

# 2025

## Analyst Presentation

Year Ended 31 December 2025

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and Wikus Olivier



A hiker with a large orange and black backpack is standing on a rocky peak, looking out over a vast mountain range at sunrise. The sun is low on the horizon, creating a warm, golden glow. The hiker is wearing a dark cap, a dark t-shirt, and dark shorts. The background shows rolling mountains under a clear sky.

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## Building a platform for accelerated value creation



Strong full-year 2025 results, continuing a track record of delivery



Excellent strategic progress, building a platform for accelerated value creation



Improved investment return on all managed portfolios, with performance exceeding benchmarks



Continued strong performance from the Alternative Risk Transfer businesses



Superior customer and intermediary experience



Maintained focus on disciplined underwriting and cost efficiency



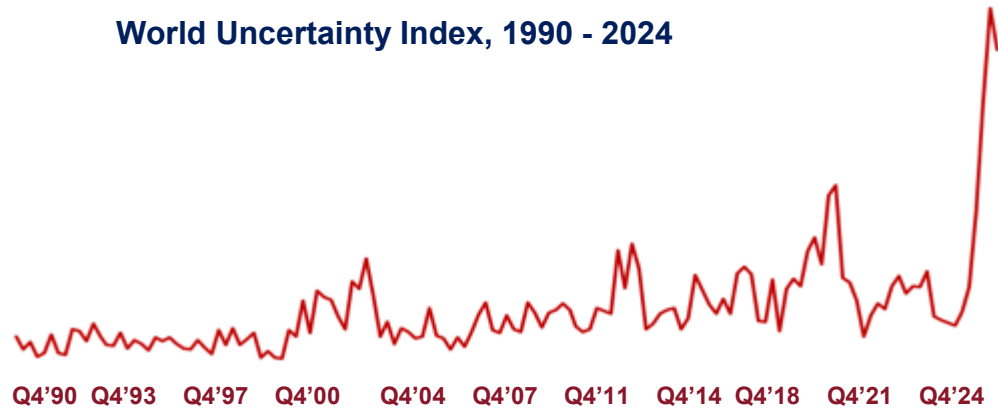
# Operating environment

Santam is an authorised financial services provider (FSP 3416), a licensed non-life insurer and the controlling company for its group of companies.

# Structural shifts are redefining the risk landscape

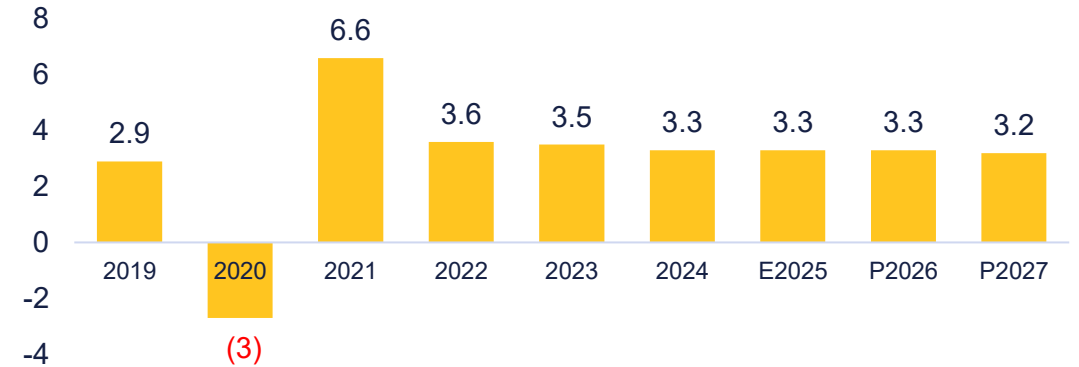
## Heightened geopolitical risk prolongs uncertainty

World Uncertainty Index, 1990 - 2024



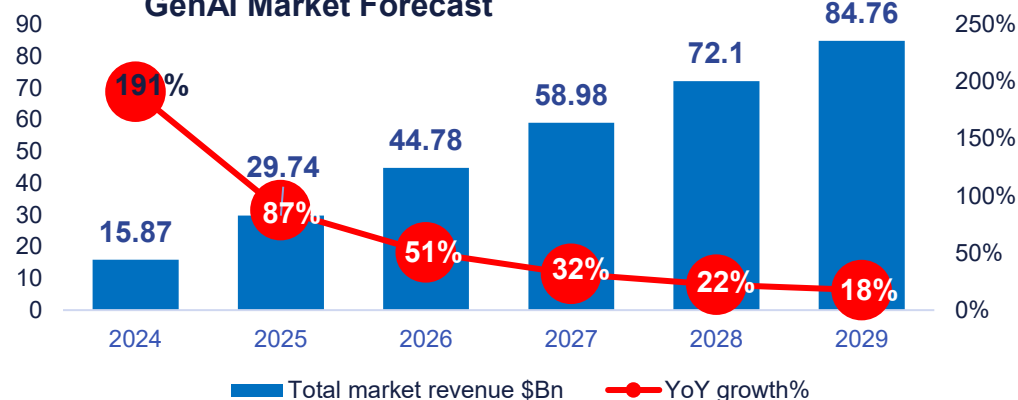
## Despite global uncertainty, economic sentiments remain positive

Global GDP Projections %



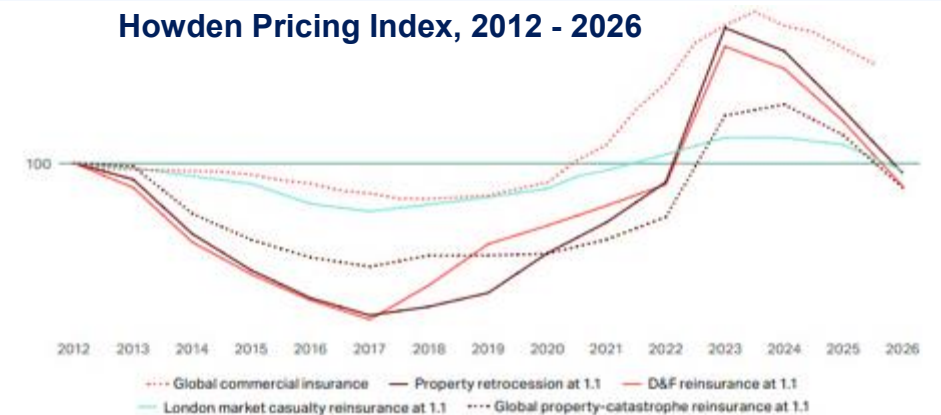
## Gen AI adoption heightens operational cybersecurity risks

GenAI Market Forecast



## Growing competition is driving down rates

Howden Pricing Index, 2012 - 2026



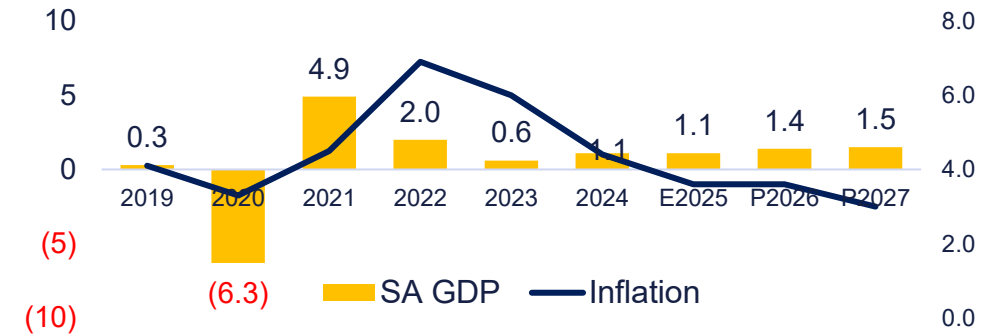
# Structural reforms are underpinning a resilient outlook for SA amid the global volatility

## The South African rand gained almost 13% against the dollar



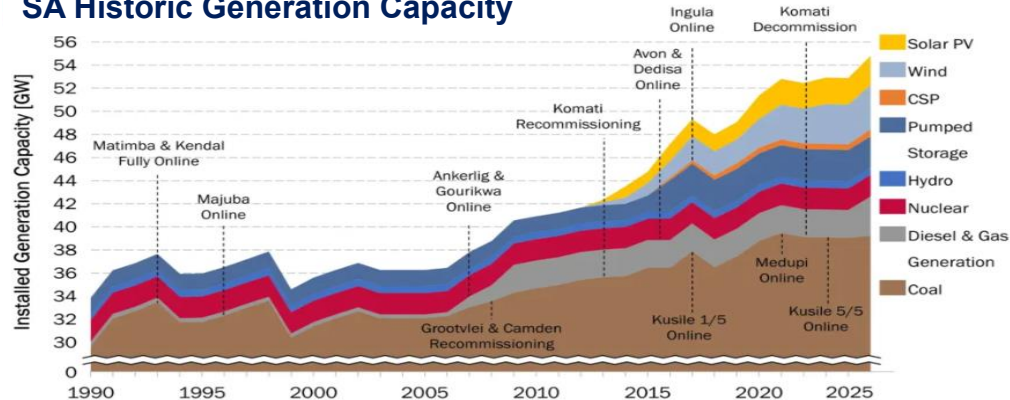
## GDP is gradually improving

### SA GDP and Inflation Projections %



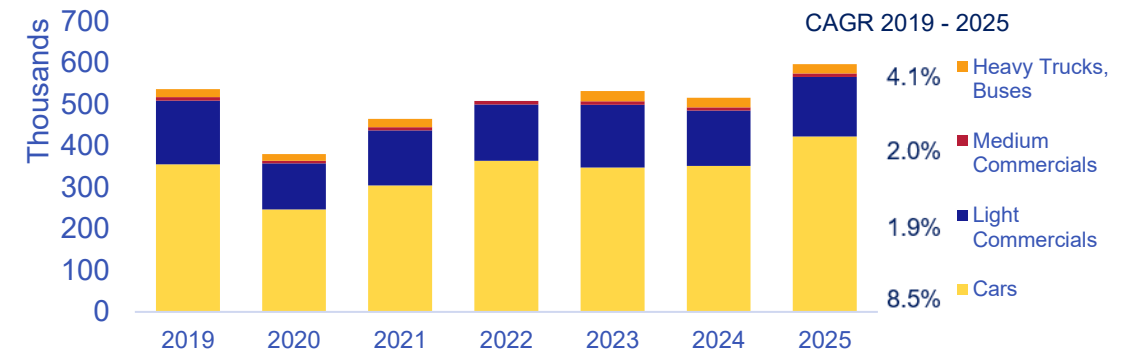
## Improved energy generation capacity

### SA Historic Generation Capacity



## Strong recovery in motor vehicle sales

### South African Vehicle Sales 2019 - 2025



A close-up photograph of two hands shaking in a firm grip. The hand on the left is wearing a light blue shirt cuff, and the hand on the right is wearing a dark grey suit sleeve. The background is a blurred office interior with warm lighting. The text 'Operating highlights' is overlaid on the center of the image.

# Operating highlights

# Performance update: Year ended 31 December 2025

## GROWTH

Conventional insurance  
GWP growth of **6.4%**  
(2024: **10.5%**)

Conventional insurance  
NEP growth of **14.7%**  
(2024: **9.7%**)

## EARNINGS

Underwriting margin for  
conventional insurance business  
of **11.3%** (2024: **7.6%**)

Alternative Risk Transfer  
earnings of **R944 million**  
(2024: **R781 million**)

Net income of **R4 059 million**  
(2024: **R3 679 million**)

Return on capital of **29.2%**  
(2024: **31.9%**)

## FINANCIAL STRENGTH

Group economic capital  
coverage ratio of **169%**  
(2024: **166%**)

Final dividend of **1 090 cps**  
(2024: **985 cps**), up **10.7%**

Total ordinary dividend of **1 680  
cps** (2024: **1 520 cps**), up  
**10.5%**

## VALUE DRIVERS

Direct as % of GWP **22%**  
(2024: **17%**)

International as % of GWP  
**19%** (2024: **18%**)

Policy count: **3.7 million**

## RESULTS AFFECTED BY:

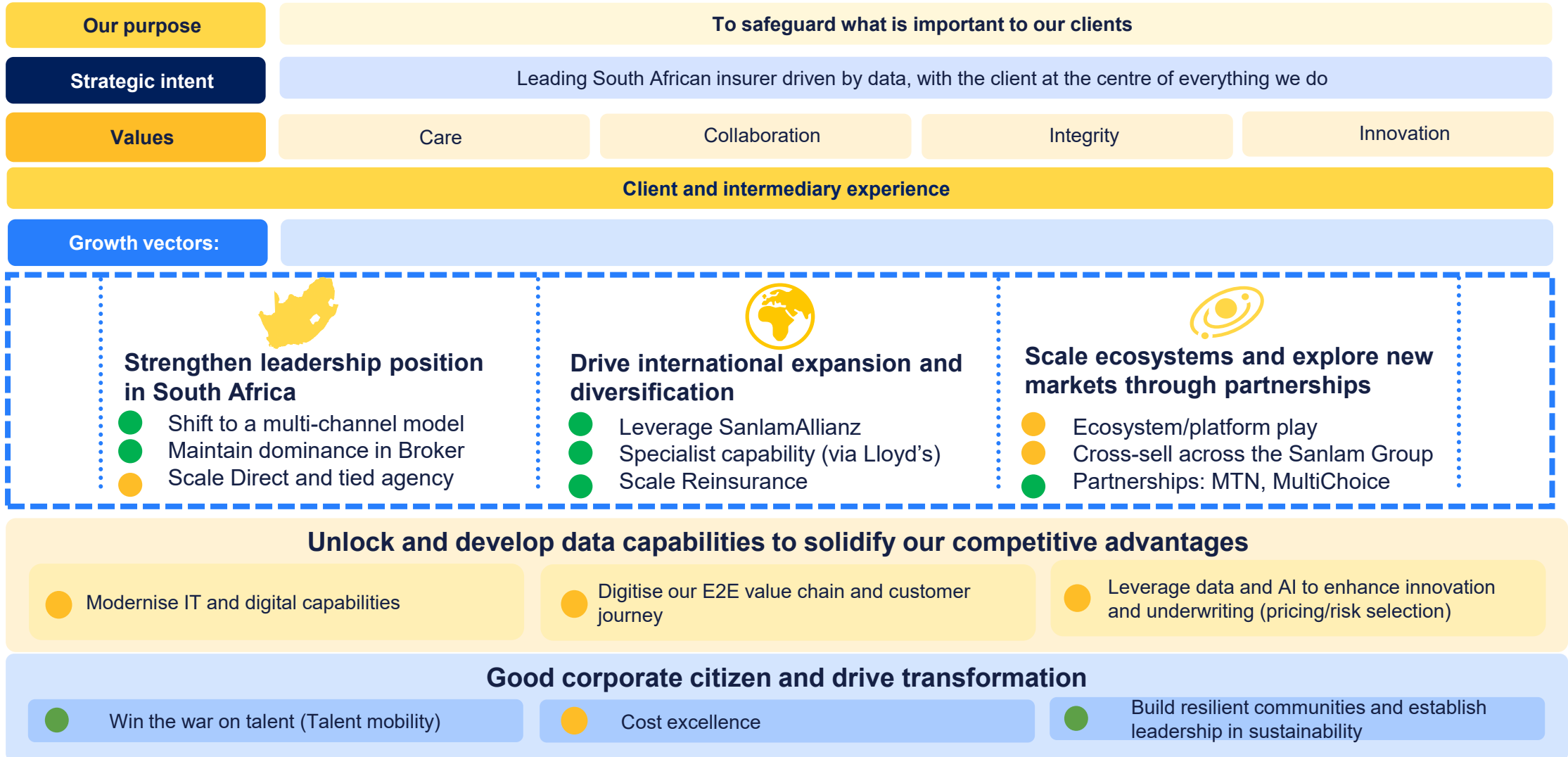
**Negatives:** Weather-related events in March and December, foreign currency translation losses

**Positives:** Favourable attritional loss ratio, property portfolio improvement, ART performance, MTN & MultiChoice partnerships

A close-up photograph of a red dart with a wooden shaft and a metal point, hitting the red bullseye of a target. The target has concentric rings and numbers 7, 8, and 9. The background is a bright, out-of-focus light source, possibly the sun, creating a lens flare effect.

# Strategic update

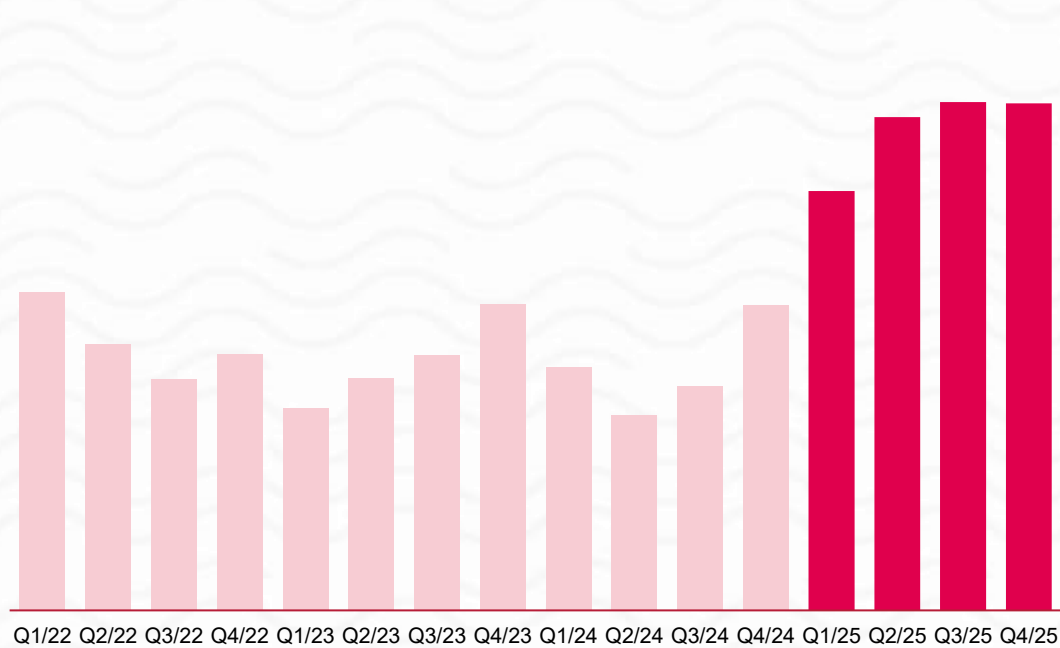
# On track to deliver FutureFit 2030 through disciplined strategy execution



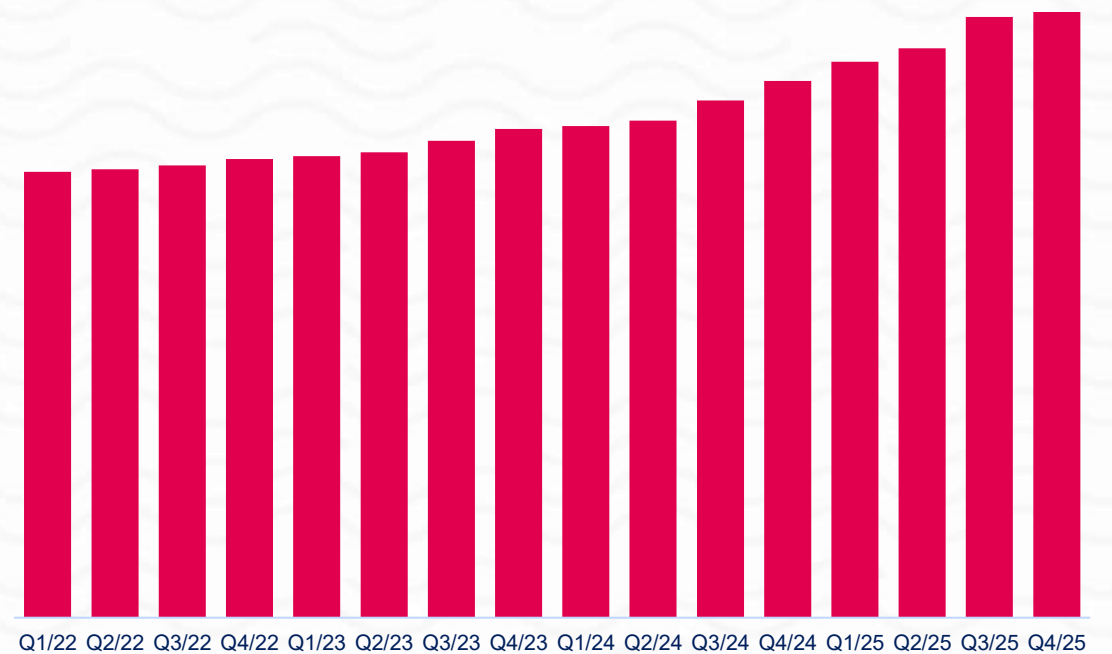
# Miway's strategic initiatives contribute to accelerated top-line growth

Record new sales, driving double-digit growth, with personal lines growth more than doubling compared to 2024. Strong positive trend in policy count.

### POLICY COUNT – QUARTERLY TRENDS



### GWP - QUARTERLY TRENDS









Source: Santam

# Accelerating growth and diversification through Santam Syndicate 1918

Following final permission from the Lloyd's council to underwrite, operations remain in the early ramp-up phase, with foundational teams in place and initial business operations underway.

## Progress update

-  A seasoned London-based executive team has been appointed
-  Recruitment of key roles is underway
-  Approved capacity for the Santam Syndicate 1918 exceeded £300 million and Consortia and Facility lines of US\$40 million been concluded to date, which is incremental new business
-  Successfully built and deployed a Policy Administration System
-  Secured and moved into new office
-  The focus remains on building a strong and credible platform for growth



We have also augmented our presence in India by establishing a Tier 2 IIO office in the GIFT City in Gujarat. We intend to write treaty and facultative reinsurance through Santam Specialist Solutions and Santam Re. Our presence in India aligns with our international growth strategy and enhances our diversification ambitions.

# Our revised long term targets to 2030

## FINANCIAL

**GWP GROWTH RATE**  
CPI + GDP + 1% to 2%

**NET UNDERWRITING MARGIN**  
5% to 10%

**DIVERSIFICATION**  
International GWP >30%  
Direct GWP > 30%

**RETURN ON CAPITAL**  
>24%

**DIVIDEND GROWTH**  
Based on NEP growth

**CAPITAL COVERAGE RATIO**  
145% to 165%

## NON-FINANCIAL

**POLICY COUNT**  
>4 million

**CUSTOMER EXPERIENCE (NPS SCORE)**  
>60

**EMPLOYEE ENGAGEMENT SCORE**  
>75%

**SA MARKET SHARE**  
>24%

**TRANSFORMATION**  
Maintain B-BBEE Level 1

**ESG**  
Maintain Top 30 JSE Responsible Investment Index

A photograph of two women in business attire. The woman on the left is wearing a pink blouse and a dark skirt, with her hands clasped. The woman on the right is wearing a black blazer over a white shirt and is pointing at a laptop screen. They are in a modern office or lounge area with a bar in the background.

# Financial results

# Results at a glance

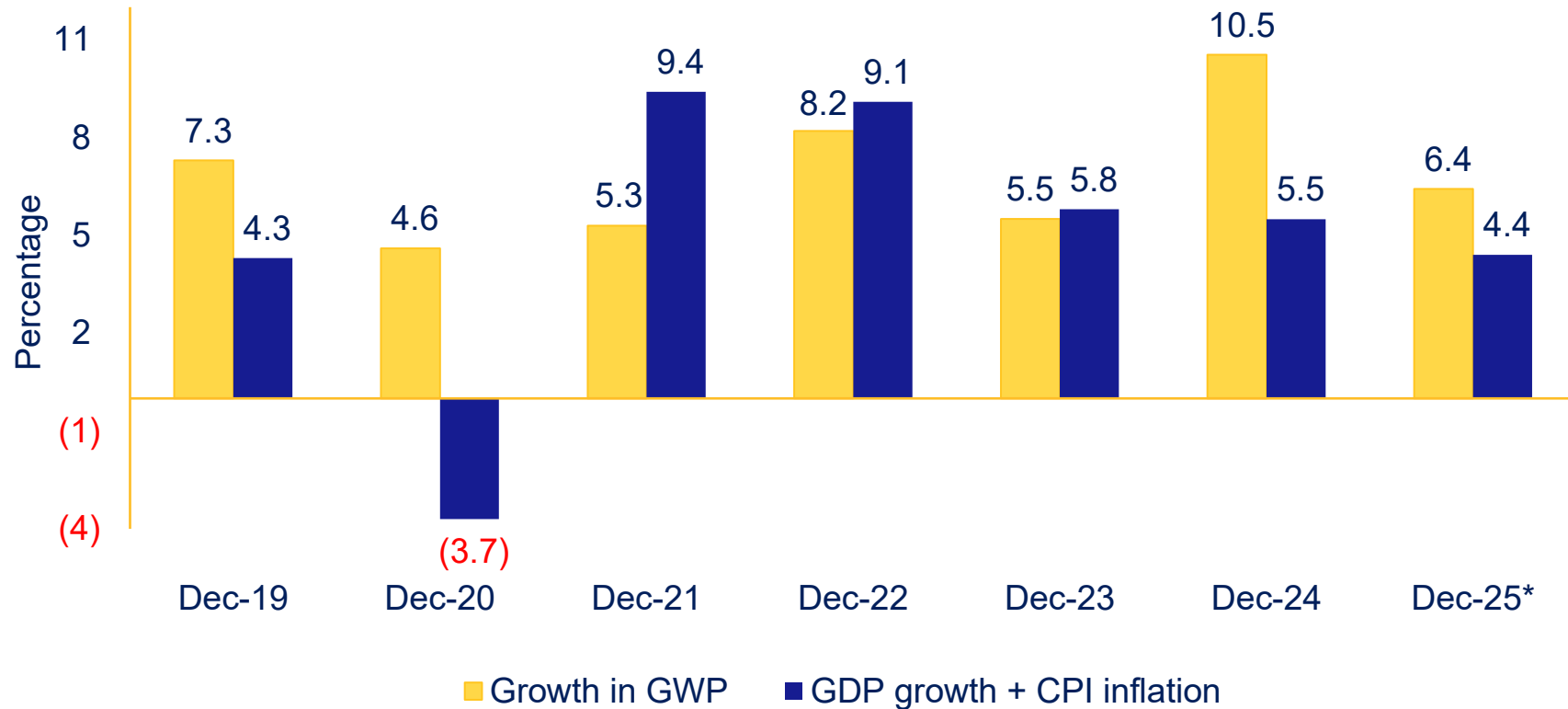
	For the year ended 31 December 2025	For the year ended 31 December 2024
NEP growth	14.7%	9.7%
Claims ratio	56.0%	61.1%
Acquisition costs ratio	32.7%	31.3%
Underwriting margin	11.3%	7.6%
Investment return on insurance funds	3.0%	2.6%
Net insurance result	14.3%	10.2%
Return on capital	29.2%	31.9%

A photograph of two large white wind turbines on a hillside. The turbines are positioned on a dirt road that winds through a forested area. The background shows a vast landscape of rolling hills and mountains under a clear blue sky with a few wispy clouds. The lighting suggests it is either early morning or late afternoon, with a warm, golden glow on the horizon. The text 'Business volumes' is overlaid in the center of the image.

# Business volumes

# Conventional insurance

## GROSS WRITTEN PREMIUM VS CPI + GDP GROWTH



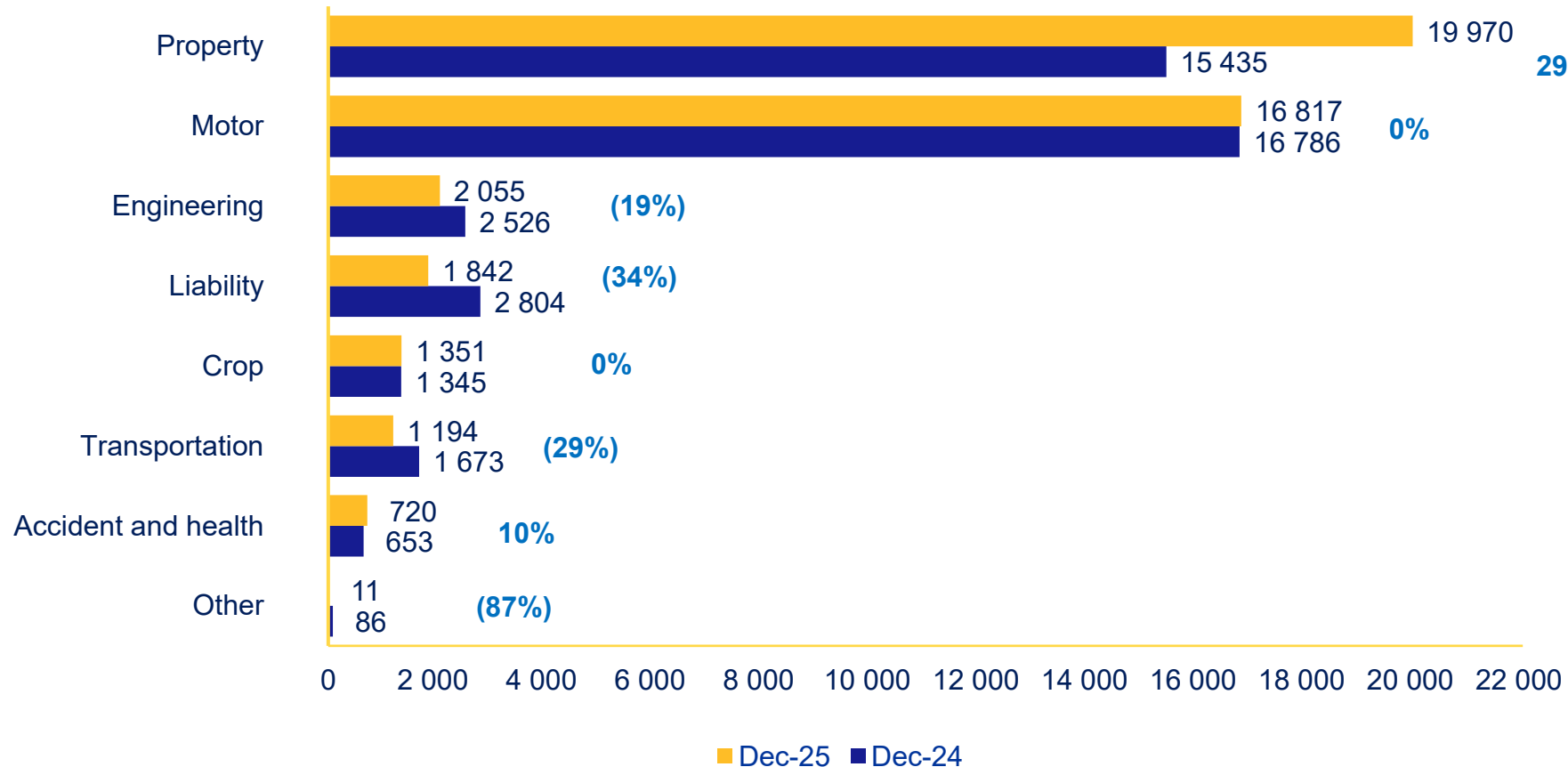
\*Year-on-year forecasted GDP of 1.1%, CPI of 3.3%

- Solid growth at Broker and Client Solutions despite moderation in premium increases
- Double-digit growth at Miway
- First-time contribution of MultiChoice transaction
- Rate softening in Corporate Property and Heavy Haulage at Specialist Solutions. Lower Engineering new business and Casualty still at unsustainable rates
- Santam Re in line with 2024
- Net earned premiums grew by 14.7%

# Conventional insurance

## GROSS WRITTEN PREMIUM

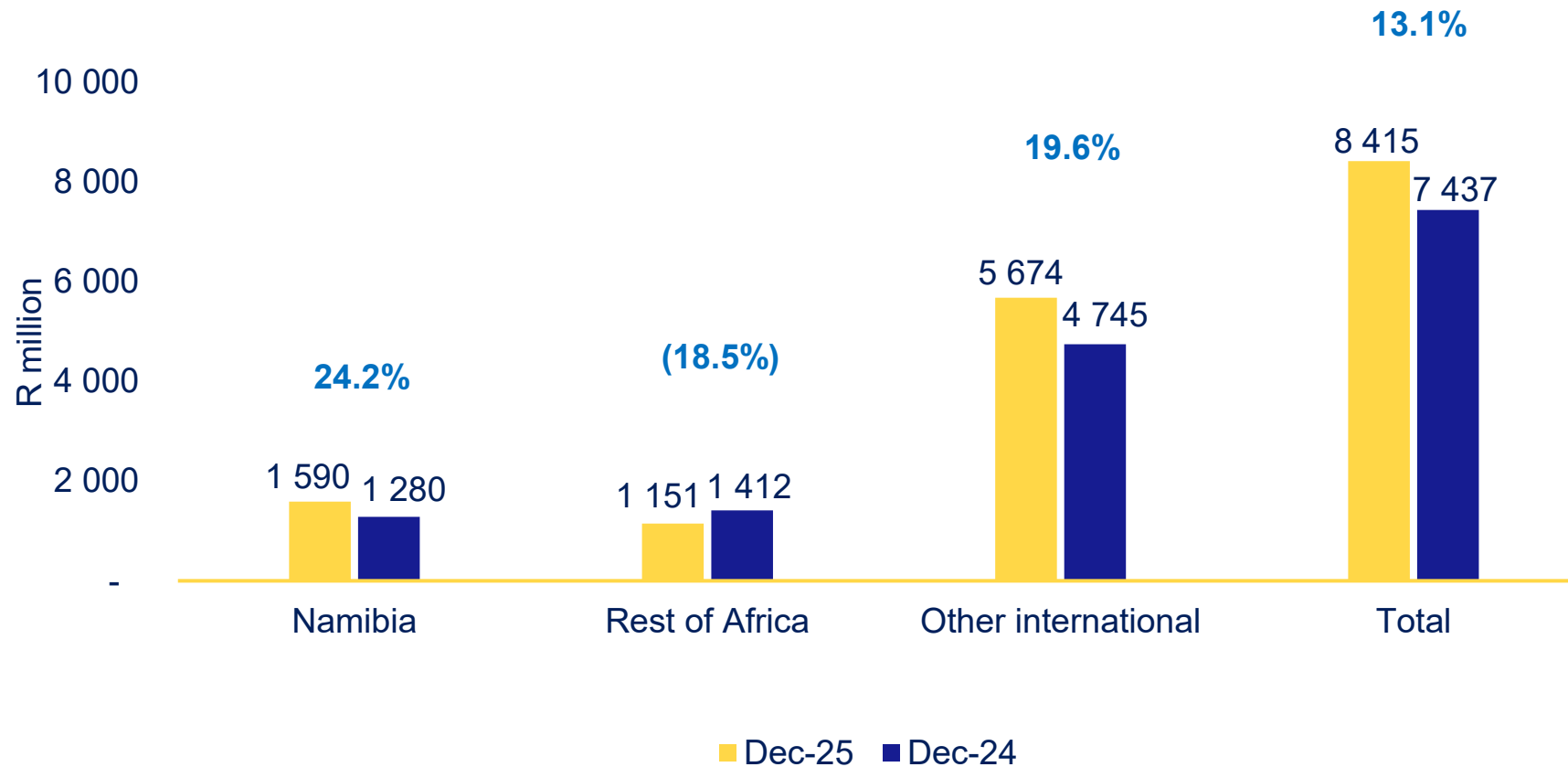
PER INSURANCE CLASS (R'M)



- Good underlying growth across all main insurance classes, excluding change in mix of business at Santam Re
- Property includes first-time contribution of MultiChoice transaction

# Conventional insurance

## GROSS WRITTEN PREMIUM FROM OUTSIDE SA

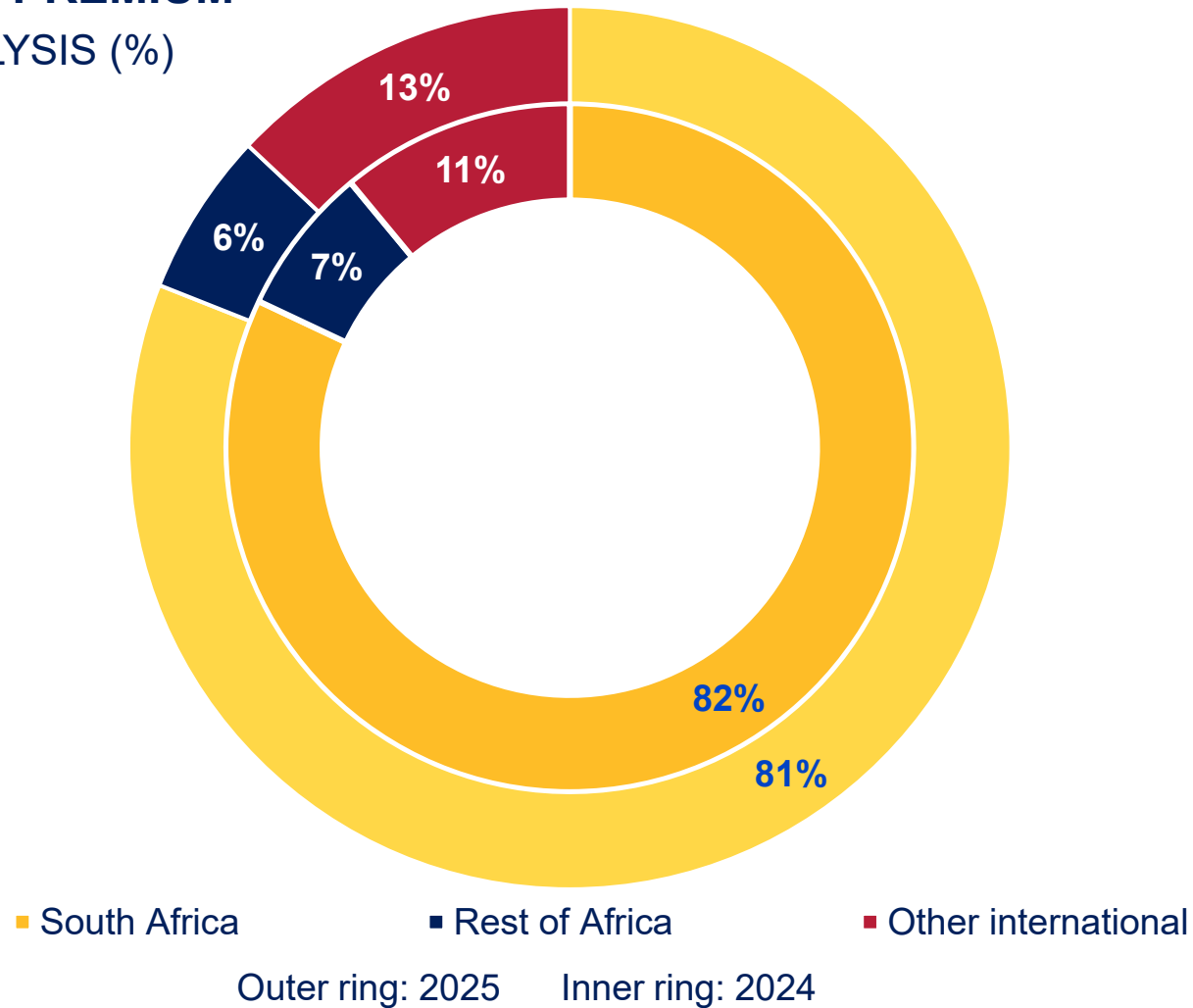


- Strong growth in Namibia across all classes of business
- Lower one-off construction and engineering business in Rest of Africa – seasonality of available business
- Other international includes Santam Re strategic partnerships and strong growth at Specialist Solutions
- Syndicate 1918 to contribute from 1 January 2026

# Conventional insurance

## GROSS WRITTEN PREMIUM

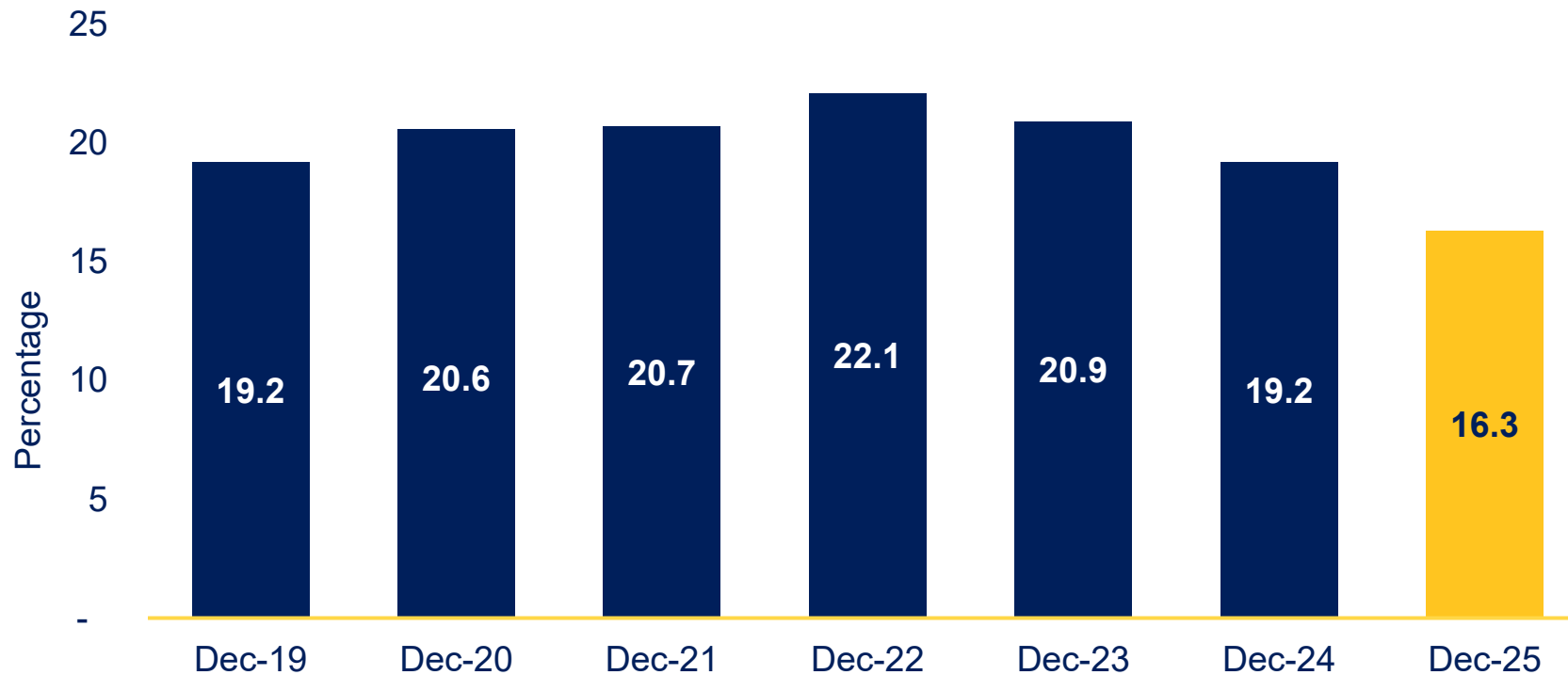
GEOGRAPHIC ANALYSIS (%)



- Focus remains on international expansion and diversification
- Syndicate 1918 to drive accelerated change in profile with effect from 2026

# Conventional insurance

## REINSURANCE AS % OF GROSS EARNED PREMIUM



- Decline since 2023 attributable to:
  - Optimisation of reinsurance 1.3%
  - Change in Santam Re mix 1.7%
  - Relative contribution of specialist lines of business 1.6%
- Ongoing focus on further optimisation
- Decline in rates achieved for January 2026 renewal

Percentages disclosed for periods prior to Dec 2022 not restated for IFRS17, but impact is immaterial

A young woman with curly hair, wearing a white t-shirt and a blue and white striped apron, is smiling broadly while handing a wooden tray to a customer. The tray contains a glass of orange juice and two croissants. The customer, seen from the back, has long dark hair and is wearing a light-colored jacket. In the background, there is a coffee bar with shelves of bottles and glasses. A chalkboard menu is visible on the left, listing items like Cappuccino, Latte, and Muffins with prices. The word "Earnings" is overlaid in large white text in the center of the image.

# Earnings

# Analysis of earnings

R million	Dec-25	Dec-24	Variance
Conventional	5 312	4 604	15%
Net insurance result	5 255	3 264	61%
Investment return on capital	57	1 340	(96%)
ART profit before tax	944	781	21%
Other	(457)	(244)	(87%)
Associates	147	88	67%
Amortisation & other	(604)	(332)	82%
Income before tax & non-controlling interest	5 799	5 141	13%
Tax & non-controlling interest	(1 740)	(1 462)	(19%)
<b>Net income</b>	<b>4 059</b>	<b>3 679</b>	<b>10%</b>

- Strong underwriting performance; investment return on insurance funds benefitted from fixed-interest returns and outperformance of benchmarks
- Investment return on capital impacted by foreign currency translation differences of R1 billion
- Strong growth across all ART revenue lines
- Amortisation and other includes one-off cost of R325 million
- Return on capital of 29.2%, well in excess of the 24% target



# Operating earnings

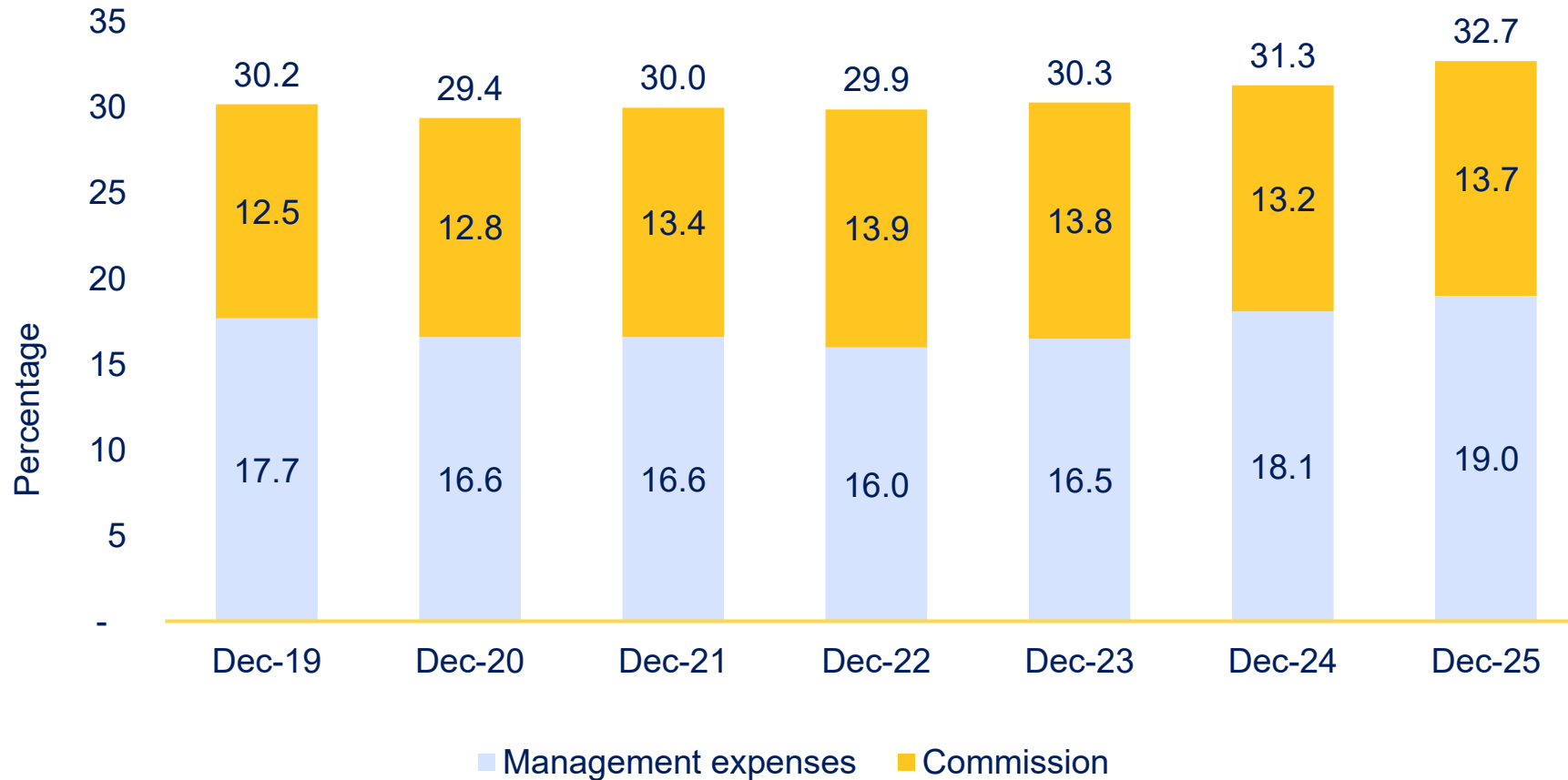
# Net insurance result: Conventional

	Dec-25	% of NEP	Dec-24	% of NEP	% change
	R million		R million		
<b>Gross written premium</b>	43 960		41 308		6.4%
Net earned premium	36 920	100.0%	32 192	100.0%	14.7%
Claims incurred	20 657	56.0%	19 657	61.1%	5.1%
Acquisition cost	12 103	32.7%	10 094	31.3%	19.9%
Commission	5 073	13.7%	4 270	13.2%	18.8%
Management expenses	7 030	19.0%	5 824	18.1%	20.7%
<b>Underwriting result</b>	<b>4 160</b>	<b>11.3%</b>	<b>2 441</b>	<b>7.6%</b>	<b>70.4%</b>
Investment return on insurance funds	1 095	3.0%	823	2.6%	33.0%
<b>Net insurance result</b>	<b>5 255</b>	<b>14.3%</b>	<b>3 264</b>	<b>10.2%</b>	<b>61.0%</b>
Combined ratio		88.7%		92.4%	

- Underwriting margin above target range
  - Structural improvement in profitability
  - Benign attritional experience
  - Absence of large weather-related catastrophes
- 13.8% underwriting margin excluding increase in reserving prudence
- Turnaround in property portfolio on like-for-like basis

# Conventional Insurance

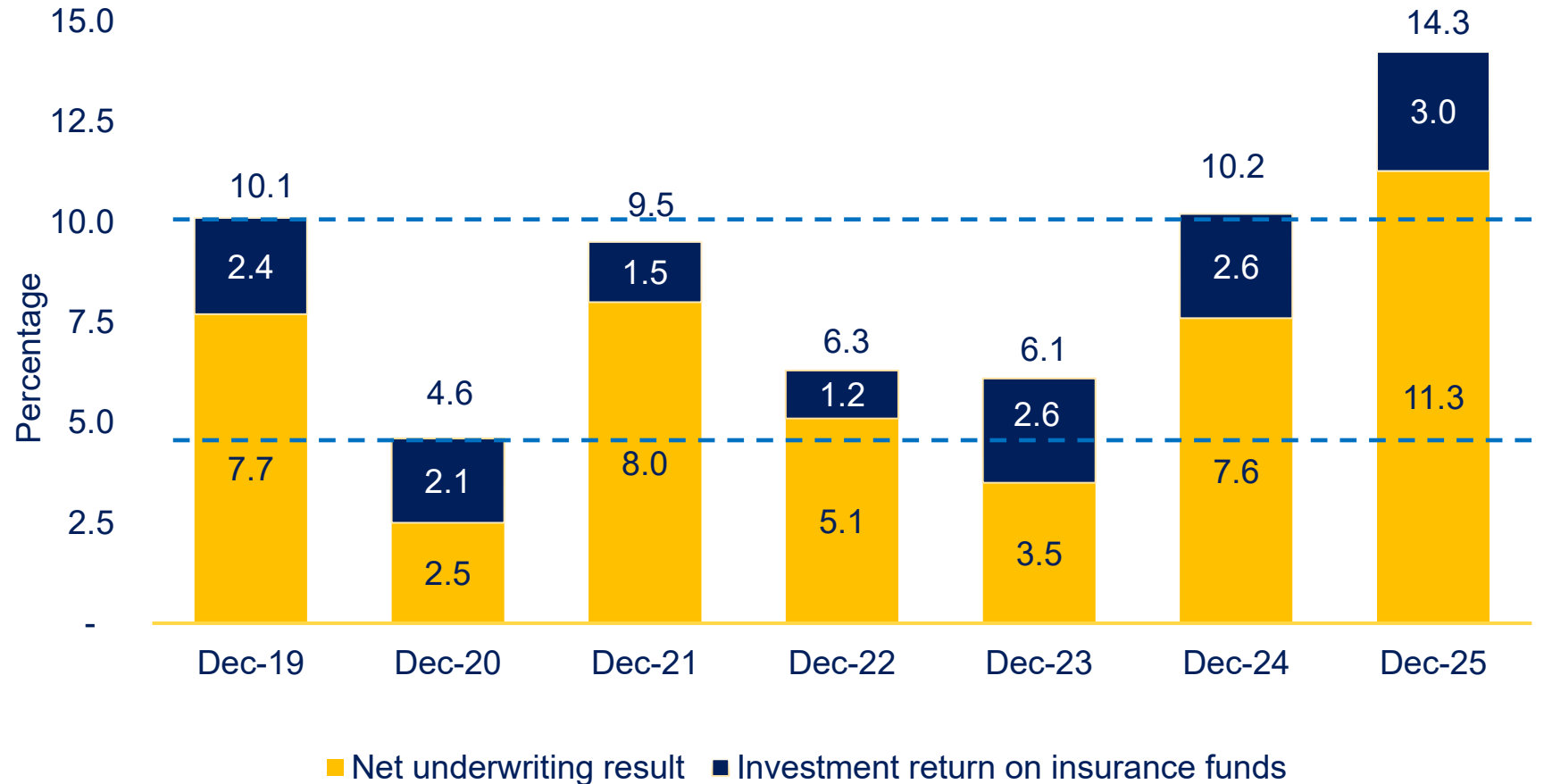
## NET ACQUISITION COST: AS A % OF NET EARNED PREMIUM



- Stringent focus on driving efficiencies
- Increase in expense ratio since Dec-23 attributable to:
  - Corporate activity – 1% (0.5% in 2025)
  - Variable sales-related costs and strategic initiatives – 2.1% (1.1% in 2025)
  - Variable remuneration – 0.7% (0% in 2025)
  - Efficiency gains – 1.3% (0.7% in 2025)
- Commission affected by mix of business

# Conventional insurance

NET INSURANCE RESULT: AS A % OF NET EARNED PREMIUM



- Current favourable claims experience not sustainable over the long term
- Some normalisation already experienced in first two months of 2026
- Reserve sufficiency increased from 84<sup>th</sup> to 91<sup>st</sup> percentile – earnings impact of R900 million from additional prudence

# Alternative risk transfer insurance

	Dec-25 R million	Dec-24 R million	Variance
Fee income	527	487	8%
Investment margin	522	399	31%
Underwriting income	202	197	3%
Expenses	(391)	(389)	(1%)
<b>Operating result</b>	<b>860</b>	<b>694</b>	<b>24%</b>
Investment income	84	87	(3%)
<b>Net profit before tax and NCI</b>	<b>944</b>	<b>781</b>	<b>21%</b>

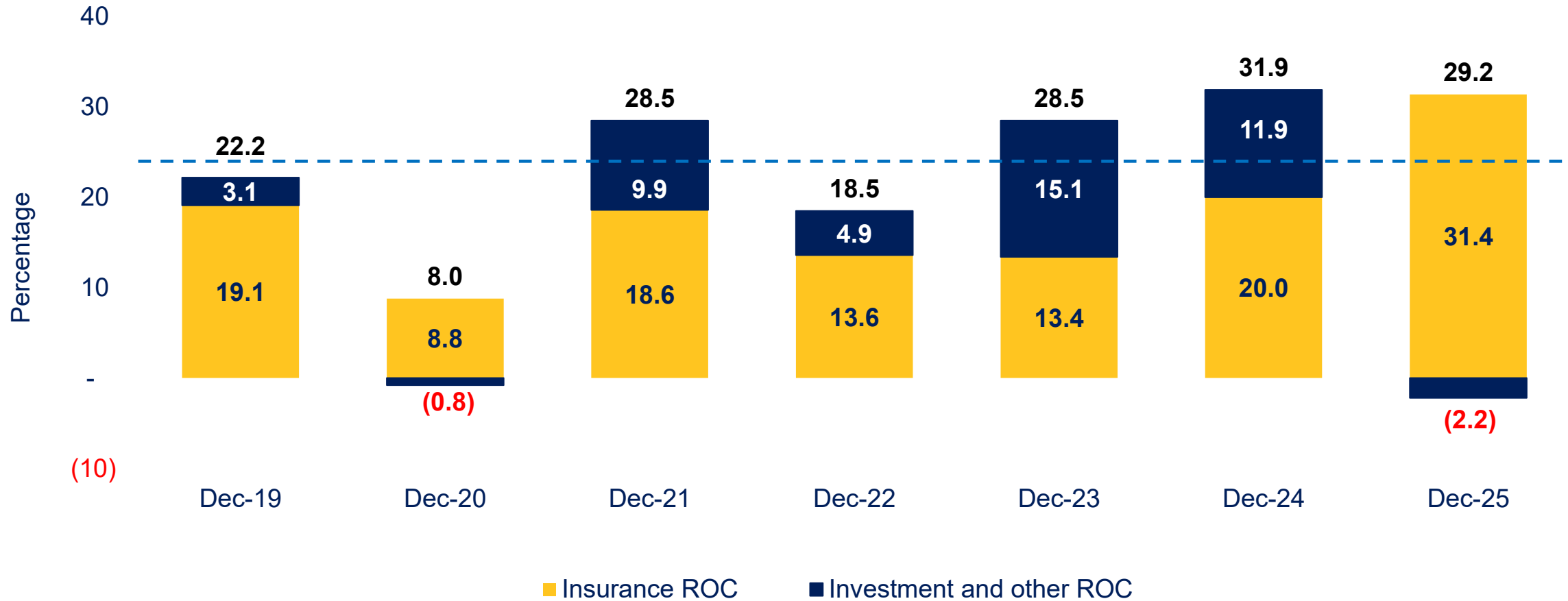
- Growth in size of book supporting fee income
- Favourable underwriting experience at most partners
- Investment margin benefitted from favourable investment market performance

A construction site at sunset. The sky is filled with orange and yellow clouds. Several red tower cranes are visible against the sky. In the foreground, there is a concrete structure under construction with rebar protruding from the top. The text "Capital management" is overlaid in the center in a large, white, sans-serif font.

# Capital management

# Return on capital

NET INCOME EXPRESSED AS % OF WEIGHTED AVERAGE SHAREHOLDERS' FUNDS



Dotted line represents the targeted return on capital of 24%



# Capital management

- Group economic capital requirement based on the internal model **R11.3 billion** (Dec 2024: **R9.5 billion**)
- Group economic capital coverage ratio of **169%** at 31 December 2025 (Dec 2024: **166%**), including Lloyd's forward-looking requirement
- Target economic capital coverage ratio band maintained at between **145%** and **165%**
- Considering the capital position, a final ordinary dividend of **1 090 cps** was declared, up **10.7%** on 2024
- Total ordinary dividends of **1 680 cps** paid in respect of the 2025 financial year; dividend yield of 4.3%
- Final dividend will reduce the economic capital coverage ratio to a level that remains at the upper end of the target band
- Additional net R1 billion subordinated debt issuance in 2H25 in support of Lloyd's initiative
- Capital of R2.2 billion transferred into Syndicate 1918 at year-end to fund 2026 business plan and some future growth



# Closing remarks

# Progressing on sustainability

## Positive impact on society and nature

- Continued as a constituent of the **FTSE 4 Good index series** and **FTSE/JSE Responsible Investment Top 30 Index**
- **Risk reduction:** 86% of properties geocoded
- Working with peers and fire associations to establish the **Quick Reaction Force to respond and reduce the impact of fires** with an estimated cumulative value of property saved at approximately R4.6bn\*
- Continued strong performance with **ClimateWise and CDP**

\* (From Jan 2021 to October 2025)

## Supporting community resilience

- We continue to support 110 municipalities through **Partnership for Risk and Resilience (P4RR)**, with over 28 million people benefiting
- Contributions worth R448 million to **Resilient Investments**, which focuses on social impact
- MTN and MultiChoice partnerships are **increasing reach** to new markets across South Africa
- Catalysing disaster reduction efforts through the **G20 Disaster Risk and Reductions Working Group**

## Culture and customer experience

- Continued commitment to **excellent customer experience and fair treatment**
  - Customer NPS of 68, with improvement across all channels
- **Ranked 2nd in the Top Employer Survey and 1st in the insurance sector**
  - Engaged workforce with an engagement score of 88%
  - Launched underwriting academy
  - Establishment of Culture Council
- Maintained our **B-BBEE level 1** status since 2018



# 2026 Priorities

Well-positioned to deliver on our long term targets and strategic objectives



Continued focus on disciplined underwriting and cost efficiency



Accelerate the direct capability



Scale international diversification through Santam Syndicate 1918 and the Indian growth opportunity



Drive growth through cross-sell and partnerships



Strengthen distribution partnerships and deliver market-leading broker enablement



Unlock digital capabilities and invest in AI and data



Maintain focus on delivering for our clients and employees

# Questions?

A man with a beard, wearing a red and black plaid shirt over a white t-shirt and light blue jeans, stands in a field of golden wheat. He is looking towards a black drone flying in the sky. The background is a sunset with a bright sun and scattered clouds. The text "Supplementary information" is overlaid in large, bold, yellow letters.

# Supplementary information

# Exchange rate volatility

## CLOSING RATES

Currency	Dec-25	Dec-24	Change
United States Dollar	16.59	18.87	12.2%
Euro	19.46	19.54	0.4%
Indian Rupee	0.18	0.22	16.1%

## AVERAGE RATES

Currency	Dec-25	Dec-24	Change
United States Dollar	17.85	18.32	2.5%
Euro	20.16	19.81	(1.8%)
Indian Rupee	0.21	0.22	6.7%

# Investment market performance

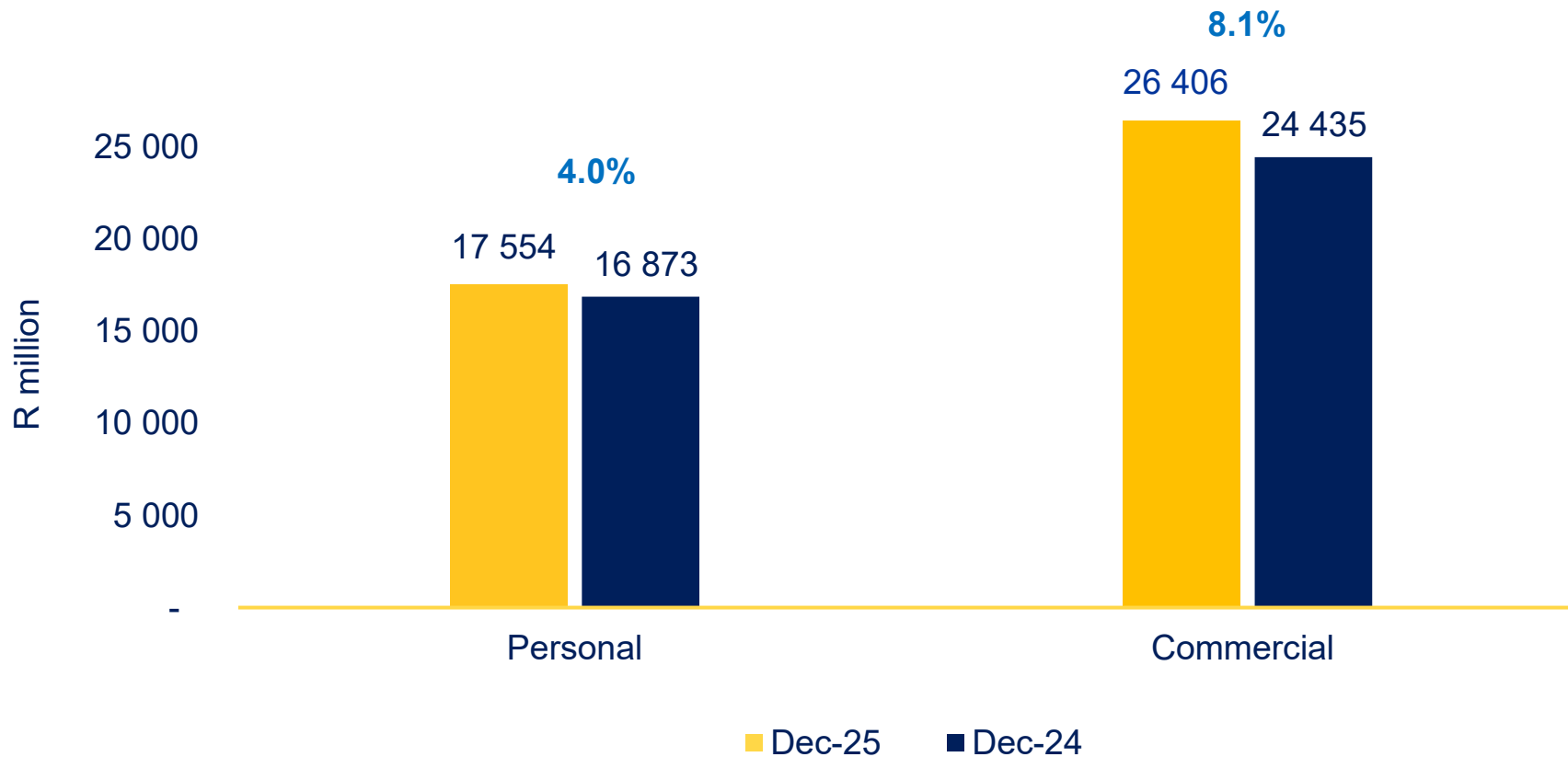
## RETURN FOR THE YEAR

INDEX	Dec-25	Dec-24
JSE All Share	37.7%	13.4%
JSE Swix 40	43.2%	10.7%
JSE All Bond	24.4%	17.2%
SA Money Market (STeFI)	7.5%	8.5%
USD Money Market (SOFR)	4.4%	5.4%

# Conventional insurance

## GROSS WRITTEN PREMIUM

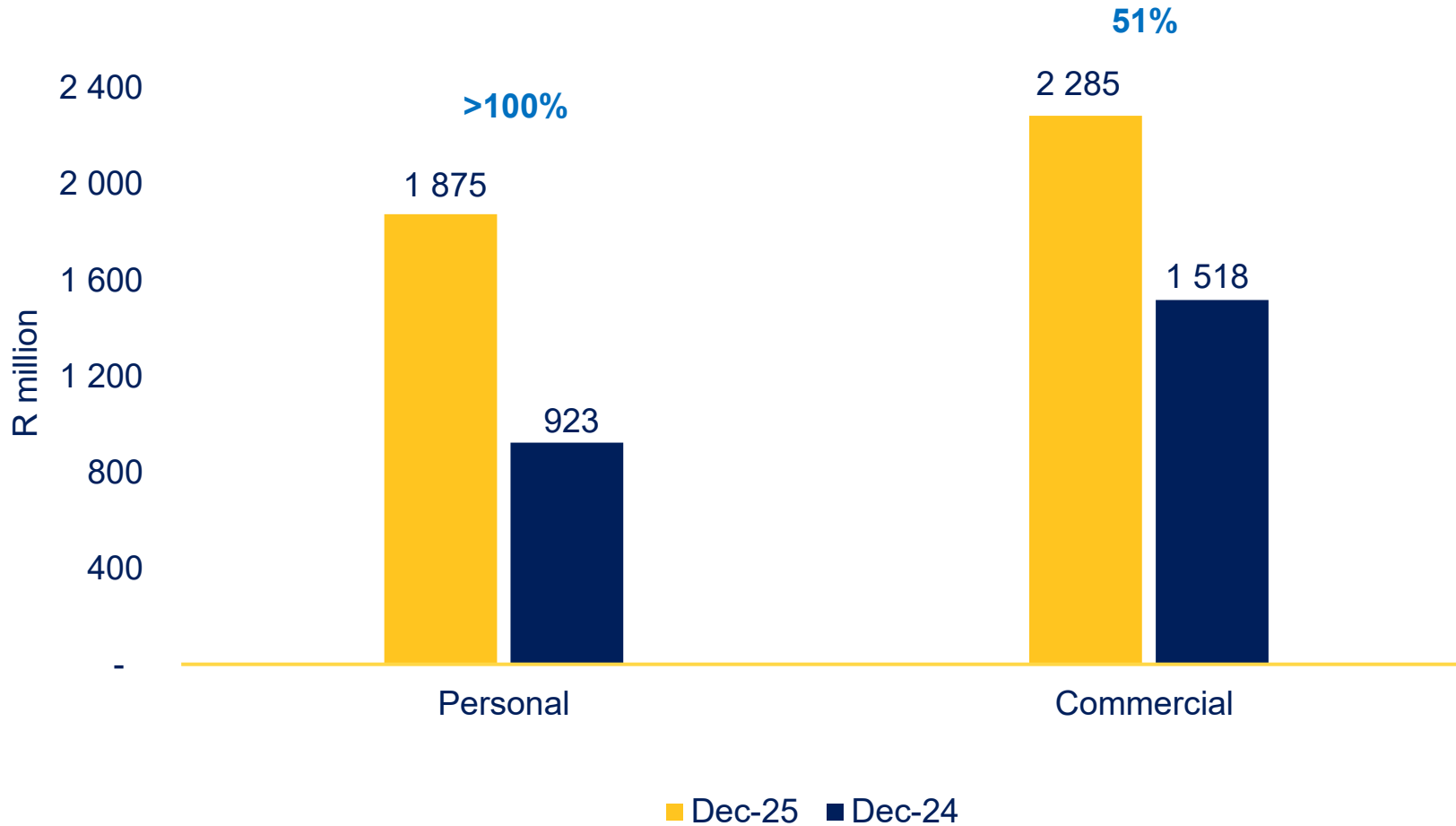
### SEGMENTAL ANALYSIS – PERSONAL AND COMMERCIAL



- Personal lines – softening in rate increases and change in mix of business at Santam Re
- Commercial lines – Specialist Solutions marginally down on 2024; change in mix at Santam Re; good growth at other business units

# Conventional insurance

## NET UNDERWRITING RESULT: PERSONAL AND COMMERCIAL



- Favourable claims experience benefiting both personal and commercial lines
- Strong contribution from all insurance classes

# Conventional insurance

## MIWAY

	Dec-25	Dec-24	Variance
Gross written premium (R million)	4 270	3 713	15%
Underwriting result (R million)	345	303	14%
Claims ratio	52.2%	53.0%	
Acquisition cost ratio	39.5%	38.7%	
Underwriting margin	8.3%	8.3%	
Number of clients <sup>1</sup>	358 556	347 000	3%

<sup>1</sup> Excluding value-added products

- Traction from Inbound and Tied Agency initiatives; launch of Micashback
- Record new business sales
- Strong growth in Business insurance and VAPS
- Personal lines growth more than doubled
- Acquisition cost ratio includes spend on strategic initiatives and variable acquisition cost from strong sales growth

# India/Malaysia target shares

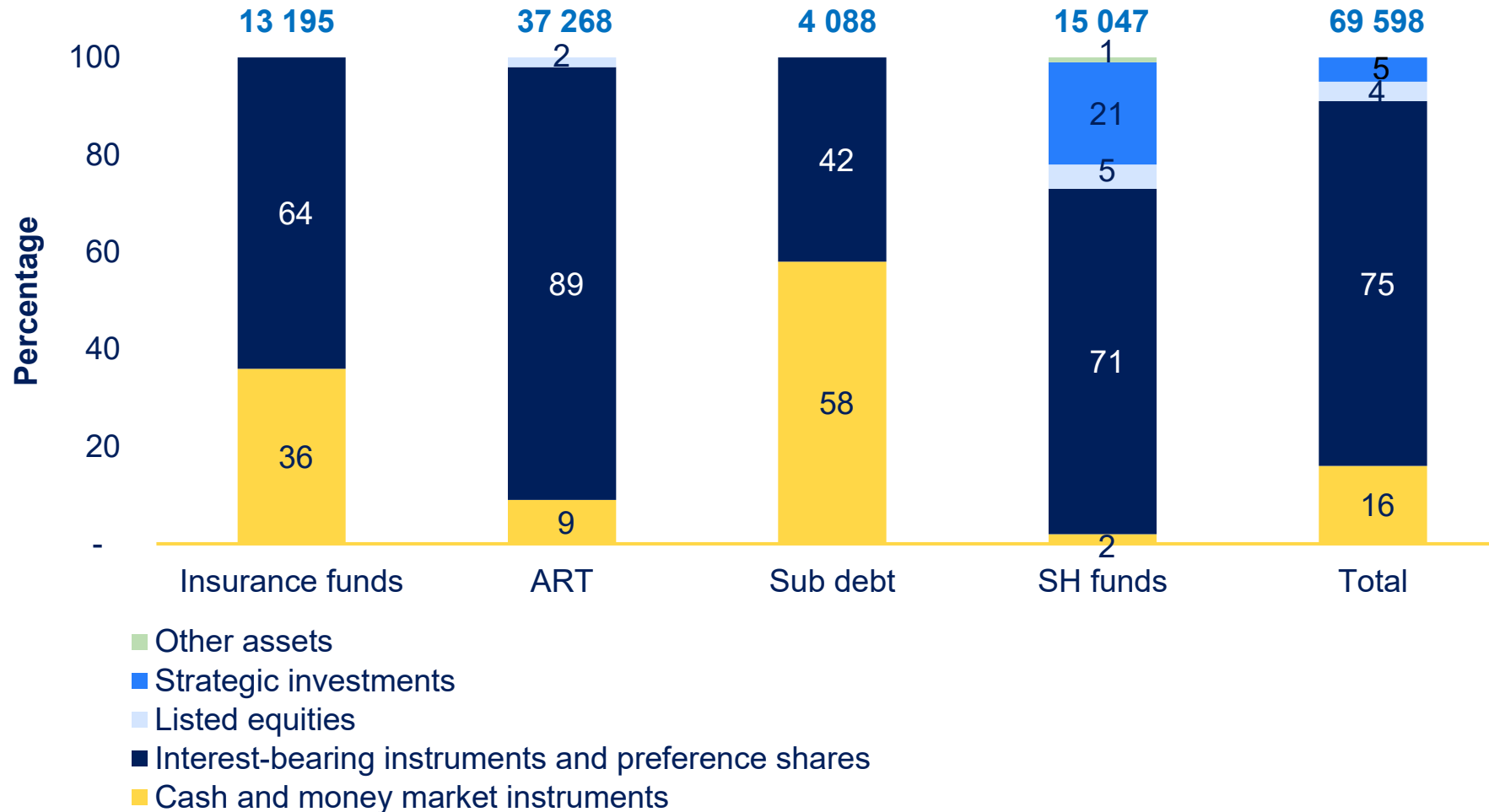
## ANALYSIS OF SANTAM'S SHARE OF NIR FOR P&O AND SGI

	Dec 2025 R million	% of NEP	Dec 2024 R million	% of NEP
<b>Gross written premium</b>	1 385		1 127	
Net earned premium	1 084	100.0%	927	100.0%
Net claims incurred	695	64.1%	561	60.5%
Net acquisition cost	405	37.4%	376	40.6%
<b>Net underwriting result</b>	(16)	(1.5%)	(10)	(1.1%)
Investment return on insurance funds	246	22.7%	199	21.5%
<b>Net insurance result</b>	230	21.2%	189	20.4%

- SGI GWP growth of 27%, with strong contributions from the Shriram ecosystem and own channels
- Net insurance result up 28% on 2024 from higher investment returns. SGI achieved a NIR margin of 24.5%
- Revaluation of SGI by R294 million in line with strong performance, offset by R420 million negative foreign currency translation difference

# Asset liability matching

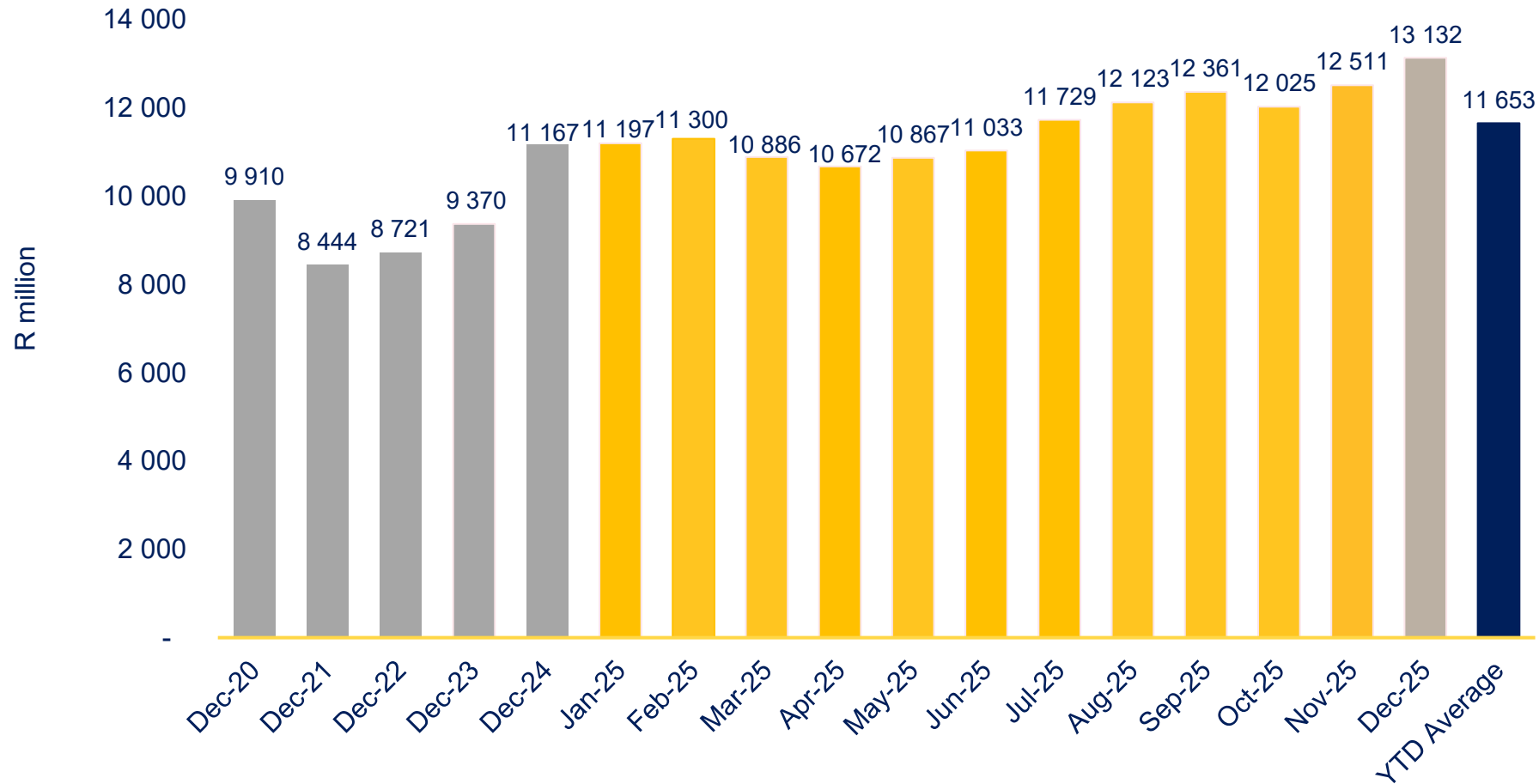
GROUP CONSOLIDATED NET ASSETS AT 31 DECEMBER 2025



- Asset/liability matching philosophy remains in place
- Listed equity exposure relates to Santam Namibia and ART client portfolios
- Strategic investments mostly reflect economic interest in SGI and NMSIS

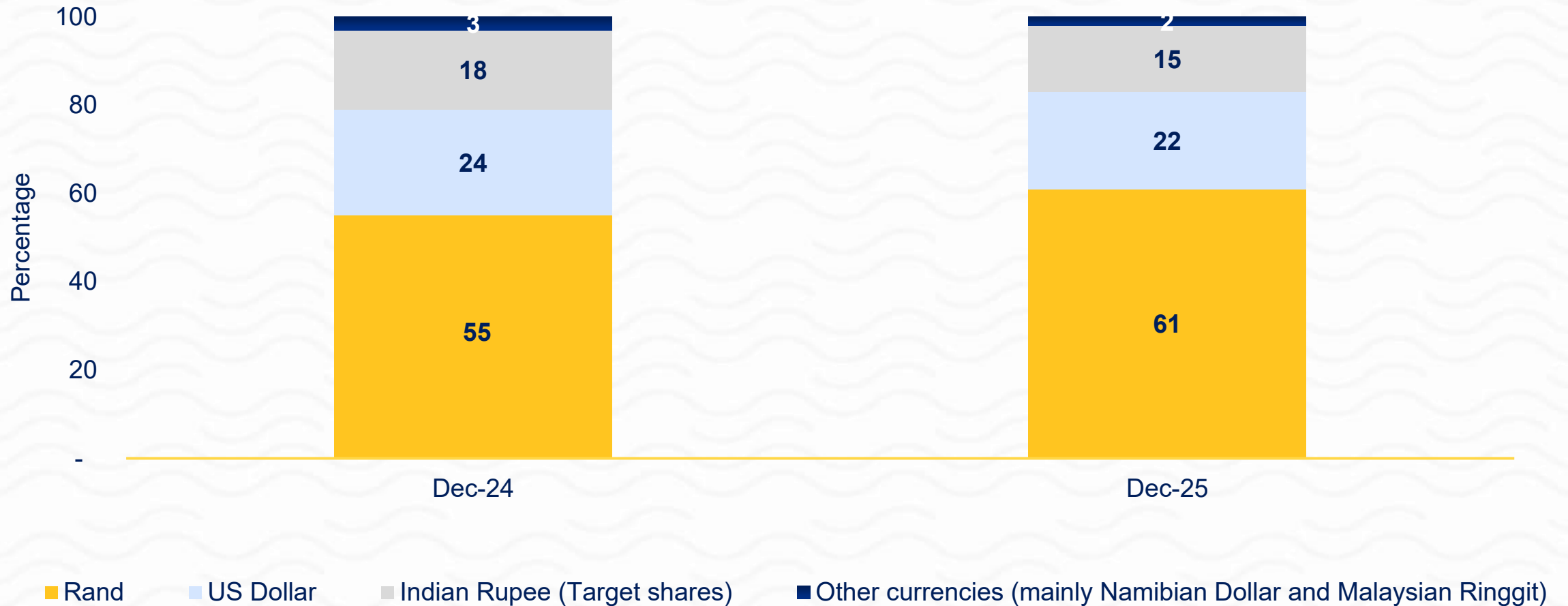
# Conventional insurance

## SIZE OF NET INSURANCE FUNDS



# Shareholder funds

## CURRENCY EXPOSURE



*Dec-24 amended for change in allocation between capital and insurance fund portfolios*

# Investment return

Investment return on insurance funds	Dec-25 R million	Dec-24 R million	Variance
Conventional	1 095	823	33%
Alternative Risk Transfer	522	399	31%
<b>Santam group</b>	1 617	1 222	32%

Shareholder investment return	Dec-25 R million	Dec-24 R million	Variance
Conventional	57	1 340	(96%)
Alternative Risk Transfer	84	87	(3%)
<b>Santam group</b>	141	1 427	(90%)

- Improved investment return on all managed portfolios
- Performance exceeded benchmarks in general
- Shareholder investment return impacted by foreign currency translation differences

# Thank you