% (owned through QICC) | State of Qatar | Service Company |
| Oman Qatar Insurance Company SA.O.G. ("OQIC") ¹ | 59.91% | 59.91% | Sultanate of Oman | Primarily engaged in insurance and reinsurance. |
| Kuwait Qatar Insurance Company K.S.C.C. ("KQIC") | 95.47% | 90.94% | State of Kuwait | Primarily engaged in insurance and reinsurance. |
| Antares Reinsurance Company Limited ("Antares Re") | 100% (owned through QICC) | 100% (owned through QICC) | Bermuda | Primarily engaged in reinsurance. Antares manages the reinsurance operations of the Group and has branch offices in Switzerland and the United Kingdom. |
| Antares Global Management Doha LLC | 100% (owned through AGML) | 100% (owned through AGML) | State of Qatar | Primarily engaged in providing services to Antares Re. |
| Qatar Re Underwriting Limited | 100% (owned through QICC) | 100% (owned through QICC) | United Kingdom | Incorporated to provide capital supporting the underwriting capacity at Lloyd's. |
| QIC Asset Management LLC ("QICAM") (previously "Epicure Investment Management LLC") | 100% (owned through QICAMH) | 100% (owned through QICAMH) | State of Qatar | Regulated Investment Manager. |
| Antares Global Holdings Limited ("AGHL") | 100% (owned through QICC) | 100% (owned through QICC) | United Kingdom | Incorporated as a holding company. |
| Antares Underwriting Limited | 100% (owned through AGHL) | 100% (owned through AGHL) | United Kingdom | Incorporated to provide capital supporting the underwriting capacity of Antares Syndicate 1274. |
| Antares Managing Agency Limited ("AMAL") | 100% (owned through AGHL) | 100% (owned through AGHL) | United Kingdom | Incorporated to act as the managing agent for Antares Syndicate 1274. |
| Antares Underwriting Asia Pte. Limited | 100% (owned through AMAL) | 100% (owned through AMAL) | Singapore | Incorporated to participate in Lloyd's Asia Scheme. |
| Antares Global Management Limited (U.K.) ("AGML") | 100% (owned through AGHL) | 100% (owned through AGHL) | United Kingdom | Incorporated as a services company to provide services to the international insurance and reinsurance entities of the Group with branch offices in Malta and Gibraltar. |
| Antares Global Management (Bermuda) Limited | 100% (through AGML) | 100% (through AGML) | Bermuda | Service company and a regulated Insurance Agent |
| Antares Global Management Zurich AG | 100% (through AGML) | 100% (through AGML) | Switzerland | Service company |
| Antares Capital I Limited | 100% (owned through AGHL) | 100% (owned through AGHL) | United Kingdom | Incorporated to provide capital supporting the underwriting capacity of Antares Syndicate 1274. |

1 STATUS AND OPERATIONS (CONTINUED)

| Name of the subsidiary | Ownership | | Country of incorporation | Principal activities |
|---|--|---------------------------------|--------------------------|---|
| | 2025 | 2024 | | |
| Antares Capital III Limited | 100% (owned through AGHL) | 100% (owned through AGHL) | United Kingdom | Incorporated to provide capital supporting the underwriting capacity of Antares Syndicate 1274. |
| Antares Capital IV Limited | 100% (owned through AGHL) | 100% (owned through AGHL) | United Kingdom | Incorporated to provide capital supporting the underwriting capacity of Antares Syndicate 1274. |
| QIC Europe Limited (QEL) | 100% (owned through Antares Re) | 100% (owned through Antares Re) | Malta | Primarily engaged in insurance business and reinsurance and has a branch office in the United Kingdom. |
| Qatar Insurance Company Real Estate W.L.L. | 100% | 100% | State of Qatar | Primarily engaged in Real Estate activities in the State of Qatar. |
| QEA Consulting W.L.L. ("QEA") | 100% | 100% | State of Qatar | Dormant entity, was primarily engaged in advisory services. |
| Qatar Insurance Group W.L.L. | 100% | 100% | State of Qatar | Primarily engaged in the management of QIC Group entities. |
| QIC Asset Management Ltd. | 100% (owned through QEA) | 100% (owned through QEA) | Cayman Islands | Holding company for investment assets. The company is in the process of being struck off, with completion expected in 2026. |
| Arneb Real Estate Limited ("AREL") | 100% | 100% | Jersey | Primarily engaged in real estate activities. |
| Synergy Firmley Limited | 100% (owned through AREL) | 100% (owned through AREL) | Jersey | Primarily engaged in real estate activities. |
| Synergy Bristol Limited | 100% (owned through AREL) | 100% (owned through AREL) | Jersey | Primarily engaged in real estate activities. |
| Synergy Gatwick 1 Limited | 100% (owned through AREL) | 100% (owned through AREL) | Jersey | Primarily engaged in real estate activities |
| Synergy Gatwick 2 Limited | 100% (owned through AREL) | 100% (owned through AREL) | Jersey | Primarily engaged in real estate activities |
| Markerstudy Insurance Co. Ltd. | 100% (owned through Antares Re) | 100% (owned through Antares Re) | Gibraltar | Was primarily engaged in insurance business. The company has been placed into runoff. |
| West Bay Insurance Plc | 100% (owned through Antares Re) | 100% (owned through Antares Re) | Gibraltar | Was primarily engaged in insurance business. The company has been placed into runoff. |
| St Julians Insurance Co. Ltd | 100% (owned through Antares Re) | 100% (owned through Antares Re) | Gibraltar | Was primarily engaged in insurance business. The company has been placed into runoff. |
| QIC (Cayman) Limited | 100% | 100% | Cayman Islands | Special Purpose Vehicle for issuance of Tier 2 notes by QIC. |
| Anoud Technologies LLC ("ANTL") | 100% (owned through QGSL) | 100% (owned through QGSL) | Qatar | Engaged in the business of rendering IT and related services. |
| Antares Insurance Company Limited | 100% (owned through AGHL) | 100% owned through AGHL | United Kingdom | Primarily engaged in insurance business. |
| QIC Asset Management Holdings LLC ("QICAMH") (previously "Epicure Holdings LLC") | 100% | 100% | State of Qatar | The Company carries out holding company activities (with no other economic activity). |
| QIC Islamic Asset Management LLC (previously "Epicure Islamic Investment Management LLC") | 51% (owned through QICAMH) | 51% (owned through QICAMH) | State of Qatar | Regulated investment manager engaged in providing Islamic investment management services. |
| Anoud Technology Systems FZ-LLC | 100% (owned through ANTL) | - | United Arab Emirates | Incorporated as a representative office |
| Scorpius MGA Limited | 100% (owned through AGHL) | 100% (owned through AGHL) | United Kingdom | Inactive entity, proposed to act as an insurance intermediary (non-life), subject to regulatory approval. |
| QICGOF GP LLC ("Previously Epicure GP LLC") | 100% (owned through QICAM) | 100% (owned through QICAM) | State of Qatar | The general partner of a fund. |
| QICGOF Carried Interest Partner LLC ("Previously Epicure Carried Interest Partner LLC") | 100% (owned through QICAM) | 100% (owned through QICAM) | State of Qatar | The carried interest partner of a fund. |
| Anoud Support Solutions Private Limited | 100% (owned through ANTL [80%] and QGSL [20%]) | - | India | Newly incorporated entity, for provision of back-office and technology support services. |
| QIC Antares Holdings Limited | 100% (owned through QICC) | - | Bermuda | Newly incorporated entity, to carry out holding company activities (with no other economic activity). |
| Asteri Re Limited | 95% (owned through AGML) | - | United Kingdom | Activities of insurance agents and brokers. |

1 STATUS AND OPERATIONS (CONTINUED)

1. Direct ownership of the Parent Company in OQIC is 58.93% whereas the remaining shares are held through group entities.

2 BASIS OF PREPARATION

Statement of compliance

The consolidated financial statements comply with the requirements of Qatar Commercial Companies Law No.11 of 2015, whose certain provisions were subsequently amended by Law No.8 of 2021.

Basis of accounting and measurement

These consolidated financial statements have been prepared in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board (IASB).

This is the full set of the Group's consolidated financial statements for the year ended 31 December 2025. The consolidated financial statements provide comparative information in respect of the previous period.

The Group presents its consolidated statement of financial position broadly in order of liquidity. An analysis regarding recovery or settlement within 12 months after the reporting date (no more than 12 months) and more than 12 months after the reporting date (more than 12 months) is presented in Note 30. The rest of the assets and liabilities are considered non-current in nature. The accompanying consolidated financial statements have been prepared under the historical cost convention, except for certain financial instruments that are measured at fair value at the end of each reporting period.

Functional and presentation currency

These consolidated financial statements are presented in Qatari Riyal (QR) which is the Company's functional currency. All amounts have been rounded to the nearest thousand (QR '000), unless otherwise indicated.

The individual financial statements of the Group entities are presented in the currency of the primary economic environment in which they operate (functional currency). For the purpose of these consolidated financial statements, the results and financial position of each subsidiary are expressed in the functional currency of the Parent Company.

New accounting standards and amendments

The table below lists the recent changes to the IFRS Accounting Standards that are required to be applied by an entity with an annual reporting period beginning on 1 January 2025:

| | |
|---|---|
| Effective for the year beginning 1 January 2025 | • Lack of Exchangeability - Amendments to IAS 21. |
|---|---|

Management does not expect that the adoption of the above amended Accounting Standards will have a significant impact on the consolidated financial statements.

The new accounting standards are effective for annual reporting periods beginning after 1 January 2025 and earlier application is permitted. However, the Group has not early adopted the following new or amended accounting standards in preparing these consolidated financial statements.

2 BASIS OF PREPARATION (CONTINUED)

IFRS 18 Presentation and Disclosure in Financial Statements

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

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories.
- Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's statement of income and expenditures, the statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as 'other'.

Other accounting standards

The following new and amended accounting standards are not expected to have a significant impact on the Group's consolidated financial statements

- Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7); and
- Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7).

Accounting standard issued but not yet effective

The table below lists the recent changes to the Accounting Standards that are required to be applied for annual periods beginning after 1 January 2025 and that are available for early adoption in annual periods beginning on 1 January 2025:

| | |
|--|--|
| Effective for the year beginning 1 January 2026 | <ul style="list-style-type: none"> • Classification and Measurement of Financial Instruments – Amendments to IFRS 9 and IFRS 7. • Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 and IFRS 17. • Annual Improvements to IFRS Accounting Standards – Volume 11 |
| Effective for the year beginning 1 January 2027 | <ul style="list-style-type: none"> • IFRS 18 Presentation and Disclosure in Financial Statements • IFRS 19 Subsidiaries without Public Accountability: Disclosures |
| Available for optional adoption / effective date deferred indefinitely | <ul style="list-style-type: none"> • Sale or Contribution of Assets between an Investor and its Associate or Joint Venture - Amendments to IFRS 10 and IAS 28. |

Management does not expect that the adoption of the above changes to Accounting Standards will have a significant impact on the consolidated financial statements.

3 MATERIAL ACCOUNTING POLICIES

Basis of consolidation

The consolidated financial statements comprise the financial statements of Qatar Insurance Company Q.S.P.C. and its subsidiaries as at 31 December 2025. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee, and
- The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the shareholders of the parent and to the non-controlling interests. Losses applicable to the non-controlling interests in excess of the non-controlling interests are allocated against the interest of the Group except to the extent that the non-controlling interests have a binding obligation and is able to make an additional investment to cover losses. These consolidated financial statements are prepared using uniform accounting policies for such transactions and other events in similar circumstances. When necessary, adjustments are made to the financial statements of the subsidiaries to bring their accounting policies into line with the Group's accounting policies.

Business combination and Goodwill

Management uses the following criteria to evaluate whether a business combination has substance to apply the acquisition method as described in IFRS 3 – Business Combinations:

- the purpose of the transaction
- the involvement of outside parties in the transaction, such as non-controlling interests or other third parties
- whether or not the transaction is conducted at fair value
- The existing activities of the entities involved in the transactions; whether or not it is bringing entities together into a reporting entity that did not exist before; and
- where a new company is established, whether it is undertaken in connection with an IPO or spin-off or other change in control and significant change in ownership.

3. MATERIAL ACCOUNTING POLICIES (CONTINUED) Business combination and Goodwill (continued)

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree

For each business combination, the acquirer measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are expensed and included in administrative expenses. The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs.

The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of IFRS 9 Financial Instruments, is measured at fair value with the changes in fair value recognised in the consolidated statement of profit or loss. Other contingent consideration that is not within the scope of IFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in the consolidated profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in the consolidated statement of profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed in this circumstance is measured based on the relative values of the operation disposed of and the portion of the cash-generating unit retained.

Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Impairment is determined for goodwill by assessing the recoverable amount of the cash-generating unit (or group of cash-generating units), to which the goodwill relates. Where the recoverable amount of the cash-generating unit (or group of cash-generating units) is less than the carrying amount of the cash-generating unit (or group of cash-generating units) to which goodwill has been allocated, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Subsidiaries

Subsidiaries are fully consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date when such control ceases. The financial statements of the subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

Non-controlling interests

Non-controlling interests represent the Company's portion of profit or loss, and net assets not held by the Group and are presented separately in the consolidated statement of profit or loss, consolidated statement of comprehensive income and within equity in the consolidated statement of financial position, separately from the shareholders of the parent. Acquisitions of non-controlling interests are accounted for using the parent extension method whereby, the difference between the consideration and the book value of the share of the net assets acquired is derecognised as goodwill.

Loss of control

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in the consolidated profit or loss. Any investment retained is recognised at fair value.

Transactions eliminated on consolidation

Inter-company balances and transactions, and any unrealised gains arising from intra-group transactions are eliminated in preparing the consolidated financial statements. Inter-company losses are also eliminated except to the extent it reflects impairment in the related assets.

Investments in associates and jointly controlled entities

Associates are those entities in which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies. When necessary, adjustments are made to bring the accounting policies in line with those of the group.

Joint ventures are joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control. Investments in associates and jointly controlled entities are accounted for using the equity method.

Under the equity method, the investment is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of profit or loss and other comprehensive income of the associate or a joint venture. When the Group's share of losses exceeds its interest in an equity-accounted

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

Investments in associates and jointly controlled entities (continued)

investee, the carrying amount of that interest, including any long-term investments, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Group has an obligation or has made payments on behalf of the investee.

The consolidated financial statements include the Group's share of profit or loss and other comprehensive income, after adjustments to align the accounting policies with those of the Group, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases. The financial year end of the associate entities and the Group are uniform. Gains resulting from downstream transactions between the Group and its associate or a joint venture are recognised in the entity's financial statements only to the extent of unrelated in-vestors' interest in the associate or joint venture. Losses are recognised to the extent they represent impairment.

Intangible assets

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at a cost which is their fair value as at the date of acquisition. Subsequent to initial recognition,

- Intangible assets with finite lives are amortised over the estimated useful life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the consolidated statement of profit or loss.
- Intangible assets with indefinite useful lives are tested for impairment annually either individually or at the cash generating unit level. Such intangibles are not amortised. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the consolidated statement of profit or loss when the asset is derecognised.

The current useful lives applied to the Group's intangible assets are as follows:

| <i>Intangible assets acquired</i> | <i>Useful Life</i> |
|-----------------------------------|--------------------|
| Syndicate Capacity | Indefinite |
| Financial Services License | Indefinite |

Insurance and reinsurance contracts classification

Contracts under which the Group accepts significant insurance risk are classified as insurance contracts. Contracts held by the Group under which it transfers significant insurance risk related to underlying insurance contracts are classified as reinsurance contracts. Insurance and reinsurance contracts also expose the Group to financial risk.

As a general guideline, the Group determines whether it has significant insurance risk, by comparing benefits payable after an insured event with benefits payable if the insured event had not occurred. The Group also issues reinsur-ance contracts in the normal course of business to compensate other entities for claims arising from one or more insurance contracts issued by those entities.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Insurance and reinsurance contracts classification (continued)

Insurance contracts may be issued and reinsurance contracts may be initiated by the Group, or they may be acquired in a business combination or in a transfer of contracts that do not form a business. All references in these accounting policies to 'insurance contracts' and 'reinsurance contracts' include contracts issued, initiated or acquired by the Group, unless otherwise stated. The Group does not issue any contracts with direct participating features.

Insurance and reinsurance contracts accounting treatment

a) Separating components from insurance and reinsurance contracts

The Group assesses its non-life insurance and reinsurance products to determine whether they contain distinct components which must be accounted for under another IFRS instead of under IFRS 17. After separating any distinct components, the Group applies IFRS 17 to all remaining components of the (host) insurance contract. Currently, the Group's products do not include any distinct components that require separation.

Some reinsurance contracts issued contain profit commission arrangements. Under these arrangements, there is a minimum guaranteed amount that the policyholder will always receive – either in the form of profit commission, or as claims, or another contractual payment irrespective of the insured event happening. These investment components are not sold separately and cannot be measured separately from the host insurance contracts. Therefore, these are considered to be non-distinct investment components ("NDIC") which are not accounted for separately.

b) Level of aggregation

The Group determines the level of aggregation for applying its requirements. The level of aggregation for the Group is determined firstly by dividing the business written into portfolios. Portfolios comprise groups of contracts with similar risks which are managed together.

Portfolios are further divided based on expected profitability at inception into three categories: onerous contracts, contracts with no significant risk of becoming onerous, and the remainder. This means that, for determining the level of aggregation, the Group identifies a contract as the smallest 'unit', i.e., the lowest common denominator.

However, the Group makes an evaluation of whether a series of contracts need to be treated together as one unit based on reasonable and supportable information, or whether a single contract contains components that need to be separated and treated as if they were stand-alone contracts. As such, what is treated as a contract for accounting purposes may differ from what is considered as a contract for other purposes (i.e., legal or management). IFRS 17 also requires that no group for level of aggregation purposes may contain contracts issued more than one year apart. The Group has elected to group together those contracts that would fall into different groups only because law or regulation specifically constrains its practical ability to set a different price or level of benefits for policyholders with different characteristics. The portfolios are further divided by year of issue and profitability for recognition and measurement purposes.

Hence, within each year of issue, portfolios of contracts are divided into three groups, as follows:

- A group of contracts that are onerous at initial recognition (if any)
- A group of contracts that, at initial recognition, have no significant possibility of becoming onerous subsequently (if any)
- A group of the remaining contracts in the portfolio (if any)

3. MATERIAL ACCOUNTING POLICIES (CONTINUED)

Insurance and reinsurance contracts accounting treatment (continued)

b) Level of aggregation

The profitability of groups of contracts is assessed by actuarial valuation models that take into consideration existing and new business. The Group assumes that no contracts in the portfolio are onerous at initial recognition unless facts and circumstances indicate otherwise. For contracts that are not onerous, the Group assesses, at initial recognition, that there is no significant possibility of becoming onerous subsequently by assessing the likelihood of changes in applicable facts and circumstances. The Group considers facts and circumstances to identify whether a group of contracts are onerous based on:

- Pricing information
- Results of similar contracts it has recognised
- Environmental factors, e.g., a change in market experience or regulations

The Group divides portfolios of reinsurance contracts held applying the same principles set out above, except that the references to onerous contracts refer to contracts on which there is a net gain on initial recognition. For some groups of reinsurance contracts held, a group can comprise a single contract.

c) Recognition

The Group recognises groups of insurance contracts it issues from the earliest of the following:

- The beginning of the coverage period of the group of contracts
- The date when the first payment from a policyholder in the group is due or when the first payment is received if there is no due date
- For a group of onerous contracts, if facts and circumstances indicate that the group is onerous

The Group recognises a group of reinsurance contracts held it has entered from the earlier of the following:

- The beginning of the coverage period of the group of reinsurance contracts held. (However, the Group delays the recognition of a group of reinsurance contracts held that provide proportionate coverage until the date any underlying insurance contract is initially recognised, if that date is later than the beginning of the coverage period of the group of reinsurance contracts held.
- The date the Group recognises an onerous group of underlying insurance contracts if the Group entered the related reinsurance contract held in the group of reinsurance contracts held at or before that date. The Group adds new contracts to the group in the reporting period in which that contract meets one of the criteria set out above.

d) Contract boundary

The Group includes in the measurement of a group of insurance contracts all the future cash flows within the bound-ary of each contract in the group. Cash flows are within the boundary of an insurance contract if they arise from sub-stantive rights and obligations that exist during the reporting period in which the Group can compel the policyhold-er to pay the premiums, or in which the Group has a substantive obligation to provide the policyholder with insurance contract services. A substantive obligation to provide insurance contract services ends when:

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

Or

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Insurance and reinsurance contracts accounting treatment (continued)

d) Contract boundary (continued)

- Both of the following criteria are satisfied:
- The Group has the practical ability to reassess the risks of the portfolio of insurance contracts that contain the contract and, as a result, can set a price or level of benefits that fully reflects the risk of that portfolio
- The pricing of the premiums up to the date when the risks are reassessed does not take into account the risks that relate to periods after the reassessment date. A liability or asset relating to expected premiums or claims outside the boundary of the insurance contract is not recognised. Such amounts relate to future insurance contracts.

For groups of reinsurance contracts held, cash flows are within the contract boundary if they arise from substantive rights and obligations of the Group that exist during the reporting period in which the Group is compelled to pay amounts to the reinsurer or in which the Group has a substantive right to receive services from the reinsurer.

The Group's treaty agreements cover underlying insurance policies within a year, and the fulfilment cash flows for such agreements are due within a year.

The excess of loss reinsurance contracts held provides coverage for underlying insurance contracts within a year or less.

A substantive right to receive services from the reinsurer ends when:

- the reinsurer has the practical ability to reassess the risks transferred to the reinsurer and can set a price or level of benefits for the contract to fully reflect the reassessed risk

Or

- the reinsurer has a substantive right to terminate the contract.

e) Measurement – Premium Allocation Approach

The following table summarises the accounting policy choices adopted by the Group:

| | IFRS 17 Options | Adopted approach |
|--|--|--|
| Premium Allocation Approach (PAA) Eligibility | Subject to specified criteria, the PAA can be adopted as a simplified approach to the IFRS 17 general model | The coverage period for health in-surance assumed is one year or less and so qualifies automatically for PAA. Both marine insurance and property insurance include contracts with coverage period greater than one year. However, there is no material difference in the measurement of the liability for remaining coverage between PAA and the general model, therefore, these qualify for PAA |
| Liability for Remaining Coverage (LFRC), adjusted for financial risk and time value of money | Where there is no significant financing component in relation to the LFRC, or where the time between providing each part of the services and the related premium due date is no more than a year, an entity is not required to make an adjustment for accretion of interest on the LFRC. | For all businesses, there is no allowance as the premiums are received within one year of the coverage period. Where the premium due date and the related period of services are more than 12 months the Group has assessed the amount as immaterial; as such, no discounting is required. |

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Insurance and reinsurance contracts accounting treatment (continued)

e) Measurement – Premium Allocation Approach (continued)

| | IFRS 17 Options | Adopted approach |
|---|---|---|
| Insurance acquisition cash flows for insurance contracts issued | Where the coverage period of all contracts within a group is no longer than one year, insurance acquisition cash flows can either be expensed as incurred, or allocated, using a systematic and rational method, to groups of insurance contracts (including future groups containing insurance contracts that are expected to arise from renewals) and then amortised over the coverage period of the related group. For groups containing contracts longer than one year, insurance acquisition cash flows must be allocated to related groups of insurance contracts and amortised over the coverage period of the related group | For all businesses, insurance acquisition cash flows are allocated to related groups of insurance contracts and amortised over the coverage period of the related group |
| liability for Incurred Claims, (LFIC) adjusted for time value of money. | Where claims are expected to be paid within a year of the date that the claim is incurred, it is not required to adjust these amounts for the time value of money. | For all businesses, the LFIC is adjusted for the time value of money. |
| Insurance finance income and expense | There is an option to disaggregate part of the movement in LFIC resulting from changes in discount rates and present this in OCI | For all businesses, the Group disaggregates part of the movement in LFIC resulting from changes in discount rates and present this in OCI |

(i) Insurance contracts – initial measurement

The Group applies the premium allocation approach (PAA) to all the insurance contracts that it issues and reinsurance contracts that it holds, as:

- The coverage period of each contract in the group is one year or less, including insurance contract services arising from all premiums within the contract boundary

Or

- For contracts longer than one year, the Group has modelled possible future scenarios and reasonably expects that the measurement of the liability for remaining coverage for the group containing those contracts under the PAA does not differ materially from the measurement that would be produced applying the general model. In assessing materiality, the Group has also considered qualitative factors such as the nature of the risk and types of its lines of business.

For a group of contracts that is not onerous at initial recognition, the Group measures the liability for remaining coverage as:

- The premiums, if any, received at initial recognition
- Minus any insurance acquisition cash flows at that date, unless the entity chooses to recognise the payment as an expense

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Insurance and reinsurance contracts accounting treatment (continued)

e) Measurement – Premium Allocation Approach (continued)

- Plus or minus any amount arising from the derecognition at that date of the asset recognised for insurance acquisition cash flows and
- Any other asset or liability previously recognised for cash flows related to the group of contracts that the Group pays or receives before the group of insurance contracts is recognised.

(i) Insurance contracts – initial measurement (continued)

For all businesses, the liability for remaining coverage is not discounted to reflect the time value of money and the effect of financial risk. Where facts and circumstances indicate that contracts are onerous at initial recognition, the Group performs additional analysis to determine if a net outflow is expected from the contract. Such onerous contracts are separately grouped from other contracts and the Group recognises a loss in profit or loss for the net outflow, resulting in the carrying amount of the liability for the group being equal to the fulfilment cash flows.

A loss component is established by the Group for the liability for remaining coverage for such onerous group depicting the losses recognised.

(i) Reinsurance contracts held – initial measurement

The Group measures its reinsurance assets for a group of reinsurance contracts that it holds on to the same basis as insurance contracts that it issues. However, they are adapted to reflect the features of reinsurance contracts held that differ from insurance contracts issued, for example the generation of expenses or reduction in expenses rather than revenue. Where the Group recognises a loss on initial recognition of an onerous group of underlying insurance contracts or when further onerous underlying insurance contracts are added to a group, the Group establishes a loss-recovery component of the asset for remaining coverage for a group of reinsurance contracts held depicting the recovery of losses.

The Group calculates the loss-recovery component by multiplying the loss recognised on the underlying insurance contracts and the percentage of claims on the underlying insurance contracts the Group expects to recover from the group of reinsurance contracts held. The Group uses a systematic and rational method to determine the portion of losses recognised on the group to insurance contracts covered by the group of reinsurance contracts held where some contracts in the underlying group are not covered by the group of reinsurance contracts held. The loss-recovery component adjusts the carrying amount of the asset for remaining coverage

(ii) Insurance contracts – subsequent measurement

The Group measures the carrying amount of the liability for remaining coverage at the end of each reporting period as the liability for remaining coverage at the beginning of the period:

- Plus premiums received in the period
- Minus any insurance acquisition cash flows at that date, unless the entity chooses to recognise the payment as an expense
- Plus any amounts relating to the amortisation of the insurance acquisition cash flows recognised as an expense in the reporting period for the group
- Plus any adjustment to the financing component, where applicable
- Minus the amount recognised as insurance revenue for the services provided in the period
- Minus any investment component paid or transferred to the liability for incurred claims if any

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Insurance and reinsurance contracts accounting treatment (continued)

e) Measurement – Premium Allocation Approach (continued)

The Group estimates the liability for incurred claims as the fulfilment cash flows related to incurred claims. The fulfilment cash flows incorporate, in an unbiased way, all reasonable and supportable information available without undue cost or effort about the amount, timing and uncertainty of those future cash flows, they reflect current estimates from the perspective of the Group and include an explicit adjustment for non-financial risk (the risk adjustment). The Group adjusts the future cash flows for the time value of money and the effect of financial risk for the measurement of liability for incurred claims that are expected. Where, during the coverage period, facts and circumstances indicate that a group of insurance contracts is onerous, the Group recognises a loss in profit or loss for the net outflow, resulting in the carrying amount of the liability for the group being equal to the fulfilment cash flows. A loss component is established by the Group for the liability for remaining coverage for such onerous group depicting the losses recognised.

(i) Reinsurance contracts held – subsequent measurement

The subsequent measurement of reinsurance contracts held follows the same principles as those for insurance contracts issued and has been adapted to reflect the specific features of reinsurance held. Where the Group has established a loss-recovery component, the Group subsequently reduces the loss-recovery component to zero in line with reductions in the onerous group of underlying insurance contracts in order to reflect that the loss-recovery component shall not exceed the portion of the carrying amount of the loss component of the onerous group of underlying insurance contracts that the entity expects to recover from the group of reinsurance contracts held.

(ii) Insurance acquisition cash flows

Insurance acquisition cash flows arise from the costs of selling, underwriting and starting a group of insurance contracts (issued or expected to be issued) and regulatory costs that are directly attributable to the portfolio of insurance contracts to which the group belongs. The Group uses a systematic and rational method to allocate:

Insurance acquisition cash flows that are directly attributable to a group of insurance contracts:

- to that group; and
- to groups that include insurance contracts that are expected to arise from the renewals of the insurance contracts in that group.

Where insurance acquisition cash flows have been paid or incurred before the related group of insurance contracts is recognised in the statement of consolidated financial position, a separate asset for insurance acquisition cash flows is recognised for each related group. The asset for insurance acquisition cash flows are derecognised from the consolidated statement of financial position when the insurance acquisition cash flows are included in the initial measurement of the related group of insurance contracts.

f) Insurance contracts – modification and derecognition

The Group derecognises insurance contracts when:

- The rights and obligations relating to the contract are extinguished (i.e., discharged, cancelled or expired)

Or

- The contract is derecognised such that the modification results in a change of the policy sum insured or repricing of the premium, substantially changes the contract boundary, or requires the modified contract to be included in a different group. In such cases, the Group derecognises the initial contract and recognises the modified contract as a new contract

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Insurance and reinsurance contracts accounting treatment (continued)

g) Presentation

For presentation in the consolidated statement of financial position, the Group will aggregate insurance and reinsurance contracts issued and reinsurance contracts held, respectively and present separately:

- Portfolios of insurance and reinsurance contracts issued that are assets.
- Portfolios of insurance and reinsurance contracts issued that are liabilities.
- Portfolios of reinsurance contracts held that are assets.
- Portfolios of reinsurance contracts held that are liabilities.

The portfolios referred to above are those established at initial recognition in accordance with the IFRS 17 requirements. Portfolios of insurance contracts issued include any assets for insurance acquisition cash flows.

(i) Insurance revenue

The insurance revenue for the period is the amount of expected premium receipts (excluding any investment component if any) allocated to the period. The Group allocates the expected premium receipts to each period on the basis of the passage of time.

But if the expected pattern of release of risk during the coverage period differs significantly from the passage of time, then the allocation is made based on the expected timing of incurred insurance service expenses and release of risk.

The Group changes the basis of allocation between the two methods above as necessary, if facts and circumstances change. The change is accounted for prospectively as a change in accounting estimate.

Along with expected premium receipts insurance revenue includes the expected value of cash flows. This approach incorporates credit risk factors related to receivables, with changes in credit risk now reflected in insurance revenue rather than administrative expenses. As a result, impairment charges are recognised as part of insurance revenue.

(ii) Insurance service expense

Insurance service expense consists of claims and other insurance service expenses that the Group incurs to fulfill its obligations toward the policyholders that arise within the contract boundary of the underlying (re-)insurance contracts. They also include amortisation of insurance acquisition cash flows, changes in the fulfillment cash flows relating to the liability for incurred claims (LIC), losses on groups of onerous contracts and reversals of such losses.

Insurance service expenses exclude insurance finance income or expenses and investment components. They are presented separately in the statement of profit or loss.

(iii) Loss components

The Group assumes that no contracts are onerous at initial recognition unless facts and circumstances indicate otherwise. Where this is not the case, and if at any time during the coverage period, the facts and circumstances indicate that a group of insurance contracts is onerous, the Group establishes a loss component as the excess of the fulfillment cash flows that relate to the remaining coverage of the group over the carrying amount of the liability for remaining coverage of the group as determined. Accordingly, by the end of the coverage period of the group of contracts the loss component will be zero.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Insurance and reinsurance contracts accounting treatment (continued)

g) Presentation (continued)

(iv) Loss-recovery components

The Group recognises a loss on initial recognition of an onerous group of underlying insurance contracts, or when further onerous underlying insurance contracts are added to a group, the Group establishes a loss-recovery component of the asset for remaining coverage for a group of reinsurance contracts held depicting the expected recovery of the losses.

A loss-recovery component is subsequently reduced to zero in line with reductions in the onerous group of underlying insurance contracts in order to reflect that the loss-recovery component shall not exceed the portion of the carrying amount of the loss component of the onerous group of underlying insurance contracts that the entity expects to recover from the group of reinsurance contracts held.

(v) Insurance / Reinsurance finance income and expense

Insurance finance income or expenses comprise the change in the carrying amount of the group of insurance contracts arising from:

- The effect of the time value of money and changes in the time value of money; and
- The effect of financial risk and changes in financial risk.

(v) Insurance / Reinsurance finance income and expense (continued)

Reinsurance finance income or expenses comprise the change in the carrying amount of the group of reinsurance contracts arising from:

- The effect of the time value of money and changes in the time value of money; and
- The effect of financial risk and changes in financial risk.
- The effect of non-performance risk

The Group disaggregates insurance finance income or expenses on insurance contracts between profit or loss and OCI. The impact of changes in market interest rates on the value of the insurance assets and liabilities is reflected in OCI.

(vi) Net income or expense from reinsurance contracts held

The Group presents the amount expected to be recovered from reinsurers, and allocation of reinsurance premium paid together as Net income / (expense) from reinsurance contracts separately on the face of the consolidated statement of profit or loss. The Group treats reinsurance cash flows that are contingent on claims on the underlying contracts as part of the claims that are expected to be reimbursed under the reinsurance contract held and excludes investment components and commissions from an allocation of reinsurance premiums presented on the face of the consolidated statement of profit or loss.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Financial assets and liabilities

a) Recognition and measurement

The Group recognises deposits with financial institutions and borrowings on the date on which they are originated. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised on the trade date, which is the date on which the Group becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus, for a financial asset or financial liability not measured at FVTPL, transaction costs that are directly attributable to its acquisition or issue.

b) Classification and subsequent measurement

On initial recognition, a financial asset is classified as measured at amortised cost, FVOCI or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are SPPI.

A financial asset is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are SPPI.

The Group elects to present changes in the fair value of certain equity investments that are not held for trading in OCI. The election is made on an instrument-by-instrument basis on initial recognition and is irrevocable.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. In addition, on initial recognition the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

The Group has designated certain debt investments in the participating and non-life segments as at FVTPL on initial recognition, because they relate to insurance contracts that are measured in a way that incorporates current information and all related insurance finance income and expenses are recognised in profit or loss. The assets would otherwise be measured at FVOCI.

The Group's interests in some associates are underlying items of participating contracts. The Group has elected to measure these investments at FVTPL because it manages them on a fair value basis.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Financial assets and liabilities (continued)

b) Classification and subsequent measurement (continued)

Business model assessment

The Group assesses the objective of the business model in which a financial asset is held for each portfolio of financial assets because this best reflects the way that the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice, including whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realizing cash flows through the sale of assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated (e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected); and
- the frequency, volume and timing of sales in prior periods, the reasons for such sales and expectations about future sales activity. However, information about sales activity is not considered in isolation, but as part of an overall assessment of how the Group's stated objective for managing the financial assets is achieved and how cash flows are realised.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

For a majority of debt instruments, the objective of the Group's business model is to fund insurance contract liabilities. The Group undertakes significant buying and selling activity on a regular basis to rebalance its portfolio of assets and to ensure that contractual cash flows from the financial assets are sufficient to settle insurance contract liabilities. The Group determines that both collecting contractual cash flows as they come due and selling financial assets to maintain the desired asset profile are integral to achieving the business model's objective.

Certain debt securities are held in separate portfolios for long-term yield. These securities may be sold, but such sales are not expected to be more than infrequent. The Group considers that these securities are held within a business model whose objective is to hold assets to collect the contractual cash flows.

Portfolios of financial assets that are managed and whose performance is evaluated on a fair value basis, which include underlying items of participating contracts, and portfolios of financial assets that are held for trading are measured at FVTPL because they are neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets.

Assessment of whether contractual cash flows are SPPI

For the purposes of this assessment, principal is defined as the fair value of the financial asset on initial recognition. However, the principal may change over time – e.g. if there are repayments of principal.

Interest is defined as consideration for the time value of money, for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Financial assets and liabilities (continued)

b) Classification and subsequent measurement (continued)

In assessing whether the contractual cash flows are SPPI, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- leverage features;
- prepayment and extension features;
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse asset arrangements); and
- features that modify consideration for the time value of money (e.g. periodic reset of interest rates).

A prepayment feature is consistent with the SPPI criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable compensation for early termination of the contract. In addition, for a financial asset acquired at a premium or discount to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant on initial recognition.

Some prepayment features permit the debtor to prepay the debt instrument at an amount calculated as the remaining contractual cash flows discounted at the current market benchmark interest rate plus a fixed spread. The Group has determined that these prepayment features are consistent with the SPPI criterion. Because the Group would be compensated only for the change in the market benchmark interest rate and for lost interest margin, the prepayment penalty would not include any non-SPPI risks and may be seen as reasonable compensation.

Subsequent measurement and gains and losses

- Financial assets at amortised cost - These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
- Financial assets at FVTPL - Net gains and losses, including any interest or dividend income and foreign exchange gains and losses, are recognised in profit or loss, unless they arise from derivatives designated as hedging instruments in net investment hedges.
- Debt instruments at FVOCI - Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI and accumulated in the fair value reserve. On derecognition, gains and losses accumulated in OCI are re-classified to profit or loss.
- Equity investments at FVOCI - These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never derecognised to profit or loss.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Financial assets and liabilities (continued)

c) Financial liabilities are classified as measured at amortised cost or FVTPL

A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

d) Interest on financial instruments

Interest income and expenses are recognised in profit or loss under the effective interest method. The effective interest rate is calculated on initial recognition of a financial instrument and is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amounts of the financial asset; or
- the amortised costs of the financial liability.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured on initial recognition minus the principal repayments, plus or minus the cumulative amortisation under the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any loss allowance.

The gross carrying amount of a financial asset is its amortised cost before adjusting for any loss allowance.

Financial assets not credit-impaired on initial recognition

- If the financial asset is not credit-impaired, then interest income is calculated by applying the effective interest rate to the gross carrying amount of the asset. When calculating the effective interest rate, the Group estimates future cash flows considering all contractual terms of the asset, but not ECL.
- If the financial asset has become credit-impaired subsequent to initial recognition, then interest income is calculated by applying the effective interest rate to the amortised cost of the asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

Financial assets credit-impaired on initial recognition

Interest income is calculated by applying a credit-adjusted effective interest rate to the amortised cost of the asset. The credit-adjusted effective interest rate is calculated using estimated future cash flows including ECL. The calculation of interest income does not revert to a gross basis, even if the credit risk of the asset improves.

Financial liabilities

Interest expenses are calculated by applying the effective interest rate to the amortised cost of the liability. When calculating the effective interest rate, the Group estimates future cash flows considering all contractual terms of the liability.

The calculation of the effective interest rate includes transaction costs and fees and points paid or received that are an integral part of the effective interest rate. Transaction costs are incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Financial assets and liabilities (continued)

d) Interest on financial instruments (continued)

Interest revenue calculated using the effective interest method and other finance costs presented in profit or loss include interest on financial assets and financial liabilities measured at amortised cost and debt investments measured at FVOCI.

e) Derivative financial instruments

A derivative is a financial instrument or other contract with all three of the following characteristics:

- Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided that, in the case of a non-financial variable, it is not specific to a party to the contract (i.e., the 'underlying').
- It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts expected to have a similar response to changes in market factors.
- It is settled at a future date.

The Group enters into derivative transactions with various counterparties. The Group uses derivative financial instruments for economic hedging purposes such as forward currency contracts and interest rate swaps to hedge its foreign currency risks interest rate risks, and equity price risks respectively. Derivatives are recorded at fair value and carried as assets when their fair value is positive and as liabilities when their fair value is negative. The changes in the fair value of derivatives are included in net trading income unless hedge accounting is applied.

Derivatives embedded in host contracts are accounted for as separate derivatives and recorded at fair value if their economic characteristics and risks are not closely related to those of the host contracts and the host contracts are not held for trading or designated at FVTPL. These embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of FVTPL category. However, as an exception to the above, a policyholder's option to surrender an insurance contract for a fixed amount (or for an amount based on a fixed amount and an interest rate) is not separated and measured at fair value even if the exercise price differs from the carrying amount of the host insurance liability.

Embedded derivatives that meet the definition of insurance contracts are treated and measured as insurance contracts.

Any gains or losses arising from changes in fair value on derivatives are taken directly to profit or loss, except for the effective portion of cash flow hedges, which are recognised in OCI and later reclassified to profit or loss when the hedged item affects profit or loss.

f) Derecognition

Financial assets

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. In case the Company enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not derecognised.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Financial assets and liabilities (continued)

f) Derecognition (continued)

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

Impairment of financial assets

The Group applies a three-stage approach to measuring expected credit losses (ECL) on financial assets carried at amortised cost and debt instruments classified as FVOCI. Assets migrate through the three stages based on the change in credit quality since initial recognition.

Overview

The Group is recording the allowance for expected credit losses for debt financial assets not held at FVTPL. Equity instruments are not subject to impairment.

The ECL allowance is based on the credit losses expected to arise over the life of the asset (the lifetime expected credit loss or LTECL), unless there has been no significant increase in credit risk since origination, in which case, the allowance is based on the 12 months' expected credit loss (12mECL). The 12mECL is the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

The Group has established a policy to perform an assessment, at the end of each reporting period, of whether a financial instrument's credit risk has increased significantly since initial recognition, by considering the change in the risk of default occurring over the remaining life of the financial instrument.

Based on the above process, the Group categorises its FVOCI assets into stages as described below:

Stage 1: When financial instruments are first recognised, the Group recognizes an allowance based on 12-month ECLs. Stage 1 also includes financial instruments where the credit risk has improved and has been reclassified from Stage 2.

Stage 2: When a financial instrument has shown a significant increase in credit risk since origination, the Group records an allowance for the lifetime ECLs. Stage 2 also includes instruments, where the credit risk has improved and the loan has been reclassified from Stage 3.

Stage 3: Includes financial assets that have objective evidence of impairment at the reporting date. For these assets, lifetime ECL is recognised and treated, along with the interests calculated. When transitioning financial assets from stage 2 to stage 3, the percentage of provision made for such assets should not be less than the percentage of provision made before transition. Purchased or originated credit-impaired assets are financial assets that are credit impaired on initial recognition and are recorded at fair value at original recognition and interest income is subsequently recognised based on a credit-adjusted EIR. ECLs are only recognised or released to the extent that there is a subsequent change in the expected credit losses.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Impairment of financial assets (continued)

For financial assets for which the Group has no reasonable expectations of recovering either the entire outstanding amount or a proportion thereof, the gross carrying amount of the financial asset is reduced. This is considered a partial de-recognition of the financial asset.

The calculation of ECLs

The Group calculates ECLs based on probability-weighted scenarios to measure the expected cash shortfalls, discounted at an approximation to the EIR. A cash shortfall is the difference between the cash flows that are due to an entity in accordance with the contract and the cash flows that the entity expects to receive.

The mechanics of the ECL calculations are outlined below and the key elements are, as follows:

- The Probability of Default ("PD") is an estimate of the likelihood of default over a given time horizon.
- The Exposure at Default ("EAD") is an estimate of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date.
- The Loss Given Default ("LGD") is an estimate of the loss arising in the case where a default occurs at a given time. It is based on the difference between the contractual cash flows due and those that are expected to receive, including from the realisation of any collateral.

Impairment losses and releases are accounted for and disclosed separately from modification losses or gains that are accounted for as an adjustment of the financial asset's gross carrying value.

The mechanics of the ECL method are summarised below:

- Stage 1: The 12-month ECL is calculated as the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date. The Group calculates the 12mECL allowance based on the expectation of a default occurring in the 12 months following the reporting date. These expected 12-month default probabilities are applied to a forecast EAD and multiplied by the expected LGD and discounted by an approximation to the original EIR.
- Stage 2: When a financial asset has shown a significant increase in credit risk since origination, the Group records an allowance for the LTECLs. The mechanics are similar to those explained above, but PDs and LGDs are estimated over the lifetime of the instrument. The expected cash shortfalls are discounted by an approximation to the original EIR.
- Stage 3: For financial assets considered credit-impaired, the Group recognizes the lifetime expected credit losses for these financial assets. The method is similar to that for Stage 2 assets, with the PD set at 100%.

Debt instruments measured at fair value through OCI

The ECLs for debt instruments measured at FVOCI do not reduce the carrying amount of these financial assets in the consolidated statement of financial position, which remains at fair value. Instead, an amount equal to the allowance that would arise if the assets were measured at amortised cost is recognised in OCI as an accumulated impairment amount, with a corresponding charge to profit or loss. The accumulated loss recognised in OCI is recycled to the profit and loss upon de-recognition of the assets.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

The calculation of ECLs (continued)

Forward looking information

The Group, for forward-looking information, relies on a broad range of forward-looking information as economic inputs, such as:

- GDP growth
- Unemployment rates
- Central Bank base rates

The inputs and models used for calculating ECLs may not always capture all characteristics of the market at the date of the consolidated financial statements. To reflect this, qualitative adjustments or overlays are occasionally made as temporary adjustments when such differences are significantly material.

Short-term borrowings

Short-term borrowings are recognised initially at fair value, net of transaction costs incurred, and it is subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the consolidated statement of profit or loss over the period of the borrowings using the effective interest method.

Cash and short term deposits

Cash and cash equivalents in the consolidated statement of financial position comprise cash at bank and on hand and short-term highly liquid deposits, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

Investment properties

Investment properties are properties held to earn rentals and/or for capital appreciation. Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are carried at historical cost less accumulated depreciation and accumulated impairment losses. Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal.

Any gains or losses on the retirement or disposal of an investment property are recognised in the consolidated statement of profit or loss in the year of retirement or disposal.

Property and equipment

Property and equipment, including owner-occupied properties, are carried at historical cost less accumulated depreciation and accumulated impairment losses. Subsequent expenditure is capitalised only when it is probable that future economic benefits associated with the expenditure will flow to the Group. Ongoing repairs and maintenance are charged to the consolidated statement of profit or loss during the financial period they are incurred.

The assets' residual values, useful lives and method of depreciation applied are reviewed and adjusted, if appropriate, at each financial year end and adjusted prospectively, if appropriate. Impairment reviews are performed when there are indicators that the carrying value may not be recoverable. Impairment losses are recognised in the consolidated statement of profit or loss as an expense.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Property and equipment (continued)

An item of property and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is recognised in the consolidated statement of profit or loss in the year the asset is derecognised.

Depreciation

Depreciation is provided on a straight-line basis on all property and equipment and investment properties, other than freehold land which is determined to have an indefinite life. The rates of depreciation are based on the following estimated useful lives:

| | | |
|----------------------|---|----------------|
| Buildings | - | 15 to 33 years |
| Furniture & fixtures | - | 2 to 5 years |
| Motor vehicles | - | 3 years |

Impairment of non-financial assets

An assessment is made at each reporting date to determine whether there is objective evidence that an asset or group of assets is impaired. If such evidence exists, the estimated recoverable amount of that asset is determined, and an impairment loss is recognised for the difference between the recoverable amount and the carrying amount. Impairment losses are recognised in the consolidated statement of profit or loss.

Provisions

The Group recognises provisions in the consolidated financial statements when the Group has a legal or constructive obligation (as a result of a past event) that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. The provision is created by charging the consolidated statement of profit or loss for any obligations as per the calculated value of these obligations and the expectation of their realisation at the reporting date.

Employees' end of service benefits

National employees

With respect to national employees, the Group makes contributions to the government pension fund to the respective local regulatory authorities as a percentage of the employees' salaries in accordance with the requirements of respective local laws pertaining to retirement and pensions, wherever required. The Group's share of contributions to these schemes, which are defined contribution schemes under International Accounting Standard (IAS) 19, Employee Benefits are charged to the consolidated statement of profit or loss in the year to which they relate.

Other employees

Provision is made for amounts payable in respect of employees' end of service benefits based on contractual obligations or respective local labour laws of the group entities, whichever is higher, and is calculated using the employee's salary and period of service at the reporting date.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Employees' end of service benefits (continued)

Share capital

The Group has issued ordinary shares that are classified as equity instruments. Incremental external costs that are directly attributable to the issue of these shares are recognised in equity.

Dividend distribution

Dividend distribution to the Parent Company's shareholders is recognised as a liability in the Parent Company's consolidated financial statements in the period in which the dividends are approved by the Parent Company's shareholders.

Subordinated perpetual debt

The Group's perpetual subordinated notes are classified as equity under IAS 32 as they have no fixed maturity and the Group has no contractual obligation to pay coupons or redeem principal (redemption is at the sole discretion of the Group). The proceeds from issuance are net off with expenses and recognised within equity.

Interest distributions are not recognised as finance costs in the statement of profit or loss but are charged directly to retained earnings when they become payable.

Earnings per share

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Parent Company, further adjusted to the dividend appropriation for instruments eligible for additional Tier 2 Capital, by the weighted number of ordinary shares outstanding during the year. Diluted EPS is calculated by adjusting the earnings and number of shares for the effects of all dilutive instruments, if any.

Income tax

Taxation on the results for the year comprises current tax calculated as per the fiscal regulations of the respective country in which the Group operates.

Current tax is recognised in the consolidated profit or loss as the tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred income tax is provided, using the liability method, for all temporary differences arising between the tax bases of assets and liabilities and their carrying values for financial reporting purposes. Currently enacted tax rates are used to determine deferred tax. Deferred income tax assets and liabilities are offset as there is a legally enforceable right to offset.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the unused tax losses and credits can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Income tax on the profit or loss for the year comprises current and deferred tax. Income tax is recognised in the consolidated statement of profit or loss for the year except to the extent that it relates to items recognised directly to consolidated other comprehensive income, in which case it is recognised in equity.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Income tax (continued)

Pillar two tax

The Group has determined that the global minimum top-up tax - which is required to pay under Pillar Two legislation - is an income tax under the scope of IAS 12. The Group has applied the mandatory temporary exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes as provided in the amendments to IAS 12.

Investment income

Investment income comprises the following:

Interest income

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

Dividend income

Dividend income is recognised when the right to receive the dividends is established or when received.

Other investment income

Other investment income, which includes net gains on financial assets at FVTPL and derivatives that do not form part of a qualifying hedging relationship, and net gains on derecognition of debt investments at FVOCI.

Advisory fee income

Initial and other front-end fees received for rendering financial and other advisory services are deferred and recognised as revenue when the related services are rendered.

Rental income

Rental income from investment properties is recognised in the consolidated statement of profit or loss on a straight-line basis over the term of the operating lease and the advances and unearned portion of the rental income is recognised as a liability.

Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components.

Foreign currency

a) Foreign currency transactions

Foreign currency transactions are recorded in the respective functional currencies of the Group of the entities at the rates of exchange prevailing at the date of each transaction. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the respective functional currencies at the rate of exchange prevailing at the year end.

Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary items that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction.

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

Foreign currency (continued)

The foreign currency translation differences are recorded in consolidated statement of profit or loss, except for the foreign currency translation differences that are recognised in OCI in conjunction with the recognition of unrealised gains or losses on debt securities held to collect contractual cash flows and for sale, and changes in the discount rate for insurance contracts and reinsurance contracts held.

b) Foreign operations:

The assets and liabilities of foreign operations are translated to Qatari Riyal using exchange rates prevailing at the reporting date. Income and expenses are also translated to Qatari Riyal at the exchange rates prevailing at the dates of the transactions. The exchange differences arising on the translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to the consolidated profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the rate of exchange prevailing at the end of each reporting period. Exchange differences are recognised in the consolidated other comprehensive income.

4. USE OF ESTIMATES AND JUDGEMENTS

The preparation of the consolidated financial statements in conformity with International Financial Reporting Standards ("IFRS") requires management to make judgements, estimates and assumptions that affects the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

Going concern

The Group's management has made an assessment of the Group's ability to continue as a going concern and is satisfied that the Group has the resources to continue in the business for the foreseeable future. Furthermore, the management is not aware of any material uncertainties that may cast significant doubt upon the Group's ability to continue as a going concern. Therefore, the financial statements continue to be prepared on a going concern basis.

Estimates of future cash flows

In estimating future cash flows, the Group will incorporate, in an unbiased way, all reasonable and supportable information that is available without undue cost or effort at the reporting date. The assumptions will be based on internal historical claims experience as well as external data (benchmarks) to reflect the current claims and economic environment. These assumptions will also reflect expected future developments such as inflation trends or changes in legislation when these have a material chance of materializing. Cash flows will also include direct attributable internal expenses in relation to servicing the contracts at the reporting date, whether these costs pertain to the policies such as new endorsements and cancellations or whether these costs relate to settling and paying all remaining claims.

Cash flows within the boundary of a contract are those that relate directly to the fulfilment of the contract, including those for which the Group has discretion over the amount or timing. These include payments to (or on behalf of)

4. USE OF ESTIMATES AND JUDGEMENTS (CONTINUED)

Estimates of future cash flows (continued)

policyholders, insurance acquisition cash flows and other costs that are incurred in fulfilling contracts. Insurance acquisition cash flows and other costs that are incurred in fulfilling contracts comprise both direct costs and an allocation of fixed and variable overheads.

During 2025, the Group refined certain cash-flow timing assumptions used to determine the allocation of insurance finance income or expense between profit or loss and other comprehensive income for certain international subsidiaries, not writing new business. The refinement is a change in estimate applied prospectively and affects the split between profit or loss and OCI.

Non-Life Contracts

The Group establishes claims reserves on a best estimate basis, defined as the mean of the probability-weighted distribution of future claims outcomes. Accordingly, the best estimate reflects an unbiased probability-weighted average of all possible favorable and adverse developments and does not include any implicit margin for prudence.

Claims reserves are determined using generally accepted actuarial techniques and methodologies, consistent with market best practice. Expert judgement is applied where necessary, particularly in respect of large, complex, or atypical claims. The reserves include all expected future cash flows relating to unpaid claims, including claims handling expenses, reinstatement premiums, and claims-related commissions, and are measured on both a gross basis and net of reinsurance recoveries.

Estimates are produced at a level of granularity that appropriately reflects homogeneous risk characteristics while maintaining sufficient statistical credibility.

In accordance with IFRS, the fulfilment cash flows associated with claims reserves are projected and discounted using appropriate yield curves. An explicit Risk Adjustment for non-financial risk is added to the best estimate to reflect the uncertainty in the timing and amount of future cash flows, in line with the Group's IFRS accounting policies.

PAA eligibility assessment

For the Group's insurance contracts issued and reinsurance contracts held with a coverage period of one year or less, the eligibility criterion based on contract duration is met. For other contracts to which the Premium Allocation Approach is applied, management has assessed that the resulting measurement would not differ materially from the measurement determined under the general measurement model. Accordingly, the Group considers the application of the Premium Allocation Approach to be appropriate and consistent with the requirements of IFRS 17.

Discount rates

Insurance contract liabilities are calculated by discounting expected future cash flows using yield curves reflecting a fair value and market-consistent interest rates that two willing parties would accept in a liability transfer transaction.

The starting point for constructing these yield curves are risk-free rates for major currencies. These are subsequently adjusted with illiquidity premiums and country risk premium to derive fair value rates.

4. USE OF ESTIMATES AND JUDGEMENTS (CONTINUED)

Discount rates (continued)

Discount rates applied for discounting of future cash flows are listed below:

| | 1 Year | | 3 Years | | 5 Years | |
|--------|---------|---------|---------|---------|---------|---------|
| | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| | QR '000 |
| USD | 3.70% | 4.24% | 3.46% | 3.90% | 3.56% | 3.78% |
| EUR | 2.22% | 2.25% | 2.36% | 1.99% | 2.57% | 2.03% |
| GBP | 3.77% | 4.39% | 3.74% | 4.02% | 3.88% | 3.90% |
| Others | 3.74% | 4.25% | 3.51% | 3.90% | 3.63% | 3.80% |

Risk adjustments for non-financial risk

The risk adjustment for non-financial risk is the compensation that the Group requires for bearing the uncertainty in the amount and timing of the cash flows of groups of insurance contracts. The risk adjustment reflects the margin by which an insurer loads its reserves to render the uncertainty in future cash flows acceptable.

The Group's policy is to set a risk adjustment no lower than the 70th percentile and no greater than the 75th percentile across the whole group. This minimum can be topped up with ad-hoc exceptional amounts for known specific risks from particular areas of reserves at an entity level within the Group, allowing for diversification benefits between all product lines written and territories. That is, the Group has assessed its appetite to uncertainty for all product lines (as an indication of the compensation that it requires for bearing non-financial risk) as being equivalent to a point within the 70th to 75th percentiles confidence level less the mean of an estimated probability distribution of the future cash flows.

Assets for insurance acquisition cashflows

The Group applies judgement in determining the inputs used in the methodology to systematically and rationally allocate insurance acquisition cash flows to groups of insurance contracts. This includes judgements about whether insurance contracts are expected to arise from renewals of existing insurance contracts and, where applicable, the amount to be allocated to groups including future renewals and the volume of expected renewals from new contracts issued in the period. In the current and prior years, the Group did not allocate any insurance acquisition cash flows to future groups of insurance contracts, as it did not expect any renewal contracts to arise from new contracts issued in the period. In the current and prior year, the Group did not identify any facts and circumstances indicating that the assets may be impaired.

Classification of financial assets

Assessment of the business model within which the assets are held and assessment of whether the contractual terms of the financial asset are solely payments of principal and interest (SPPI) on the principal amount outstanding. Refer to note 3 for further information.

Impairment of financial assets measured at amortised cost

The "expected credit loss" (ECL) impairment model requires forward-looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other. It also requires management to assign probability and magnitude of default to various categories of financial assets measured at amortised cost. The probability of default constitutes a key input in measuring an ECL and entails considerable judgment; it is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions, and expectations of future conditions. The magnitude of the loss in

4. USE OF ESTIMATES AND JUDGEMENTS (CONTINUED)

Impairment of financial assets measured at amortised cost (continued)

case there is default is also an estimate of the loss arising on default; it is based on the difference between the contractual cash flows due and those that the Group would expect to receive. The Group uses considerable judgment in making the assumptions used in the ECL calculation.

Insurance and reinsurance contracts

Classification of insurance and reinsurance contracts involves significant judgment. For a detailed accounting policy, refer to note 3.

Level of aggregation

Determining the level of aggregation for insurance and reinsurance contracts involves significant judgment. For a detailed accounting policy, refer to note 3.

Impairment of goodwill

The Group carries out impairment testing annually in respect of the goodwill relating to the acquired subsidiaries. In carrying out the impairment analysis, the market value was estimated using the price to tangible book value. Price to tangible book value was estimated to be sufficient to cover the carrying value.

The Management performs sensitivity analysis on the above and key assumptions in ascertaining its impact on the recoverable amount and impairment to the carrying value of goodwill in the consolidated financial statements. Material changes in the above assumptions may impact the recoverable amounts and may lead to an impairment of goodwill.

Other provisions and liabilities

Other provisions and liabilities are recognised in the period only to the extent management considers it probable that there will be a future outflow of funds resulting from past operations or events and the amount of cash outflow can be reliably estimated.

The timing of recognition and quantification of the liability requires the application of judgment to existing facts and circumstances, which can be subject to change. Since the actual cash outflows can take place in subsequent years, the carrying amounts of provisions and liabilities are reviewed regularly and adjusted to take account of changing facts and circumstances. A change in estimate of a recognised provision or liability would result in a charge or credit to profit or loss in the period in which the change occurs.

5 CASH AND SHORT-TERM DEPOSITS

| | 2025 QR '000 | 2024 QR '000 |
|------------------------------------|------------------|------------------|
| Cash and bank balance | 729,819 | 817,105 |
| Short-term deposits | 3,745,600 | 3,960,755 |
| Total Cash and short-term deposits | <u>4,475,419</u> | <u>4,777,860</u> |

All deposits are subject to an average variable interest rate of 4.51% (2024: 5.32%). The expected credit losses relating to short-term deposits measured at amortised cost amounted to QR 61 thousand (2024: QR 1,110 thousand).

All the short-term deposits measured at amortised cost are in stage 1.

6 OTHER RECEIVABLES

| | 2025 QR '000 | 2024 QR '000 |
|----------------------------------|-----------------|-----------------|
| Prepayments and others | 291,384 | 360,775 |
| Staff advances against indemnity | 30,849 | 30,565 |
| | <u>322,233</u> | <u>391,340</u> |

7 INSURANCE AND REINSURANCE CONTRACTS

(a) Insurance contracts

Analysis by remaining coverage and incurred claims:

| | 31 December 2025 | | | | Total QR '000 |
|--|-------------------------------------|----------------|------------------------------------|----------------------------------|--------------------|
| | Liability for remaining coverage | Loss component | Present value of future cash flows | Risk adj. for non-financial risk | |
| | Excluding loss component QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| Insurance contract liabilities 1 January | (2,511,541) | 29,309 | 16,203,247 | 652,573 | 14,373,588 |
| Insurance contract assets 1 January | (180,756) | - | 71,992 | 2,396 | (106,368) |
| Net insurance contract liabilities at 1 January | (2,692,297) | 29,309 | 16,275,239 | 654,969 | 14,267,220 |
| Total Insurance revenue | (8,861,046) | - | - | - | (8,861,046) |
| Insurance service expenses | | | | | |
| Incurred claims and other directly attributable expenses | - | (52,749) | 4,071,638 | 75,697 | 4,094,586 |
| Losses on onerous contracts and reversals of losses | - | 103,764 | - | - | 103,764 |
| Changes that relate to past service – adjustments to the liability for incurred claims | - | - | 863,135 | (140,102) | 723,033 |
| Amortisation of insurance acquisition cash flows | 1,607,738 | - | - | - | 1,607,738 |
| Total insurance service expenses | 1,607,738 | 51,015 | 4,934,773 | (64,405) | 6,529,121 |
| Insurance service results | (7,253,308) | 51,015 | 4,934,773 | (64,405) | (2,331,925) |
| Insurance finance expenses | - | - | 607,309 | - | 607,309 |
| Effect of changes in exchange rates | (274,427) | 235 | 904,241 | 17,816 | 647,865 |
| Total amounts recognised in comprehensive income | (7,527,735) | 51,250 | 6,446,323 | (46,589) | (1,076,751) |
| Cash flows | | | | | |
| Premiums received | 9,966,141 | - | - | - | 9,966,141 |
| Incurred claims and other directly attributable expenses paid | - | - | (8,689,534) | - | (8,689,534) |
| Insurance acquisition cashflows | (1,898,416) | - | - | - | (1,898,416) |
| Total cash flows | 8,067,725 | - | (8,689,534) | - | (621,809) |
| Insurance contract liabilities 31 December | (1,989,338) | 80,559 | 13,951,157 | 606,057 | 12,648,435 |
| Insurance contract assets 31 December | (162,969) | - | 80,871 | 2,323 | (79,775) |
| Net insurance contract liabilities at 31 December | (2,152,307) | 80,559 | 14,032,028 | 608,380 | 12,568,660 |

7 INSURANCE AND REINSURANCE CONTRACTS (CONTINUED)

(a) Insurance contracts (continued)

Analysis by remaining coverage and incurred claims:

| | 31 December 2024 | | | | |
|--|----------------------------------|----------------|------------------------------------|----------------------------------|-------------|
| | Liability for remaining coverage | | Liability for incurred claims | | Total |
| | Excluding loss component | Loss component | Present value of future cash flows | Risk adj. for non-financial risk | |
| QR '000 | QR '000 | QR '000 | QR '000 | QR '000 | |
| Insurance contract liabilities 1 January | (2,688,244) | 21,466 | 17,934,947 | 859,671 | 16,127,840 |
| Insurance contract assets 1 January | (291,949) | 13 | 182,888 | 3,591 | (105,457) |
| Net insurance contract liabilities at 1 January | (2,980,193) | 21,479 | 18,117,835 | 863,262 | 16,022,383 |
| Total Insurance revenue | (8,599,774) | - | - | - | (8,599,774) |
| Insurance service expenses | | | | | |
| Incurred claims and other directly attributable expenses | - | (47,768) | 3,981,327 | 72,743 | 4,006,302 |
| Losses on onerous contracts and reversals of losses | - | 55,598 | - | - | 55,598 |
| Changes that relate to past service – adjustments to the liability for incurred claims | - | - | 1,077,142 | (274,996) | 802,146 |
| Amortisation of insurance acquisition cash flows | 1,531,915 | - | - | - | 1,531,915 |
| Total insurance service expenses | 1,531,915 | 7,830 | 5,058,469 | (202,253) | 6,395,961 |
| Insurance service results | (7,067,859) | 7,830 | 5,058,469 | (202,253) | (2,203,813) |
| Insurance finance expenses | - | - | 472,027 | - | 472,027 |
| Effect of changes in exchange rates | (98,804) | - | (65,259) | (6,040) | (170,103) |
| Total amounts recognised in comprehensive income | (7,166,663) | 7,830 | 5,465,237 | (208,293) | (1,901,889) |
| Cash flows | | | | | |
| Premiums received | 8,787,506 | - | - | - | 8,787,506 |
| Incurred claims and other directly attributable expenses paid | - | - | (7,307,833) | - | (7,307,833) |
| Insurance acquisition cashflows | (1,332,947) | - | - | - | (1,332,947) |
| Total cash flows | 7,454,559 | - | (7,307,833) | - | 146,726 |
| Insurance contract liabilities 31 December | (2,511,541) | 29,309 | 16,203,247 | 652,573 | 14,373,588 |
| Insurance contract assets 31 December | (180,756) | - | 71,992 | 2,396 | (106,368) |
| Net insurance contract liabilities at 31 December | (2,692,297) | 29,309 | 16,275,239 | 654,969 | 14,267,220 |

7 INSURANCE AND REINSURANCE CONTRACTS (CONTINUED)

(b) Reinsurance contracts

Analysis by remaining coverage and incurred claims:

| | 31 December 2025 | | | | |
|---|------------------------------|----------------|------------------------------------|----------------------------------|-------------|
| | Asset for remaining coverage | | Asset for incurred claims | | Total |
| | Excluding loss component | Loss component | Present value of future cash flows | Risk adj. for non-financial risk | |
| QR '000 | QR '000 | QR '000 | QR '000 | QR '000 | |
| Reinsurance contract assets 1 January | (1,054,141) | (102,168) | 5,984,063 | 98,045 | 4,925,799 |
| Reinsurance contract liabilities 1 January | (301,182) | - | 92,998 | 3,568 | (204,616) |
| Net reinsurance contract assets at 1 January | (1,355,323) | (102,168) | 6,077,061 | 101,613 | 4,721,183 |
| Reinsurance expenses | (1,594,615) | - | - | - | (1,594,615) |
| Reinsurance service income | | | | | |
| Claims recovered net of reinsurance expenses | - | - | 415,299 | 11,494 | 426,793 |
| Recoveries and reversals of recoveries of losses on onerous underlying contracts | - | 15,667 | - | - | 15,667 |
| Changes that relate to past service – Adjustment to the Asset for incurred claims | - | - | (620,378) | (52,932) | (673,310) |
| Total reinsurance service income | - | 15,667 | (205,079) | (41,438) | (230,850) |
| Net (expenses) / income from reinsurance contracts held | (1,594,615) | 15,667 | (205,079) | (41,438) | (1,825,465) |
| Reinsurance finance income | - | - | 384,067 | - | 384,067 |
| Effect of changes in exchange rates | (12,962) | 42 | 185,270 | 9,041 | 181,391 |
| Total amounts recognised in comprehensive income | (1,607,577) | 15,709 | 364,258 | (32,397) | (1,260,007) |
| Cash flows | | | | | |
| Premium net of ceding commissions and other insurance service expenses paid | 2,157,957 | - | - | - | 2,157,957 |
| Recoveries from reinsurance | - | - | (1,769,572) | - | (1,769,572) |
| Total cash flows | 2,157,957 | - | (1,769,572) | - | 388,385 |
| Reinsurance contract assets 31 December | (358,320) | (86,459) | 4,406,246 | 60,209 | 4,021,676 |
| Reinsurance contract liabilities 31 December | (446,623) | - | 265,501 | 9,007 | (172,115) |
| Net reinsurance contract assets at 31 December | (804,943) | (86,459) | 4,671,747 | 69,216 | 3,849,561 |

7 INSURANCE AND REINSURANCE CONTRACTS (CONTINUED)

(b) Reinsurance contracts (continued)

Analysis by remaining coverage and incurred claims:

| | 31 December 2024 | | | | |
|---|----------------------------------|----------------|------------------------------------|----------------------------------|-------------|
| | Liability for remaining coverage | | Liability for incurred claims | | Total |
| | Excluding loss component | Loss component | Present value of future cash flows | Risk adj. for non-financial risk | |
| | QR '000 | QR '000 | QR '000 | QR '000 | |
| Reinsurance contract assets 1 January | (561,910) | (98,855) | 6,574,666 | 313,007 | |
| Reinsurance contract liabilities 1 January | (586,374) | - | 244,056 | 5,942 | (336,376) |
| Net reinsurance contract assets at 1 January | (1,148,284) | (98,855) | 6,818,722 | 318,949 | 5,890,532 |
| Reinsurance expenses | (1,632,585) | - | - | - | (1,632,585) |
| Reinsurance service income | | | | | |
| Claims recovered net of reinsurance expenses | - | - | 750,749 | 13,017 | 763,766 |
| Recoveries and reversals of recoveries of losses on onerous underlying contracts | - | (3,313) | - | - | (3,313) |
| Changes that relate to past service - Adjustment to the Asset for incurred claims | - | - | (590,997) | (226,988) | (817,985) |
| Total reinsurance service income | - | (3,313) | 159,752 | (213,971) | (57,532) |
| Net (expenses) / income from reinsurance contracts held | (1,632,585) | (3,313) | 159,752 | (213,971) | (1,690,117) |
| Reinsurance finance income | - | - | 170,483 | - | 170,483 |
| Effect of changes in exchange rates | (2,408) | - | (42,458) | (3,365) | (48,231) |
| Total amounts recognised in comprehensive income | (1,634,993) | (3,313) | 287,777 | (217,336) | (1,567,865) |
| Cash flows | | | | | |
| Premium net of ceding commissions and other insurance service expenses paid | 1,427,954 | - | - | - | 1,427,954 |
| Recoveries from reinsurance | - | - | (1,029,438) | - | (1,029,438) |
| Total cash flows | 1,427,954 | - | (1,029,438) | - | 398,516 |
| Reinsurance contract assets 31 December | (1,054,141) | (102,168) | 5,984,063 | 98,045 | 4,925,799 |
| Reinsurance contract liabilities 31 December | (301,182) | - | 92,998 | 3,568 | (204,616) |
| Net reinsurance contract assets at 31 December | (1,355,323) | (102,168) | 6,077,061 | 101,613 | 4,721,183 |

Net finance expenses from insurance contracts amounted to QR 607,309 (2024: QR 472,027), of which QR 85,883 (2024: QR 446,729) was recognized in consolidated profit or loss and QR 521,426 (2024: QR 25,298) is recognized in consolidated other comprehensive income.

Net finance income from reinsurance contracts amounted to QR 384,067 (2024: QR 170,483), of which QR 40,319 (2024: QR 161,968) was recognized in consolidated profit or loss and QR 343,748 (2024: QR 8,515) is recognized in consolidated other comprehensive income.

8 INVESTMENT IN ASSOCIATES AND JOINT VENTURE

| | Classification | 2025 | 2024 |
|---|----------------|----------------|----------------|
| | | QR '000 | QR '000 |
| Damaan Islamic Insurance Company "BEEMA" Q.P.S.C. | Associate | 117,899 | 107,482 |
| Al Liwan Real Estate W.L.L. | Associate | 26,018 | 25,758 |
| Massoun Insurance Services L.L.C. | Joint venture | 5,267 | 4,757 |
| QLM Life & Medical Insurance Company Q.P.S.C. | Associate | 322,390 | 314,890 |
| WIS Group | Associate | 5,678 | - |
| | | 477,252 | 452,887 |

Details of the investment in associates and joint venture held during the years ended 31 December 2025 and 31 December 2024 were as follows.

| Name of investment | Place of incorporation and operation | Proportion of ownership and voting power held | Principal activities |
|---|--------------------------------------|---|---|
| Damaan Islamic Insurance Company "BEEMA" Q.P.S.C. | State of Qatar | 18.75% directly | Insurance and reinsurance |
| Al Liwan Real Estate W.L.L. | State of Qatar | 38.46% directly | Real estate investment, brokerage and management |
| QLM Life & Medical Insurance Company Q.P.S.C. | State of Qatar | 25% directly | Medical and life insurance |
| Massoun Insurance Services L.L.C. | State of Qatar | 50% directly | Insurance marketing and distribution |
| WIS Group Limited | Cayman Islands | 22.09% directly | Marketing and technology led distribution to insurance sector |

Summarised financial information of the associates and joint venture are as follows:

| | QLM and BEEMA | | Others | |
|----------------------------|---------------|-----------|---------|---------|
| | 2025 | 2024 | 2025 | 2024 |
| | QR '000 | QR '000 | QR '000 | QR '000 |
| Total assets | 2,527,835 | 2,104,386 | 247,390 | 275,112 |
| Total liabilities | 1,203,081 | 889,133 | 190,531 | 192,481 |
| Revenues | 1,728,793 | 1,533,964 | 150,521 | 134,075 |
| Profit for the year | 161,108 | 149,679 | 2,269 | (3,011) |
| Other comprehensive income | 27,313 | 16,705 | - | - |

QLM and BEEMA are listed entities in the State of Qatar and based on quoted market price their shares, the fair value of investments as at 31 December 2025 is QR 382 million (2024: QR 329 million).

8 INVESTMENT IN ASSOCIATES AND JOINT VENTURE (CONTINUED)

The movements in investment in associates and joint venture are as follows:

| | 2025 | 2024 |
|--------------------------------|----------|----------|
| | QR '000 | QR '000 |
| Balance at 1 January | 452,887 | 440,677 |
| Dividends received | (17,500) | (19,187) |
| Share of profits for the year | 36,186 | 31,397 |
| Purchase of stake in associate | 5,679 | - |
| Balance at 31 December | 477,252 | 452,887 |

9 FINANCIAL INVESTMENTS

| | 2025 | 2024 |
|--|------------|------------|
| | QR '000 | QR '000 |
| Financial investments at fair value through profit or loss (FVTPL) | 4,333,826 | 3,733,200 |
| Financial investments at fair value through other comprehensive income (FVOCI) | 10,223,076 | 10,848,653 |
| | 14,556,902 | 14,581,853 |

| | 2025 | |
|-------------------------------------|------------------|-------------------|
| | FVTPL | FVOCI |
| | QR '000 | QR '000 |
| Managed funds | 589,834 | - |
| Derivative financial investments | 21,079 | 62,337 |
| Debt instruments | 902,103 | 10,160,739 |
| Qatar public shareholding companies | 598,542 | - |
| International quoted shares | 522,445 | - |
| Unquoted shares and private equity | 1,699,823 | - |
| Total | 4,333,826 | 10,223,076 |

9 FINANCIAL INVESTMENTS (CONTINUED)

| | 2024 | |
|-------------------------------------|------------------|-------------------|
| | FVTPL | FVOCI |
| | QR '000 | QR '000 |
| Managed funds | 613,285 | - |
| Derivative financial investments | 20,749 | 100,351 |
| Debt instruments | 560,379 | 10,748,302 |
| Qatar public shareholding companies | 506,832 | - |
| International quoted shares | 455,712 | - |
| Unquoted shares and private equity | 1,576,243 | - |
| Total | 3,733,200 | 10,848,653 |

Investments classified as FVOCI are all stage 1. There have been no movements of investments classified as FVOCI from stage 1 to stage 2.

The expected credit losses relating to debt securities measured at FVOCI amounted to QR 24,516 thousand at 31 December 2025 (2024: QR 24,594 thousand).

10 INVESTMENT PROPERTIES

| | QR '000 |
|--------------------------------------|------------------|
| Cost: | |
| Balance at 1 January 2024 | 800,732 |
| Additions | 291,265 |
| Foreign currency exchange difference | - |
| Balance at 31 December 2024 | 1,091,997 |
| Additions | - |
| Foreign currency exchange difference | 2,039 |
| Balance at 31 December 2025 | 1,094,036 |
| Accumulated Depreciation: | |
| Balance at 1 January 2024 | 157,548 |
| Impairment | 8,434 |
| Charge during the year | 37,731 |
| Foreign currency exchange difference | 7,025 |
| Balance at 31 December 2024 | 210,738 |
| Impairment | 12,483 |
| Charged during the year | 27,033 |
| Foreign currency exchange difference | (28,209) |
| Balance at 31 December 2025 | 222,045 |
| Net book values: | |
| Balance at 31 December 2025 | 871,991 |
| Balance at 31 December 2024 | 881,259 |

10 INVESTMENT PROPERTIES (CONTINUED)

The fair values of investment properties were estimated by the Management's external valuer having appropriate required professional qualifications and recent experience in the location and category of the property being valued, using investment method of valuation and by reference to market evidence of recent transactions for similar properties. The estimated fair value of the above investment properties as at 31 December 2025 was QR 989 million (2024: QR 979 million). The fair value measurement of all investment properties has been categorised as a level 3 fair value based on the inputs to the valuation technique used.

The following table shows the valuation technique used in determining the fair value of investment property, as well as the significant unobservable inputs used.

| Valuation technique | Key Unobservable Inputs | Impact on Fair Value |
|--|--|---|
| Income approach; Market approach; Cost approach (primary) | Rental values, yields and discount rates, rental growth assumptions, void periods and incentives; market yields and comparable transaction evidence; land values, replacement construction costs, and depreciation | Higher rental values, stronger market comparables, or higher land and construction costs increase fair value. Higher yields or discount rates, longer void periods, greater incentives, higher depreciation, or shorter economic life decrease fair value. |

The rental income arising during the year amounted to QR 67,658 thousand (2024: QR 64,866 thousand) and the direct operating expenses (included within general and administrative expenses) arising in respect of such properties during the year was QR 10,152 thousand (2024: QR 9,855 thousand).

The Group has no restrictions on the realisability of its investment properties, and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

11 PROPERTY AND EQUIPMENT

| | Freehold land | Building | Furniture and fixtures | Motor vehicles | Total |
|--------------------------------------|---------------|----------|------------------------|----------------|----------|
| | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| Cost: | | | | | |
| Balance at 1 January 2024 | 9,709 | 194,912 | 199,530 | 13,780 | 417,931 |
| Additions | - | 20,381 | 27,124 | 1,812 | 49,317 |
| Disposals | - | (27,436) | (26,492) | (774) | (54,702) |
| Foreign currency exchange difference | - | (13,127) | (1,160) | (461) | (14,748) |
| Balance at 31 December 2024 | 9,709 | 174,730 | 199,002 | 14,357 | 397,798 |
| Additions | - | 4,873 | 17,786 | 1,625 | 24,284 |
| Disposals | - | (1,462) | (19,548) | (937) | (21,947) |
| Foreign currency exchange difference | - | (1,306) | 5,405 | - | 4,099 |
| Balance at 31 December 2025 | 9,709 | 176,835 | 202,645 | 15,045 | 404,234 |

11 PROPERTY AND EQUIPMENT (CONTINUED)

| | Freehold land | Building | Furniture and fixtures | Motor vehicles | Total |
|--------------------------------------|---------------|----------------|------------------------|----------------|----------------|
| | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| Accumulated Depreciation: | | | | | |
| Balance at 1 January 2024 | - | 134,033 | 177,676 | 12,646 | 324,355 |
| Charged during the year | - | 9,021 | 9,000 | 948 | 18,969 |
| Disposals | - | (29,199) | (26,171) | (760) | (56,130) |
| Foreign currency exchange difference | - | (1,821) | (498) | (460) | (2,779) |
| Balance at 31 December 2024 | - | 112,034 | 160,007 | 12,374 | 284,415 |
| Charged during the year | - | 5,840 | 12,802 | 1,388 | 20,030 |
| Disposals | - | (1,458) | (18,800) | (937) | (21,195) |
| Foreign currency exchange difference | - | 4,180 | 3,925 | - | 8,105 |
| Balance at 31 December 2025 | - | 120,596 | 157,934 | 12,825 | 291,355 |
| Net book values: | | | | | |
| Balance at 31 December 2025 | 9,709 | 56,239 | 44,711 | 2,220 | 112,879 |
| Balance at 31 December 2024 | 9,709 | 62,696 | 38,995 | 1,983 | 113,383 |

12 GOODWILL AND INTANGIBLE ASSETS

Movements in goodwill and intangible assets were as follows:

| | Goodwill | Lloyd's syndicate capacity | Financial service license and Placement agreement | Workday ERP | Total |
|--------------------------------------|----------------|----------------------------|---|---------------|----------------|
| | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| | (i) | (ii) (a) | (ii) (b) | (iii) (b) | |
| Balance at 31 December 2024 | 164,917 | 266,222 | 9,504 | - | 440,643 |
| Additions | - | - | - | 15,596 | 15,596 |
| Amortisation charged during the year | - | - | (2,144) | (873) | (3,017) |
| Balance at 31 December 2025 | 164,917 | 266,222 | 7,360 | 14,723 | 453,222 |

Effective 1 January 2014, the Group acquired 100% of the share capital of Antares Holdings Limited and its subsidiaries.

Effective 25 July 2018, the Group, through its subsidiary Antares Reinsurance Company Limited ("Antares Re") acquired 100% of the share capital of Markerstudy's Gibraltar-based insurance companies.

12 GOODWILL AND INTANGIBLE ASSETS (CONTINUED)

Effective 1 October 2022, the Group acquired 51% of the share capital of QIC Islamic Asset Management LLC.

(i) Goodwill

Goodwill, amounting to QR 145.11 million that arose on the acquisition of Antares Holdings Limited has been allocated to Antares Holding Limited UK cash-generating unit (Antares CGU). The recoverable amount of this cash-generating unit is determined on the basis of its estimated valuation under the Market Approach.

The method assumes that Antares CGU to follow the pattern on market capitalisation of similar Lloyd's Syndicates listed entities and their relevant book values.

The Group acquired 51% of QIC Islamic Asset Management LLC (QICIAM). A cash consideration of QR 34.5 million was paid. The fair value of the net assets of QICIAM was QR 918 thousand, accordingly an amount QR 33.60 million goodwill arose.

Management believes that any reasonable possible changes in the key assumptions on which the recoverable amount is based would not cause the aggregate carrying amount of goodwill to exceed the aggregate recoverable amount of the Antares CGU and intangible assets carrying value at year-end.

After the acquisition, Antares Reinsurance, a class 3 captive reinsurer to the Lloyd's syndicate based in Bermuda, was merged with another operation within the Group as part of an internal reorganisation. This internal transaction between fully owned subsidiaries has no impact on the Group.

(ii) Intangible assets

The following table summarises the intangible assets recorded in connection with the business acquisitions:

| | Amount QR '000 | Economic useful Life |
|---|----------------|----------------------|
| Lloyd's syndicate capacity | 266,222 | Indefinite |
| Intangible assets as of the acquisition date | | |
| Financial services license | 928 | Indefinite |
| Placement Agreement | 12,864 | 6 years |
| Accumulated amortisation expenses | (6,432) | |
| | 6,432 | |
| Workday ERP | 15,596 | 6 years |
| Accumulated amortisation expenses | (873) | |
| | 14,723 | |
| Net intangible assets as at 31 December 2025 | 288,305 | |

12 GOODWILL AND INTANGIBLE ASSETS (CONTINUED)

(a) Lloyd's syndicate capacity

The fair value of Lloyd's syndicate capacity and insurance licenses was estimated using the Market Approach using the level 3 category. The Lloyd's capacity is renewed annually at no cost to the subsidiary or may be freely purchased or sold, subject to Lloyd's approval.

The ability to write insurance business within the syndicate capacity is indefinite with the premium income limit being set annually by the Company, subject to Lloyd's approval. The recoverable amount was determined on the basis of regression analysis using average return on capital and certain observable data available from Lloyd's of London.

(b) Financial service license and placement agreement

During 2024 an amount of QR 13,792 thousand was transferred from goodwill to intangible assets which represents the Islamic Financial Services License obtained by QICIAM with an indefinite life and the placement and client relationship management agreement with Qinvest which will be amortised over a period of 6 years.

The financial services license permits QIC Islamic Asset Management LLC to carry out regulated financial activities. Management has assessed the useful life of the financial services license as indefinite, as there is no foreseeable limit to the period over which the license is expected to generate net cash inflows. The license remains valid subject to annual compliance with regulatory requirements and does not require renewal within a fixed period.

(c) Workday ERP

During the year, Antares Global Management Limited implemented a new ERP system called Workday. This system is a cloud-based integrated platform for processing Finance & HR data. Costs incurred on purchase, development and testing of our externally purchased software are reported as intangible asset at cost less accumulated amortisation and impairment. The asset will be amortised on a straight-line basis over its estimated useful life of six years beginning from the date on which we went live across Antares Global with Workday. Residual value at end of estimated useful life has been estimated to be Nil. The asset will be reviewed for impairment at the end of each reporting period.

13 OTHER PAYABLES

| | 2025 | 2024 |
|--|------------------|----------------|
| | QR '000 | QR '000 |
| Accruals | 317,063 | 339,439 |
| Employees' end of service benefits (see Note 13.1) | 59,984 | 57,709 |
| Derivative financial liabilities (Note 27) | 5,631 | 67,756 |
| Other liabilities | 662,786 | 302,240 |
| | 1,045,464 | 767,144 |

13 OTHER PAYABLES (CONTINUED)

13.1 Employees' end of service benefits

| | 2025 | 2024 |
|-------------------------------------|---------------|---------------|
| | QR '000 | QR '000 |
| Balance at 1 January | 57,709 | 58,392 |
| Expenses recognised during the year | 4,509 | 9,747 |
| Transfers during the year | (920) | (621) |
| Payment made during the year | (1,314) | (9,809) |
| | <u>59,984</u> | <u>57,709</u> |

14 SHORT TERM BORROWINGS AND LOANS

| | 2025 | 2024 |
|-----------------------|-----------|-----------|
| | QR '000 | QR '000 |
| Short term borrowings | 1,276,593 | 2,322,906 |

The short-term borrowings carry interest at an average rate of 2025: 4.26% per annum (2024: 4.67% per annum).

15 SHARE CAPITAL AND DIVIDENDS

15.1 Share capital

| | 2025 | | 2024 | |
|---|---------------|-----------|---------------|-----------|
| | No of shares | QR '000 | No of shares | QR'000 |
| Authorised, Issued and Fully paid up | | | | |
| <i>Ordinary shares of QR 1 each</i> | 3,266,101,330 | 3,266,101 | 3,266,101,330 | 3,266,101 |

All shares carry equal rights.

15.2 Dividends

The Board of Directors has proposed a cash dividend of QR 0.11 per share, aggregating to QR 359 million, out of the profits earned during the year 2025. The proposed dividend will be placed for approval at the Annual General Meeting to be held on 12th March 2026. (31 December 2024: The Board proposed cash dividend of QR 0.1 per share aggregating to QR 327 million which was approved at the Annual General Meeting held on 26th February 2025)

16 LEGAL RESERVE

Legal reserve is computed in accordance with the provisions of the Qatar Central Bank (QCB) regulations, applicable provisions of Qatar Commercial Companies' Law and the Parent company's Articles of Association at 10% of the net profit for the year. On November 23, 2014, the Extra-Ordinary General Meeting approved the amendment of paragraph (1) Article (93) of the Articles of Association of the Company. The amendment states that transfers to the legal reserve shall be made until it equates 100% of the paid-up capital. The reserve is not available for distribution except in circumstances specified in the Qatar Central Bank (QCB) regulations/Qatar Commercial Companies Law.

17 FAIR VALUE RESERVE

The fair value reserve arose from the revaluation of financial instruments measured at fair value through other comprehensive income as per the accounting policy detailed in Note 4.

18 PROVISIONS FOR SPORTS AND SOCIAL ACTIVITIES SUPPORT FUND

According to Qatari Law No.13 for the year 2008 and the related clarifications issued in January 2010, the Company is required to contribute 2.5% of annual consolidated net profits to the state social and sports fund. The clarification relating to Law No. 13 requires the payable amount to be recognised as a distribution of income. Hence, this is recognised in the consolidated statement of changes in equity.

During the year, the Group appropriated an amount of QR 8,119 thousand (2024: QR 8,808 thousand) representing 2.5% of the calculated profit.

19 SUBORDINATED PERPETUAL DEBT

In 2020, the Group issued perpetual subordinated Tier 2 qualifying capital notes of QR 1,081,645 thousand net. The notes were issued through QIC (Cayman) Limited, a wholly owned subsidiary incorporated in the Cayman Islands, for the purpose of the issuance. These notes are perpetual in nature and qualify as Tier 2 Capital under Qatar Central Bank regulations for the solvency ratio calculations. In October 2025, the Group exercised its call option on the first call date and redeemed the notes in full at their principal amount, together with any accrued and unpaid interest (including any deferred interest, if applicable), and accordingly the notes were fully settled and are no longer outstanding as at the reporting date.

In 2022, the Group issued perpetual subordinated Tier 2 qualifying capital notes of QR 1,439,270 thousand net. The notes were issued through QIC (Cayman) Limited, a wholly owned subsidiary incorporated in the Cayman Islands, for the purpose of the issuance. These notes are perpetual in nature and qualify as Tier 2 Capital under Qatar Central Bank regulations for the solvency ratio calculations. The notes are listed on the London Stock Exchange.

On 10 July 2025, the Group issued perpetual subordinated Tier 2 qualifying capital notes of QR 1,807,657 thousand net. The notes were issued through QIC (Cayman) Limited, a wholly owned subsidiary incorporated in the Cayman Islands, for the purpose of the issuance. The notes are listed on the London Stock Exchange.

20 OTHER COMPONENTS OF EQUITY

Other components of equity include foreign currency translation reserve, merger reserves and share of profit from equity accounted investments. As per the Qatar Central Bank's instruction dated 4 March 2019, share of profit from equity accounted investments should be transferred from retained earnings to reserve for share of profit from equity accounted investments. Declared and received dividends from equity accounted investments are the only distributable portion of this reserve.

20 OTHER COMPONENTS OF EQUITY (CONTINUED)

| | Merger and acquisition reserve | Foreign currency translation reserve | Reserve for share of profit from equity accounted investees | Hedging reserve | Total |
|------------------------------|--------------------------------|--------------------------------------|---|-----------------|-----------|
| | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| Balance at 1 January 2024 | (143,883) | (71,502) | 111,588 | 160,963 | 57,166 |
| Transfer and other movements | - | (18,984) | 31,397 | (118,146) | (105,733) |
| Balance at 31 December 2024 | (143,883) | (90,486) | 142,985 | 42,817 | (48,567) |
| Balance at 1 January 2025 | (143,883) | (90,486) | 142,985 | 42,817 | (48,567) |
| Transfer and other movements | - | 85,367 | 36,186 | (3,416) | 118,137 |
| Balance at 31 December 2025 | (143,883) | (5,119) | 179,171 | 39,401 | 69,570 |

21 OPERATING SEGMENTS

a) Segment information

For management purposes, the Group is organised into six business segments. Marine & Aviation insurance (Hull & Machinery, Aviation and Cargo), Property & Casualty insurance (Motor, Retail, Property and Liability), Health & Life insurance, Real Estate, Advisory and Investments. These segments are the basis on which the Group reports its operating segment information.

21 OPERATING SEGMENTS (CONTINUED)

a) Segment information (continued)

Segment income statement for the year ended 31 December 2025

| | Marine and aviation | Property and casualty | Health and life | Total insurance | Real estate | Investment Advisory | Investments | Unallocated | Total |
|---|---------------------|-----------------------|-----------------|-----------------|-------------|---------------------|-------------|-------------|-------------|
| | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) |
| Insurance revenue | 1,858,275 | 4,154,403 | 2,848,368 | 8,861,046 | - | - | - | - | 8,861,046 |
| Insurance service expenses | (907,116) | (2,626,330) | (2,995,675) | (6,529,121) | - | - | - | - | (6,529,121) |
| Net expenses from reinsurance contracts held | (721,823) | (989,001) | (114,941) | (1,825,465) | - | - | - | - | (1,825,465) |
| Insurance service results | 229,336 | 539,072 | (261,948) | 506,460 | - | - | - | - | 506,460 |
| Net finance expenses for insurance contracts issued | (50,434) | (25,779) | (9,670) | (85,883) | - | - | - | - | (85,883) |
| Net finance income for reinsurance contracts held | 14,535 | 10,958 | 14,826 | 40,319 | - | - | - | - | 40,319 |
| Net insurance finance result | (35,899) | (14,821) | 5,156 | (45,564) | - | - | - | - | (45,564) |
| Investment income & other income | - | - | - | - | - | - | 838,922 | - | 838,922 |
| Rental income | - | - | - | - | 67,658 | - | - | - | 67,658 |
| Advisory fee income | - | - | - | - | - | 29,921 | - | - | 29,921 |
| Other income | - | - | - | - | - | - | - | 20,632 | 20,632 |
| Total investment and other income | - | - | - | - | 67,658 | 29,921 | 838,922 | 20,632 | 957,133 |
| Share of profit of associates and joint venture | - | - | - | - | - | - | - | 36,186 | 36,186 |
| Total income | 460,896 | 67,658 | 29,921 | 838,922 | 56,818 | 29,921 | 838,922 | 56,818 | 1,454,215 |
| Operating and administrative expenses | - | (10,152) | (36,148) | (46,299) | (420,771) | (36,148) | - | (420,771) | (467,071) |
| Depreciation and amortisation | - | (31,076) | (2,298) | (33,374) | (29,649) | (2,298) | - | (29,649) | (63,023) |
| Profit before tax | 460,896 | 26,430 | (8,525) | 838,922 | (393,602) | (8,525) | 838,922 | (393,602) | 924,121 |
| Income tax | - | - | - | - | - | - | - | (117,914) | (117,914) |
| Profit for the year | 460,896 | 26,430 | (8,525) | 838,922 | (393,602) | (8,525) | 838,922 | (511,516) | 806,207 |

21 OPERATING SEGMENTS (CONTINUED)

a) Segment information (continued)

Segment income statement for the year ended 31 December 2024

| | Marine and aviation | Property and casualty | Health and life | Total insurance | Real estate | Investment Advisory | Investments | Unallocated | Total |
|---|---------------------|-----------------------|-----------------|-----------------|-------------|---------------------|-------------|-------------|-------------|
| | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) | QR ('000) |
| Insurance revenue | 1,871,461 | 4,813,913 | 1,914,400 | 8,599,774 | - | - | - | - | 8,599,774 |
| Insurance service expenses | (913,685) | (3,427,085) | (2,055,191) | (6,395,961) | - | - | - | - | (6,395,961) |
| Net expenses from reinsurance contracts held | (939,971) | (897,354) | 147,208 | (1,690,117) | - | - | - | - | (1,690,117) |
| Insurance service results | 17,805 | 489,474 | 6,417 | 513,696 | - | - | - | - | 513,696 |
| Net finance expenses for insurance contracts issued | (77,572) | (36,4134) | (5,023) | (446,729) | - | - | - | - | (446,729) |
| Net finance income for reinsurance contracts held | 29,795 | 121,714 | 10,459 | 161,968 | - | - | - | - | 161,968 |
| Net insurance finance results | (47,777) | (242,420) | 5,436 | (284,761) | - | - | - | - | (284,761) |
| Investment income & other income | - | - | - | - | - | - | 823,623 | - | 823,623 |
| Rental income | - | - | - | - | 64,866 | - | - | - | 64,866 |
| Advisory fee income | - | - | - | - | - | 33,849 | - | - | 33,849 |
| Other income | - | - | - | - | - | - | - | 25,342 | 25,342 |
| Total investment and other income | - | - | - | - | 64,866 | 33,849 | 823,623 | 25,342 | 947,680 |
| Share of profit of associates and joint venture | - | - | - | - | - | - | - | 31,397 | 31,397 |
| Total income | - | - | - | 228,935 | 64,866 | 33,849 | 823,623 | 56,739 | 1,208,012 |
| Operating and administrative expenses | - | - | - | - | (9,855) | (42,733) | - | (347,418) | (400,006) |
| Depreciation and amortisation | - | - | - | - | (30,064) | (116) | - | (31,409) | (61,589) |
| Profit before tax | - | - | - | 228,935 | 24,947 | (9,000) | 823,623 | (322,088) | 746,417 |
| Income tax | - | - | - | - | - | - | - | (11,639) | (11,639) |
| Profit for the year | - | - | - | 228,935 | 24,947 | (9,000) | 823,623 | (333,727) | 734,778 |

21 OPERATING SEGMENTS (CONTINUED)

Segment statement of financial position

Assets and liabilities of the Group are commonly used across the primary segments.

b) Geographic Information

The Group operates in two geographic markets the domestic market in Qatar and the international markets. The following table shows the distribution of the Group's net underwriting results, total assets and liabilities by geographical segment:

Insurance business segment income statement for the year

| | Qatar | International | Total | Qatar | International | Total |
|---|-----------------|-----------------|-----------------|-----------------|------------------|------------------|
| | 2025 | 2025 | 2025 | 2024 | 2024 | 2024 |
| | QR '000 | QR '000 |
| Insurance revenue | 1,481,885 | 7,379,161 | 8,861,046 | 1,489,256 | 7,110,518 | 8,599,774 |
| Insurance service expenses | (381,718) | (6,147,403) | (6,529,121) | (379,056) | (6,016,905) | (6,395,961) |
| Net expenses from reinsurance contracts held | (893,212) | (932,253) | (1,825,465) | (883,196) | (806,921) | (1,690,117) |
| Insurance service result | 206,955 | 299,505 | 506,460 | 227,004 | 286,692 | 513,696 |
| Insurance finance expenses for insurance contracts issued | (29,399) | (56,484) | (85,883) | (33,426) | (413,303) | (446,729) |
| Reinsurance finance income for reinsurance contracts held | 16,617 | 23,702 | 40,319 | 20,817 | 141,151 | 161,968 |
| Net insurance finance result | (12,782) | (32,782) | (45,564) | (12,609) | (272,152) | (284,761) |

Segment assets, liabilities and equity as at year end

| | Assets | | Liabilities & Equity | |
|----------------------|-------------------|-------------------|----------------------|-------------------|
| | 2025 | 2024 | 2025 | 2024 |
| | QR '000 | QR '000 | QR '000 | QR '000 |
| Qatar | 9,312,199 | 10,470,517 | 13,554,619 | 14,711,009 |
| International | 16,059,150 | 16,200,875 | 11,816,730 | 11,960,383 |
| | 25,371,349 | 26,671,392 | 25,371,349 | 26,671,392 |

22 NET INVESTMENT INCOME

| | 2025 | 2024 |
|---|------------------|-----------|
| | QR '000 | QR '000 |
| Interest income | 740,387 | 771,285 |
| Gain on sale of investments | 87,790 | 151,680 |
| Unrealised / (loss) gain on investments | 39,230 | (36,444) |
| Dividends | 69,295 | 56,445 |
| Others | 3,028 | 2,971 |
| | 939,730 | 945,937 |
| Finance costs | (100,808) | (122,314) |
| Net investment income | 838,922 | 823,623 |

The interest income is net of a provision of QR 2,716 thousand (2024: expected credit loss reversal for the year ended 31 December 2024 is amounting to QR 4,655 thousand).

23 OPERATING AND ADMINISTRATIVE EXPENSES

| | 2025 | 2024 |
|------------------------------------|----------------|---------|
| | QR '000 | QR '000 |
| Employee related costs | 278,920 | 212,325 |
| Registration and professional fees | 51,012 | 36,513 |
| Other operating expenses | 137,139 | 151,168 |
| | 467,071 | 400,006 |

24 BASIC AND DILUTED EARNINGS PER SHARE (EPS)

The basic and diluted earnings per share are the same as there are no dilutive effects on earnings.

| | 2025 | 2024 |
|--|------------------|-----------|
| | QR '000 | QR '000 |
| Net profit attributable to shareholders of the parent Company | 790,536 | 725,320 |
| Less: Interest and other expenses on subordinated perpetual debt | (176,931) | (166,544) |
| | 613,605 | 558,776 |
| Weighted average number of ordinary shares (in thousand) | 3,266,101 | 3,266,101 |
| Basic and diluted earnings per share (QR) | 0.188 | 0.171 |

25 INCOME TAX

The total tax charges pertain to the Group's subsidiaries and branches operating in Qatar and internationally as follows:

| | 2025 | 2024 |
|--|----------------|---------|
| | QR '000 | QR '000 |
| Qatari subsidiaries (i) | 1,892 | 922 |
| International subsidiaries and branches (ii) | 48,481 | 10,717 |
| Pillar two tax | 67,541 | - |
| Total tax charge | 117,914 | 11,639 |

Notes:

- The Group has unrecognised deferred tax assets at the year-end in Gibraltar, Switzerland, the UK, Malta, Jersey, Bermuda, Oman, Singapore and Qatar.

Pillar Two - Global minimum top-up tax

On 27 March 2025, the State of Qatar published amendments to the Income Tax Law No. (24) of 2018 in the Official Gazette introducing an Income Inclusion Rule (IIR) and a Domestic Minimum Top-up Tax (DMTT) in accordance with the Base Erosion and Profit Shifting (BEPS) Pillar Two Anti-Global Erosion (GloBE) framework. The GloBE Rules ensure that qualifying multinational enterprises maintain a minimum effective tax rate of 15% and take effect for accounting periods beginning on 1 January 2025. Related regulations on implementation, compliance and administrative provisions are expected to be issued in the near future. The QIC Group is within scope of the Pillar Two GloBE Model Rules.

The Group has performed an assessment of its potential exposure to Pillar Two income taxes and evaluated the Transitional Country-by-Country Safe Harbour (TCSH) relief available under the GloBE Rules. The Group intends to elect for this relief in a significant number of jurisdictions where it operates, resulting in no expected Pillar Two income tax liability in those jurisdictions. The Group has recognised a tax expense arising in jurisdictions that do not meet the TCSH.

The Group continues to refine its Pillar Two assessment and is closely monitoring Pillar Two legislative developments in impacted jurisdictions.

26 CONTINGENT LIABILITIES AND COMMITMENTS

| | 2025 | 2024 |
|--|-----------|-----------|
| | QR '000 | QR '000 |
| Bank guarantees | 2,569,900 | 2,615,761 |
| Authorised future investment commitments | 395,373 | 349,579 |

The Group operates in the insurance industry and is subject to litigation in the normal course of its business. It is not practicable to forecast or determine the final results of all pending or threatened legal proceedings. Management does not believe that such proceedings, including litigation will have a material effect on its results at the consolidated financial position.

26 CONTINGENT LIABILITIES AND COMMITMENTS (CONTINUED)

The Group is also subject to insurance solvency regulations in all the territories where it operates and has complied with all the solvency regulations. There are no contingencies associated with the Group's compliance or lack of compliance with such regulations.

27 DETERMINATION OF FAIR VALUE AND HIERARCHY OF FINANCIAL INSTRUMENTS

The following table shows an analysis of financial instruments recorded at fair value by level of the fair value hierarchy. The different levels have been defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices)
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)

| | Level 1 (QR '000) | Level 2 (QR '000) | Level 3 (QR '000) | Total (QR '000) |
|-------------------------|----------------------|----------------------|----------------------|--------------------|
| 31 December 2025 | | | | |
| Derivative assets | - | 83,416 | - | 83,416 |
| Investment securities | 10,863,124 | 1,910,539 | 1,699,823 | 14,473,486 |
| | 10,863,124 | 1,993,955 | 1,699,823 | 14,556,902 |
| Derivative liabilities | - | 5,631 | - | 5,631 |

| | Level 1 (QR '000) | Level 2 (QR '000) | Level 3 (QR '000) | Total (QR '000) |
|-------------------------|----------------------|----------------------|----------------------|--------------------|
| 31 December 2024 | | | | |
| Derivative assets | 13,472 | 106,733 | 895 | 121,100 |
| Investment securities | 10,924,647 | 1,959,864 | 1,576,242 | 14,460,753 |
| | 10,938,119 | 2,066,597 | 1,577,137 | 14,581,853 |
| Derivative liabilities | - | - | 67,756 | 67,756 |

Valuation techniques

Listed investment in equity securities and debt securities

When fair values of publicly traded equity securities and debt securities are based on quoted market prices, or binding dealer price quotations, in an active market for identical assets without any adjustments, the instruments are included within Level 1 of the hierarchy.

Listed managed funds

In the absence of a quoted price in an active market, they are valued using observable inputs such as recently executed transaction prices in securities of the issuer or comparable issuers and yield curves.

27 DETERMINATION OF FAIR VALUE AND HIERARCHY OF FINANCIAL INSTRUMENTS (CONTINUED)

Valuation techniques (continued)

Adjustments are made to the valuations when necessary to recognise differences in the instrument's terms. To the extent that the significant inputs are observable, the Group categorises these investments as Level 2.

Over-the-counter derivatives

The Group enters into derivative financial instruments with various counterparties, principally financial institutions with investment-grade credit ratings. Derivatives are classified as Level 3.

Unlisted equity investments

Unquoted equity investments are recorded at fair values adopting market approach and applying price to book value multiple to arrive at the value of investment. There are no active markets for these investments and the Group intends to hold them for the long term and these are classified as Level 3.

The estimated fair value would increase (decrease) if the adjusted market multiple is higher (lower).

The Group's investment managers consider the valuation techniques and inputs used in valuing these funds as part of its due diligence prior to investing, to ensure they are reasonable and appropriate and therefore the NAV of these funds may be used as an input into measuring their fair value.

In measuring this fair value, the NAV of the funds is adjusted, as necessary, to reflect restrictions on redemptions, future commitments, and other specific factors of the fund and fund manager.

In measuring fair value, consideration is also paid to any transactions in the shares of the fund. Depending on the nature and level of adjustments needed to the NAV and the level of trading in the fund, the Group classifies these funds as Level 3.

Level 3 reconciliation

The following table shows a reconciliation of all movements in the fair value of financial instruments categorised within Level 3 between the beginning and the end of the reporting period:

| | 2025 QR '000 | 2024 QR '000 |
|---|-----------------|-----------------|
| Balance at 1 January | 1,577,137 | 1,629,922 |
| Net gain / (loss) in fair value reserve | 113,555 | (190,605) |
| Additions during the year | 9,131 | 137,820 |
| Balance at 31 December | 1,699,823 | 1,577,137 |

28 RELATED PARTIES

Note 1 provides information about the Group's structure, including details of the subsidiaries and the Parent Company. The following tables provide the total amount of transactions that have been entered into with related parties for the relevant financial year.

Related parties represent major shareholders, directors, and key management personnel of the Group and entities controlled, jointly controlled or significantly influenced by such parties.

a) Transactions with related parties

These represent transactions with related parties, i.e., parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions and also, directors of the Group and companies of which they are key management personnel.

Pricing policies and terms of these transactions are approved by the Group's management and are negotiated under normal commercial terms.

| | For the year ended 31 December 2025 | | | |
|---|--|---------------------------------|---|--------------|
| | Insurance Revenue | Insurance Service expense | Net income from reinsurance contracts held | Others |
| | (QR '000) | (QR '000) | (QR '000) | (QR '000) |
| 31 December 2025 | | | | |
| Affiliate Companies | | | | |
| Al Fardan Group | 31,725 | 27,860 | - | - |
| Al Jaidah Group | 9,035 | 12,704 | - | - |
| Joint Venture | | | | |
| Massoun Insurance Services L.L.C. | 1,504 | 138 | - | - |
| Associates | | | | |
| QLM Life & Medical Insurance Company Q.P.S.C. | 372,347 | 344,876 | (4,321) | 2,995 |
| Al Liwan Real Estate Company W.L.L. | 104 | 4 | - | - |
| Others | 5,730 | (675) | (3,232) | - |
| Total | 420,445 | 384,907 | (7,553) | 2,995 |

28 RELATED PARTY (CONTINUED)

a) Transactions with related parties (continued)

| | For the year ended 31 December 2024 | | | |
|---|--|---------------------------------|--|--------------|
| | Insurance Revenue | Insurance Service expense | Net income from reinsurance contracts held | Others |
| | (QR '000) | (QR '000) | (QR '000) | (QR '000) |
| 31 December 2025 | | | | |
| Affiliate Companies | | | | |
| Al Fardan Group | 28,034 | 22,329 | - | - |
| Al Jaidah Group | 5,653 | 7,106 | - | - |
| Joint Venture | | | | |
| Massoun Insurance Services L.L.C. | 1,764 | 674 | - | - |
| Associates | | | | |
| QLM Life & Medical Insurance Company Q.P.S.C. | 6,948 | 2,489 | (3,635) | 2,831 |
| Al Liwan Real Estate Company W.L.L. | 77 | 18 | - | - |
| Others | 5,058 | 1,069 | (3,851) | - |
| Total | 47,534 | 33,685 | (7,486) | 2,831 |

b) Related party balances

Balances of related parties included in the consolidated statement of financial position are as follows:

| | 31 December 2025 | | | |
|---|---------------------------------|-----------------------------------|--------------------------------------|--|
| | Insurance Contract assets | Reinsurance Contract Assets | Insurance Contract Liabilities | Reinsurance Contract Liabilities |
| | QR '000 | QR '000 | QR '000 | QR '000 |
| Affiliate Companies | | | | |
| Al Fardan Group | - | - | 20,045 | - |
| Al Jaidah Group | - | - | 11,350 | - |
| Joint Venture | | | | |
| Massoun Insurance Services L.L.C. | - | - | 27,854 | - |
| Associates | | | | |
| QLM Life & Medical Insurance Company Q.P.S.C. | 11,978 | (80,490) | 323,833 | 15,400 |
| Al Liwan Real Estate Company W.L.L. | - | - | 29 | - |
| Others | - | 25,352 | 7,792 | - |
| Total | 11,978 | (55,138) | 390,903 | 15,400 |

28 RELATED PARTY (CONTINUED)

b) Related party balances (continued)

| | 31 December 2024 | | | |
|---|---------------------------|-----------------------------|--------------------------------|----------------------------------|
| | Insurance Contract assets | Reinsurance Contract Assets | Insurance Contract liabilities | Reinsurance Contract Liabilities |
| | QR '000 | QR '000 | QR '000 | QR '000 |
| Affiliate Companies | | | | |
| Al Fardan Group | - | - | 21,070 | - |
| Al Jaidah Group | - | - | 7,486 | - |
| Joint Venture | | | | |
| Massoun Insurance Services L.L.C. | - | - | 25,041 | - |
| Associates | | | | |
| QLM Life & Medical Insurance Company Q.P.S.C. | 12,456 | (33,828) | (3,361) | 20,830 |
| Al Liwan Real Estate Company W.L.L. | - | - | 23 | - |
| Others | - | 21,803 | 5,866 | - |
| Total | 12,456 | (12,025) | 56,125 | 20,830 |

All the related party receivable balances are payable on demand and in local currency. Outstanding related party balances at the reporting date are unsecured and interest free and no impairment losses relating to these balances were recognised during the current and comparative periods.

Compensation of key management personnel

The remuneration of directors and other members of key management during the period were as follows:

| | 2025 | 2024 |
|--|---------------|---------------|
| | QR '000 | QR '000 |
| BOD remuneration | 22,000 | 20,000 |
| Salaries and other short-term benefits | 41,689 | 39,645 |
| End of service benefits | 2,340 | 2,349 |
| | 66,029 | 61,994 |

29 NON-CONTROLLING INTERESTS

Represents the non-controlling interests of 41.07% (2024: 41.07%) of the share capital in Oman Qatar Insurance Company, 49% (2024: 49%) in QIC Islamic Asset Management LLC and 9.06% (2024: 9.06%) in Kuwait Qatar Insurance Company.

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

The Group in the normal course of its business derives its revenue mainly from assuming and managing insurance and investments. Through a robust governance structure, risks and returns are evaluated to produce sustainable revenues to reduce earnings volatility and increase shareholders' return. The Group's lines of business are mainly exposed to the following risks:

- Insurance risk,
- Credit risk,
- Liquidity risk,
- Market risk, and
- Operational risks

a) Governance framework

The primary objective of the Group's risk and financial management framework is to protect the Group's shareholders from events that hinder the sustainable achievement of the set financial performance objectives. Key management recognises the critical importance of having efficient and effective risk management systems in place.

The Group has established a risk management function with clear terms of reference from the Board of Directors, its committees and the associated executive management committees. This is supplemented with a clear organisational structure with documented delegated authorities and responsibilities from the board of directors to executive management committees and senior managers. A group risk management policy framework which sets out the risk profiles for the Group, risk management, control and business conduct standards for the Group's operations has been put in place.

b) Capital management framework

The Group has an internal risk management framework for identifying risks to which each of its business units and the Group as a whole is exposed, quantifying their impact on economic capital. The internal framework estimates indicate how much capital is needed to mitigate the risk of insolvency to a selected remote level of risk applied to a number of tests (both financial and non-financial) on the capital position of the business.

c) Regulatory framework

Regulators are primarily interested in protecting the rights of the policyholders and monitor them closely to ensure that the Group is satisfactorily managing affairs for their benefit. At the same time, the regulators are also interested in ensuring that the Group maintains an appropriate solvency position to meet unforeseen liabilities arising from economic shocks or natural disasters. The operations of the Group are also subject to regulatory requirements within the jurisdictions where it operates.

Such regulations not only prescribe approval and monitoring of activities, but also impose certain restrictive provisions (e.g. capital adequacy) to minimise the risk of default and insolvency on the part of the insurance companies to meet unforeseen liabilities as these arise.

d) Asset liability management (ALM) framework

Financial risks arise from open positions in interest rate, currency and equity products, all of which are exposed to general and specific market movements. The main risk that the Group faces due to the nature of its investments and liabilities is interest rate risk. The Group manages these positions within an ALM framework that has been developed to achieve long-term investment returns in excess of its obligations under insurance and investment contracts.

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

d) Asset liability management (ALM) framework (continued)

The Group's ALM is also integrated with the management of the financial risks associated with the Group's other financial assets and liabilities not directly associated with insurance and investment liabilities. The Group's ALM also forms an integral part of the insurance risk management policy, to ensure in each period sufficient cash flow is available to meet liabilities arising from insurance and investment contracts.

e) Offsetting

Financial assets and financial liabilities are offset and the net amount reported in the consolidated statement of financial position only when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liability simultaneously. Income and expense are not offset in the consolidated statement of profit or loss unless required or permitted by any accounting standard or interpretation.

f) Insurance risk

The principal risk the Group faces under insurance contracts is that the actual claims and benefit payments or the timing thereof, differ from expectations. This is influenced by the frequency of claims, severity of claims, actual compensation paid and subsequent development of long-term claims. Therefore, the objective of the Group is to ensure that sufficient reserves are available to cover these liabilities.

The Group manages the insurance risk through the careful selection and implementation of its underwriting strategy and guidelines together with the adequate reinsurance arrangements and proactive claims handling.

The Group principally issues general insurance contracts which mainly constitutes marine & aviation, property & casualty and health & life.

The concentration of insurance risk exposure is mitigated by careful selection and implementation of the underwriting strategy of the Group, which attempts to ensure that the risks underwritten are well diversified across a large portfolio in terms of type, level of insured benefits, amount of risk, industry and geography. Underwriting limits are in place to enforce risk selection criteria.

The Group, in the normal course of business, in order to minimise financial exposure arising from large claims, enters into contracts with other parties for reinsurance purposes. Such reinsurance arrangements provide for greater diversification of business, allow management to control exposure to potential losses arising from large risks, and provide additional capacity for growth.

A significant portion of the reinsurance is affected under treaty, facultative and excess-of-loss reinsurance contracts. Amounts recoverable from reinsurers are estimated in a manner consistent with the outstanding claims provision and are in accordance with the reinsurance contracts.

Although the Group has reinsurance arrangements, it is not relieved of its direct obligations to its policyholders and thus a credit exposure exists with respect to ceded insurance, to the extent that any reinsurer is unable to meet its obligations assumed under such reinsurance agreements. The Group's placement of reinsurance is diversified such that it is neither dependent on a single reinsurer nor are the operations of the Group substantially dependent upon any single reinsurance contract.

The Group has in place strict claim review policies to assess all new and ongoing claims, regular detailed review of claims handling procedures and frequent investigation of possible fraudulent claims to reduce the risk exposure

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

f) Insurance risk (continued)

of the Group. The Group further enforces a policy of actively managing and promptly pursuing claims, in order to reduce its exposure to unpredictable future developments that can negatively impact the Group.

Key assumptions

The principal assumption underlying the liability estimates is that the Group's future claims development will follow a similar pattern to past claims development experience. This includes assumptions in respect of average claim costs, claim handling costs, claim inflation factors and claim numbers for each accident year. Additional qualitative judgments are used to assess the extent to which past trends may not apply in the future, for example, one-off occurrence, changes in market factors such as public attitude to claiming, economic conditions, as well as internal factors such as portfolio mix, policy conditions and claims handling procedures. Judgment is further used to assess the extent to which external factors such as judicial decisions and government legislation affect the estimates.

Other key circumstances affecting the reliability of assumptions include variation in interest rates, delays in settlement and changes in foreign currency rates.

g) Sensitivities

The general insurance claims provisions are sensitive to the key assumptions mentioned above. It has not been possible to quantify the sensitivity of certain assumptions such as legislative changes or uncertainty in the estimation process. The following table presents the impact on profit and loss statement and equity due to changes in ultimate claims on net basis.

| | 2025 QR' 000 | | 2024 QR' 000 | |
|-------------------------------|-----------------------------------|-------------------------------------|--------------------------------|-------------------------------------|
| | Impact on Profit before tax | Impact on Equity (before tax) | Impact on Profit before tax | Impact on Equity (before tax) |
| Ultimate claims (1% Increase) | (103,106) | (103,106) | (123,846) | (123,846) |
| Ultimate claims (1% Decrease) | 103,106 | 103,106 | 123,846 | 123,846 |

h) Claims Development Table

The Group maintains strong reserves in respect of its insurance business in order to protect against adverse future claims experience and developments. The following tables show the estimates of cumulative incurred claims, including both claims notified and Incurred but not reported (IBNR) for each successive accident year at each reporting date, together with cumulative payments to date.

The top half of each table below illustrates how the Group's estimate of total claims outstanding for each accident year has changed at successive year-ends. The bottom half of the table reconciles the cumulative claims to the amount appearing in the Consolidated Statement of Financial Position.

With the exception of the proportional and non-proportional reinsurance business, an accident-year basis is considered to be most appropriate for the business written by the Group. Given the nature of reinsurance claims and the difficulties in identifying an accident year for each reported claim, these claims are reported separately and aggregated by reporting year (reporting year basis) – that is, with reference to the year in which the Group was notified of the claims.

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

h) Claims Development Table (continued)

This presentation is different from the basis used for the claims development tables for the other insurance claims and entities of the Group, where the reference is to the actual date of the event that caused the claim (accident-year basis).

| Accident year | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total |
|--|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| At end of accident year | 5,786,451 | 4,731,735 | 5,181,058 | 5,032,888 | 5,243,562 | 4,531,008 | 30,506,702 |
| One year later | 6,857,036 | 6,406,377 | 6,295,266 | 5,530,459 | 5,197,772 | - | - |
| Two years later | 6,975,106 | 5,807,884 | 6,464,861 | 5,596,470 | - | - | - |
| Three years later | 6,892,425 | 6,062,563 | 6,684,875 | - | - | - | - |
| Four years later | 7,067,537 | 6,096,083 | - | - | - | - | - |
| Five years later | 7,096,956 | - | - | - | - | - | - |
| Net estimates of undiscounted claims | 7,096,956 | 6,096,083 | 6,684,875 | 5,596,470 | 5,197,772 | 4,531,008 | 35,203,164 |
| Cumulative payments to date | (5,400,079) | (5,257,949) | (5,226,300) | (4,482,101) | (2,921,420) | (2,618,152) | (25,906,001) |
| Net undiscounted liability of incurred claims | 1,696,877 | 838,134 | 1,458,575 | 1,114,369 | 2,276,352 | 1,912,856 | 9,297,163 |
| Reserve in respect of prior years (Before 2020) | - | - | - | - | - | - | 1,501,737 |
| Effect of discounting | - | - | - | - | - | - | (714,779) |
| Effect of the risk adjustment for non-financial risk | - | - | - | - | - | - | 539,164 |
| Others | - | - | - | - | - | - | (723,840) |
| Total Net Liability of Incurred claims | - | - | - | - | - | - | 9,899,445 |

i) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss to the other party by failing to discharge an obligation. The following policies and procedures are in place to mitigate the Group's exposure to credit risk. A credit risk policy setting out the assessment and determination of what constitutes credit risk for the Group has been established and the following policies and procedures are in place to mitigate the Group's exposure to credit risk:

- Compliance with the receivable management policy is monitored and exposures and breaches are regularly reviewed for pertinence and for changes in the risk environment.
- For all classes of financial assets held by the Group, other than those relating to reinsurance contracts, the maximum credit risk exposure to the Group is the carrying value as disclosed in the consolidated financial statements at the reporting date.

As at reporting date, management considers that its financial assets other than those relating to reinsurance contracts has low credit risk based on the external credit ratings of the counterparties, which are all at "investment grade". Impairment on these financial assets has been measured on a 12-month expected loss basis and reflects the short-term maturities of the exposures.

- Reinsurance is placed with reinsurers approved by the management. To minimise its exposure to significant losses from reinsurer insolvencies, the Group evaluates the financial condition of its reinsurers and monitors concentrations of credit risk arising from similar geographic regions, activities or economic characteristics of the reinsurers.

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

i) Credit risk (continued)

At each reporting date, management performs an assessment of creditworthiness of reinsurers and updates the reinsurance purchase strategy, ascertaining suitable allowance for impairment.

As at reporting date, the Group does not have a significant concentration of credit risk with any single reinsurer.

Credit exposure is limited to the carrying values of the financial assets as at the reporting date. The table below shows the maximum exposure to credit risk for the components of consolidated statement of financial position.

| | 2025 | 2024 |
|--|-------------------|-------------------|
| | QR '000 | QR '000 |
| Derivative financial assets | 83,416 | 121,100 |
| Financial investments at fair value through profit or loss (FVTPL) | 4,312,747 | 3,712,451 |
| Financial investments at fair value through other comprehensive income (FVOCI) | 10,160,739 | 10,748,302 |
| Other receivables | 322,233 | 391,340 |
| Insurance contract assets | 79,775 | 106,368 |
| Reinsurance contract assets | 4,021,676 | 4,925,799 |
| Cash and short-term deposits | 4,475,419 | 4,777,860 |
| | 23,456,005 | 24,783,220 |

Insurance contracts

At 31 December 2025, the maximum exposure to credit risk from insurance contracts is QAR 4,378 million (2024: 5,232 million), which primarily relates to premiums receivable for services that the Group has already provided, and the maximum exposure to credit risk from reinsurance contracts is QAR 906 million (2024: 648 million).

j) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities. Liquidity requirements are monitored regularly on a daily/weekly/monthly basis and management ensures that sufficient funds are available to meet any commitments as they arise.

Maturity profiles

The table below summarises the maturity profile of the financial assets and financial liabilities of the Group based on remaining undiscounted contractual obligations, including interest payable and receivable. For insurance contract liabilities and reinsurance assets, maturity profiles are determined based on estimated timing of net cash outflows from the recognised insurance liabilities.

Unearned premiums and the reinsurers' share of unearned premiums have been excluded from the analysis as they are not contractual obligations.

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

j) Liquidity risk (continued)

| | Up to a year | 1-5 years | Over 5 years | Total |
|--|-------------------|------------------|------------------|-------------------|
| | QR '000 | QR '000 | QR '000 | QR '000 |
| 31 December 2025 | | | | |
| Financial assets | | | | |
| Derivative financial assets | 83,416 | - | - | 83,416 |
| Non-derivative financial assets | | | | |
| Insurance contract assets | 28,866 | 37,110 | 13,799 | 79,775 |
| Reinsurance contract assets | 1,934,636 | 1,362,067 | 724,973 | 4,021,676 |
| Financial investments at fair value through profit or loss (FVTPL) | 3,698,586 | 445,376 | 168,785 | 4,312,747 |
| Financial investments at fair value through other comprehensive income (FVOCI) | 983,416 | 4,592,445 | 4,584,878 | 10,160,739 |
| Other receivables | 242,182 | 80,051 | - | 322,233 |
| Cash and short-term deposits | 4,475,419 | - | - | 4,475,419 |
| | 11,363,105 | 6,517,049 | 5,492,435 | 23,456,005 |
| | | | | |
| | Up to a year | 1-5 years | Over 5 years | Total |
| | QR '000 | QR '000 | QR '000 | QR '000 |
| Financial liabilities | | | | |
| Derivative financial liabilities | 5,631 | - | - | 5,631 |
| Non-derivative financial liabilities | | | | |
| Insurance contract liabilities | 4,486,375 | 5,949,736 | 2,212,324 | 12,648,435 |
| Reinsurance contract liabilities | 82,796 | 58,292 | 31,027 | 172,115 |
| Other payables | 878,028 | 80,630 | 26,822 | 985,480 |
| Short term borrowings | 1,276,593 | - | - | 1,276,593 |
| | 6,729,423 | 6,088,658 | 2,270,173 | 15,088,254 |

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

j) Liquidity risk (continued)

| | Up to a year | 1-5 years | Over 5 years | Total |
|--|-------------------|------------------|------------------|-------------------|
| | QR '000 | QR '000 | QR '000 | QR '000 |
| 31 December 2024 | | | | |
| Financial assets | | | | |
| Derivative financial assets | 121,100 | - | - | 121,100 |
| Non-derivative financial assets | | | | |
| Insurance contract assets | 26,592 | 60,630 | 19,146 | 106,368 |
| Reinsurance contract assets | 1,480,123 | 2,571,400 | 874,276 | 4,925,799 |
| Financial investments at fair value through profit or loss (FVTPL) | 3,162,447 | 353,536 | 196,468 | 3,712,451 |
| Financial investments at fair value through other comprehensive income (FVOCI) | 1,634,203 | 4,653,264 | 4,460,835 | 10,748,302 |
| Other receivables | 269,644 | 115,751 | 5,945 | 391,340 |
| Cash and short-term deposits | 4,777,860 | - | - | 4,777,860 |
| | 11,350,869 | 7,754,581 | 5,556,670 | 24,783,220 |
| | | | | |
| | Up to a year | 1-5 years | Over 5 years | Total |
| | QR '000 | QR '000 | QR '000 | QR '000 |
| Financial liabilities | | | | |
| Derivative financial liabilities | 67,756 | - | - | 67,756 |
| Non-derivative financial liabilities | | | | |
| Insurance contract liabilities | 3,593,397 | 8,192,945 | 2,587,246 | 14,373,588 |
| Reinsurance contract liabilities | 67,523 | 102,308 | 34,785 | 204,616 |
| Other payables | 641,637 | 67,798 | - | 709,435 |
| Short term borrowings | 2,322,906 | - | - | 2,322,906 |
| | 6,693,219 | 8,363,051 | 2,622,031 | 17,678,301 |

k) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices (such as exchange rates, interest rates and equity prices), whether those changes are caused by factors specific to the individual security, or its issuer, or factors affecting all securities traded in the market.

The Group limits market risk by maintaining a diversified portfolio and by continuous monitoring of developments in international and local equity and bond markets. In addition, the Group actively monitors the key factors that affect stock and bond market movements, including analysis of the operational and financial performance of investees.

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)**k) Market risk (continued)***i) Currency risk*

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Qatari Riyal is effectively pegged to the United States dollars and thus currency risk occurs only in respect of currencies other than the United States Dollar.

The Group uses various off balance sheet financial instruments, including forward foreign exchange contracts and options, to manage certain foreign currency investment exposures.

The table below summarises the Group's exposure to foreign currency exchange rate risk at the reporting date by categorising assets and liabilities by major currencies.

| | USD | EURO | GBP | Others* | Total |
|----------------------------------|-------------------|----------------|------------------|------------------|-------------------|
| | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| 31 December 2025 | | | | | |
| Cash and short-term deposits | 1,949,179 | 1,844 | 562,655 | 1,961,741 | 4,475,419 |
| Other receivables | 88,031 | 53,601 | 118,773 | 61,828 | 322,233 |
| Financial investments | 11,340,543 | 305,169 | 1,492,700 | 1,418,490 | 14,556,902 |
| Insurance contract assets | 18,804 | 8,310 | - | 52,661 | 79,775 |
| Reinsurance contract assets | 640,152 | 257,564 | 2,566,271 | 557,689 | 4,021,676 |
| Total assets | 14,036,709 | 626,488 | 4,740,399 | 4,052,409 | 23,456,005 |
| Short term borrowings | 1,276,593 | - | - | - | 1,276,593 |
| Other payables | (2,256,061) | (203,435) | 1,814,188 | 1,690,772 | 1,045,464 |
| Insurance contract liabilities | 2,453,415 | 779,542 | 5,587,299 | 3,828,179 | 12,648,435 |
| Reinsurance contract liabilities | 121,646 | - | (28,684) | 79,153 | 172,115 |
| Total liabilities | 1,595,593 | 576,107 | 7,372,803 | 5,598,104 | 15,142,607 |
| | USD | EURO | GBP | Others* | Total |
| | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| 31 December 2024 | | | | | |
| Cash and short-term deposits | 1,019,446 | 16,095 | 802,714 | 2,939,605 | 4,777,860 |
| Other receivables | (100,457) | 31,300 | 325,252 | 135,245 | 391,340 |
| Financial investments | 12,601,708 | 238,151 | 580,914 | 1,161,080 | 14,581,853 |
| Insurance contract assets | 23,500 | 10,682 | 16,124 | 56,062 | 106,368 |
| Reinsurance contract assets | 701,348 | 324,052 | 3,170,804 | 729,595 | 4,925,799 |
| Total assets | 14,245,545 | 620,280 | 4,895,808 | 5,021,587 | 24,783,220 |
| Short term borrowings | 2,022,279 | - | - | 300,627 | 2,322,906 |
| Other payables | (1,388,806) | (213,561) | 1,041,151 | 1,328,360 | 767,144 |
| Insurance contract liabilities | 3,073,622 | 806,363 | 5,894,248 | 4,599,355 | 14,373,588 |
| Reinsurance contract liabilities | 55,847 | 2,732 | 3,380 | 142,657 | 204,616 |
| Total liabilities | 3,762,942 | 595,534 | 6,938,779 | 6,370,999 | 17,668,254 |

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)**k) Market risk (continued)***i) Currency risk (continued)*

* Included in Others are exposures in Qatari Riyals.

The Group has no significant concentration of currency risk.

The analysis below is performed for reasonably possible movements in key variables with all other variables held constant, showing the impact on the consolidated statements of income and changes in equity due to changes in the fair value of currency sensitive monetary assets.

ii) Interest rate risk

| Currency | Changes in exchange rates | 31 December 2025 | | 31 December 2024 | |
|--------------|---------------------------|--------------------------|------------------|--------------------------|------------------|
| | | Impact on profit or loss | Impact on equity | Impact on profit or loss | Impact on equity |
| | | QR '000 | QR '000 | QR '000 | QR '000 |
| Euro | +10% | 30,701 | 30,701 | 25,424 | 25,424 |
| GBP | +10% | 219,708 | 219,708 | 138,363 | 138,363 |
| Total | | 250,409 | 250,409 | 163,787 | 163,787 |
| Euro | -10% | (30,701) | (30,701) | (25,424) | (25,424) |
| GBP | -10% | (219,708) | (219,708) | (138,363) | (138,363) |
| Total | | (250,409) | (250,409) | (163,787) | (163,787) |

The method used for deriving sensitivity information and significant variables did not change from the previous period.

Interest rate risk is the risk that the value of future cash flows from a financial instrument will fluctuate because of changes in market interest rates.

The Group invests in securities and has deposits that are subject to interest rate risk. Interest rate risk to the Group is the risk of changes in market interest rates reducing the overall return on its interest-bearing securities.

The Group's interest rate risk policy requires managing interest rate risk by maintaining an appropriate mix of fixed and variable rate instruments. The policy also requires it to manage the maturities of interest-bearing financial assets and interest-bearing financial liabilities. The Group limits interest rate risk by monitoring changes in interest rates in the currencies in which its cash and investments are denominated and has no significant concentration of interest rate risk.

The analysis below is performed for reasonably possible movements in key variables with all other variables held constant, showing the impact on profit or loss and equity.

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

k) Market risk (continued)

| Currency | Changes in exchange rates | 31 December 2025 | | 31 December 2024 | |
|---------------|---------------------------|--------------------------|------------------|--------------------------|------------------|
| | | Impact on profit or loss | Impact on equity | Impact on profit or loss | Impact on equity |
| | | QR '000 | QR '000 | QR '000 | QR '000 |
| Qatari riyals | +50 basis points | (11,092) | (945,129) | (11,609) | (252,402) |
| Qatari riyals | -50 basis points | 11,092 | 945,129 | 11,609 | 252,402 |

| | Up to 1 year | 1 to 5 years | Over 5 years | Total | Effective interest rate (%) |
|--------------------------------|------------------|------------------|------------------|-------------------|-----------------------------|
| | QR '000 | QR '000 | QR '000 | QR '000 | |
| 31 December 2025 | | | | | |
| Cash and short-term deposits | 4,261,524 | 213,895 | - | 4,475,419 | 4.33% |
| Derivative Financial Assets | 83,416 | - | - | 83,416 | |
| Investments – Debt instruments | 1,271,357 | 5,037,821 | 4,753,664 | 11,062,842 | 4.93% |
| Insurance contract assets | 28,866 | 37,110 | 13,799 | 79,775 | |
| Reinsurance contract assets | 1,934,636 | 1,362,067 | 724,973 | 4,021,676 | |
| | 7,579,799 | 6,650,893 | 5,492,436 | 19,723,128 | |

| | Up to 1 year | 1 to 5 years | Over 5 years | Total | Effective interest rate (%) |
|--------------------------------|------------------|------------------|------------------|-------------------|-----------------------------|
| | QR '000 | QR '000 | QR '000 | QR '000 | |
| 31 December 2024 | | | | | |
| Cash and short-term deposits | 4,607,552 | 170,308 | - | 4,777,860 | 5.32% |
| Derivative Financial Assets | 121,100 | - | - | 121,100 | |
| Investments – Debt instruments | 1,644,579 | 5,006,800 | 4,657,302 | 11,308,681 | 4.63% |
| Insurance contract assets | 26,592 | 60,630 | 19,146 | 106,368 | |
| Reinsurance contract assets | 1,480,123 | 2,571,400 | 874,276 | 4,925,799 | |
| | 7,879,946 | 7,809,138 | 5,550,724 | 21,239,808 | |

iii) Price risk

Price risk is the risk that the fair value of or income from a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Group's equity price risk exposure relates to financial assets and financial liabilities whose values will fluctuate as a result of changes in market prices, principally investment securities not held for the account of unit-linked business.

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

k) Market risk (continued)

Price risk (continued)

The Group's price risk policy requires it to manage such risks by setting and monitoring objectives and constraints on investments, diversification plans, limits on investments in each country, sector and market and careful and planned use of derivative financial instruments. The Group has no significant concentration of price risk. The analysis below is performed for reasonably possible movements in key variables with all other variables held constant, showing the impact on profit or loss and equity.

| | Changes in variables | 31 December 2025 | | 31 December 2024 | |
|-----------------------|----------------------|--------------------------|------------------|--------------------------|------------------|
| | | Impact on profit or loss | Impact on equity | Impact on profit or loss | Impact on equity |
| | | QR '000 | QR '000 | QR '000 | QR '000 |
| Qatar Market | +10% | 59,854 | 59,854 | 50,683 | 50,683 |
| International Markets | +10% | 52,245 | 52,245 | 45,571 | 45,571 |
| Qatar Market | -10% | (59,854) | (59,854) | (50,683) | (50,683) |
| International Markets | -10% | (52,245) | (52,245) | (45,571) | (45,571) |

The method used for deriving sensitivity information and significant variables did not change from the previous period.

The method used for deriving sensitivity information and significant variables did not change from the previous period.

iv) Operational risks

Operational risk is the risk of loss arising from system failure, human error, fraud or external events. When controls fail to perform, operational risks can cause damage to reputation, have legal or regulatory implications or can lead to financial loss. The Group cannot expect to eliminate all operational risks, but by initiating a rigorous control framework and by monitoring and responding to potential risks, the Group is able to manage the risks. The Group has detailed systems and procedures manuals with effective segregation of duties, access controls, authorisation and reconciliation procedures, staff training and assessment processes etc. with an effective compliance and internal audit framework. Business risks such as changes in the environment, technology and the industry are monitored through the Group's strategic planning and budgeting process.

l) Capital management

The primary source of capital used by the Group is total equity. The Group also utilises, where it is efficient to do so, sources of capital such as subordinated perpetual debt, in addition to more traditional sources of funding. The Group manages its capital requirements by assessing shortfalls between reported and required capital levels on a regular basis. The Group fully complied with the externally imposed capital requirements during the reported financial year and no changes were made to its capital base, objectives, policies and processes from the previous year. Externally imposed capital requirements are set and regulated by the Qatar Commercial Companies' Law and Qatar Central Bank regulations to ensure sufficient solvency margins. Further objectives are set by the Group to maintain a strong credit rating and healthy capital ratios in order to support its business objectives and maximise shareholders value. The Group ensures that it maintains the minimum capital requirement and solvency ratio at all times as per Qatar Central Bank's requirements.

30 FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

m) Classification and fair values

The following table compares the fair values of the financial instruments to their carrying values:

| | 31 December 2025 | | 31 December 2024 | |
|--|-------------------|-------------------|------------------|------------|
| | Carrying amount | Fair value | Carrying amount | Fair value |
| | QR '000 | QR '000 | QR '000 | QR '000 |
| Cash and short-term deposits | 4,475,419 | 4,475,419 | 4,777,860 | 4,777,860 |
| Insurance contract assets | 79,775 | 79,775 | 106,368 | 106,368 |
| Reinsurance contract assets | 4,021,676 | 4,021,676 | 4,925,799 | 4,925,799 |
| Derivative financial assets | 83,416 | 83,416 | 121,100 | 121,100 |
| Financial investments at fair value through profit or loss (FVTPL) | 4,312,747 | 4,312,747 | 3,712,451 | 3,712,451 |
| Financial investments at fair value through other comprehensive income (FVOCI) | 10,160,739 | 10,160,739 | 10,748,302 | 10,748,302 |
| | 23,133,772 | 23,133,772 | 24,391,880 | 24,391,880 |
| Short term borrowings | 1,276,593 | 1,276,593 | 2,322,906 | 2,322,906 |
| Insurance contract liabilities | 12,648,435 | 12,648,435 | 14,373,588 | 14,373,588 |
| Reinsurance contract liabilities | 172,115 | 172,115 | 204,616 | 204,616 |
| | 14,097,143 | 14,097,143 | 16,901,110 | 16,901,110 |

31 DERIVATIVE FINANCIAL INSTRUMENTS

In the ordinary course of business, the Group enters into various types of transactions that involve derivative financial instruments. A derivative financial instrument is a financial contract between two parties where payments are dependent upon movements in price in one or more underlying financial instrument, reference rate or index. Derivative financial instruments include forward contracts, swaps and equity options structures.

The table below shows the notional amounts analysed by the term to maturity. The notional amount is the amount of a derivative's underlying asset, reference rate or index and is the basis upon which changes in the value of derivatives are measured.

The notional amounts indicate the volume of transactions outstanding at year end and are neither indicative of market risk nor of credit risk.

31 DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

| | Notional amount | Derivative Asset | Derivative Liability | Others* | Total |
|--------------------------------------|------------------|------------------|----------------------|----------------|------------------|
| 31 December 2025 | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| Over the Counter Derivatives | | | | | |
| Credit and Interest Rate Derivatives | 582,518 | 58,109 | (1,678) | 86,268 | 496,250 |
| Equity Derivatives | 376,700 | - | (2,404) | - | 376,700 |
| FX Derivatives | 4,217,576 | 25,307 | (1,549) | 614,051 | 3,603,525 |
| | 5,176,794 | 83,416 | (5,631) | 700,319 | 4,476,475 |
| 31 December 2024 | QR '000 | QR '000 | QR '000 | QR '000 | QR '000 |
| Over the Counter Derivatives | | | | | |
| Credit and Interest Rate Derivatives | 951,216 | 101,005 | (1,363) | - | 951,216 |
| Equity Derivatives | 36,400 | 12,806 | - | - | 36,400 |
| FX Derivatives | 2,520,208 | 7,289 | (66,393) | 1,149 | 2,519,059 |
| | 3,507,824 | 121,100 | (67,756) | 1,149 | 3,506,675 |

Various option strategies are employed for hedging, risk management and income enhancement. All calls sold are on assets held by the Group.

Credit and interest rate and derivatives

Interest rate and credit derivatives include swap contracts to exchange one set of cash flows for another, generally fixed and floating interest payments in a single currency without exchanging principal. In the case of credit default swaps the counterparties agree to make payments with respect to defined credit events based on specified notional amounts.

The forward exchange derivative contracts are over-the-counter contracts transacted in the over-the-counter market and changes in contract values are settled daily.

Equity derivatives

Equity derivatives include options and swaps and are contractual agreements in relation to a specified equity instrument at a specified price and date in the future. The equity derivative contracts are over-the-counter contracts transacted in the over-the-counter market and changes in contract values are settled daily.

Foreign Exchange derivatives

Foreign exchange derivatives include forwards and options and are contractual agreements in relation to a specified currency at a specified price and date in the future. The options are contractual agreements under which the seller (writer) grants the purchaser (holder) the right, but not the obligation, to either buy or sell at a fixed future date or at any time during a specified period, a specified amount of a currency, at a pre-determined price.

The interest rate and credit derivative contracts are over-the-counter contracts transacted in the over-the-counter market and changes in contract values are settled daily.

32 PARENTAL GUARANTEE

The Parent Company has provided an unconditional parental guarantee to its subsidiary companies, Antares Reinsurance Company L.L.C. (Antares – Re), Kuwait Qatar Insurance Company and QIC Europe Ltd, Antares Insurance Company Limited for the purpose of obtaining a financial rating from international rating agencies.

33 COMPARATIVE FIGURES

Certain comparative figures have been reclassified to align their presentation to the current year’s structure. Such reclassifications had no effect on the comparative figures for profit or loss, comprehensive income and changes in equity of the Company. The detail of reclassification are as follows:

| Particulars | (Previously reported) | Impact | (Reclassified) |
|--|-----------------------|-----------|------------------|
| | Dec 2024 | | Dec 2024 |
| | QR '000 | QR '000 | QR '000 |
| Statement of Financial Position | | | |
| Reinsurance contract assets | 5,142,799 | (217,000) | 4,925,799 |
| Other payables | 984,144 | (217,000) | 767,144 |
| Fair value reserve | (270,042) | (42,817) | (312,859) |
| Other components of equity | (91,384) | 42,817 | (48,567) |
| Statement of Profit or Loss | | | |
| Advisory fees | 27,292 | 6,557 | 33,849 |
| Operating and administrative expenses | (393,449) | (6,557) | (400,006) |



CORPORATE GOVERNANCE REPORT

| | |
|--|-----|
| INTRODUCTION | 183 |
| STATEMENT OF COMMITMENT | 183 |
| QIC GOVERNANCE FRAMEWORK | 184 |
| QIC GOVERNANCE PRINCIPLES | 186 |
| PURPOSE AND OBJECTIVES | 186 |
| GOVERNANCE STRUCTURE | 187 |
| BOARD OF DIRECTORS | 188 |
| REMUNERATION OF THE BOARD AND EXECUTIVE MANAGEMENT | 204 |
| RELATED PARTIES | 204 |
| RISK MANAGEMENT FRAMEWORK | 205 |
| GROUP EXECUTIVE MANAGEMENT | 207 |
| MANAGEMENT COMMITTEES | 209 |
| INTERNAL CONTROL FUNCTIONS | 211 |
| EXTERNAL AUDITOR | 213 |
| CAPITAL STOCK | 213 |
| RELATIONSHIP WITH SHAREHOLDERS AND STAKEHOLDERS | 213 |
| DISCLOSURE | 215 |
| DISPUTES | 216 |
| CORPORATE SOCIAL RESPONSIBILITY | 216 |
| CONCLUSION | 218 |

ANNUAL CORPORATE GOVERNANCE REPORT FOR THE YEAR 2025

1. INTRODUCTION

Qatar Insurance Company Q.S.P.C. (**“QIC” or the “Company”**) was established in 1964 with the participation of the Government of Qatar together with a few strategic corporate and individual investors who instigated a governance culture from its inception. These robust practices positively developed the Company's relationship with shareholders and regulatory bodies that protect stakeholders' interests.

The culture contributed positively to the performance of the Company and its growth, transforming it into a global insurance and reinsurance group, a dominant insurer in the Middle East and North Africa (MENA) region, and also one of the largest Qatari Companies.

The Company's shares were first listed on the Doha Securities Market (now, Qatar Stock Exchange) in 1997. Over the years, the Company has expanded its global footprint through various lines of business, investments, strategic acquisitions, and the establishment of new subsidiaries. The Company and its subsidiaries are collectively referred to as the “Group”.

QIC has a Governance and Internal Control system in place, comprising constitutional documents like Articles of Association, Governance Charter, Board Charter, and the policies and procedures, and manuals. The Governance and Internal Control system identifies, implements, and monitors all principles and requirements of governance standards commensurate with the size, complexity, and business requirements of the Company. It is designed in line with the best practices of international governance principles, frameworks, and standards wherever applicable.

QIC meets the principles, requirements, and provisions of the Qatar Financial Markets Authority (“QFMA”) Governance Code hereinafter called the “Governance Code”, Qatar Central Bank (“QCB”) Principles of Governance in Insurance Companies, hereinafter called the “QCB Governance Principles”. It meets with the best practices from international governance principles, frameworks, and standards wherever applicable.

The group's adherence to the Governance Code is outlined below.

2. STATEMENT OF COMMITMENT

The Board of Directors ensures that the governance framework identifies and responds to and communicates all material governance matters that have an impact on the Group's ability to create value. The Board acknowledges its responsibility to ensure the integrity of the annual governance reporting process and believes that this report addresses all material governance matters appropriately.

The Board is committed to best standards of business integrity, ethical standards, and governance. It recognizes the Group's responsibility in prudence, transparency, accountability, fairness, and social responsibility in conduct of business that ensures sustainability while safeguarding the interests of all its stakeholders. The Board also acknowledges the relationship between good governance and risk management practices for the achievement of the Group's strategic objectives and performance. The Group subscribes to a governance system where, in particular, ethics and integrity set the standards for compliance and overall functioning of the Company. It continuously reviews and modifies its structures and processes to facilitate effective leadership, a robust control environment, and sustainable business practices to support the Group strategy across all the territories in which it operates.

The Board promotes and supports best standards of corporate governance and endorses the principles of the Governance Code. QIC complies with the requirements for good corporate governance as prescribed by its main regulatory authority, the Qatar Central Bank (QCB), as well as the provisions of Law No. 11 of 2015, the Commercial Company law, Law No. 8 of 2021 amending certain provisions of Commercial Companies Law in the State of Qatar and other applicable laws and regulations. The Articles of Association has been amended from time to time in order to duly comply with the aforesaid regulatory requirements and the same has been most recently approved by the Shareholders in the Extraordinary General Assembly held on 19 March 2023.

The Board is committed to the implementation of the QFMA Governance Code, QCB Governance Principles and/or the appropriate local equivalents (for its international subsidiaries and branches) throughout the Group. With regard to the year under review, the Board believe that the underlying principles and intents of the QFMA Governance Code and the QCB Governance Principles are embedded in the corporate culture, internal controls, policies, and procedures governing corporate conduct. The Board is committed to continuously strengthen the principles and spirit envisioned in the above regulations in its business operations.

3. QIC GOVERNANCE FRAMEWORK

The Group's Corporate Governance Framework defines the Group's strategic direction, governance philosophy, and accountability model. This foundation enables disciplined decision-making, effective oversight, and sustainable value creation, while reinforcing trust and confidence among all stakeholders. Governance effectiveness is institutionalized through strong policies, procedures, risk management frameworks, internal controls, and enabling systems, ensuring consistent implementation across the Group.

1) Strategic Direction (Direction-Setting)

The Group's governance is anchored in a clearly articulated Purpose, Objectives, Vision, and Mission, which establish strategic clarity and organizational alignment. These elements guide prioritization, resource allocation, and performance management, and serve as the reference point for resilient execution and sustainable long-term growth.

2) Governance Culture (How we govern and act)

The Group's governance culture is shaped by well-defined governance principles and reinforced through a comprehensive Code of Conduct. These foundations promote integrity, care and diligence, accountability, transparency, fairness, trust, and value creation, while setting clear expectations for ethical conduct and professional behavior across all levels of the organization. Together, they foster consistent decision-making standards and strengthen the Group's governance maturity.

3) Governance Structure and Independence (How responsibilities are structured)

The Group maintains a clear governance structure comprising the Board of Directors, Board Committees, Senior Executive Management, and line functions, supported by the Three Lines of Defence model.

The Group places strong emphasis on governance independence, including a clear and complete separation between the Board and executive management, ensuring objective oversight and avoiding conflicts of interest. This independence enhances the integrity of decision-making and supports the Board's ability to provide robust direction and challenge.

Three Lines of Defence

The Group applies the Three Lines of Defence model to strengthen governance effectiveness, risk oversight, and assurance across the organization, comprising:

- First Line (Line Functions and Departments): Business and operational units responsible for executing activities, managing risks, and maintaining effective controls within day-to-day operations
- Second Line (Control Functions): Risk Management, Compliance, Actuary
- Third Line (Review Function): Internal Audit
- External Control: External Audit

4) Performance, Accountability and Capability (How we ensure performance outcomes)

Governance effectiveness is reinforced through a structured performance discipline and strong accountability mechanisms across the organization. This includes:

- Board performance evaluation, including periodic self-assessment to strengthen Board effectiveness, oversight quality, and governance maturity.
- Rigorous employee performance evaluation, including the assessment of senior executive management, aligned to strategic objectives, leadership expectations, and performance outcomes.

This performance framework strengthens organizational competency, promotes merit-based accountability, and supports continuous improvement.

5) Stakeholder Responsiveness and Trust (How we remain relevant and sustainable)

The Group's governance framework reflects a strong commitment to stakeholder outcomes and transparency. This is supported through:

- Clear and accessible stakeholder grievance channels, enabling customers and employees to raise concerns through structured mechanisms.
- Customer satisfaction and employee satisfaction surveys, with a focus on analyzing outcomes, implementing improvements, and strengthening service culture and workplace effectiveness.

In addition, the Group places strong emphasis on maintaining external credibility and confidence through engagement with recognized global rating agencies, including credit rating and ESG rating assessments (e.g., S&P and MSCI), supporting transparency, accountability, and benchmarking against global standards.

6) Oversight, Monitoring and Assurance (How we protect value and build resilience)

The Board exercises independent direction and effective oversight to ensure strategy execution, performance outcomes, and risk-taking remain aligned with the Group's long-term objectives. Governance quality is sustained through ongoing monitoring and structured evaluation across the organization, including:

- Continuous monitoring by line functions through operational controls and management accountability.
- Oversight by control functions, including Risk Management, Compliance, Actuary.
- Independent assurance by the review function (Internal Audit).
- External assurance through External Audit.

This layered assurance model ensures that risks are proactively identified and managed, controls remain effective, governance practices are consistently applied, and transparency is maintained through credible internal and external evaluation mechanisms.

4. QIC GOVERNANCE PRINCIPLES

| | |
|-----------------------------------|---|
| Integrity | QIC upholds standards of integrity, honesty, truthfulness, and ethics in the conduct of its business. |
| Skill, Care, and Diligence | QIC applies skill, care, and diligence in the conduct of its business. |
| Accountability | QIC owns full accountability to act in the best interests of its stakeholders i.e. shareholders, customers, employees, partners, regulators, society etc. |
| Transparency | QIC makes open, honest, and appropriate disclosures on a timely basis to its stakeholders. |
| Fairness and Equity | QIC demonstrates fairness, equity, and justice in the conduct of its approach, decisions, and behavior. |
| Trust and Respect | QIC is built on the foundation of trust of its stakeholders and treats its stakeholders with utmost respect and dignity. |
| Value Creation | QIC creates business values for its stakeholders and protects them at all times |

5. PURPOSE AND OBJECTIVES

A. QIC's Purpose:

To provide financial protection to policyholders and generate shareholders' value. QIC constantly strives to deliver successfully on customer requirements at all times as a resilient organization. QIC constantly strives to generate sustainable shareholders value. To achieve its purpose, QIC is driven by certain strategic objectives.

B. Strategic Objectives:

QIC is driven by key strategic objectives listed below.

B.1 Sustainable profit growth:

1. QIC focuses on long-term financial stability and growth driven by profitability.
2. The Board of Directors and Senior Executive Management are responsible for developing and executing strategic plans that align with the company's long-term financial goals.
3. Effective governance involves rigorous financial oversight and risk management to protect assets and financial stability.
4. Combined ratio, EPS (earnings per share), and return on equity are key measurement criteria for financial stability and performance.
5. The combined ratio provides insight into underwriting profitability and operational efficiency, which are key indicators of financial stability.
6. EPS, on the other hand, offers a broader view of the company's overall profitability and its ability to generate shareholder value, which contributes to profitable growth.
7. Both metrics are analyzed in conjunction with other financial and operational indicators to get a comprehensive view of the Company's financial health and future growth prospects.

B.2 Innovation and Technology Leadership:

1. QIC utilizes and targets to expand its use of technology and innovation to broaden its underwriting capabilities (better risk identification, optimized risk assessment, and proactive mitigation measures), streamline insurance operations, and enhance customer experience.
2. Utilize data analytics and artificial intelligence to expand underwriting segments, improve underwriting accuracy (claim ratio), reduce claims processing steps as well as time, and enable fraud detection.
3. Foster a culture of innovation and make employees focused on emerging technologies like artificial intelligence, machine learning, and blockchain for exploring new applications of these technologies in insurance and reinsurance
4. Build strategic partnerships for technological advancement

B.3 Customer Satisfaction Ratings:

1. Customer satisfaction ratings are measured and continuously improved as per the defined metrics in a time-bound manner.
2. The focus areas will be excellent and responsive service delivery and innovative insurance solutions
3. Customer service excellence is measured by net promoter score (NPS), customer retention ratio, and complaints resolutions.
4. Innovative insurance solutions are measured by new products/solutions adoption rate, market share of new products, and customer retention rate for new products/solutions.

B.4 Among the top 50 global insurance leaders:

1. QIC focuses on achieving considerable market share in the regions in which QIC operates through cost advantage, product innovation, service delivery, and strategic partnerships.
2. Diversify global product portfolio by developing re/insurance products catering to specific risks and demands of different international markets.
3. Strengthen global distribution channels by establishing strategic partnerships with local insurers, brokers, and digital platforms in key markets.
4. Develop a comprehensive risk management framework that addresses the diverse and dynamic nature of risks in different markets.
5. Adhere to regulatory compliance in letter and spirit across all global operations.

6. GOVERNANCE STRUCTURE

QIC has implemented an internal governance structure with defined roles and responsibilities for every constituent of the system. The Company's shareholders appoint the Board of Directors, who in turn govern the Company. The Board has established committees for specific purposes to discharge its responsibilities in an effective manner, however, the overall accountability for the responsibilities assigned to and discharged by the Committees lies with the Board. The Chairman provides overall direction and guidance to the Board. In 2025, the Board was assisted by various Board Committees, namely the:

- Audit Committee
- Risk Management & Compliance Committee
- Nomination & Remuneration Committee
- Executive Committee

Apart from the Board Committees, the Company also has management committees each responsible for a critical function. The internal control functions consist of Compliance, Risk Management, Actuarial, Governance & Internal Control and Internal Audit. These functions are an important part of the overall governance structure. The role and responsibilities of the Board, its committees, the management committees, and each of the internal control functions are set out subsequently in this report.

7. BOARD OF DIRECTORS

7.1 Board Charter

The Board Charter embraces the Governance Code, which contains corporate governance principles and recommendations. The Board Charter is developed to ensure that it is modelled and aligned with principles of sound corporate governance, as recommended by the Governance Code. The powers of the Board include determining QIC's overall objectives; developing strategies to meet those objectives in conjunction with management; formulating a clear and concise governance policy to which QIC shall adhere; delegation and segregation of the Board's responsibilities and accountability; and evaluating the performance of the Board, its committees, and individual Directors. The Board is satisfied that it has fulfilled its responsibilities in accordance with its Charter for the reporting period.

Committees' Terms of Reference

The Board Committee Charters, which describe the terms of reference of the committees, are approved by the Board and incorporate the principles and the recommendations of the Governance Code.

7.2 Board Composition

Members of the Board of Directors are elected in the General Assembly of Shareholders in accordance with the rules and conditions set forth in the Commercial Companies Law and the Articles of Association of the Company. A Board Member is mandated to hold a minimum of 20,000,000 (twenty million) shares in the Company.

Article 97 of the Commercial Companies Law and Article 6 of the Governance Code states that one-third of the Members of the Board of Directors shall be Independent Members with the necessary expertise and are exempted from the condition of owning shares.

Article 99 of Commercial Companies Law states that If the State has shares in a public shareholding company, it may, rather than participating in the election of members of the board of directors, mandate representatives on its behalf to the board pro rata to its shareholding. The number of representatives shall be deducted from the total number of board members and the State has the right to remove such representatives or appoint others at any time. Hence, the State representatives shall be deducted from the total number of board members for the calculation of independent board members being one third of the Members of the Board of Directors.

The Board of Directors were elected for a period of 3 years from 2023 to 2025 in the Annual General Assembly Meeting (AGM) of the Company held on 19 March 2023. Further, the list of nominations for the Board of Directors was approved for the period (2023-2025) on 16 March 2023 by Qatar Central Bank. The requirements for holding minimum equity shares of the Company as non-independent Board Members stood at 2,000,000 (two million) shares was duly complied with by all the Board Members, as applicable at the time when the Annual General Assembly witnessed the election of the Board Members.

The Company's Board Members, who are all Qataris, have several years of varied experience in financial and macro-economic segments of the economy. Particulars of the Board members, including their capacities, are set out below:



| No. | Name of Board member | Representing | No. of shares owned* | % of capital | Profile & Membership on other Boards | Category |
|-----|---|---|----------------------|--------------|--|----------------------------------|
| 1. | Sheikh Hamad Bin Faisal Bin Thani Jasim Al Thani <i>Chairman</i> | General Retirement and Social Insurance Authority (Social Pension Fund) | 344,623,604 | 10.55% | BA in Political Science from the United States; Vice Chairman of the Board of Directors of Masraf Al Rayan, Board Member of Vodafone Qatar and a former Minister of Economy and Trade; Deputy Chairman of Qatari Investors Group; Board member of the Qatari businessmen Association. | Non-Independent Non-Executive |
| 2. | Mr. Abdul Rahman Essa Al Mannai <i>Vice-Chairman</i> | Al-Ghariya Real Estate Investment Company | 25,982,660 | 0.80% | Holds a degree in Aeronautical Engineering; Board Member in Nakilat, Chairman in Qatar Quarries & Building Materials Company (Gabbro) QRJSC, Board Member in Al Hosn Investment Company (Government owned; QIA/OIA partnership), Board Member in QTerminals LLC. | Non-Independent Non-Executive |
| 3. | Mr. Khalifa Abdullah Turki Al-Subaey <i>Member</i> | Self | 2,000,004 | 0.06% | Holds a BA in Economics and Political Science from the University of Michigan, USA (1981). He earlier worked for Qatar Petroleum before leading Qatar Insurance Company since 1986. He last held the position of the Chairman and Managing Director of QIC Group. He was also the Vice Chairman of Damaan Islamic Insurance Company's (BEEMA) Board. | Independent Non-Executive |
| 4. | Sheikh Saoud Bin Khalid Bin Hamad Al Thani <i>Member</i> | Self | 2,000,000 | 0.06% | Businessman and former Minister; Chairman of the Board of Directors of QLM Life & Medical Insurance Company; Board member of Qatar Electricity & Water Company, and Woqod Company. | Non-Independent Non-Executive |

| No. | Name of Board member | Representing | No. of shares owned* | % of capital | Profile & Membership on other Boards | Category |
|-----|---|-----------------------|----------------------|--------------|--|----------------------------------|
| 5. | Sheikh Faisal Bin Thani Bin Faisal Al Thani <i>Member</i> | Brooq Trading Company | 190,048,300 | 5.82% | BA in Business Administration from Marymount / USA. Executive MBA from HEC Paris, Doha Qatar, 2016. Minister of Commerce and Industry in Qatar, member of The Supreme Council for Economic Affairs and Investment, the National Planning Council, Chairman of Qatar Financial Centre Authority, Chairman of the Advisory Board for the Investment Promotion Agency. Chief Investment Officer of Africa & Asia-Pacific region at Qatar Investment Authority, Chairman of the Board of Directors of Ooredoo Group, Lesha Bank, Board Member of Qatar Airways. Previously served as Chief Investment Officer at Qatar Foundation Endowment, Deputy Chairman of Vodafone Qatar, Board Member of Ahli Bank, Qatari Diar Real Estate Investment Company, Nakilat, Bharti Airtel, Siemens Qatar, Deputy Director of the Investment Management at Qatar Central Bank. | Non-Independent Non-Executive |
| 6. | Sheikh Abdulrahman bin Saud bin Fahad Al Thani <i>Member</i> | Self | 9,965,185 | 0.31% | BA in International Relations, MA in International Relations, 1984. International and National Security Diploma, Gonav Kennedy School of Government, Harvard University, 1994 Former Ambassador and Minister of State; Board member of Qatar National Bank, and Qatar Navigation Company. | Independent Non-Executive |

| No. | Name of Board member | Representing | No. of shares owned* | % of capital | Profile & Membership on other Boards | Category |
|-----|--|---------------------------------|----------------------|--------------|---|----------------------------------|
| 7. | Sheikh Tamim Bin Hamad Bin Jassim Jabor Al Thani | Al-Mirqab Capital Company | 61,558,058 | 1.88% | Graduate with a concentration in Economics from Babson College, USA. | Non-Independent Non-Executive |
| | <i>Member</i> | | | | | |
| 8. | Mr. Ali Yousef Hussein Ali Kamal | Al Kamal International Group | 9,162,700 | 0.28% | Bachelor's Degree in Sciences (Finance), Bachelor's Degree in Art and Science in Economics from University of Colorado, USA, CEO of Al Kamal International Group, Al Hermas Investments and other family entities. Board member of Qatar National Bank and Mannai Corporation. Previously, he was a Board member of Qatar Industrial Manufacturing Co and Mazaya Real Estate Development Co. Mr. Kamal previously worked with Goldman Sachs and CSFB in New York and the Qatar Embassy in Paris, France. | Non-Independent Non-Executive |
| | <i>Member</i> | | | | | |
| 9. | Mr. Mohammed Jassim M A Jaidah | Jaidah Motors & Trading Company | 25,300,000 | 0.77% | Holds a Business Administration in International Management from EPSCI University - ESSEC Group (Paris, France). CEO of Jaidah Group. | Non-Independent Non-Executive |
| | <i>Member</i> | | | | | |
| 10. | Mr. Ali Hussain Alfardan | Al Fardan Investment company | 20,285,500 | 0.62% | Holds a bachelor's degree in political science from Portland State University. Vice Chairman of Alfardan Group, President of Alfardan Jewellery, Chairman of Danat Qatar, Vice Chairman of Qatar Cool, Board member of UDC; and Partner of a private international school in Qatar. | Non-Independent Non-Executive |
| | <i>Member</i> | | | | | |

| No. | Name of Board member | Representing | No. of shares owned* | % of capital | Profile & Membership on other Boards | Category |
|-----|--|--------------|----------------------|--------------|--|------------------------------|
| 11. | Mr. Ibrahim Jassim Abdul Rahman Al Othman Fakhro | Self | NIL | NIL | Bachelor of Science, Petroleum Engineering – University of Southern California, MBA in Business Administration from American University of Beirut He is the President & Chief Executive Officer since 2015, and member of the board of United Development Company. He is also a Board Member at Commercial Bank of Qatar. | Independent Non-Executive |
| | <i>Member</i> | | | | | |

Mr. Salem Khalaf Al-Mannai, Group Chief Executive Officer owns 11,560,010 shares of QIC. The other Senior Executive Management members do not hold any shares in QIC.

* Number of shares owned and percentage of capital as at 31/12/2025.

7.3 Board's functions and responsibilities

The Board of Directors are responsible for the overall management of the Group. This includes setting goals and strategies necessary to operate the Group and monitoring their implementation by the Executive Management.

The responsibilities of the Board are broadly outlined in the Charter of the Board of Directors

The Board has delegated certain responsibilities to the Board Committees, which operate within the mandate as entrusted by the Board of Directors as detailed later in this report.

7.4 Duty of trust of the members of the Board of Directors

Each member of the Board of Directors owes a duty of due diligence, care and trust to the Group and adherence to responsibilities as defined in the Charter of the Board of Directors. This also includes the principles of clear information, transparency, good faith, care, trust, and efficiency, needed to achieve the Company's interest and that of the Shareholders.

7.5 Duties of the Chairman of the Board

The Chairman of the Board is responsible for the proper functioning of the Board. He ensures that discussion on all key issues is efficient and timely, as well as fulfilling his responsibilities and powers set forth in the Commercial Companies Law and the Governance Code. The Chairman of the Board does not participate in the membership of any of the Board Committees.

The Chairmanship of the Board and the Chief Executive Officer of the Group are separate functions held by different individuals.

7.6 Other duties of the Board of Directors

The responsibilities of the Board are outlined in the Charter of the Board of Directors, which include: -

- The Board of Directors shall ensure access to information, documents and records relating to the Group and shall ensure that the Executive Management provides the Board and its Committees with all the required documents and information.
- The Board of Directors shall ensure that the Board invites members of its various committees, internal auditors, and representatives of the external auditors to attend meetings of the General Assembly of the Group.
- The Board shall ensure that procedures are laid down to orient newly appointed Board members to ensure that they have a proper understanding of the functioning of the Group, its operations, and its financial and legal aspects.
- Members of the Board of Directors are responsible for having a good understanding of their role and duties and to educate themselves in matters concerning the Group.
- The Board of Directors shall ensure that it always keeps its members up to date on developments in the field of corporate governance and best practices.
- The Board shall ensure that the members are aware of the statutes of the Group and develop clear procedures for the dismissal of members of the Board in case of frequent absence from the Board meetings.

7.7 Board Meetings

In terms of applicable provisions of Commercial Companies Law and the Governance Code, the Board shall meet at least six times in a year. During 2025, the Board held six (6) meetings as enumerated below. The Board meeting shall be deemed valid if attended by the majority of the members provided that either the Chairman or the Deputy Chairman attends the meeting.

According to the Commercial Companies Law and the Articles of Association (AOA) of the Company, if a Member of the Board fails to attend three consecutive meetings or four non-consecutive meetings without an acceptable reason, he is considered to have resigned.

Article 43 of the AOA of the Company states that the Board of Directors will meet at the invitation of its Chairman and the Chairman shall convene a meeting of the Board at the request of two of its members.

All meetings for the current year were at the invitation of the Chairman of the Board. A letter of invitation, along with the agenda of the meeting, was sent to all Board members a week in advance. This allows any member of the Board to add any other items on the agenda.

Meetings held during the year:

| Meeting | Date | Members in attendance (personally or by proxy) |
|---------|------------------|--|
| 1 | 04 February 2025 | 11 |
| 2 | 29 April 2025 | 11 |
| 3 | 17 June 2025 | 11 |
| 4 | 12 August 2025 | 10 |
| 5 | 20 October 2025 | 11 |
| 6 | 16 December 2025 | 08 |

7.8 The Secretary of the Board

The Secretary of the Board is Mr. Khaled Abdel Majeed Ghanem, who holds a Bachelor of Commerce (Accounting Division) from Alexandria University, Arab Republic of Egypt in 2007. He joined Qatar Insurance Company in 2012 as Executive Secretary to the Group CEO, progressing to Executive Secretary to the Group President. He later served as Executive Secretary to the Chairman and Managing Director. Currently, he is serving as the Secretary of the Board of Directors in Qatar Insurance Company.

The Secretary of the Board maintains all documents of Board meetings and the reports submitted and presented to the Board. The Secretary ensures the delivery and distribution of information relating to the Company as requested by members of the Board. The Secretary arranges to provide clarifications to all queries raised by the members and provides advice to them as required. He coordinates between the Board and other stakeholders, including the Group's shareholders, management, and staff.

7.9 The Board Committees

The Board has established permanent standing committees with specific responsibilities, which are defined in their respective Terms of Reference, to assist the Board in discharging its duties and responsibilities. The ultimate responsibility always resides with the Board, and as such, it does not abdicate this responsibility to the committees. In the Board Meeting held on 19 March 2023, the Board of Directors approved the formation of new Board Committees that are listed below. The functions and responsibilities of the erstwhile Investment Committee have been merged with those of Executive Committee.

There is full disclosure, transparency and reporting from these committees to the Board. The chairpersons of the committees attend the AGM and are available to respond to any shareholder questions. The respective committee members are all satisfied that they have fulfilled their responsibilities as set out in their respective Terms of Reference. The main functions performed by the respective committees are briefly stated hereinafter in this section.

In addition to the standing committees, the Board of Directors may form any other committees as and when required to carry out specific tasks or functions.

The Board Committees are as follows:

7.9.1. Executive Committee:**Committee members:**

| | |
|--|----------|
| Mr. Abdulrahman Bin Essa Al- Mannai | Chairman |
| Sheikh Faisal Bin Thani Bin Faisal Al Thani | Member |
| Sheikh Tamim bin Hamad bin Jassim bin Jabor Al Thani | Member |
| Mr. Ali Hussain Ibrahim Alfardan | Member |
| Mr. Ali Yousuf Kamal | Member |

Committee secretary:

Mr. Mena Mounir, Senior Vice President – Group Finance

Attendees by invitation:

Mr. Salem Al Mannai, Group CEO
 Mr. Chirag Doshi, Group Chief Investment Officer
 Mr. Ahmed El Tabbakh, Deputy Group CEO – International

Meetings held during the year:

| Meeting | Date | Members in attendance |
|---------|-----------------|-----------------------|
| 1 | 28 January 2025 | 3 |
| 2 | 22 April 2025 | 4 |
| 3 | 06 August 2025 | 3 |
| 4 | 26 October 2025 | 5 |

The Committee performs the following functions:

- Ensures that the vision of the Board is translated into objectives, strategies, and action plans and implementations thereof.
- Approves the short to medium term strategy and budget for the Group based on findings made as per the analysis of market share, competitive information, development opportunities, across the globe and more specifically to the markets in which the Group operates.
- Ensures that the business plans are communicated to the Management, in timely fashion, to the extent relevant for them and monitors their execution/ implementation of the same.
- Authorizes and approves risks, expenses exceeding the authority limits of the Group CEO or those that need specific approval of the Committee.
- Oversees the Group's commitment to its social and environmental responsibilities.
- Reports to the Board on its activities, observations, and recommendations.

Activities during the year:

- The Committee reviewed and discussed the Group's financial performance/results (Q1 2025, H1 2025 and 9M 2025) and approved the FY 2024 financial statements.
- The Committee discussed the proposed dividend payment for FY 2024 and agreed to recommend a 10% cash dividend to the Board and AGM.
- The Committee reviewed and approved the proposal to establish a KSA insurance branch and agreed to recommend it to the Board.
- The Committee reviewed and approved the Tier 2 refinancing strategy and agreed to recommend it to the Board.
- The Committee reviewed and approved the establishment of a wholly owned reinsurance subsidiary in the DIFC and agreed to recommend it to the Board.
- The Committee reviewed and approved the UAE real-estate investment proposal.
- The Committee agreed to exit the Al Rayyan sports club sponsorship arrangements.

7.9.2. Audit Committee:**Committee members:**

| | |
|--|----------|
| Sheikh Abdul Rahman Bin Saud Bin Fahad Al Thani | Chairman |
| Mr. Mohammed Jassim Al Jaidah | Member |
| Mr. Ibrahim Jassim Abdul Rahman Al Othman Fakhro | Member |

Committee secretary:

Mr. Saji Philipose, Group Chief Audit Executive

Attendees by invitation:

Mr. Salem Al Mannai, Group CEO
 Mr. Varghese David, Group CFO
 Mr. Mena Mounir, Senior Vice President - Finance

Meetings held during the year:

| Meeting | Date | Members in attendance |
|---------|------------------|-----------------------|
| 1 | 3 February 2025 | 3 |
| 2 | 28 April 2025 | 3 |
| 3 | 16 June 2025 | 3 |
| 4 | 11 August 2025 | 3 |
| 5 | 27 October 2025 | 2 |
| 6 | 15 December 2025 | 3 |

The Audit Committee is committed to undertake the following major functions:

1. Appointment/removal of internal auditor, review and approve internal audit charter, internal audit plan, review and discuss internal audit reports including quarterly internal control reports and follow up action and provide necessary guidance and direction.
2. Review the effectiveness of the Internal Audit function, including compliance with best practices and international audit standards; making coordination among the Board, Management, and Internal Audit Function, as necessitated.
3. Make necessary recommendations to the Board on the appointment/removal of external auditors, ensuring their independence, overseeing internal controls, following External Auditor's work, ensuring its compliance with international standards on auditing and preparation of financial reports as per international financial reporting standards.
4. Oversee and review the accuracy and validity of the financial statements including notes and discussing with the External Auditor on the appropriateness of the accounting decisions and estimates prior to presentation of the financial statements to the Board and General Assembly.
5. Consider and review External Auditor's reports and ensure follow up action on the recommendations; making coordination between the Internal Audit Function and External Auditor, as necessitated.
6. Review financial and accounting policies and provide requisite recommendations to the Board, as necessary.
7. Review the financial, internal control and risk management systems and ensure periodic audits are conducted, as necessary.
8. Review dealings with Related Parties in line with regulatory requirements and relevant controls.
9. Manage and oversee special investigations and other assignments, as determined by the Board; report to the Board on the Committee findings, recommendations, and any other matters the Committee deems appropriate or the Board requests.

Activities during the year:

1. The Committee considered and approved the internal audit reports and the observations presented by the Internal Audit Department. Though there are high significant issues observed, given the size and nature of the operations, the Committee concluded that these observations did not represent any significant weaknesses in the internal control systems.
2. 'Draft Audited Financial statements for the year 2024' was presented by KPMG external auditors to the Committee.
3. Quarterly Financial Statements for Q1, Q2 and Q3 2025 presented by KPMG were discussed and approved by the Committee for presentation to the Board.
4. Committee Activity Reports for Q4 2024, Q1, Q2 and Q3 2025 were considered and approved by the Committee for presentation to the Board.
5. Annual Internal Control Report for the year 2024 and Quarterly Internal Control Reports for 1st, 2nd and 3rd quarters of 2025 on the assessment of Internal Controls in line with Article (22) of the Governance Code were presented by the Internal Audit department and were considered and accepted by the Committee.

6. Various resolutions relating to appointment of existing auditors to provide assessments of QIC's compliance to the QCB and of the QSE/QFMA's instructions. (i.e. Appointment of the existing auditors to provide Certificate of Compliance for ICOFR and CG, AUP on RI Program/Classification certificate, Comfort letter for placement of new Tier-2 Notes, ESG KPI's/ metrics and disclosures (FY 2024) and Certificate on QIC's AML/CTF Program & Disclosure based on XBRL for 2026) were accepted and approved by the Committee.
7. Annual Internal Control Function Report for Internal Audit function for the year 2024 was considered and accepted by the Committee.
8. Annual Internal Audit Department Activity and Declaration for 2024 was considered and approved by the Committee. Internal Auditors annual declaration on conflict of interest for the year 2025 was considered and accepted by the Committee.
9. The Internal Audit Plan for the year 2026 was considered and approved by the Committee.
10. Updates on Central Bank – UAE review were considered and accepted by the Committee.
11. Appointment of external auditors, approval of Non-Assurance services (NAS) and fees for the year 2026 was discussed and approved by the Committee and was presented before the Board.

7.9.3. Nomination and Remuneration Committee:

Committee members:

| | |
|--|----------|
| Mr. Ali Hussain Alfardan | Chairman |
| Mr. Ali Yousef Hussein Kamal | Member |
| Mr. Ibrahim Jassim Abdul Rahman Al Othman Fakhro | Member |

Committee secretary:

Mr. Varghese David, Group Chief Financial Officer

Attendees by invitation:

Mr. Salem Al Mannai, Group CEO

Meetings held during the year:

| Meeting | Date | Members in attendance |
|---------|-----------------|-----------------------|
| 1 | 29 January 2025 | 3 |

The Committee undertakes the following major tasks:

1. Identification and nomination of new Board member candidates that demonstrate the ability and oversight to make sound decisions on behalf of the Group and its shareholders and submit the list of Board membership candidates to the Board, including its recommendations.
2. Developing principles and criteria for the Company to elect the most fit candidates for Board membership.
3. Facilitation of the evaluation of the performance of the Board members and development of a succession plan for managing the Group to ensure that suitable alternatives are available on a timely basis.

4. Approval of the remuneration policy for Executive Management and employees and of the members of the Board, in line with the provisions of the Commercial Companies Law (Article 119), the articles of association (Article 60), Governance Code and Qatar Central Bank regulations.
5. Development of rules for bonus and allowances for Executive Management and employees in line with the performance assessments and results, as deemed appropriate by the Board.
6. Reporting to the Board on its activities, observations, and recommendations.

Activities during the year:

1. Approval of Remuneration Policy 2025 and approval of the overall limit of bonus to Management and employees for the financial year 2024
2. Proposed to the Board of Directors the appropriate annual remuneration of the Board Members for 2024 subject to regulatory requirements.
3. Conducted the annual performance assessment of the Board and its Committees.

7.9.4. Risk Management and Compliance Committee:

Committee members:

| | |
|--|----------|
| Sheikh Saoud Bin Khalid Bin Hamad Al Thani | Chairman |
| Sheikh Tamim bin Hamad bin Jassim bin Jabor Al Thani | Member |
| Mr. Mohammed Jassim M A Jaidah | Member |

Committee secretary:

Mr. Mark Graham, Group Chief Risk Officer

Attendees by invitation:

Mr. Claude Perret, Group Chief Actuary
 Mr. Alfred Chiwaka, Senior Vice President-Group Compliance
 Mr. Anand Selvakumar, Head of Cyber Security

Meetings held during the year:

| Meeting | Date | Members in attendance |
|---------|-----------------|-----------------------|
| 1 | 29 January 2025 | 2 |
| 2 | 16 June 2025 | 2 |
| 3 | 14 August 2025 | 2 |
| 4 | 2 December 2025 | 2 |

The Risk Management and Compliance Committee is committed to undertake the following main functions:

1. Approve the risk management framework including risk policies to ensure that structure for the identification, assessment, monitoring, and reporting of various risks is in place.

2. Review the periodic risk reports including the risk appetite and tolerance monitoring in line with the business profile of the Company.
3. Review the compliance and anti-money laundering ("AML") related policies to ensure that there is an effective mechanism for monitoring, reporting, and adhering to the regulatory requirements. Review the related monitoring reports and remedial actions put in place.
4. Review the actuarial opinions produced annually for the regulated entities including the Financial Condition Reports for the requisite entities.
5. Submit its report to the Board on the Committee activities conducted during the year.

Activities during the year:

1. Reviewed and recommended for Board approval Corporate Governance Report, Committee Activity Report, Board declaration on Risk Management Framework for 2024 and QIC, Doha Own Risk & Solvency Assessment Report (ORSA) for 2025.
2. Reviewed and approved the QIC Risk Management strategy, Risk Management policy, AML/CFT, sanctions, compliance policies and AML/CFT manual.
3. Reviewed the risk management, cyber security and actuarial updates and reports including the activities undertaken during the year.
4. Reviewed the compliance, AML and regulatory updates and reports including the activities undertaken during the year.
5. Reviewed the reinsurance program updates for the entities in the MENA and Global operations.

7.10 Performance assessment of the Board, its Committees & Executive Management

The assessment for the performance of the Board and its committees is conducted by the Nomination and Remuneration Committee using a self-assessment process that takes into consideration various aspects including Board and Committees activities. The Chairman of the Board also meets separately with each director to discuss the performance of the Board and its committees. The performance of executive management is assessed against the achievement of the Group's objectives, targets set by the Board, and implementation of the internal controls.

7.10.1. Board Performance Assessment

The performance assessment of the Board has been divided into four sections.

- a) Board Activities:
 - i. The involvement of the Board in the strategic and business planning process.
 - ii. Review of business performance against the set strategies and business plans.
 - iii. Sound and prudent decision-making processes and healthy and constructive discussions.
 - iv. Address potential conflict of interest.
 - v. Fully supported by the executive management.

- b) Governance:
 - i. Review of corporate governance and internal control framework and its effectiveness in fulfilling the related responsibilities.
 - ii. Upholding of core values, professional conduct standards and compliance with regulatory framework.
 - iii. Review of development of policies and procedures of all line functions and control functions of the Company
- c) Board Membership:
 - i. Sufficient range of talents, skills, and experience, and effective use of them to accomplish Board's role.
 - ii. Open line of communication, cordial relationships, high level of trust and respect among them
- d) Personal Attributes:
 - i. Members individually fulfilling their governance and strategic responsibilities.
 - ii. Making positive contribution to the Board. Well prepared and devote sufficient time required to discharge responsibilities of the Board. Share views and raise issues for discussion.

7.10.2. Executive Committee (EC) - Performance Assessment

The performance assessment of the Executive Committee has been divided into two sections.

- a) Committee Activities:
 - i. Appropriate experience and industry knowledge to meet the Committee's objectives.
 - ii. Review and approval of the Company's business strategy and annual budget ensuring alignment with the Company's objectives.
 - iii. Review of business performance against the budgets and targets set for the year.
 - iv. Review and approval of acceptances of significant insurance business risks and business projects.
 - v. Review of the Company's efforts and contribution to the economic and social well-being of the customers, employees, community, and the environment (ESG framework, policies, and initiatives)
- b) Personal Attributes:
 - i. Members individually understanding and fulfilling committee related responsibilities.
 - ii. Making positive contribution to the Committee. Well prepared and devote sufficient time required to discharge responsibilities of the Committee. Share views and raise issues for discussion.

7.10.3. Nomination and Remuneration Committee (NRC) - Performance Assessment

The performance assessment of the NRC Committee has been divided into two sections.

- a) Committee Activity:
 - a. Appropriate experience and industry knowledge to meet the Committee's objectives.
 - b. Review and approval of the Company's remuneration policy and Human Resources Policy in line with regulatory requirements.
 - c. Review of Board members remuneration and incentives of employees in line with remuneration policy and regulatory requirements.

- d. Review of bonuses or variable pay disbursement vis-à-vis the actual revenue generation and future revenue estimates considering uncertainties.
- e. Review of independent directors meeting the requirements of independence in line with applicable laws and regulations
- f. Determination of specific criteria for Board performance evaluation and conduct of performance evaluation of the Board and the Board Committees members.
- g. Mechanism to ensure board member nominations represent suitable candidates for the Board's role.
- b) Personal Attributes:
 - a. Members individually understanding and fulfilling committee related responsibilities.
 - b. Making positive contribution to the Committee. Well prepared and devote sufficient time required to discharge responsibilities of the Committee. Share views and raise issues for discussion.

7.10.4. Risk Management and Compliance Committee (RMCC) - Performance Assessment

The performance assessment of the RMCC Committee has been divided into two sections.

- a) Committee Activity:
 - a. Appropriate experience and industry knowledge to meet the Committee's objectives.
 - b. Review of risk management framework including risk management strategy, policy, risk appetite and tolerance limits (taking into consideration risks for present and future and tailored for the Company's size, complexity, diversity of its activities, nature of risks it faces).
 - c. Review of implementation and monitoring of compliance related policies including AML/CFT and report findings and remedial action put in place including preventive measures to ensure compliance.
 - d. Review of reports on reinsurance arrangements and actuarial updates including reserving and actuarial opinions.
 - e. Periodic reports to Board on risks as well as any violations of laws and regulations.
 - f. Review of availability of qualified personnel working independently to manage risks and ensure compliance with laws and regulations.
- b) Personal Attributes:
 - a. Members individually understanding and fulfilling committee related responsibilities.
 - b. Making positive contribution to the Committee. Well prepared and devote sufficient time required to discharge responsibilities of the Committee. Share views and raise issues for discussion.

7.10.5. Audit Committee (AC) - Performance Assessment

The performance assessment of the Audit Committee has been divided into 2 sections.

- a) Committee Activity:
 - a. Appropriate experience and industry knowledge to meet the Committee's objectives.
 - b. Review of reports prepared by Internal Audit Department and External Auditor, followed up on course corrections, and set forth controls to prevent non-recurrence.
 - c. Reviewed effectiveness and adequacy of internal control system
 - d. Review of significant accounting and reporting practices including large, complex, and unusual transactions and their impact on financial statements of the Company.

- e. To oversee the accuracy and validity of the interim and final annual financial statements
 - f. Review effectiveness of the Company's management of risks and internal controls over annual and interim financial reporting, regulatory and other reporting, including information on technology security and controls.
 - g. Review the effectiveness of the Internal Audit Function, including compliance with best practices and international audit standards.
- b) Personal Attributes:
- a. Members individually understanding and fulfilling committee related responsibilities.
 - b. Making positive contribution to the Committee. Well prepared and devote sufficient time required to discharge responsibilities of the Committee. Share views and raise issues for discussion.

The assessments performed for 2025, demonstrated that the Board, its committees, and executive management are effective in achieving its objectives.

8. REMUNERATION OF THE BOARD AND EXECUTIVE MANAGEMENT

The remuneration policy of the Group is an integral part of the governance and incentive structure overseen by the Board. The aim is to enhance performance, encourage acceptable risk-taking behaviour and reinforce the Group's risk culture.

The Board, through delegation to the Nomination and Remuneration Committee ("NRC"), is responsible for the oversight of management's implementation of the remuneration system. The NRC reviews and assesses whether the Group's approach to remuneration is in accordance with the QFMA Governance Code and the QCB Governance Principles and as per established processes for risk, capital, and liquidity management. The Board reviews the remuneration plans, processes, and outcomes on an annual basis.

The Group remuneration policy is reviewed annually in line with the applicable regulations.

The General Assembly determines the Directors' remuneration based on the recommendations of the Board. The remuneration is determined considering the results of the activity of the Group and the limits stipulated by the Commercial Companies Law (Article 119), the articles of association of the Company (Article 60) and the Governance Code.

The total remuneration paid to the Board of Directors was QAR 15.715 million for 2024 in compliance with the Commercial Companies Law, Governance Code, and other applicable laws and regulations. For 2025, the total remuneration proposed to be paid to the Board of Directors is determined at QAR 19.40 million subject to applicable laws and regulations, and this shall be presented for approval of shareholders in 2025 General Assembly.

The remuneration for executive management of QIC has been disclosed under "Related Party Disclosures" in the Group's audited consolidated financial statements which forms part of the annual report for the year 2025.

9. RELATED PARTIES

For all dealings with related parties, the Group applies its policy on 'related party transactions', established in accordance with the provisions of applicable legislation, Commercial Companies Law, QFMA Governance Code, QCB Governance Principles, and other applicable laws and regulations to ensure maximum transparency, fairness, and disclosure. For information on the related party transactions, please refer to "Related Party Disclosures" in the Group's audited consolidated financial statements which forms part of the annual report for the year 2025.

10. RISK MANAGEMENT FRAMEWORK

The risk management framework is designed to assess, control, and monitor risks from all sources, with the aim of increasing short and long-term value to the stakeholders. The risk management framework involves determining, evaluating, and managing the risks faced by the Group as below:

• Insurance risk

The Group manages its insurance risk through the careful formulation and implementation of its underwriting strategy and guidelines, together with ensuring that adequate reinsurance arrangements are in place and that claims handling is proactively carried out. The concentration of the Group's insurance risk exposure is mitigated by the Group's underwriting strategy, which attempts to ensure that the risks underwritten are diversified across a large portfolio in terms of type, level of insured benefits, amount of risk, industry, and geography. Underwriting limits are in place to ensure this diversification.

The Group, in the normal course of business and to minimise its financial exposure arising from large claims, enters into reinsurance contracts. These reinsurance arrangements provide for greater diversification of business, allow management to control exposure to potential losses arising from large risks, and provide additional capacity for growth. A significant portion of the Group's underwriting is reinsured under treaty and facultative reinsurance contracts. Amounts recoverable from reinsurers are estimated in a manner consistent with the outstanding claims provision and are in accordance with the terms of the reinsurance contracts.

• Operational risk

When controls fail to perform, operational risks can cause damage to reputation, have legal or regulatory implications or can lead to financial loss. The Group does not expect to eliminate all operational risks, but by implementing a rigorous control framework and by monitoring and responding to potential risks, the Group seeks to manage its operational risk.

The Group has policies, systems and procedures manuals designed to achieve effective segregation of duties, access controls, authorisation and reconciliation procedures, staff training and assessment processes. These procedures are backed up by a compliance and internal audit framework.

• Credit Risk

The Group has established a range of credit risk limits to manage its exposure within the defined credit risk appetite. These limits are monitored periodically. The Group's exposure to credit risk principally arises from its insurance and reinsurance receivables, its cash and cash equivalents held in bank accounts, its reinsurance contract assets, and its portfolio of available for sale fixed income securities.

• Investment Risk

The Group manages investment risk by quantifying the risks associated with each investment and only investing in accordance with the Group's investment strategy and risk profile. Any proposed investment that is outside established limits must be approved by the Board Investment Committee.

The Group seeks to limit investment risk by maintaining a diversified portfolio of investments and by continuously monitoring developments in international and local equity and bond markets. In addition, the Group actively monitors the key factors that affect stock and bond market movements, including the operational and financial performance of its investee companies.

10.1 The Governance process on risk management

The primary objective of the Group's risk management framework is to protect its shareholders from events that could cause the Group to fail in achieving its objectives. The Board Committee (RMCC) approves and monitors the implementation of the risk management strategy and is primarily responsible for the oversight of risk management in the Group. The Group CEO and the Executive Management, acting through the Group Risk Committee and the risk committees at its subsidiaries, are responsible for implementing the approved risk management strategy across the Group. Through the Group Risk Committee, the Group aims to:

- align the Group's risk management activities with its overall corporate objectives and policies.
- obtain a consolidated view of Group-wide risks to ensure consistent and acceptable management of risks across the Group.
- ensure that risks are taken within prudent limits.
- ensure that a consistent approach is taken across the Group for identifying, assessing, measuring, mitigating, monitoring, and reporting on risks.

The various heads of risk management within the Group's subsidiaries are charged with managing their entity's risk profile, monitoring the progression of risk management and the implementation of risk mitigation strategies.

Group Internal Audit periodically assesses the adequacy and effectiveness of the risk management system and the processes in place for controlling and managing risks across the Group.

10.2 Capital Management

The Group's risk management framework identifies the risks to which each of its business units and the Group as a whole are exposed and quantifies the impact of these risks on the Group's economic capital. The internal risk management framework estimates indicate how much capital is needed to mitigate the risk of insolvency to a selected remote level of risk, based on a number of financial and non-financial stress tests applied to the capital position of the business.

The Group also periodically monitors its capital position to ensure it is adequate in accordance with the prescribed regulatory requirements.

10.3 Regulatory

Regulation applicable to the Group aims to ensure that the rights of the Group's policyholders are fully protected and that the Group maintains an appropriate solvency position to meet unforeseen liabilities arising from economic shocks or natural disasters.

The operations of the Group are subject to regulatory requirements within each of the jurisdictions where it operates. These regulations not only prescribe approval and monitoring of activities but also impose certain restrictive provisions (for example maintenance of a required level of capital adequacy) to ensure that the Group is able to meet its liabilities as they arise.

Compliance and Money-laundering Reporting Officers within each subsidiary also identify and assess compliance and money-laundering risks across their businesses, monitor the implementation of risk management strategies and ensure timely reporting of breaches, corrective action taken and all suspicious transactions.

10.4 Enterprise Risk Management

The Group's enterprise risk management function covers risk and capital management as well as exposure monitoring. The Group has adopted a three lines of defence risk management model which comprises:

- First line - Operational management that is responsible for managing risk through deployment and execution of controls and management oversight.
- Second line - Compliance, risk and actuarial functions, which report on the first line of defence activities from an independent perspective and challenge them; and
- Third line - Internal and external audit, which provide independent assurance.

In addition, the Group has a risk management committee in each of its subsidiaries; as well as the Group Risk Committee which, in turn, reports to the Risk Management and Compliance Committee of the Board through the Group Chief Risk Officer.

The Group's enterprise risk management cycle comprises of the following:

- Risk identification and assessment. Each risk identified must have an owner responsible for ensuring that the risk is effectively monitored and managed. In addition, the inter-relationship and correlation of risks is also assessed at a Group level through simulation and stress testing.
- Risk measurement.
- Risk management, including through appropriate limits, key controls, and contingency planning.
- Risk monitoring, including through risk indicators and reporting, to ensure that business issues are identified and addressed as appropriate by management.

11. GROUP EXECUTIVE MANAGEMENT

The Group Executive Management Committee, which functions under the chairmanship of the Group Chief Executive Officer, is responsible for assisting the Group Chief Executive Officer in the operational management of QIC, subject to statutory and delegated limits of authority. Its main functions are strategic direction, coordination, and performance monitoring.

Salem Khalaf Al-Mannai, Group CEO

Salem Khalaf Al-Mannai has served as Group Chief Executive Officer of Qatar Insurance (QIC) since 2020, bringing with him over two decades of distinguished leadership and deep industry expertise within the Group.

Over a 23-year career at QIC, Mr. Al-Mannai has progressed through senior technical and executive roles, building a strong reputation for strategic vision, operational excellence, and business transformation. A defining milestone in his career came in 2013, when he was appointed Deputy CEO of QLM Life & Medical Insurance Company. Under his leadership, QLM strengthened its market position to become Qatar's leading medical insurer.

In 2015, he assumed the role of Deputy Group CEO for the MENA region of QIC, where he successfully led regional expansion initiatives and accelerated sustainable growth across key markets. Since becoming Group CEO, Mr. Al-Mannai has spearheaded QIC's strategic transformation, focusing on expanding low-volatility business lines, diversifying the Group's insurance portfolio, and driving the digitalisation of MENA operations. These efforts have reinforced QIC's position as a pioneer in the insurance industry, both regionally and internationally.

Mr. Al-Mannai earned his MBA from the University of Plymouth in the UK, as well as a Bachelor's degree in Business and a Master's degree in Marketing from the University of Glamorgan, UK.

He currently serves as Vice-Chairman and Managing Director of QLM Life & Medical Insurance Company and Chairman of Oman Qatar Insurance Company SAOG (OQIC). Additionally, he serves as a board member for both the Commercial Bank of Qatar and the Qatar Finance and Business Academy.

The Group Senior Executive Management supporting the Group CEO comprises the following positions:

Chirag Doshi, Group Chief Investment Officer

Chirag joined QIC Group in 2004 and has an experience of over 18 years in Treasury & Investment Portfolio Management functions. He has been instrumental in establishing QIC as a leading investment house in the MENA region. Chirag is credited for being one of the early-stage portfolio managers in the GCC fixed income space, from the infancy of the market in 2005. Prior to joining QIC, Chirag was with Standard Chartered Bank in Mumbai, India. Chirag is a qualified Chartered Accountant, CFA charter holder and a Certified Treasury Manager.

Ahmed El Tabakh, Deputy Group CEO - International Operations

Ahmed joined QIC Group in 2011 and has over nine years of experience in the industry. He has a wide range of knowledge and expertise in Audit, Advisory and Financial services to a broad range of industries. Prior to joining the QIC Group, Ahmed was working with KPMG audit and advisory in Qatar and in Egypt. Ahmed is a qualified Chartered Accountant and a Fellow of the Association of Chartered Certified Accountants (ACCA) in the UK. He is also a member of the CFA institute and holds an MBA degree from Oxford Brookes University.

Varghese David, Group Chief Financial Officer

Varghese P David is the Group Chief Financial Officer of QIC Group. Varghese has over twenty-five years of industry experience out of which over twenty years were in the Middle East. Varghese joined QIC Group in 1998 and has varied experience in finance, internal audit, IT and risk management. Prior to joining QIC Group, Varghese was with Sedgwicks Group in the UAE, a leading insurance broker, which is now part of Marsh. Varghese is a qualified Chartered Accountant and a Fellow of the Institute of Chartered Accountants of India. He is also a Certified Internal Auditor (CIA) with the Institute of Internal Auditors, USA and a qualified CISA professional with ISACA, USA.

C.M Unnikrishnan, Deputy Group CEO-MENA Operations

C.M. Unnikrishnan has over 34 years of experience in the insurance industry of which 26 years have been in the Middle East region. He started his career with The New India Assurance Company before relocating to the Middle East in 1994. He joined QIC in 1997 and has played an integral role in growing QIC's Property & Commercial business in Qatar & in the wider MENA region. An industry veteran, he has amassed significant hands-on experience in underwriting, risk management, reinsurance and client management. He is also credited for enhancing and maintaining broker relationships of QIC 's different entities in the MENA region.

Sultan Ghani, Advisor to Group CEO

Sultan Ghani has over three decades of experience in the Insurance Industry and is a well-known veteran of the industry, for many he needs no introduction. In 1998 he joined Qatar Insurance Company and is credited with developing a consistently profitable Marine & Energy Portfolio in the region. He also worked in Abu Dhabi Insurance Industry and Bahrain Insurance Industry from 1985 to 1998 March. Sultan holds a Diploma in Insurance awarded by the Chartered Insurance Institute (Dip CII), London, UK and also has a Bachelor's degree in Science from University of Madras, India and a Post Graduate Diploma in Marketing Management from University of Madras, India.

Rashid Al Buainain, Group Chief Admin Officer

Rashid Al-Buainain is the Group Chief Administrative Officer of QIC Group. Rashid's journey began when he graduated from Leeds Beckett University in the UK, where he earned his degree in Business Management. After Completing his studies, Rashid started his career in the Ministry of Education, where he gained invaluable experience and skills. In 2003, he joined QIC Group, and throughout his tenure at QIC, Rashid played a critical role in the administration, facilities and operations management of the company. His leadership and unwavering commitment to excellence have been instrumental in the implementation of several key initiatives that have helped

QIC to grow and thrive. In his role as the Group Chief Administrative Officer, Rashid oversees a wide range of critical functions within the Group.

Lars Gehrman, Group Chief Digital Officer

Lars is the Chief Digital Officer at QIC Group. His role focuses on building QIC Digital Venture Partners -a new digital organization to build and invest in – digital ventures, the InsurTech ecosystem and international partnerships while transforming the way QIC operates digitally. He comes from Zurich Insurance Group where he was working as a Venture Builder in P&C, Life & Commercial Insurance. He has over 20 years of extensive experience in building & managing digital companies in Insurance, Financing, Leasing, Automotive and Education. With a passion for new digital business models, platforms & ecosystems, he is also Strategic Advisor to several digital startups.

Saji Philipose, Group Chief Audit Executive

Saji has been with QIC Group since 2007 and was earlier involved in compliance, internal audit, corporate governance, risk management and internal control related functions. He started his career in general insurance in Mumbai in 1985 with the New India Assurance Co through the Assistant Administration Officer (A/cs & Audit) national selection test. He was also a part of the team that pioneered introduction of credit insurance in the public sector insurance environment in India. Eventually he assumed responsibility for its countrywide operations before relocating to the Middle East. Saji is a Fellow of the Insurance Institute of India (FIII), a Certified Internal Auditor (CIA) from the Institute of Internal Auditors (IIA), USA and holds a Bachelor's Degree in Commerce. He is also a Fellow of the Institute of Chartered Accountants of India (FCA).

Mark Graham, Group Chief Risk Officer

Mark was appointed Chief Risk Officer for QIC in January 2016. This role comprises Group-level responsibility for Risk Management, Exposure Management, Capital Modelling, Compliance and Corporate Governance. At the time of QIC's acquisition of Antares in 2014 he was Chief Risk Officer and Chief Operating Officer, a position he had held since joining Antares in 2012. Prior to joining Antares, Mark headed his own company, Acuitas Consulting Ltd, which provided strategic and operational advice to insurance businesses in the London market. Mark previously spent ten years working for Chaucer Holdings PLC, a FTSE-250 listed company, initially as Group Actuary and later as Chief Financial Officer. Prior to his time at Chaucer, Mark was Chief Actuary at Ashley Palmer Ltd. He started work in the insurance industry in 1987, having completed a BSc in Geophysics and an MSc in Mining Geology and Mineral Exploration. Mark is a Fellow of the Institute of Actuaries.

Claude Said Perret, Group Chief Actuary

Claude was appointed QIC Group Chief Actuary in March 2019 and holds the position of QIC Principal Actuary approved by the QCB. The responsibilities include overseeing Actuarial Pricing and Reserving at the Group level. Claude joined QIC Group in July 2015 as the Deputy Chief Actuary for Qatar Re, a subsidiary of QIC. Before his tenure at QIC, Claude spent 19 years in the London market, working in various roles across pricing and reserving for insurance and reinsurance companies. His last permanent role before joining QIC was Chief Actuary for Travelers Insurance Company. Claude's experience also includes working in France, Italy and the US since 1992. He qualified as an actuary in France in 1992 and has been a Fellow of the Institute and Faculty of Actuaries (UK) since 1999.

12. MANAGEMENT COMMITTEES

The Executive Management has organized itself into standing management committees with an aim of effectively and efficiently handling the delegated responsibilities and running the day-to-day activities of the Group.

12.1 Group Executive Management Committee:

This Committee core functions are:

- o Formulate and recommend Vision and Mission of the Group.
- o Recommend long-term group business plan and strategy along with annual Group Budget.
- o Review and recommend proposal for acquisition, merger, incorporation, sale of investment in associates and investment property.
- o Recommend opening/closing branch offices or forming/closing an entity.
- o Reviews major deviations against the budget exceeding the defined threshold and recommend action plan.

12.2 Group Risk Committee:

This Committee core functions are:

- o To encourage and facilitate embedding a culture of effective risk management throughout the Group.
- o To recommend establishment of an integrated group-wide risk management framework.
- o To ensure that there is a structure in place for the identification, assessment, evaluation, monitoring and reporting of various risks.
- o To ensure implementation of risk appetite, tolerance limits and risk mitigation strategy as per the Board approved limits.

12.3 Group Reserving Committee:

The main objectives of this committee are to:

- o Ensure that the Reserving Policy is functioning effectively and updated, as necessary.
- o Review provision for premium and claims reserves including incurred but not reported claims reserves, in accordance with accounting standards and insurance best practices.
- o Review periodic reserving reports and recommend appropriate actions.

12.4 Group Strategy, Governance & Implementation Committee

The core functions of this committee are to:

- o Review, reconstruct and update organisation structure group wide.
- o Consider and review Group Reinsurance policy and Strategy for the Group.
- o Review and challenge proposed reinsurance solutions and recommend the most suitable reinsurance structure for the business individually and/or collectively.
- o Periodical review of positions for redeployment, re-skilling, and succession plan and ensure its implementation.
- o Review governance policies, systems, internal controls, manuals.
- o Review and recommend Group IT and cyber security vision and objectives; annual Group IT strategy and plan aligned to the overall vision.
- o Review periodically IT initiatives and developments and approve priorities, budgets, investments in the best business interest of the Group as a whole.
- o Review security requirements and certifications, related audits and ensure issues are addressed.

13. INTERNAL CONTROL FUNCTIONS

QIC control functions are organized by consolidating them under the Governance Risk and Compliance (GRC) pillar, headed by the Group Chief Risk Officer. The Actuarial function is recognised as a separate pillar headed by the Group Chief Actuary. The approach was adopted in response to the Group's increased business complexity, the developing regulatory environment, and an increased focus on internal and external accountability. The GRC pillar has, therefore, integrated the Group's Governance and Internal Control, Risk, and Compliance initiatives with the aim of adding significant business value, building competitive advantage, and assisting management with the control of the business.

The requisite control functions under the GRC pillar have full access to the Risk Management and Compliance Committee of the Board and include the following functions:

- o Group Risk Management
- o Group Compliance

The Group Internal Audit is an independent pillar that reports directly to the Board of Directors through the Audit Committee of the Board. While the administrative reporting of Group Chief Audit Executive is to the Group CEO, the functional reporting is to the Audit Committee of the Board. The Board of Directors may call upon the Group Chief Audit Executive based on invitation to require clarifications on any of the matters that Board considers appropriate to seek independent views from the Group Internal Audit Function.

13.1 Group Risk Management

The Group's Enterprise Risk Management Function is responsible for risk management and exposure monitoring for the Group. In liaison with the different business areas, the function performs a qualitative and quantitative assessment of exposures against the defined tolerances and reports to the respective Entity Level Risk Committees, Group Risk Committee, and the Risk Management & Compliance Committee of the Board.

Additionally, stress and scenario testing is used in setting strategy and in business planning to quantify the implications of possible events and future changes in economic conditions that could have unfavourable effects on the business plan and financial standing of the Group. This analysis is used to support the development of management and mitigation strategies. The Group Risk Management function also assists other departments within the Group in emerging risk assessment, capital management, etc.

13.2 Group Compliance

The Group considers compliance with applicable laws, industry regulations, codes and its own ethical standards and internal policies to be an integral part of doing business. The Group Compliance team, together with the compliance functions of the respective subsidiaries, facilitates the management of compliance through the analysis of statutory and regulatory requirements, and the monitoring the implementation and execution thereof.

The monitoring of regulatory requirements includes due diligence procedures and the reporting to relevant agencies with an aim to combat money laundering and the financing of terrorism. In addition, the Group Compliance function undertakes screening checks against applicable sanctions watch lists.

The Group also has systems and processes in place to ensure that all the regulatory compliance and statutory requirements of QCB, QFMA and other regulators are complied with.

13.3 Group Governance and Internal Control

The Group Governance and Internal Control function aids in developing the governance and internal control framework with an aim to encourage and promote corporate governance practices and protect the interest of the shareholders and other stakeholders. It achieves this by:

- ensuring appropriate supervision and management of the Company's business.
- ensuring clear allocation of roles and responsibilities, designing controls over financial reporting to ensure the accuracy and completeness of the Company's consolidated financial statements.

Governance

The Board recognises the importance of the function and approved the Governance framework based on the Governance Charter with clear objectives aligned with those of the board of directors, its committees, and the associated executive management committees. A strong system of governance throughout the Group is essential to ensure the business runs smoothly, to aid effective decision making and to support the achievement of the objectives.

Internal Control

Internal control refers to Group's policies, procedures and practices that aid in ensuring that the Group achieves the targets set in the strategy, uses resources economically and bases management decisions on reliable information. Internal control also ensures that risk mitigation is adequately addressed. Conformance to regulations and approved ethical principles are also ensured through internal control. The Board is responsible for organising and maintaining adequate and effective internal controls, ensuring that the Group has an adequate set of guidelines and supervises internal control effectiveness and sufficiency. The Board approved internal control framework, based on the 'three lines of defence' model, which is supplemented with a clear organisational structure, documented delegated authorities, responsibilities and a system of policies and procedure manuals. The framework requires reporting of significant internal control and risk related issues to the Audit Committee of the Board on a regular and continuing basis to ensure that the Committee and the Board have a clear view of material issues being faced and have the necessary information and tools to appropriately analyse and manage these risks.

As per Article 22 of QFMA Governance Code, Quarterly Internal Control Reports are prepared and submitted by the internal auditor to the Audit Committee. The internal auditor has duly presented the Internal Control Reports to the Audit Committee based on the assessment of internal controls through performing periodic and ad-hoc risk-based audits in this financial year 2025. The assessment of the Company's compliance with internal control systems when determining and managing risks and compliance with laws and regulations have been adequate and satisfactory with some scope of improvements.

Internal Controls over Financial Reporting (ICOFR)

The Management has undertaken a formal evaluation of the adequacy of the design and operating effectiveness of ICOFR during the year. It consists of various internal controls and procedures aimed at minimizing the risk of misstatement of the financial statements.

It shall be independently reviewed by the appointed external auditor (KPMG) and their related report shall be available to the shareholders on the Group's website for reference.

13.4 Group Actuarial

The Group Actuarial Function supports the Group across all areas where actuarial support is typically sought and to coordinate the development of best practices across the existing actuarial teams. The areas requiring actuarial support consist of two main functions: the reserving function, which ensures the Group is adequately reserved to meet its future liabilities; the pricing function, which helps assess and drive the profitability of the business in a strategic manner. The Group Actuarial Function has free access to the Risk Management and Compliance Committee of the Board to which it reports.

13.5 Group Internal Audit

This function performs an independent review of the internal controls and governance systems within the Group. It reports on the existence, effectiveness and/or weaknesses of such systems, including risk management, the system for maintaining and safeguarding assets and the accuracy of the financial statements of the Group. It also reviews the effectiveness of the compliance function as an internal control tool of Management by providing assurance to the Board of the existence of sound internal control systems in the Group commensurate with size and nature of its business.

14 EXTERNAL AUDITOR

The shareholders at the Annual General Meeting of the Company held on 26 February 2025 approved the appointment of KPMG as the external auditors for the year 2024, on the recommendation of the Board of Directors. The external audit fees paid to the external auditors for the financial year 2025 amounted to QAR 12.69 million, plus QAR 5.71 million for other external audit-related services. The external auditor has submitted the "Independent Auditor's Report" on the audit of the consolidated financial statements, which forms part of the annual report for the year 2025, the Independent Assurance Report on Compliance with QFMA Governance Code as at 31st December 2025, and the Independent Assurance Report on Design, Implementation, and Operating Effectiveness of Internal Controls over Financial Reporting as at 31st December 2025 subject to approval of shareholders in 2025 General Assembly.

15. CAPITAL STOCK

The Company's authorized and issued capital is QR 3,266,101,330 divided into 3,266,101,330 shares and is fully paid. Apart from the Government of Qatar or government entities, just one shareholder (Brooq Trading Company) holds a share of more than 5%. The total number of shareholders of the Company as of 31 December 2025 was 2,043 shareholders comprising government entities, banks, companies and individuals of different nationalities and there were 194 major shareholders with a shareholding two million shares or above in the Company. A list of the major shareholders is attached at the end of this report.

As per the Article 28 of the Governance Code, the Company has an Insider Trading Policy that prohibits the unauthorized disclosure of any non-public material information and the trading of any securities of the Company, including its shares or Tier II financing instruments by any person in possession of material non-public information.

16. RELATIONSHIP WITH SHAREHOLDERS AND STAKEHOLDERS

- The Company keeps the channel of communication open and transparent with shareholders and other stakeholders who have all the rights to be informed by virtue of relevant laws and regulations in line with the Corporate Governance requirements.
- The Company publishes financial information and data which is available to investors and other stakeholders on a regular basis through the Company's website and various media in addition to communication through Qatar Exchange.

- C. The Company maintains a record of shareholders which is updated monthly to comply with the register of shareholders of the Company filed with the Qatar Central Securities Depository. The Qatar Exchange maintains all information relating to trading of the shares of listed companies on the stock market.
- D. The shareholders are entitled to obtain a copy of the Company's statute and all other relevant documents for a fee as determined by the QFMA.
- E. The shares of the Company accord equal right to the shareholders without any discrimination. In case if any share amounts are owed to the Company, restrictions are imposed on such shares in the register of shareholders to their share in the profit or assets of the Company. A shareholder whose name appears on the Company's shareholder register has the right to collect any amounts due for the share whether being dividends or a share in the Company's assets.
- F. The Company's Articles of Association lay down key shareholders' rights and ownerships and the procedures to exercise those rights. The Articles also ensure protection of shareholders rights including minority shareholders in particular, in case the Company conducts major transactions.
- G. Each shareholder has the right to attend the General Assembly in person or by way of proxy as per the law in force and each shareholder shall have voting rights equivalent to the number of shares held by him.
- H. The Board ensures that as required in the relevant legislation and in accordance with the Company's corporate governance requirements, all employees are treated at par as per the principles of natural justice and equity without any discrimination. They are empowered to whistle blow on any suspicious matters relating to financial reporting, internal control while providing protection to them of any retaliation, negative action, or damage.
- I. The Annual General Assembly of the shareholders is held within four (4) months following the end of the fiscal year. The invitation of the meeting is published along with all the data, information, reports, and statements required for the meeting in accordance with the Commercial Companies Law, the QFMA, the rules of Qatar Exchange, and the Company's articles of association. The Company also provides a copy of these documents to all shareholders requiring such information to facilitate their discussion on the Company's performance.
- J. The Annual Report includes the report of the Board of Directors to the shareholders and dividend recommendation for distribution of profits. The dividend is disbursed upon approval of the proposed distribution of profits by the General Assembly.
- K. The Company ensures that the rights of stakeholders are maintained and respected, each stakeholder may request information related to his interest which the Company shall provide timely and in a manner that does not threaten other's interests or prejudice Company's interests.

Annual General Meeting

The Company conducts the General Assembly as per the procedures stipulated in the Company's Articles of Association and in compliance with laws and regulations including the Governance Code.

At the Ordinary General Assembly Meeting (AGM) held on 26 February 2025, the General Assembly approved the following:

1. The Directors Report on the activities of the Company, its financial positions for the year ended 31st Dec. 2024, and the business plan for 2025.
2. The external auditor's reports on the consolidated financial statements for the financial information 2024.
3. The company's balance sheet, and its profit & loss account for the year 2024, and the related party transactions.
4. The proposed dividend distribution, being cash dividend of (10%) from the share par value, i.e. (10) Dirhams for each share.

5. Discharging the members of the Board of Directors and approving their remuneration of QAR 15,715,000 subject to QCB approval.
6. The Corporate Governance Report for the year 2024.
7. The Remuneration Policy and the Related Party Policy for 2025.
8. Reappointing KPMG as external auditors for the Financial Year 2025 with Fees of QAR 1,822,000.

17. DISCLOSURE

The Company has no tolerance to breach of law, non-compliance to regulations, or the behaviors / activities that expose the Company to non-compliance risks. As per the Compliance policy, the Company's dealings with regulators, legal authorities, auditors etc. shall always remain transparent.

The Company is fully committed to all disclosure requirements including market listing as required under the legislations and regulations of various applicable regulatory authorities and has complied with the requirements set forth in this regard. The most important requirements in this regard relate to the publication of information on shares of the Company uniformly to all shareholders and investors to enable them to access all information that affects stock prices providing equal opportunities to them for their investment decision.

The Board of Directors, through the Compliance department, ensures that all the disclosures that the Company makes are accurate and the financial reports of the Company conform to applicable accounting standards and guidelines. The governance process to ensure accuracy and truth of all the disclosures in the Corporate Governance Report involves submission to the Board Risk Management and Compliance Committee for review before it is finally reviewed and approved by the Board for placing the same in the General Assembly. The Corporate Governance Report is also reviewed and audited by the External Auditor to ensure independence and authenticity.

During the year, the Company disclosed all decisions taken by the Board of Directors that were of interest to shareholders and other stakeholders. All such decisions, as required, were immediately notified to Qatar Exchange and the QFMA, in addition to publication in the local newspaper and on the website of the Company.

Pursuant to the provisions of the Commercial Companies Law and the requirements of QFMA, Qatar Exchange and the Law of the Qatar Central Bank and the regulation of financial institutions, the Company also published audited financial reports in newspapers and on the website of the Company.

Open lines of communication are maintained to ensure transparency and optimal disclosure, and stakeholders are encouraged to make their views known to the Group. Communication with institutional shareholders, the investment community and general public communication is conducted by QIC's Investor Relations department and the Public Relations & Corporate Communications department. The Company has a Public Relations and Communications Policy that deals with the process of communication between the organization and its various stakeholders, both internal and external. It involves relationship-building with media and stakeholders, social media outreach, reputation management and crisis communications. As per the policy, the Group Chairman and/or the Group CEO shall represent QIC before media. The Official Spokespersons appointed by QIC from time to time are authorized to represent QIC before the media to ensure appropriate communication channels are maintained.

During 2025, the following regulatory violation fines were reported:

1. The Qatar Central Bank (QCB) imposed a financial penalty of QAR 500,000 on QIC due to non-compliance with the conditions attached to its approval of a board member's appointment. Board members are appointed by shareholders, and QIC is scheduled to hold its Annual General Meeting (AGM) in March 2026, at which time the matter is expected to be formally remediated.

2. QCB notified a violation of quarterly reconciliations with insurance companies and reinsurers and the impact of those adjustments on the quarterly and annual financial statements and decided to impose a financial penalty of QAR 100,000. QIC has revisited its Receivables Management Policy and implemented more controls in the reconciliation process for strict compliance of this requirement on a quarterly basis.
3. In QIC UAE, the Department of Health (DOH) during a regulatory inspection identified minor deficiencies in QIC Abu Dhabi's record-keeping relating to medical insurance policies and consequently imposed a penalty of AED 110,000. The Abu Dhabi branch has improved the documentation and disclosure of medical insurance policies.

18. DISPUTES

The Group, by virtue of the nature of its insurance operations, are required to settle legal liability claims in the normal course of its business based on Court decision. While it is not practicable to forecast or determine the final results of all initiated legal proceedings the Board does not believe that such proceedings including litigations will have a material effect on its operations, as the reserves are adequately made in the financials to reflect the financial position.

19. CORPORATE SOCIAL RESPONSIBILITY

QIC's social responsibility efforts include the provision of support to communities in the fields of culture, sports, and health. It also allocates 2.5% of the local profits to sports and social activities support fund (QAR 8,119 thousand for 2025) and shall be paid post approval of the financial statements at the AGM.

The following initiatives have been undertaken for social upliftment, environment preservation, cultural heritage, sports and fitness in 2025.

1. Katara International Arabian Horse Festival 2025

QIC Group continued its support as the official insurance sponsor for the 5th edition of the Katara International Arabian Horse Festival (KIAHF). KIAHF showcases Qatar's deep-rooted cultural traditions and elevates the country's role as a global cultural and sports hub, guided by Qatar National Vision 2030.

2. Doha Marathon by Ooredoo 2025

QIC Group served as a sponsor of the Doha Marathon by Ooredoo 2025, an excellent opportunity for QIC to engage with the community and support a cause that promotes health, wellness, and active living.

3. Build Your House Exhibition

Qatar Insurance Group (QIC) is a proud sponsor of the Build Your House Exhibition 2025, reaffirming its commitment to supporting individuals and families in building not just houses but secure, resilient homes. The Build Your House Exhibition, a cornerstone event for Qatar's construction and homebuilding sector, served as a dynamic platform for QIC to engage directly with homeowners, contractors, architects, and developers. Through its presence at the exhibition, QIC emphasized the indispensable role of insurance in every phase of the homebuilding journey, from groundbreaking to move-in.

4. Summer Internship Program 2025

QIC successfully concluded its 2025 Summer Internship Program. The program ran throughout June and July and welcomed a select group of high-achieving high school students from across Qatar, chosen for their academic excellence and interest in exploring future careers in the insurance and financial services sectors.

5. S'hail 2025

Qatar Insurance (QIC) was the official insurance partner of the 9th edition of the Katara International Hunting and Falcons Exhibition, S'hail 2025. QIC has long-standing ties with S'hail and continues to contribute to its sustained growth and success.

6. Qatar Cancer Society – Cancer Awareness Initiative

Qatar Insurance (QIC) strengthened its partnership with the Qatar Cancer Society (QCS) through cancer awareness and prevention initiatives. These included a Breast & Cervical Cancer Awareness event in October and sponsorship of "Relay for Life 2025," promoting early detection, healthy lifestyles, community solidarity, and alignment with Qatar National Vision 2030.

7. Little Employee Initiative

Qatar Insurance (QIC) hosted the 6th "Little Employee Initiative" on October 30, 2025, welcoming over 100 employees' children aged 7–15. Organized with Qatar Career Development Center, the program offered workplace exposure, interactive activities, and insight into the insurance industry, reinforcing QIC's commitment to youth development and community engagement.

8. Annual Blood Donation Camp 2025.

Qatar Insurance (QIC) organized its eighth annual blood donation drive at its West Bay headquarters in collaboration with Hamad Medical Corporation. With strong employee participation, the initiative highlighted the lifesaving importance of blood donation and reinforced QIC's commitment to public health, community service, and corporate social responsibility.

9. Initiative with the Ministry of Environment and Climate Change (MoECC)

The Ministry of Environment and Climate Change, with Qatar Insurance, launched the "Fencing and Rehabilitation of Rawdat Al-Wasta" initiative to protect and restore Qatar's grasslands. The project included planting 300 native seedlings, distributing seeds, and a guided field tour highlighting rawdat's ecological role and desertification prevention efforts.

The Department of Wildlife Development outlined a monitoring and maintenance plan, including seedling tracking, irrigation, invasive species control, and community awareness programs. It highlighted fencing as vital for habitat restoration and desertification control. Participants were honored, and the Ministry reaffirmed private sector collaboration aligned with Qatar National Vision 2030.

10. World Arabian Horse Championship – Supreme

Qatar Insurance Company (QIC) reaffirmed its commitment to Qatari culture by sponsoring the World Arabian Horse Championship Supreme. Held on December 5–6 at Old Doha Port in collaboration with GCAT, CENECA, and Katara Cultural Village, the prestigious event celebrated Arabian horse heritage, sport, and global excellence.

11. Polo Al Marsa Qatar

QIC's sponsorship of Polo Al Marasa Qatar reflects its commitment to supporting sports and cultural events aligned with Qatar National Vision 2030. The flagship event united generations through sport, hospitality, and community spirit, celebrated Qatari heritage, promoted local talent, and welcomed audiences to experience the excitement of polo in Doha.

20. CONCLUSION

Since its inception, the Group is fully committed to the requirements and principles of Corporate Governance as laid down in the rules and regulations. The Group will continue to strive to achieve and implement the best possible level of Corporate Governance culture in line with best practices.

For Qatar Insurance Company Q.S.P.C

**Mr. Salem
Khalaf Al-Mannai**

Group CEO

**Sheikh Hamad bin
Faisal bin Thani Jasim Al Thani**

Chairman of the Board



QIC GROUP'S GLOBAL FOOTPRINT

Oman QIC

Al Khuwair

1st Floor, AL Nawras
Commercial Center Building,
Al Khuwair / Bousher / Muscat
Governorate,
Sultanate of Oman
Tel: +968 24765213 / 211
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

Al Khoud

Al Khoud Oasis, Al Shabab St,
Building No. 252, Block no. 252
Street No. :220
Al Khoud / Al Seeb / Muscat
Governorate of Oman
Tel: +968 24765224 / 229
Fax. No: +968 24765234
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

Salalah

Al-Rabat Street Front of the Air
Force's sign,
Dhofar Building, next to KFC, Al
Suq Al Markazi / Salalah / Dhofar
Governorate, Oman
Tel: +968 23298005
Sun- Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

South Al Mabailah

South Al Mabilah / Al Seeb /
Muscat Governorate,
Sultanate of Oman
Tel: +968 24460 489
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

Sohar

Al Wakeba, Sohar / North Al
Batinah Governorate
Sultanate of Oman
Tel: +968 92878097
Fax. No: +986 26845807
Email: contact@oqic.com
Sun – Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

Nizwa

Route 21 Agency Street,
Near Isuzu Dealer , Farq / Nizwa
/ Al Dakhiliyah Governorate,
Sultanate of Oman
Tel: +968 25414102
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed
Barka / Barka / South Al Batinah
Governorate, Sultanate of Oman
Tel: +968 26882648
Email: contact@oqic.com
Sun– Wed 8:00 AM – 5:00 PM
Fri- Sat Closed

Al Amrat

Building Number: 904, Shop no:
1, Block no: 415
Way No: 1522, Next to Omantel
new Branch
Al Hajer Street, Al Amrat / Al
Amrat / Muscat Governorate
Sultanate of Oman
Tel: +968 24882713 / 24765252
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

Bahla

Route 21, Bahla,
Bahla / Al Dakhiliyah
Governorate Sultanate of Oman
Tel: +968 25419795
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

Ibra

Shop number 5, Suleiman Al
Hashemi Building,
Building no 5, Area no 1707
Ibra Road, Ibra / Ibra / North Al
Sharqiya Governorate,
Sultanate of Oman
Tel: +968 25509827
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

Ibri

Ibri / Al Dhahirah Governorate
Sultanate of Oman
Tel: +968 25692208
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed
Sama'il
Sama'il / Al Dakhiliyah
Governorate
Sultanate of Oman
Tel: +968 25352551
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

Sur

Snisila / Sur / South Al Sharqiya
Governorate Sultanate of Oman
Tel: +968 25535805
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

Al Suwaiq

Way 2010 Al Suwaiq / North Al
Batinah Governorate
Sultanate of Oman
Tel: +968 26960033
Email: contact@oqic.com
Sun– Thu 8:00 AM – 5:00 PM
Fri – Sat Closed

UAE QIC

Abu Dhabi

The Landmark Tower, 13th Floor,
116 Khadim Bin Butti Al Hamed
St, Al Hisn – Al Markaziyah West
Abu Dhabi
UAE

QIC

قطر للتأمين
Qatar Insurance