

# Intact Financial Corporation

2025 Social Impact and ESG Report



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► **Front cover:** Intact employees are seen exploring Marlborough Wetland near Ottawa, Ontario—land that Intact is helping to protect in partnership with the Nature Conservancy of Canada. For more information, see [page 42](#).



## Reporting Scope and Boundary

Throughout this report, “IFC”, “Intact”, “we” or “our” refer to Intact Financial Corporation and, where applicable, its subsidiaries, for example where regional initiatives or particularities are reported. All currency is in Canadian dollars unless otherwise noted. This report covers non-financial performance across IFC’s global operations in the financial year 1 January to 31 December 2025, but does not intend to replace or supplement any mandatory report or disclosure vehicle as may be required in any jurisdiction where certain IFC subsidiaries operate and report in accordance with local legal requirements.

## Cautionary note regarding forward-looking statements

Certain of the statements included in this report about our current and future plans, expectations and intentions, results, levels of activity, performance, goals or achievements or any other future events or developments constitute forward-looking statements. These forward-looking statements include, among others, statements with respect to our beliefs and intentions, our vision, our strategic goals and priorities regarding our social, economic and governance-related impacts, including our actions related to diversity, equity and inclusion, child poverty, climate change and adaptation and our net zero greenhouse gas (“GHG”) emissions reduction goals and targets and our interim emissions reduction targets. We caution readers not to place undue reliance on these statements, as a number of factors could cause our results and intentions to differ materially from the expectations expressed or implied by the forward-looking statements. These forward-looking statements represent our current expectations, estimates and projections regarding future events, but are not a guarantee of future performance. The climate-related forward-looking statements involve inherent risks and uncertainties and are based on various factors and assumptions, all of which are difficult to predict and many of which are beyond our control, including technological advancement, development of climate-related measurement

methodologies, varying decarbonization efforts across economies, governmental or regulatory action, geopolitical factors impacting global energy needs, challenges of balancing emission reduction targets with an orderly, just and inclusive transition, evolution of customer behaviour, our ability to gather and verify data, the participation of various stakeholders or our ability to implement various initiatives across our global operations within a specified timeframe. We may review our emissions reduction goals and targets if necessary and as appropriate, as data quality and methodologies improve, as assumed societal progress on emissions reduction progresses, as assumed decarbonization technologies materialize, and as best practices, regulations and climate science continue to evolve. Further, for IFC to meet its target of achieving net zero GHG emissions by 2050, IFC may need to purchase renewable energy credits for our electricity consumption and carbon offset instruments for residual emissions. The market and methodologies for generating these instruments is developing and their availability may be limited. These instruments are also subject to invalidation, reversal, or changes to applicable regulations and standards that may impact the possibility to use such instruments. “Carbon neutral” and “net zero” GHG emissions legislation, regulations, taxonomies, standards, and definitions are evolving. As a result, IFC’s use of these terms may vary over time.

All of the forward-looking statements included in this report are qualified by these cautionary statements, those

made in the section entitled Risk Management on pages 53 to 72 of our Management’s Discussion and Analysis for the year ended 31 December 2025 (“MD&A”) and the notes on our operations and investment GHG emissions estimates on [pages 82 - 85](#) of this report. Unless otherwise indicated, all forward-looking statements in this report are made as at 23 April 2026, and are subject to change after that date.

No representation or warranty, express or implied, is or will be made in relation to the accuracy, reliability or completeness of the information contained in this report.

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# About us

## We're motivated by our Purpose

We are here to help people, businesses and society prosper in good times and be resilient in bad times.

## We're driven by our Values

Our Values guide our decision-making, keep us grounded, help us outperform and are key to our success.



### Integrity

Be honest,  
open and fair

Set high standards

Stand up for  
what is right



### Respect

Be kind

See diversity  
as a strength

Be inclusive and  
collaborate



### Customer-driven

Listen to our  
customers

Make it easy,  
find solutions

Deliver second-to-  
none experiences



### Excellence

Act with discipline  
and drive to  
outperform

Embrace change,  
improve every day

Celebrate success,  
yet remain humble



### Generosity

Help others

Protect the  
environment

Make our  
communities  
more resilient

## We're guided by our core belief

A belief that insurance is about people, not things.



# What we do

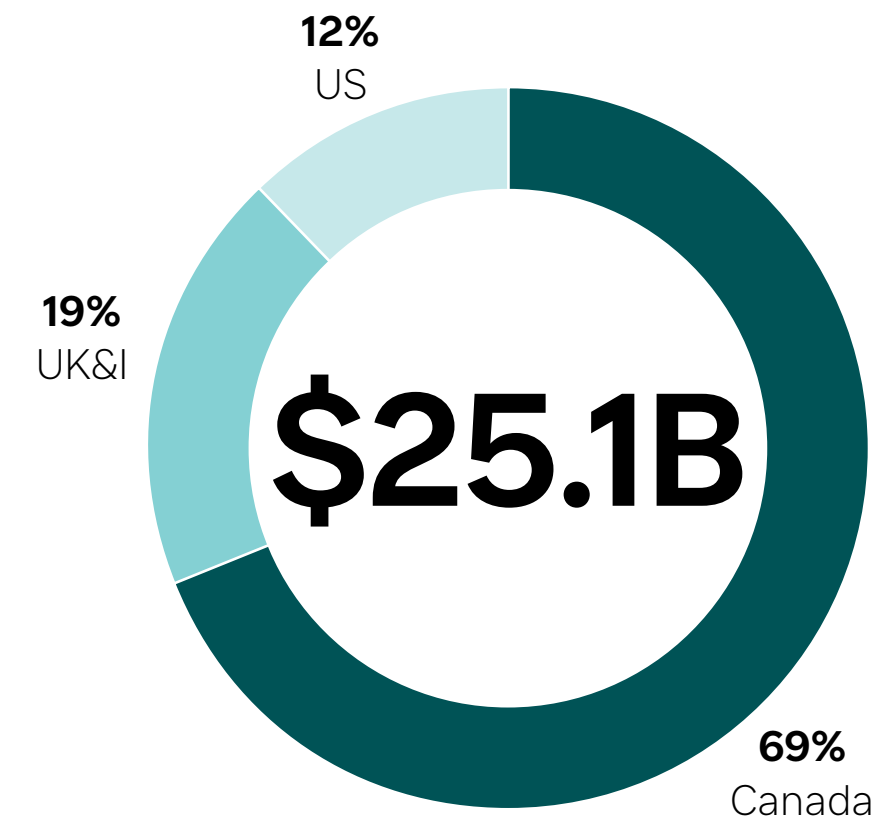
Intact Financial Corporation (TSX: IFC) is a global provider of property and casualty insurance founded on core values and a belief that insurance is about people, not things. Intact's success is fuelled by its 32,000 employees worldwide who embody the company's purpose: to help people, businesses and society prosper in good times and be resilient in bad times. To achieve its ambitions, Intact seeks to ensure customers are its advocates, its people are engaged and the company is one of the most respected.

Intact is the largest provider of property and casualty insurance in Canada and has successfully exported its strengths across North America, the UK and Europe. Its growing commercial and specialty solutions network now spans over 150 countries. With a customer-driven mindset, Intact has expanded its operations to include insurance distribution, restoration and prevention.

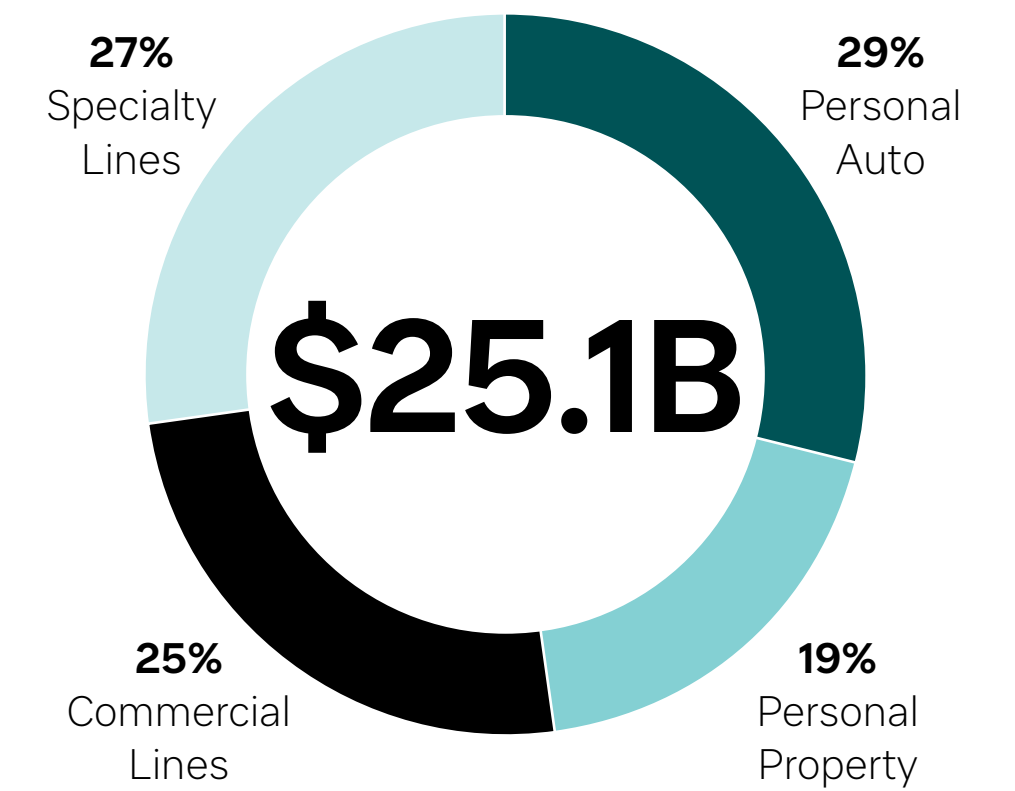
Intact solidifies its outperformance by leveraging its competitive advantages: global leadership in data and AI for pricing and risk selection; deep claims expertise and integrated supply chain network; and strong capital and investment management. Intact's total annual operating Direct Premiums Written (DPW) has tripled over the last decade to \$25 billion.

## 2025 Operating Direct Premiums Written<sup>1</sup>

Our P&C segments



Our lines of business<sup>2</sup>



<sup>1</sup> See Section 28 – Non-GAAP and other financial measures of Intact's Q4-2025 MD&A for more details, available at [intactfc.com/investors/quarterly-reports](https://intactfc.com/investors/quarterly-reports).

<sup>2</sup> Commercial refers to Commercial lines excluding Specialty lines, as the latter is presented separately. Personal lines in Ireland represent 1% of our IFC business and is included within UK&I Commercial lines.



# What we aim to achieve



<sup>1</sup> There are a variety of factors and assumptions, many of which are beyond our control, that make it difficult to predict future progress. As we move through this transition, it is expected that our commitments, and the policies, guidelines and practices that will help us achieve them, will also evolve. This is a forward-looking statement. See "Cautionary note regarding forward-looking statements" on [page 3](#).



# 2025 strategic highlights

► For details of performance against our financial objectives see our Annual Report available at [intactfc.com](https://intactfc.com).

## Our customers are our ADVOCATES

3 out of 4 customers are our advocates

**76%**

of our Personal lines customers who had a transaction with us are our advocates.<sup>1</sup>

4 out of 5 brokers value our specialized expertise

**92%**

of brokers in Canada, US and the UK value our specialized expertise.<sup>2</sup>

## Our people are ENGAGED

We are a Best Employer<sup>3</sup>

**10th year**

in a row in Canada.

**7th year**

in a row in the US.

**1st year**

in the UK and Ireland.

Representative of the communities we serve

**39%**

of VP+ positions at Intact are held by women globally.

**17%**

of VP+ positions at Intact<sup>4</sup> are held by employees who identify as a Black person or a person of colour (BPOC).

## Our company is one of the MOST RESPECTED

Grow NOIPS 10% yearly over time

**12%**

NOIPS CAGR over the last decade, with an annual NOIPS<sup>5</sup> of \$19.21 for 2025.

Exceed industry ROE by 5 pts

**6.7 points**

of industry ROE outperformance<sup>5,6</sup> over the last 10 years.

3 out of 4 stakeholders recognize us as leaders in building resilient communities

**68%**

of stakeholders in Canada believe Intact is a leader in helping build resilient communities.<sup>7</sup>

**63%**

of stakeholders globally believe Intact is a leader in helping to build resilient communities.<sup>7</sup>

Achieve Net Zero by 2050<sup>8</sup> and halve our operations emissions by 2030

**33%**

reduction in our operations emissions since 2019.<sup>9</sup>

<sup>1</sup> We track transactional advocacy scores amongst personal lines customers only. Our commercial and specialty lines customers are not included in these scores.

<sup>2</sup> Voice of the Broker is an annual study that captures brokers' perspectives. It measures broker satisfaction, benchmarks performance against competitors, and reveals actionable insights that inform our strategy to continually enhance broker satisfaction with our products and services.

<sup>3</sup> Measured by Mercer, a global HR consulting firm.

<sup>4</sup> Excludes On Side Restoration and Intact's Hong Kong office. BPOC data only available in Canada and US. This is not collected in the UK&I due to legal restrictions in certain jurisdictions.

<sup>5</sup> See Section 28—Non-GAAP and other financial measures of Intact's Q4-2025 MD&A for more details, available at [intactfc.com/investors/quarterly-reports](https://intactfc.com/investors/quarterly-reports).

<sup>6</sup> The 2025 outperformance figure is an estimate that reflects Q3-2025 industry YTD data. Final 2025 outperformance metrics will be available in the Q2-2026 MD&A. See Section 17.2—Exceed industry ROE by 5 points in the Q4-2025 MD&A for more details, available at [intactfc.com/investors/annual-reports](https://intactfc.com/investors/annual-reports).

<sup>7</sup> Results based on our 2025 Resilience Barometer. Note that there was a methodology change in 2025. For more information, see [page 38](#).

<sup>8</sup> There are a variety of factors and assumptions, many of which are beyond our control, that make it difficult to predict future progress. As we move through this transition, it is expected that our commitments, and the policies, guidelines and practices that will help us achieve them, will also evolve. This is a forward-looking statement. See "Cautionary note regarding forward-looking statements" on [page 3](#).

<sup>9</sup> Includes Scope 1, Scope 2 (market-based), and Scope 3 (business travel, waste, water and paper). On Side Restoration emissions are reported separately. For more information on GHG emissions see [page 80](#).



# Our roadmap

If our objectives are what we are aiming to achieve, our strategic roadmap tells us how we are going to get there. It prioritizes our actions and ensures our company works together to achieve outperformance.

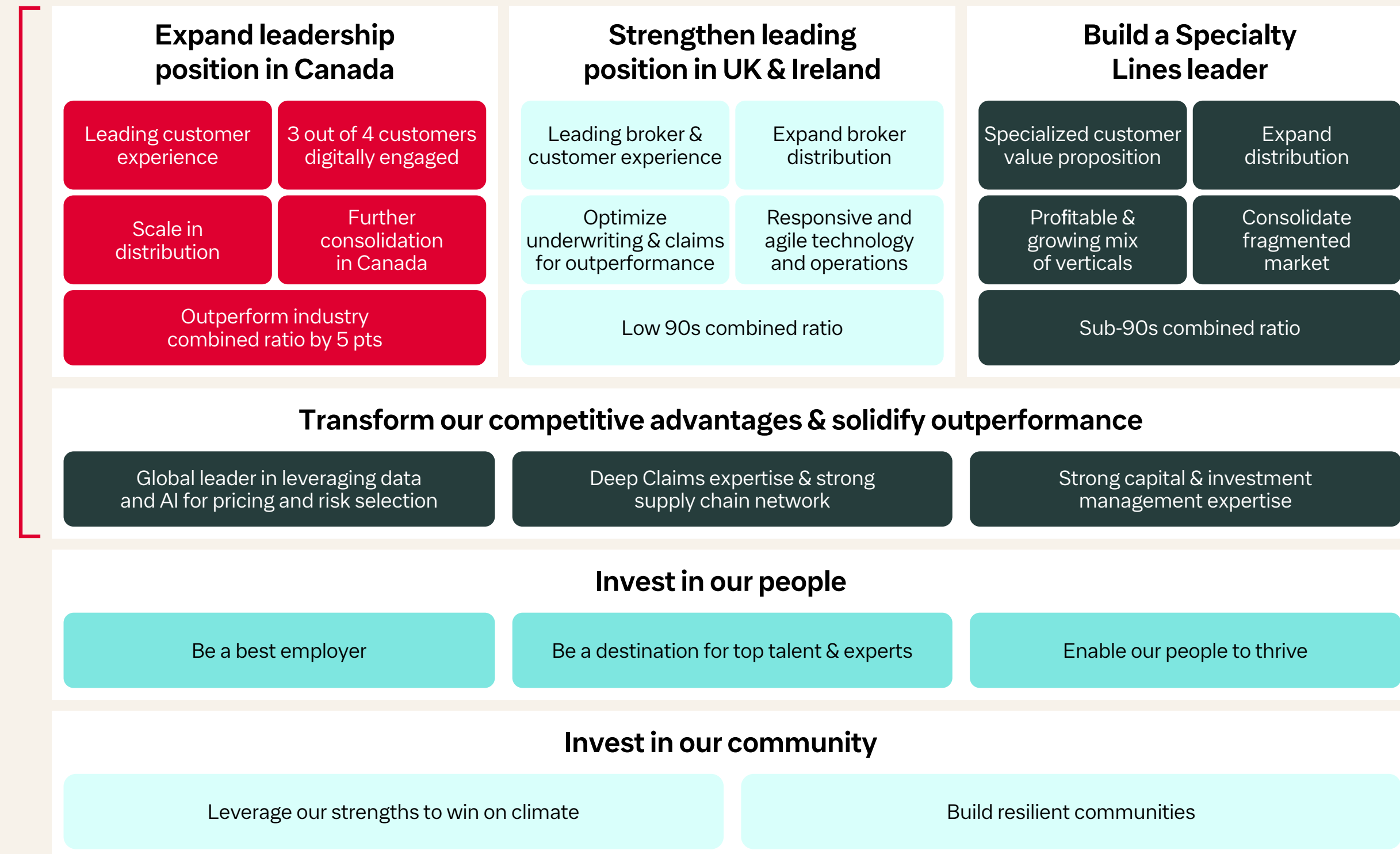
We shape our strategic direction by looking at what is changing around us and where we can have the most impact in response.

Key trends we think will shape society and our customers for the coming decade:

- Social and geopolitical pressures are rising, driving instability.
- Severe weather is becoming more frequent and intense.
- The accelerated adoption of new technologies, such as artificial intelligence, is reshaping how we work, move, and live.
- Customers and brokers want simpler, faster, and better value in their interactions with us.
- As employee expectations evolve and the population ages, workforce dynamics are shifting.

By understanding these external dynamics, we assess how our strengths, expertise, scale, and resources position us to **deliver second-to-none experiences for our customers, drive outperformance, and enhance our impact on society.**

**10%**  
NOIPS  
growth  
annually  
over time



**500bps**  
Annual ROE  
Outperformance\*

\*Based on a weighted-average ROE benchmark of leading P&C insurers in Canada, the US and the UK.



# How we structure our report

Our report is divided into two halves:

## 1. Performance on our strategic objectives:

Intact operates with one set of global objectives, blending financial and non-financial goals as we find the intersections between helping society and winning in the marketplace.

Intact's strategy is focused on three objectives—our customers are our advocates; our employees are engaged; and our company is one of the most respected.

The first half of the report highlights areas where we believe our business can create the most meaningful impact and demonstrates how these efforts align with our broader business strategy. It explains how each of our three objectives is guided by our Values and firmly rooted in our Purpose: **to help people, businesses and society prosper in good times and be resilient in bad times.**

## 2. ESG performance:

The second half of the report outlines key areas of environmental, social and governance (ESG) performance that are most relevant to our business.

This half includes data tables and metrics on ESG topics, an overview of the frameworks that guide our reporting, and the standards and policies we adhere to. These elements showcase how we apply our Values throughout the entire value chain of our business.

Our most recent stakeholder engagement exercise completed in 2023 confirmed that focusing on customer service, enabling our people to thrive, and helping society build resilience to climate change, are aligned with stakeholder expectations of Intact.



# From risk to resilience

Intact CEO Charles Brindamour and Chair William (Bill) Young reflect on a year of change for our business, our people, and society.



**Charles Brindamour**  
Chief Executive Officer



**William (Bill) Young**  
Chair, Board of Directors

## 2025 has been described as a year of remarkable disruption. What stood out in the global landscape?

**Charles:** This past year reshaped many assumptions. Trade tensions escalated, geopolitical alliances evolved, and social unrest increased. We also saw AI accelerate at an extraordinary pace and start to reshape the economy and workforce. And despite meaningful progress on the energy transition, the world passed the 1.5°C threshold sometime between 2023 and 2025,<sup>1</sup> with severe weather now affecting communities across the globe.

Intact's strategy is centred on where long-term trends and our strengths intersect. Building resilience against adversity is critical for long-term success. Our business is set up to withstand risk and a good gameplan is the most effective form of risk management. It's what we do best. In 2025, we navigated market volatility and new trade barriers that put pressure on supply chains. We stress-tested our business against many scenarios so we can continue to deliver in good and bad times. That commitment to resilience helps ensure we can show up for customers even during their most challenging moments.

**Bill:** Our strategy at Intact is anchored in the long-term implications of the trends we see today. It's about staying laser focused on innovation in a period of uncertainty and change. We can make bold decisions because we plan for tough situations and help our customers do the same, while positioning the organization to make the most of opportunities that come with disruption. Strengthening the supply chain, for instance, was about reinforcing our ability to source the products needed to resolve home and auto claims. When we know we can deliver, we can meet expectations and get people back on track faster. That's why we are able to continue to outperform, even when facing into these difficult geopolitical headwinds.

## Climate change remains a central feature of that global landscape. How bad is the situation?

**Charles:** Extreme weather is now part of our reality. For the sixth year in a row, insured catastrophe losses reached more than USD\$100 billion in 2025. The last 11 years have been the warmest on record.<sup>2</sup> Canada's 2025 wildfire season was the second worst in terms of geographical size, with 8.9 million hectares burned.

At Intact, we see firsthand how customers are living through events that change lives. Our teams were on the front lines of extreme weather, including the devastating wildfires in Atlantic Canada, repeated flooding in the UK, European heatwaves, and severe ice storms in Ontario and Quebec.

## What lessons do you draw from seeing that very real impact of climate change on customers and communities?

**Charles:** For Intact it means doubling down on protecting customers from climate disasters. We've transformed our business so that we are there for the long-term. Future-proofing is a core part of our product strategy. We've built the internal capacity to host our own future risk maps. We've invested in geospatial and modeling capabilities to continuously refresh climate views, speed up decision-making, and tailor risks at scale. Through acquiring and expanding On Side Restoration—our wholly owned restoration company—we have been able to respond more effectively to the increasing volumes of claims stemming from natural disasters.

But insurance companies can't tackle this crisis alone. We need an all-of-society approach. I think both the public and private sectors have a role to play. Clear principles point the way for successful public-private partnerships when it comes to climate change: focus on the highest risk communities, prioritize support for vulnerable populations,

<sup>1</sup> '1.5°C: what it means and why it matters', United Nations.

<sup>2</sup> 'WMO confirms 2025 was one of warmest years on record', World Meteorological Association, 10 January 2026.



# “Our success in 2025 wasn’t a matter of luck. It reflects a disciplined, long-term strategy.”

modernize building codes, identify no build zones, and standardize proven resilience measures, such as flood protections, so we build in the right places with the long-term in mind. Above all, we need to invest more in adaptation. Every dollar invested can prevent two to ten dollars in losses.<sup>1</sup>

## Are there actions that customers or communities can take to protect themselves?

**Charles:** Our own research confirmed that people know they need to prepare their homes and communities for extreme weather, but often aren’t sure where to begin. That’s why in 2025 we launched the Keep it Intact prevention hub in Canada, which offers simple, practical steps to help people protect their most important asset, their home.

Through the Intact app we’ve tracked more than 110,000 preventive actions people have taken at home. We also invested in the growth of Jiffy, which expanded

to Vancouver, Edmonton, and Montreal in 2025, extending its reach to half of Canada’s population. Now Canada’s leading home maintenance app, Jiffy provides access to highly-rated home service professionals to complete home maintenance and repairs. This opens avenues for us to help make customer’s homes more resilient to severe weather which, in turn, can help prevent claims. Those small, everyday steps individuals take add up to stronger, more resilient communities.

**Bill:** Intact is committed to backing resilience with real investment and measurable results. Since 2010, we’ve committed over \$40 million to 150 climate adaptation projects globally. We want that to help stimulate additional funding to crowd in those broader societal benefits that Charles spoke to.

Scaling local solutions is critical as municipalities face climate risks directly. Through our Municipal Climate Resiliency Grants, we have committed to supporting 38 communities in Canada with over \$3 million for the period 2025 - 2027, helping implement proven measures

in high-risk areas. We’ve also invested heavily in applied research that can be scaled nationally through the Intact Centre on Climate Adaptation at the University of Waterloo. Intact is bringing expertise, practical tools, and public awareness, but we need governments, community leaders, and businesses to help put those solutions into action.

## How does your investment in digital tools help to build resilience?

**Charles:** Customers want real value, delivered simply and quickly, whether they’re interacting with us online or in person. One in three people shop online globally, rising to closer to four in five in developed markets.<sup>2</sup> More than 70% expect personalized experiences, and three in four will switch providers if their expectations aren’t met. We see that as an opportunity. From the first quote to claim resolution and everyday value-added features, we invest in digital tools that put the customer experience at the heart. That includes expanding tools that reward positive behaviours and help to prevent loss before it happens.

**Bill:** Putting customer and broker advocacy at the centre of how Intact judges performance shows how fundamental the experience is to us, whether online or in person. When we anchor our strategy to these enduring commitments, we stay focused on what matters most to customers, to the business, and to our people. That clarity has been a key driver of Intact’s outperformance.

## Intact’s people face the same global challenges while showing up for customers. How do you help them stay grounded?

**Bill:** Engagement is central to Intact’s success, it’s people that are the reason we outperform. Being recognized as a Best Employer for the tenth year in a row in Canada, the seventh in the US and for the first time in the UK, reflects an ongoing investment in our teams and their future. Our promise is to provide opportunities to grow and support

with career plans. In return, we ask employees to help drive Intact’s success. That mutual commitment builds trust and confidence, especially when the world feels so uncertain.

**Charles:** Leadership is also a priority. We choose leaders who live our Values and who care for their people. We expect them to create space for open and candid conversations. It requires fearlessness, owning the outcome of decisions no matter the circumstances, and relentlessly challenging the status quo. Setting clear expectations and a strong sense of purpose helps people thrive despite the headwinds. You can see it in the results: high engagement, strong leadership development and retention, and a majority of leadership roles filled internally. Those are meaningful signs of how our people feel about Intact and its purpose.

## We are facing big societal challenges, Charles. How will Intact achieve its ambitious goals while helping people and communities respond?

**Charles:** Our success in 2025 wasn’t a matter of luck. It reflects a disciplined, long-term strategy. We tune out the noise and focus on deep trends, such as the impact of climate change and the rapid adoption of AI. Then, we focus on where the deep trends intersect with our strengths. We combine those principles with a workforce grounded in Values and operational excellence and this gameplan allows us to help and win wherever we operate. With steady execution and clear priorities, it’s clear we can continue to turn this age of disruption into opportunity.

<sup>1</sup> ‘How capital can be mobilised towards climate adaptation’, Standard Chartered, 23 April 2024.  
<sup>2</sup> 51 eCommerce Statistics In 2025 (Global and U.S. Data), 19 June 2025.



# Our customers are our advocates

Intact has distinguished itself as a leading insurance brand.<sup>1</sup> Our reputation extends beyond brand—in **Canada our customers have consistently ranked us as the most trustworthy brand in Auto and Home insurance.**<sup>2</sup>

In challenging times, we stand by our customers, offering vital assistance following life events. Intact blends hands-on support with digital solutions and maintains a strong supply chain and a distribution network that provides the options, insight, and quality our customers expect.

<sup>1</sup> Ipsos Brand Tracking.

<sup>2</sup> BrandSpark Most Trusted Brands 2026. Intact ranked number one in Home insurance, and tied for first place in Auto.





## Personal Lines

### Leading customer experience

Our Personal lines customers are value-focused individuals or households seeking coverage that protects for everyday risks. They range from renters to established homeowners and increasingly desire digital self-service tools that are complemented by broker or direct support.

Intact’s scale in distribution means we can provide coast-to-coast access to products and services that meet the needs of this diverse customer base. This ranges from those comfortable with the self-service, insurance simplified, model of our belairdirect brand to those on the hunt for more tailored advice and cost-conscious deals with guidance from an informed and engaged broker network.

No matter what type of customer they are, we strive to create initiatives that build their resilience and reduce their risk, together with proactive communication, and fast and transparent claims handling processes to help them get back on track when things go wrong. Our strategy of insourcing the claims handling experience means we have not only been able to reduce the time it takes to get a customer back on track, but also reduce the cost to them. Combined with our investment in market-leading digital tools, our approach to customer service underpins our strong customer advocacy scores.

# 76%

of customers who had a transaction with us are our advocates.<sup>1</sup>

### Customer Advocacy

Intact aims to have three out of four customers as our advocates, with service at the cornerstone of our value proposition. Intact’s customer advocacy is measured through the Net Promoter Score (NPS), a widely adopted standard to measure the strength of the customer’s relationship with our brand.<sup>2</sup>

Advocacy is an important area we monitor closely as it’s an engine for both positive word of mouth—a top reason for contacting an insurer—and retention. Referred customers are also more likely to be our advocates. In 2025, our advocacy score among customers who had a transaction with us remained strong at 76%, consistent with the prior year.<sup>1</sup>

We continued to improve upon our customer experience and service quality, boosting key advocacy drivers such as:

- Seamless support
- Responsive and knowledgeable agents
- High-quality interactions
- Fast resolutions

We strengthened digital tools with better platform stability, billing, automation, and clearer guidance through claims—making interactions simpler and more reliable.

We are exploring new, positive ways to engage customers and increase advocacy. Through our investment in the home maintenance app Jiffy, we are providing access to prevention measures that will help customers protect their property from the impact of severe weather events. We are also investing in frequent, high-quality touchpoints, giving customers more reasons to recommend us.



**“I dealt with a wonderful claims employee. Her caring, non-rushed phone conversation with me was honestly a much-needed experience. I was still not feeling well about what had transpired over the previous eight days in my wildfire evacuation process. She actually cared about what I had to say and was very empathetic towards me.”**

—Intact customer, Ontario

<sup>1</sup> We track transactional advocacy scores amongst Personal lines customers only. Our Commercial and Specialty lines customers are not included in these scores. We aim to measure our advocacy score by asking after each transaction: “Based on your overall experience, how likely are you to recommend our brand to family and colleagues?” Our advocacy score represents the percentage of customers who answer “very likely” (i.e., 9 or 10 on a 0-10 scale).

<sup>2</sup> Two out of three Fortune 1000 companies use NPS.



# Personal Lines

## Our customers are digitally engaged

By leveraging our leading data and AI capabilities and deep claims expertise, we are reimagining the insurance experience to simplify the customer journey and anticipate evolving risks.

We have an ambitious goal to digitally engage three out of four Canadian customers and deliver the convenience and simplicity that converts customers into advocates.

We are putting the customer experience front and centre. From the first quote to claim resolution, and through everyday added-value features, customers can move through their journey with confidence, supported by digital tools designed to be intuitive, frictionless and enjoyable.

## Empowering customers through digital tools



### Buying

Buying insurance should be simple. Our digital channels and automated tools in Direct Distribution make it simple for customers to get a quote, compare options and purchase coverage in minutes. Features like Coverage Advisor offer personalized guidance, helping customers to choose the right protection package for their needs and buy with confidence.



### Managing

Customers increasingly choose to manage their insurance online, and we continue to enhance the digital features that matter to our customers. Our Client Centre and mobile app make it easy to manage policies, update billing, and file claims.



### Getting support

Our customers also receive reassurance when they need it most, and can count on a simpler, faster claims experience. Submitting a claim online can be done within minutes, with built-in guidance and real-time status updates. Tools such as Crash Assist provide instant help after an accident—from roadside support to claim submission—giving customers confidence that they are supported and kept informed end-to-end.

# With nearly 75%

of Direct Distribution quotes completed online and with exclusive web discounts, we are breaking down barriers and making protection more accessible to Canadians.

# 845,000

digital self-service transactions completed in 2025.

# 1 in 4

auto policy changes were completed online in 2025.

# 1 in 5

claims were filed digitally and more than two in five claims were followed up digitally in 2025.

# 3 million

clients with a digital account.

# 35 million

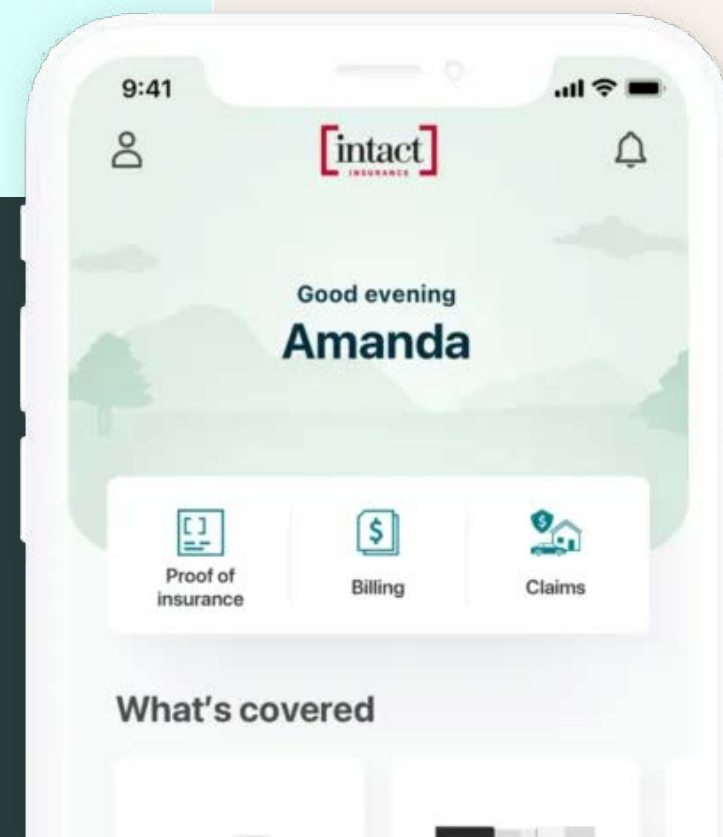
Client Centre or belairdirect / Intact app visits.

App rating of

# 4.6

 out of 5 on Apple Store

# 4.4

 out of 5 on Google Play



## Delivering value in everyday life

Insurance can do more than protect—it should help customers live more safely and confidently every day. That is why we continue to expand our suite of digital tools that reward positive behaviours and help prevent loss before it happens.



### Rewarding safer driving

Through Usage-Based Insurance (UBI), customers receive personalized insights on their driving behaviour and can take control of their premium by turning safer driving into tangible rewards.

In 2025,

**3 out of 4**

UBI users earned a premium reduction, and

**1 in 2**

new customers chose to enrol in UBI.

**450,000**

active UBI customers.



### Prevention and everyday support

Prevention is part of our experience, not an afterthought. Our growing ecosystem of digital prevention tools and partners are helping customers stay safe, informed and prepared.

► *For more information, see [page 17](#).*



### One touch process for total loss auto claims

When a customer opens a claim on a vehicle loss, it's usually an emotional experience for them. A traumatic event is even more difficult when they find out that their vehicle is unrepairable. Intact's One Touch process for Total Loss auto claims gives our adjusters the ability to quickly manage these claims, often providing a settlement on the first call to help our customers get back on track.



### Enhancing call quality

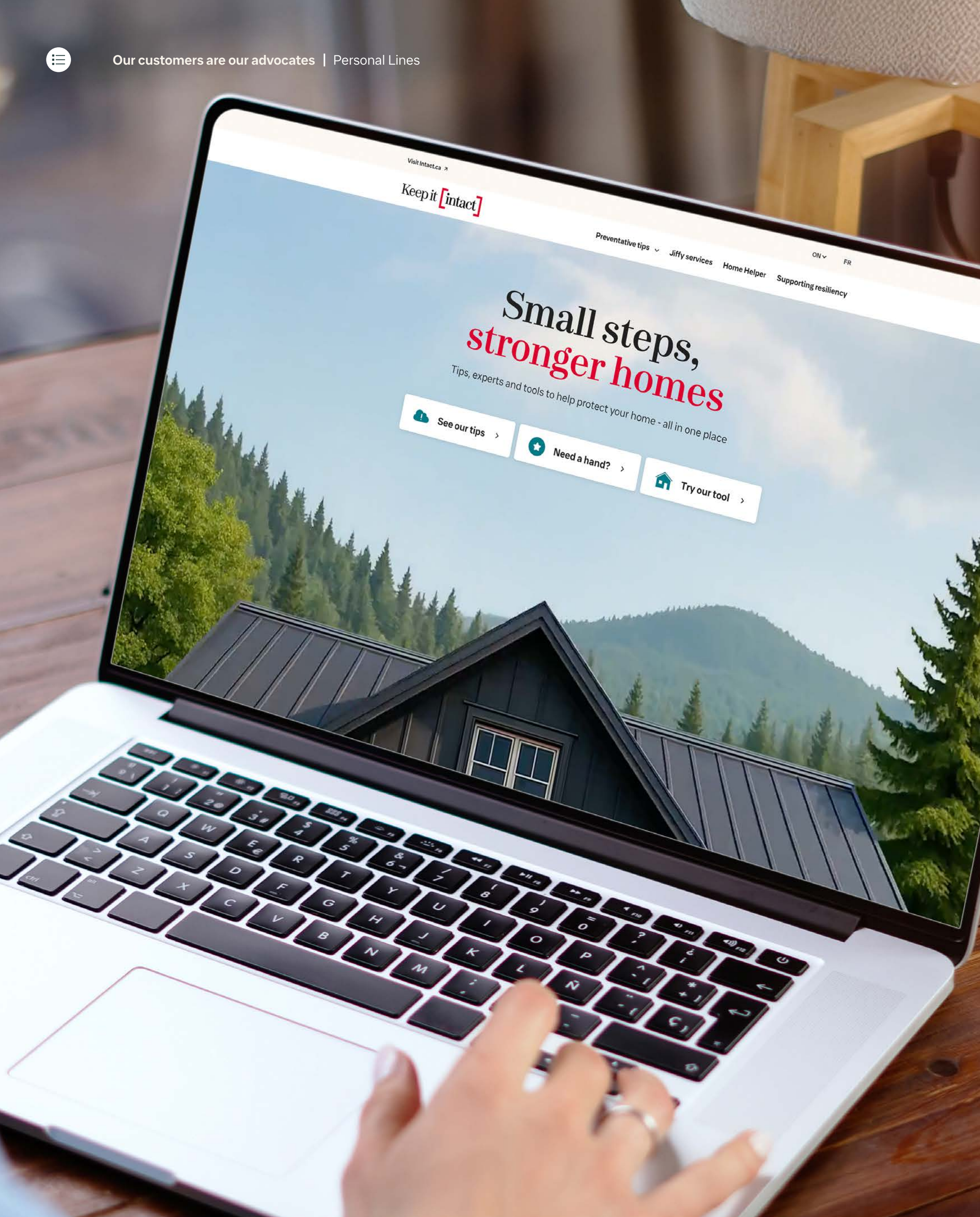
Our Contact Centre agents strive to deliver an efficient and human-centric customer experience during each call. The Intact Lab saw an opportunity to enhance those important customer interactions and developed Call Quality, a proprietary AI-based tool.

The tool provides an automated assessment of how a call plays out, which allows us to make targeted changes, leading to a positive impact on customer service. Since implementing the tool, we have seen a ten second reduction in overall call duration and enhanced customer satisfaction.

**“Call Quality leverages the benefits of AI while maintaining and deepening personal, human connections with our customers. It helps us to quickly hone in on specific elements in a vast quantity of calls, pulling insights and then providing our Contact Centre agents with enhanced, targeted coaching at a greater frequency.”**



Simon Marchesseault-Groleau,  
Vice President, Corporate Claims



## Building prevention into the Personal Lines experience

### Understanding the challenges

In 2025, Intact commissioned a survey that revealed 57% of Canadians are thinking about or have taken some steps to protect their homes from extreme weather events, but only a small fraction, 9%, have implemented concrete actions.<sup>1</sup>

Barriers to acting include uncertainty about what steps to take, cost, and perceived lack of necessity. This perception gap persists despite a record-breaking summer of catastrophic weather events across Canada in 2024, which saw \$9.1 billion in insured losses and a 406% spike in insurance claims compared to the 20-year average.<sup>2</sup>

### Personal lines prevention: A continuous process

With the increasing frequency and severity of climate-related events, such as wildfires, floods, and hailstorms, property damage has become an ever-present risk. Taking preventative action is critical to protecting customers and communities from the worst effects. To that end, we are taking the following steps:

- 1. Diagnose:** Assess risks and needs to identify customer pain points.
- 2. Equip:** Provide practical resources and tools that enable proactive prevention.
- 3. Connect:** Enable access to trusted professionals by linking customers to vetted service providers.
- 4. Safeguard:** Provide protection when risks are near by deploying early-warning and response support.
- 5. Learn and Improve:** Close the loop to measure outcomes and assess feedback to refine resources and tools.

Helping you be climate ready. Helping you be climate ready. Helping you be climate ready. Helping you be climate ready. Helping you be climate ready.

<sup>1</sup> Léger survey commissioned by Intact Financial Corporation and conducted from 20 to 22 June 2025, among 1,580 Canadians aged 18 and over. Results were weighted to ensure representativeness by gender, age, region, language, and household composition. Margin of error ±2.5%, 19 times out of 20.  
<sup>2</sup> Insurance Bureau of Canada.




### Providing resources to drive action

To help people protect what matters most, we launched Keep it Intact—a national, long-term prevention program specifically designed to help Canadians adapt to the growing reality of extreme weather. Keep it Intact is a platform providing practical actions and recommendations tailored to the unique weather conditions affecting each user’s area.

### KeepItIntact.ca


In partnership with the Intact Centre on Climate Adaptation at the University of Waterloo, Intact helped to translate academic research into real-world guidance that helps homeowners take meaningful, preventative action to protect their homes and their neighbourhoods from the impacts of extreme weather events. With data-driven insights, the *KeepItIntact.ca* hub equips Canadians with education and planning tools, including over 70 risk-based tips by complexity and weather type.

 Visits to the KeepItIntact.ca prevention hub: **486,000**.

### Home Helper feature

The Home Helper feature, available through the Intact Insurance app, helps our customers get ahead of risks associated with extreme weather events and protect their home. Canadian customers can:

- Access easy-to-follow illustrated guidance
- Keep up with maintenance tips for every season
- Get reminders for seasonal tasks
- Plan for repairs before problems occur.

 Actions customers have taken at home, tracked via the Home Helper feature in the Intact mobile app: **over 110,000**.

Examples of tasks completed include unblocking dryer ducts, attic inspection, unblocking storm drains and roof inspections.

### Engaging our employees

We know that our own people can act as ambassadors for the value of preventative action. An employee communications campaign has been launched to engage our people in the practical opportunities to improve the resilience of their own home and community and help them act as ambassadors for prevention measures.

### Building broker capacity

Brokers are trusted partners in risk management. Alongside insurers they play a crucial role in helping customers understand climate risks and adopt practical adaption strategies. This year, we developed and launched two broker-facing climate education modules focused on building resilience to a changing climate and the ways brokers can support their clients.

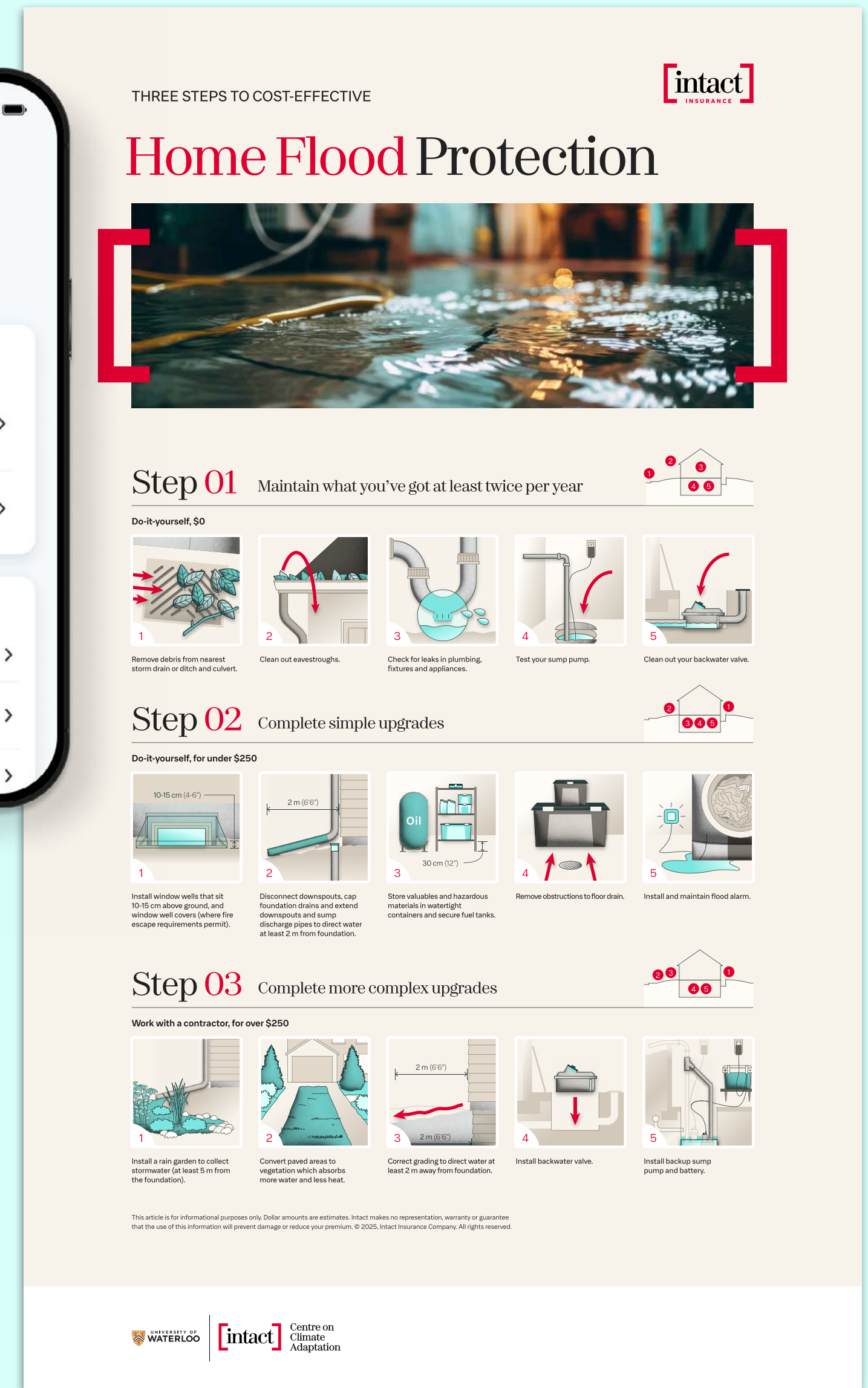
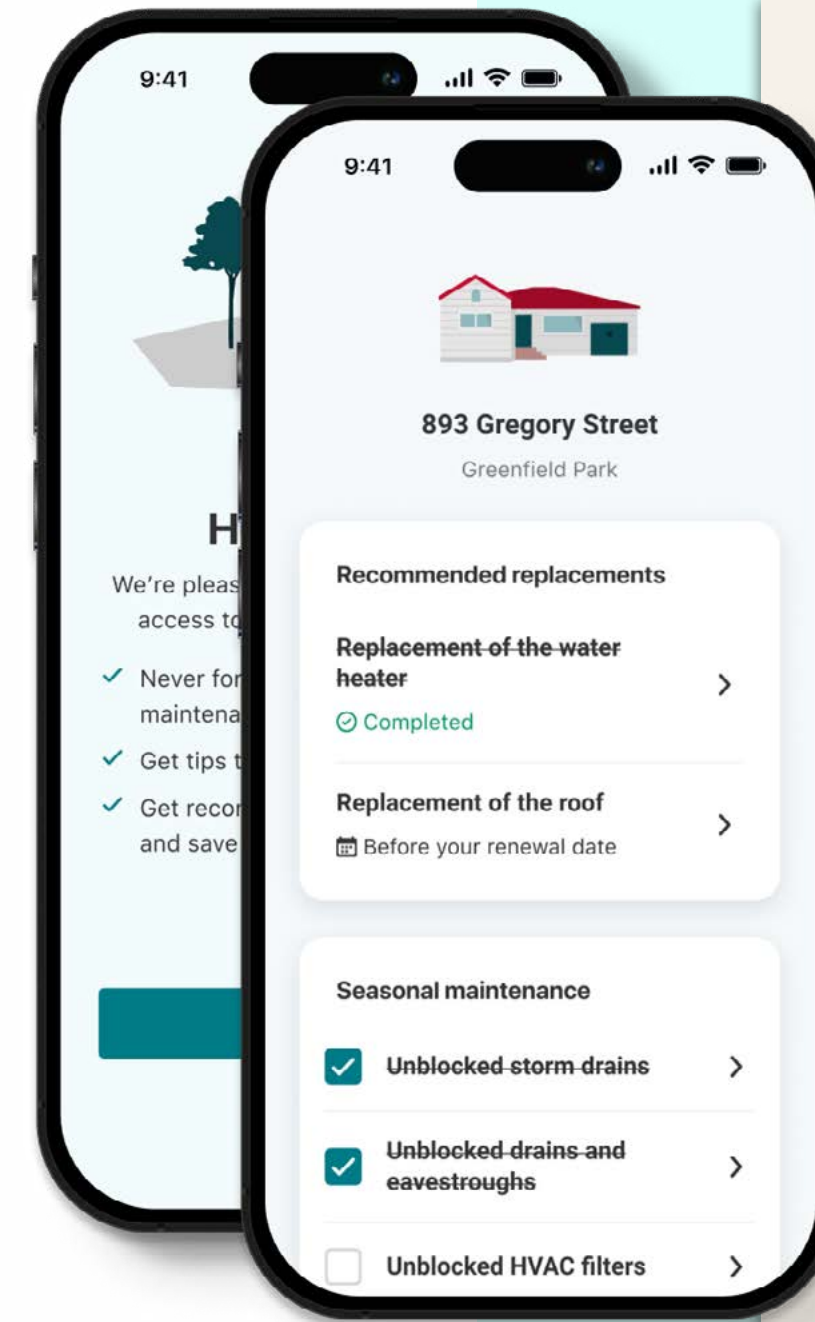
 More than **1,000 brokers** completed our climate education modules.

**“It’s not waiting for the next flood, wildfire, or heatwave to force a response. Keep it Intact empowers customers to prepare now and protect themselves against losing the things they value the most.”**



Frédéric Cotnoir, Executive Vice President and Chief Legal Officer, Intact Financial Corporation

► *We are also enabling communities and businesses to adapt to climate change. For more information, see [pages 39 - 42](#).*



THREE STEPS TO COST-EFFECTIVE

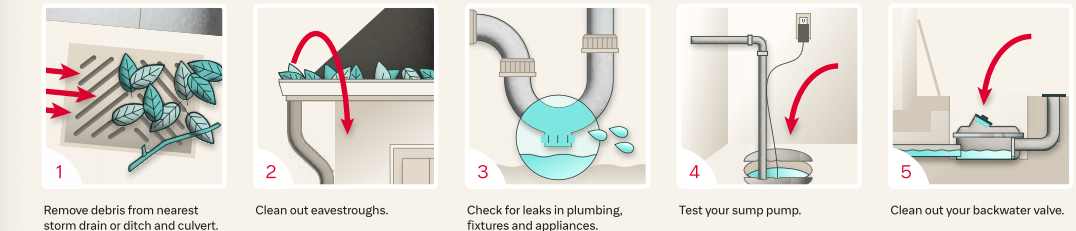


## Home Flood Protection



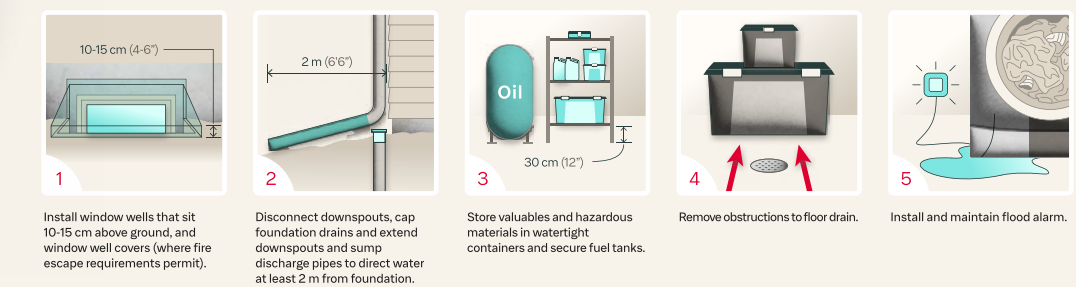
### Step 01 Maintain what you've got at least twice per year

Do-it-yourself, \$0



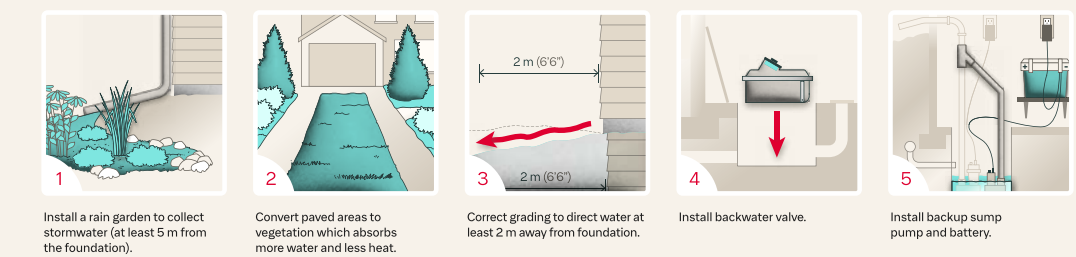
### Step 02 Complete simple upgrades

Do-it-yourself, for under \$250



### Step 03 Complete more complex upgrades

Work with a contractor, for over \$250



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### Providing access to trusted professionals

The Keep it Intact hub also provides access to trusted professionals via the Jiffy app. Jiffy joined the Intact family in 2024 providing customers access to pre-vetted, highly-rated home service professionals to complete home maintenance and repairs. This opens avenues for us to help make customers' homes more resilient to severe weather through preventative actions such as cleaning eavestroughs, installing sump pumps, and repairing leaky roofs.

Canada's now leading home maintenance app doubled its market presence in 2025 by expanding its services across Vancouver, Edmonton and Montreal. Its footprint now reaches half of Canada's population.

## “Quick and efficient from the initial booking to a job well done.”

— Jiffy Customer

### Providing a safety net when risks are near

After its pilot in 2024, we have expanded our partnership with Wildfire Defense Systems (WDS) to provide coverage in Alberta and mainland British Columbia. WDS is a preventive service offered to customers by Intact when their property is threatened by a wildfire, at no additional cost. It can include removing materials from around the property that may fuel a fire, like firewood and propane tanks. This can reduce damage caused to customer homes and property and can also help reduce the spread of fire.

In 2025, WDS personnel responded to 10 wildfires, performing more than 200 visits to Intact customers.

**Wildfire Defense Systems:** In late May 2025, the Edith Lake Fire threatened Swan Hills amid extreme heat, low humidity, and erratic winds. WDS mobilized Fire Watch Officers and crews, delivering pre-loss interventions once access was granted. Teams enhanced the properties' resilience by establishing ember-resistant zones. They relocated wood piles, fuel tanks, furnishings, and refuse, trimmed tall grasses, and cleared leaf litter to prevent ember ignition. They also taped exterior vents and secured windows and doors to limit the infiltration of smoke and embers into the structure. Between 27 May and 3 June, WDS visited Intact customer homes, performing loss-prevention actions followed by rehabilitation services as needed.



**“For complex risks, we stand shoulder-to-shoulder with brokers, problem-solving every step of the way to design sustainable coverage and risk management strategies that reduce risk, support continuity, and help build resilient businesses.”**



Natalie Higgins, Senior Vice President and Chief Operating Officer, Intact Insurance

▶ *Mark Heiderich, Manager, Risk Control, and Hiroshi Ariyama, Senior Risk Control Consultant, at a closed Intact insured establishment in Kelowna during the 2025 wildfire campaign.*



## Commercial Lines

### Leading broker and customer experience, Canada

Our Commercial lines customers are typically small to medium-sized businesses seeking scalable protection for property, liability, business interruption, commercial auto, and specialized risks. They rely on the right combination of broker-led advice and digital support, dependable risk management guidance, clear underwriting and responsive, industry-specific claims service. Our aim is to provide them with the stability, expertise, and efficiency of managing their policies through one great provider.

We make it easy to work with us—by phone, email, or self-service—and we leverage people, technology, and innovation to quote and bind faster, with most solutions delivered within 24 hours.

As we continue the transformation of our legacy systems in Commercial lines, we are incorporating more functionality into *Contact CL*, our Commercial lines platform. The system allows brokers to be more efficient and sell more quotes faster. 87% of brokers find the tool easy to use and intuitive, and 85% of brokers find it easy to enter quotes and use the automated quote entry tool. Nearly three-quarters of Commercial lines quotes now go through a new AI quoting tool, which parses documents and unstructured data to eliminate duplicate entry for brokers, increasing the speed to quote new business submissions.

**“Intact was the only market that could support all three of my customer’s operations—excavation, demolition, and snow removal. Their underwriter understood the complexity and brought the right mix of flexibility and expertise to deliver a solution that truly fit.”**

—Dory Di Fiore Commercial Marketing and Development Manager, Canadian Insurance Brokers Inc.

Our Canadian Commercial lines offering equips brokers with comprehensive, scalable solutions that help their customers thrive and strengthen resilience, delivering both immediate and long-term value. That means a single, integrated product, offering more than 50 coverages for over 1,000 types of small, medium, and large enterprises in Canada. We tailor limits and structures to fit evolving needs, finding solutions for customers that address scale and complexity.

Our commitment to providing trusted, proven expertise shows up where it matters most: more than 100 risk control professionals in Canada helping to prevent losses and build resilience before risks materialize, together with a diverse claims team focused on resolving claims quickly so customers can get back on track.



## Commercial Lines

### Leading broker and customer experience, UK

Our UK business engages with a diverse customer base reflecting a wide range of sectors including engineering and renewable energy, agriculture, motor fleet and trade, hospitality, property, construction and the public sector. Our ambition is to be the UK's best commercial lines insurer, outperforming the market and leveraging our expertise and service, from risk prevention through risk control to responsive claims support.

In 2025, we invested heavily in agile technology and operations, enabling us to enhance our broker and customer offer. We increased visibility, optimized processes to respond more quickly, and enhanced our e-trading capabilities, all while retaining our regional focus.

Embracing the power of technology, we became the first UK insurer to implement Guidewire Cloud,<sup>1</sup> which has transformed our claims handling with real-time analytics, faster payments processing and agility in response to emerging trends.

We have transformed the ease of doing business with us, doubling our quote rate and improving service response times through the deployment of an underwriting workbench. However, new technology and processes alone won't help us to achieve our outperformance goals. That's why we have also invested in our engaged and talented workforce. Through Intact's acquisition of NIG in 2023, we onboarded 750 employees—enabling us to further strengthen our expertise.

**Intact Insurance was voted as the No. 1 insurer in the UK for Commercial Claims by brokers.<sup>2</sup>**

They recognized improvements in communication and speed of service following the launch of online claims portals and the expansion of in-house loss adjusting.



<sup>1</sup> 'RSA becomes first UK insurer to implement cloud solution for claims', RSA Insurance, 7 August 2024.  
<sup>2</sup> 'Brokers vote our commercial claims service as number 1', Results of our Broker Voice Survey - Intact Insurance UK, 1 December 2025.



► Hiroshi Ariyama, Senior Risk Control Consultant, piloting a drone during the 2025 wildfire campaign in Kelowna to conduct an aerial assessment of a location and area.

## Risk control support for Commercial and Specialty Lines customers

Risk control is a key feature of our prevention tool kit for customers. Our risk control teams complete risk assessments for customers, which helps to build resilience and reduce claims severities.

Intact's global risk control and engineering team is on the ground in key markets, including the US, UK and Canada, and services customers globally. In Canada, our team is the largest in the market. The team provides proactive, on-the-ground support for commercial, mid-market, and large businesses with specialized know-how across a range of sectors.

In summer 2025, 15 risk control team members hit the ground running in wildfire-prone areas to deliver one of Intact Insurance's most targeted wildfire field and remote initiatives to date.

Equipped with wildfire technical knowledge, robust risk control guidelines, drones and a commitment to helping our customers reduce their wildfire risk exposure before disaster strikes, the team assessed 225 locations in three high-risk regions in Western Canada: Kamloops and Kelowna in British Columbia and Fort McMurray in Alberta. They conducted tailored analysis, offering practical, site-specific advice to help businesses prepare for the rising threat of wildfires.

Customers were provided with face-to-face and virtual support and specific actionable steps they could take to strengthen their wildfire readiness, such as moving all combustibles at least 10 meters away from buildings and ensuring that roofs and gutters are debris free. Where specific vulnerabilities were identified, customers were given personalized advice to help mitigate their risk of wildfire damage. In an environment where natural disasters often feel out of one's control, this initiative offered clarity, reassurance, and empowerment.



This team now completes approximately **45% of Canada Commercial lines inspections remotely**, enabling us to extend our reach to more customers.



## Global Specialty Lines

### Our specialized value proposition

The key to success of our Global Specialty lines business lies in its exceptional team. This group is composed of highly-skilled individuals, including underwriters and risk control specialists with a keen understanding of emerging risks, as well as operations, actuarial, and IT professionals who keep us at the forefront of the industry.

Our team members are more than just experts; they are collaborators, innovators, and trusted partners to both brokers and customers. With many employees possessing decades of industry experience, they combine extensive technical expertise with a strong dedication to tackling complex challenges.

**“Today’s risk environment is evolving faster than ever, and brokers are expected to lead through it—often with fewer resources and higher expectations. At Intact, we view our role as more than a carrier. We’re a partner helping brokers stay ahead—through insight, speed and solutions designed for what’s next.”**



Lynn O’Leary, Executive Vice President and Chief Operating Officer, Intact Global Specialty Lines

## Putting Ocean Marine insurance at the heart of the transition to a low emissions and climate-resilient future

As a leading provider of marine insurance coverage, we have a front row seat on the dramatic shifts unfolding across ports and shipping. Climate change is impacting shipping routes, damaging infrastructure and straining global supply chains.<sup>1</sup> If a major port shuts down for 24 hours, the knock-on effect can be felt across global supply chains for weeks. This is not just about protecting ships and cargo; it’s about building business continuity and resilience into global trade. Our priority is understanding how the risks that fuel these disruptions are evolving and how we can respond with solutions that protect and enable our customers to adapt.

As well as shipping, ports are also engaging in the energy transition. Whilst experiments with new fuel sources and new storage and handling infrastructure is welcome, our role is to understand and keep pace with the risks that invariably follow that transition. Our marine risk consulting teams are developing tools and analytics that go beyond loss histories, to think more broadly about resilience, and rewarding those efforts.

**“There is a structural shift happening in ports and shipping around infrastructure resilience and energy. As an insurer, I no longer think of our job as just covering losses. We must enable innovation and help our clients navigate the path to resilience. That includes understanding new fuels, building policies around new infrastructure, and shaping products that reward resilience.”**



Calvin Gray, President of Global Marine, Intact Insurance Specialty Solutions



<sup>1</sup> '2024 Review of maritime transport: Navigating maritime chokepoints.' United Nations Conference on Trade and Development, 2024.



### Using innovation to manage risk to the rail industry

Rail infrastructure plays an essential role in the economy by facilitating efficient transportation of people, goods, and services. In the UK, the railway network was constructed to endure, but increasingly severe weather events, such as flash floods and temperature fluctuations, test the resilience of rail infrastructure. Heavy rainfall can lead to ground deformation, while extreme heat can cause rails to buckle. Rail operators require robust, future-ready insurance programs supported by extensive technical expertise and innovation to tackle these emerging issues.

We are deeply involved in this crucial industry in the UK, employing a creative and informed approach to risk assessment. For example, we are piloting the use of technology, like satellite monitoring, to detect subtle ground movements around rail infrastructure. These movements may occur gradually, as soil creep that edges towards the tracks, or suddenly, in the form of catastrophic landslides due to heavy rain and debris washout. Early detection in both scenarios is vital.

**“Our aim is to proactively assist clients in identifying these changes long before they cause disruptions, by providing near real-time insights which enable better decisions regarding construction and preventive measures.”**



Steve Medhurst, Global Rail Industry Specialism Leader, Intact Insurance Specialty Solutions

We remain engaged with the industry’s knowledge advancements, understanding the physical environment in which rail operates, and monitoring the supplier landscape for new technologies that can aid in mitigation efforts. These partnerships are crucial for us to offer comprehensive rail solutions, extending beyond traditional insurance options.



### Turning the tide for a large telecommunications company

Faced with escalating fleet losses and a looming threat of uninsurability, a major telecommunications company came close to losing critical coverage. As claim frequency and severity skyrocketed, its future cover was at risk. But rather than turning them away, we took decisive action.

Our risk control team engaged collaboratively with their leadership team, pinpointing the root causes of their loss activity. Together, they crafted a structured service plan to fortify their fleet management. This involved creating standardized procedures for driver behaviour monitoring and accident investigation, backed by persistent follow-up and ongoing risk control support. The results were transformative, including stabilization of the client’s business and reduced losses.

Our risk control team’s competency stems from deep industry knowledge, enabling them to swiftly identify red flags and propose practical solutions attuned to real-world business constraints. More than just experts, they prioritize actionable insights, helping clients address key exposures with confidence. By engaging as advisors rather than inspectors, they foster trust and continuous improvement.

Today, the team operates as a regionally focused, cross-trained unit that meets diverse local needs while maintaining deep specialization. Their work is strengthened by global knowledge-sharing, bringing in insights on emerging risks such as cyber threats. For brokers, this means better client retention, robust renewal packages, and year-round value.

**“Our goal is simple: be seen, build trust, and deliver service that keeps brokers coming back.”**



Craig Collins, Head of Portfolio Quality Assessments and Risk Control, Intact Insurance Specialty Solutions



## Our deep claims expertise and strong supply chain network

No two days are the same, but our mission stays constant: **to help people, businesses and society prosper in good times and be resilient in bad times.** In critical moments, our team is ready to act, helping customers regain their footing after a difficult, sometimes life-changing, experience.

Intact is proud to boast Canada's largest claims team, part of a global claims network employing 7,100 professionals.



**More than 80% of our calls in Canada are answered within 20 seconds.**

Our team's diverse expertise, which includes loss adjusters, lawyers, appraisers, and accountants, together with occupational therapists, physio and psychologists as part of our Accident Benefits team, enables us to deliver superior service, while minimizing delays and costs.

Through handling claims in-house we have been able to streamline our processes and eliminate unnecessary communication. Customers can quickly access the information they need via our digital tools, but always with the option to engage directly with claims adjusters for detailed information on complex matters. This not only improves customer service and reduces the cycle time, but it also reduces the cost of claims.

When customers are facing the most difficult moments, that's where our investment in both our people and the resilience of our digital platform pays off. We witness the immense collaboration when our claims teams are mobilized at scale—very often supported by many outside of those teams—to respond to the impact of severe weather events. When combined with our digital tools—leveraging data to optimize file assignment, identify exposure, isolate where emergency response is most needed, and issue mass communication to customers where necessary—that's when Intact really shows the strength of its deep claims expertise and strong supply chain network.

**“Being part of the claims team at Intact means supporting people during some of their most challenging moments with care, compassion, and integrity.”**



Matthew Speight, Senior Property Claims Adjuster

## Atlantic wildfire, Canada

At 8.9 million hectares burned, 2025 was the second worst Canadian wildfire season on record.<sup>1</sup> In the Atlantic region, uncontrollable fires were burning in places usually threatened by floods and hurricanes. At one point, Intact was monitoring eight out-of-control fires in areas where there were a significant number of customers. The Kingston fire in Newfoundland and Labrador was particularly devastating, reaching 10,708 hectares and destroying over 200 structures in the area.

Intact received over 400 claims from the Kingston fire, which presented unique challenges due to the remote location. Many properties were difficult to locate as much of the area is served by a general delivery mail service. The Intact Lab guided our claims team to understand potential losses in the area. Actuaries compared severity of known losses with fire behaviour mapping to extrapolate and estimate the potential damage to the whole community. Mobile telephone service was limited before the fire and worsened after it, which also complicated our response efforts. Our On Side Restoration team secured a trailer with satellite internet to support reliable communications with customers. Given the scale of our claims team, we were able to send adjusters, appraisers and claims experts to be on site in the communities, spending close to a month meeting with customers in-person.

Our response demonstrates the effectiveness of a collaborative approach across provinces and teams. Intact dispatched adjusters from Nova Scotia and New Brunswick, appraisers from Quebec and Nova Scotia, and project managers from On Side from across the country to join those already on the ground in Newfoundland. Intact colleagues nationwide were involved in responding to calls and providing remote support for customers. By year end, we had closed just under 53% of claims, and ten home rebuilds were already underway.



► *Aftermath of the Kingston, Newfoundland, wildfire in August 2025.*

**“We leaned on the invaluable experience of our Western region colleagues, particularly their insights from the devastating natural catastrophes in 2024 such as the fire in Jasper National Park, Alberta. They shared their full playbook of best practices with us. This really helped us prepare, so when the evacuation orders were lifted, we were able to mobilize immediately for our customers.”**



Meghan Gardner, Vice President, Claims, Atlantic

<sup>1</sup> [Canada's top 10 weather stories of 2025](#), Government of Canada.



## Storm Claudia, South Wales, UK

In the UK we are committed to retaining our status as the number one operator in the Commercial claims market. We will achieve this through a focus on our proposition and service levels, securing efficiencies through the internalization of claims processes, and with the continued roll-out of new digital support to brokers and customers.

In October, Storm Claudia put our approach to the test. With much of the town of Monmouth under water following the storm, a major incident was declared. Prior to the storm hitting the town we anticipated potential flood risks. We prepared ourselves by placing our Emergency Response Team (ERT) on standby, and ready to step in out of normal business hours if necessary. Suppliers were alerted to ensure rapid response options were available.

As flooding reports emerged from the town, we were able to leverage our GeoRisk team capabilities to identify affected customers and access ongoing exposure mapping as the situation unfolded. Our first notice of loss team began registering claims and the ERT proactively contacted potentially affected customers, offering initial support. Resources were then mobilized to the site with adjusters meeting customers and evaluating damage, accelerating processes in the most urgent cases.


Communication was critical, both to local brokers so that they were aware of the proactive measures we were adopting, but also with end customers, many of whom suffered a potentially devastating loss to their business. Detailed action plans were communicated to customers within five days, outlining immediate steps toward resolution. The ERT maintained a strong presence on-site throughout, visiting customers and brokers to aid with claims, and even supporting those who hadn't yet filed a claim.

Through swift action, strategic planning, and solid collaboration, we effectively managed the flooding crisis, with customers receiving the support they needed to rebuild their businesses.



### Helping our property customers get back on track

On Side Restoration is one of the oldest and largest restoration companies in Canada, restoring damaged homes and businesses 24 hours a day, 365 days a year. With over 20,000 pieces of specialty equipment and tools, and more than 1,000 vehicles supporting emergency restoration work, the team works quickly and efficiently to address urgent repair needs, restoring damaged homes and businesses to their original condition. Our advanced catastrophe team can be on-site within an hour, handling everything from fire recovery to biohazard cleanup.


 In 2025, On Side helped 30,000 Intact customers get back on track.


### Leveraging technology


As with all areas of Intact's business, On Side is leveraging technology and using data to make informed decisions. New technology helps us to get a 360-degree view of a job and remotely provide an estimate of the work required. This means we can mobilize project managers from other regions to respond to the impact of severe weather events, no matter where events occur, reducing cycle time and helping customers return to their property sooner.


We also understand that the emotional impact of property damage often goes beyond the structural. Losing cherished, irreplaceable belongings can be even more devastating. On Side recovers and restores all types of goods ranging from photos, files, clothing and household items. We have successfully recovered countless irreplaceable paper and media items using specialty equipment, from freeze-drying chambers to a specialist electronics cleaning system.

#### On Side Restoration in numbers

 44 branches

 1,000 vehicles supporting emergency restoration work

 20,000 pieces of specialty equipment and tools

 1,900 specialists



► On Side responded to several property damage claims on Mark Street in London, Ontario, Canada after the area experienced heavy winds.



## Helping our auto customers get back on track

Losing access to a vehicle can have significant impacts on work and home life. That is why our dedicated teams ensure that the customer journey from damage to repaired is as seamless as possible.

At Intact Insurance, we are not just Canada's leading insurer—we also have the largest network of Auto Service Centres in the country. Now proudly operating from 38 locations nationwide, our Intact Service Centres redefine convenience in auto repairs. Our customer-focused approach delivers 20% faster repair times compared to traditional shops. In 2025, our customers celebrated our excellent customer service with an exceptional advocacy score of 84%.<sup>1</sup>

 In 2025, we repaired 34,000 vehicles through our Service Centres.

### Our Rely Network

A well-established network designed to deliver outstanding service and quality repairs, Rely handled 71% of auto and 44% of property claims in 2025. With a carefully curated list of more than 850 auto preferred vendors and 240 property vendors (in addition to On Side), the network is equipped to manage significant claims across Canada while ensuring customers receive second-to-none customer service.

<sup>1</sup> The advocacy score for our service centres is defined as number of promoters over number of surveys sent after a claim. A promoter is a client that gave a 9/10 on the survey or higher.



► Intact Service Centre, Trois-Rivières, Quebec, Canada.



## Supporting brokers with specialized expertise

Brokers are a trusted source of expertise for our customers. When they face challenges, we know those challenges affect us—and we step in to see how we can help. That’s why gathering feedback from brokers and acting on it is so critical.

*Voice of the Broker* is an annual study that captures brokers’ perspectives. It measures broker satisfaction, benchmarks performance against competitors, and reveals actionable insights that inform our strategy to continually enhance broker satisfaction with our products and services.

The strong satisfaction scores we receive from brokers are underpinned by our commitment to listening to their feedback and acting on it. Speaking directly with brokers helps to build trust, understand their needs and helps them to understand our capabilities. We work proactively to address challenges identified in previous surveys, through enhanced product offerings, streamlining processes, or improving broker service.

In Canada, we took a national approach to better reach the 25,000 brokers we work with across the country. We enabled brokers as change agents by launching accredited eLearning on climate change, adding a prevention section on the Intact Portal to simplify access to tools, and equipping business development teams with adaptation and resilience messaging for clearer, more relevant conversations.

► For more information, see [page 17](#).

The Intact Insurance UK eTrade team exemplifies our commitment to outperformance in broker engagement. This highly skilled team of over 200 people, brings together expert underwriters, product managers, analysts and digital broker managers, all working together to deliver seamless digital solutions and great broker experiences.

By investing in broker relationships and tools the UK team are meeting the needs of small and medium-sized businesses that make a vital contribution to the UK economy. The team has continued to evolve our market-leading position in the UK with new product features that include improved documentation, providing clarity and ease for customers.

These are some of the reasons why between 2023 and 2025 we jumped from a three to five star rating in the *Insurance Times* annual survey of business placed digitally on eTrade—one of the world’s largest online brokerages and electronic trading platforms.

**92%**

of brokers in Canada, US and the UK value our specialized expertise.<sup>1</sup>

<sup>1</sup> This is done through our *Voice of the Broker* annual survey, which is sent at random to brokers who sell Intact services. It measures the perception of Intact’s expertise in four domains: employee’s knowledge of products, product that respond to customer needs, underwriting expertise and claims employee’s knowledge.

**“By empowering teams to take ownership, resolve complexity swiftly, and strengthen trust with brokers, we will move the needle. The changes we’ve implemented, aligned with broker feedback, mark an evolution in our approach—blending the strengths of technology with the insight of confident human judgment.”**



Tovah Grosscurth, Senior Vice President and Managing Director, Commercial Lines, Intact Insurance UK






## Supporting broker education in Canada

Brokers are the ones who connect us to customers. Making it easier for brokers to do business with us is essential. One way we invest in those relationships is through providing a comprehensive broker education program.

The Pathways program helps support brokers with recruiting and developing talent. More than 120 courses are available via a total of seven pathways. We have been expanding our pathways by adding new courses every year. In 2025, we introduced a new pathway titled "Adaptation and Awareness" to our curriculum, which covers topics such as climate change, cybersecurity and business ethics.

 Since we launched the Pathways program in 2023, 19,000 brokers have completed at least one or more course in a pathway.

In Quebec, Intact offers more than 1,000 activities that support broker success and certification in both personal and commercial lines. Additionally, brokers can take advantage of an onboarding journey that combines systems and product training, as soon as they achieve their certification. Brokers also have access to a dedicated platform, which includes an education library with a variety of learning resources to help them develop their technical knowledge and provide an exceptional customer experience.

Leadership Essentials is an eight-month leadership training program designed to equip broker participants with the skills they need to lead and inspire their teams. The program enables participants to increase their speed of integration in their role and improve operational performance and the overall customer experience in their respective brokerages. We have 13 courses in this program.



In Quebec  
**390  
brokers**  
completed our Broker Licensing program (Académie AMF).  
  
More than  
**100  
brokers**  
graduated from the Leadership Essentials program in 2025, totalling 1,400 course completions.



# Our people are engaged

**Our people are at the heart of everything we do—they are integral to how we achieve our purpose. Our team of 32,000 people around the world is the driving force behind our outperformance.**

Our investment in people enables us to be a best employer, attract exceptional talent and expertise, and cultivate an environment where our people can thrive.

**We achieve this by executing on our People Strategy.**



▶ IT Program Manager Akshita Khurana and Software Development Manager Iphigénie Ndiaye in Toronto, Ontario.



## Our People Strategy

Our people are fundamental to delivering for our customers and key to achieving our outperformance. We invest in our people by creating an environment where they are supported and can thrive.

Through the three pillars of our People Strategy, we will:

Be a best employer

Be a destination for top talent and experts

Enable our people to thrive

By delivering on these elements for our employees, they can in turn support the communities where we operate and help Intact achieve our goals.

## Our Leadership Success Factors

At Intact, we choose leaders on their ability to lead by example on our Values. It is our leaders that put our People Strategy into action. We know that how leaders behave has an influence on employee engagement. This is why we are committed to growing and supporting strong leaders who model our Leadership Success Factors.



### Live our Values

- Integrity
- Respect
- Customer-driven
- Excellence
- Generosity



### Care for people

- Be supportive
- Provide candid feedback
- Recognize performance



### Be open and honest

- Acknowledge challenging situations
- Invite different perspectives
- Trust and commit



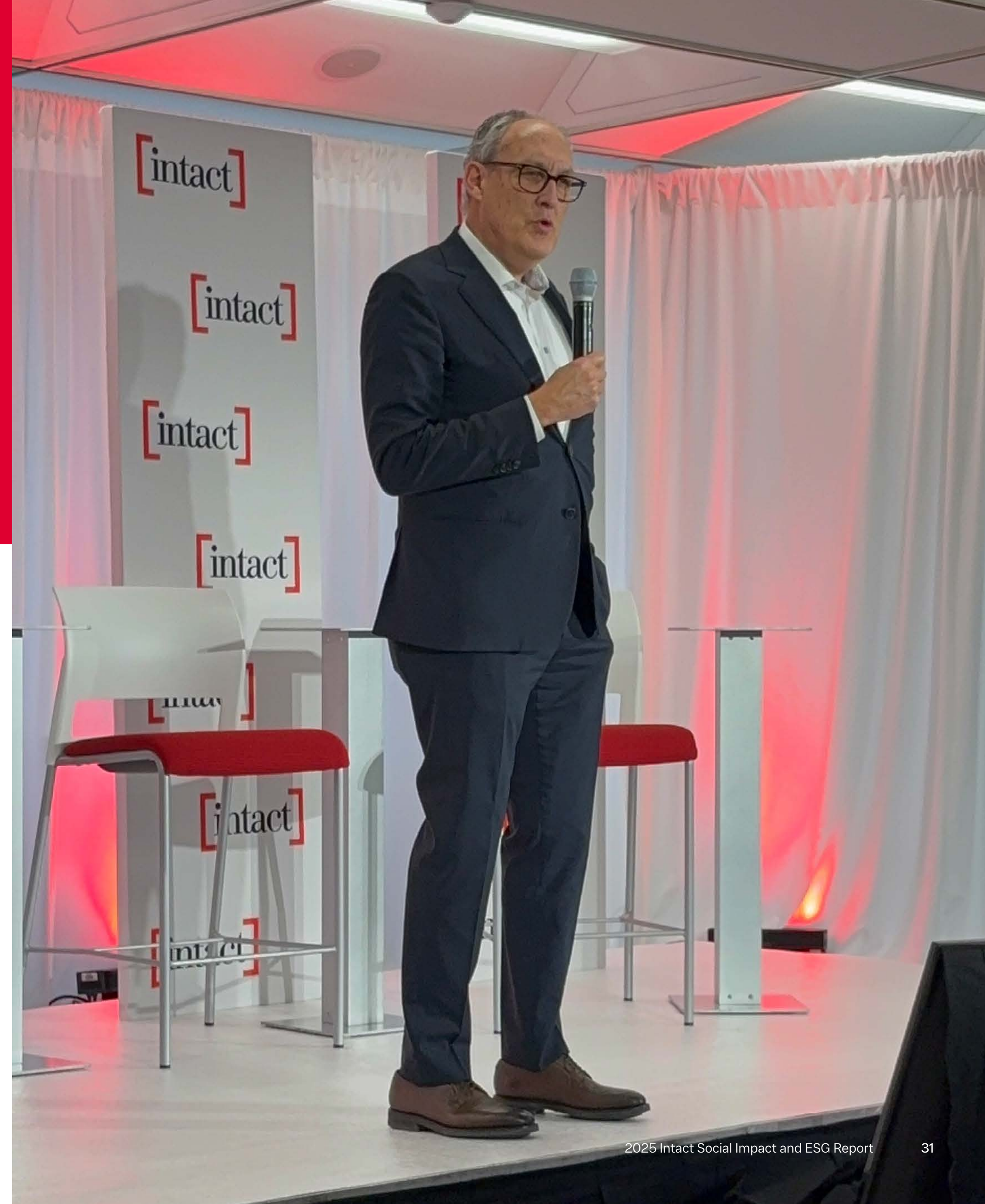
### Take accountability

- Focus on what's important
- Collaborate for solutions
- Own the outcome



### Drive change

- Be curious, ask why
- Be brave, challenge the status quo
- Energize with your "can do" attitude





## Be a best employer

We strive to make Intact a great place to work. When our people are inspired to do their best work every day, they help deliver a seamless experience for our customers, ensuring they continue choosing Intact. A lead measure of success for our people strategy is that our people are engaged. We achieve our strategy by consistently delivering on our Employee Promise.

### Our Employee Promise



**Shape the future:** Help us lead an insurance transformation to better protect people, businesses and society.



**Win as a team:** Collaborate with inspiring people to do your best work every day and, together, stand up for what is right.



**Grow with us:** Refresh and reinvent your skills, learn from our diverse teams, lift others up, and grow.

We measure our progress through our independent and confidential employee engagement survey. We then achieve meaningful improvement by implementing action plans in response to the feedback provided by our people. Delivering on those actions has allowed us to maintain high levels of employee engagement.

**In Canada, engagement increased by two points to 82%, and in the US it remained solid at 83%.** Intact has once again been recognized by Mercer as a Best Employer for the 10th consecutive year in Canada, and in the US for the 7th consecutive year.

**In the UK&I, we achieved a 15-point increase in engagement to 68%.** We were recognized by Mercer as a Best Employer for the first time in the UK and Ireland. This is especially meaningful since we rebranded RSA, NIG and FarmWeb to Intact Insurance this year. Increasing engagement in the UK&I was a key priority in 2025. We are proud of the momentum we are building with a team focused on delivering on our bold ambitions.

Year-over-year, manager effectiveness is one of our highest scoring engagement dimensions. It encompasses leaders dedicating one-on-one time to their teams, communicating organizational objectives clearly and in an inspiring way, and providing the necessary support for their team's success. Our managers play a vital role in delivering on our Employee Promise.

In 2025, our global engagement score was

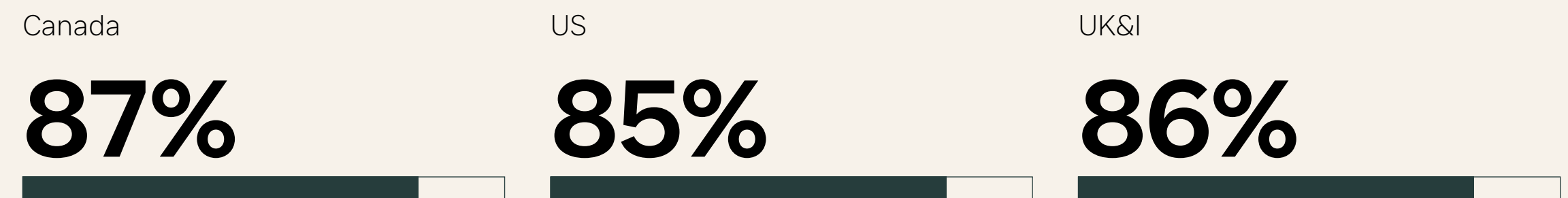
**79%** ↑ +4% increase from 2024



### Overall employee engagement scores



### Manager Effectiveness





## Be a destination for top talent and experts

We aim to be a global powerhouse of top talent and develop specialized experts who will help us deliver on our strategy and outperform. In 2025, we continued to invest in talent and expertise in ways that are making our existing employees and new recruits excited about our future.

Given the importance of Data and AI to our strategy and the future, investing in programs to recruit and develop talent with these skillsets will be key to future outperformance. Today, our Technology and Labs teams globally include more than 4,000 employees across a variety of specialized skillsets such as software engineering, cybersecurity and more.

In Canada, we launched our **New Grad Tech Development Program** where recruits gain hands-on experience through three rotations across software, Cloud development and cybersecurity teams. They also gain access to technical and professional development courses. Our inaugural cohort consisted of 30 participants chosen from 3,600 applicants, indicating tremendous opportunity to up-scale the program in the future.

**Our internship programs** play a cornerstone role in expanding our future talent pipeline. We aim to attract interns in various key sectors of the organization including Technology and Data Lab, Actuarial, Finance, Intact Investment Management among others. A key focus area for which we hire interns is Technology and Data Lab. Over 300 students joined us in 2025 in Canada in these sectors.

Globally, we grew our internship program to 700 students in 2025.

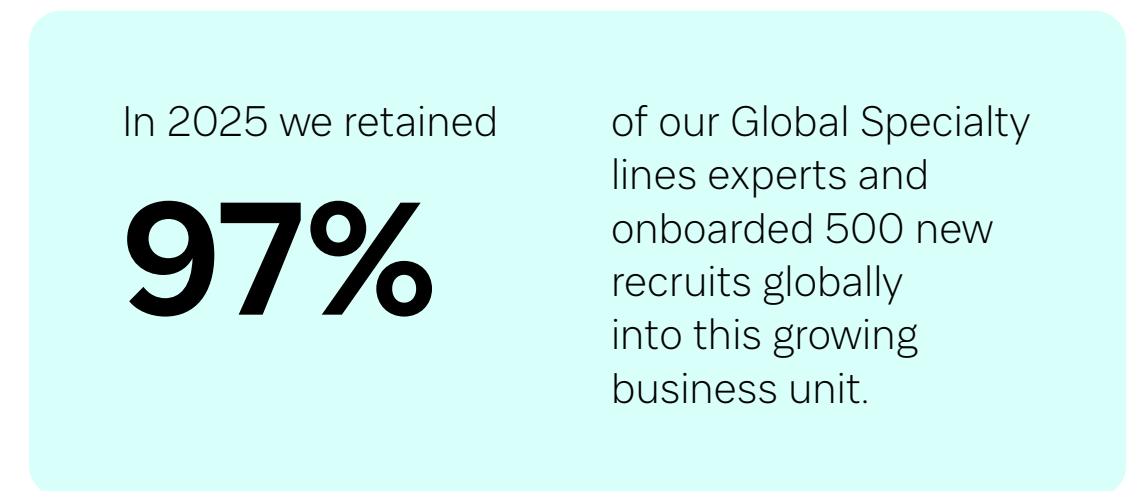
We want to attract and retain the best talent in the market to achieve sustained outperformance into the future.

This reflects our commitment to investing in our people by offering development opportunities to help them grow with us.



We have developed a top-tiered school engagement approach to strengthen partnerships and brand visibility across multiple universities. In 2025, we engaged with students through over 80 various campus events and activities in Canada and the US.

Our **Global Specialty lines** team is also uniquely placed to deliver future growth. These teams develop significant depth of expertise in their specialized vertical and often have close proximity to the industry they serve.



Becoming a destination for top talent and experts requires leaders who embody our Values and Leadership Success Factors. In 2025, we filled 79% of our leadership vacancies internally, a testament to our succession planning model and ability to develop leadership talent within our workforce. To support executive development, we launched the

Executive Development Global Experience (EDGE) program. The program is designed to foster a cohesive executive leadership community globally, facilitate mutual learning, and seamlessly integrate our Leadership Success Factors and Values into everyday decision-making and execution.





## Enable our people to thrive

We help employees pursue their full potential in a number of ways.

**We offer many opportunities for employees to grow their careers, be recognized, and have unique professional experiences.**

- In 2025, 7,600 employees changed roles globally (25% of total), expanding their careers and advancing their development.
- We successfully launched our innovative Appreciation Hub platform in the UK&I and US. For the first time, employees around the world can leverage the platform to recognize each other's success and celebrate excellence in real-time.

**We provide leading tools and harness the power of AI.**

Ultimately, Insurance is about people, not things. The best use of AI pairs human insight and judgement with AI-driven data, analysis and tools to better serve our customers, brokers, and employees. We are investing in responsive and agile technology to give our people a competitive edge to outperform.

- The expansion of our Underwriting Advisor tool from Canadian Commercial into one of our Specialty lines (NSR)<sup>1</sup> has been a key contributor to our ability to quote 24% more than before, using the same workforce, due to faster data ingestion and processing. This places our teams in a strong position to further improve the speed and quality of the service we provide.

- We deployed tools to reduce the average handling times and help our Personal lines and claims teams deliver a leading customer experience. Our agents in Personal lines leveraged rapid answers from sales and underwriting documentation using a GenAI powered Q&A tool to further improve customer experience and call centre efficiency. In Claims, GenAI tools enabled our adjusters to capture information faster at the First Notice of Loss in Auto, resulting in a three minute decrease in average handling time on the first call.
- We improved the candidate and hiring manager experience by deploying an AI-powered platform. It automates administrative tasks associated with hiring, provides an AI-powered career site, and delivers a more personalized experience. This enables our managers to focus on the onboarding process and begin relationship building with our future hires from the very first interaction.

**We recognize the importance of caring for our people's wellbeing so they can be their best both personally and professionally.**

The mental health and wellbeing of our people is critical, and we are committed to providing a workplace where our teams feel supported and can thrive.

- In Canada, we launched the Mental Health Leadership Program, emphasizing the key role leaders play in supporting employee mental health. This expert-led training helps our leaders enhance their mental health literacy and better support their teams. 65% of leaders are trained to date, as we continue to progress towards our 85% completion goal.
- In the US, we launched the COLOR program designed to support employees and their families across the cancer care journey as part of our Mental Fitness and Wellness roadmap.



<sup>1</sup> Non Standard Risk book.

## Our employees and leaders are representative of the communities we serve

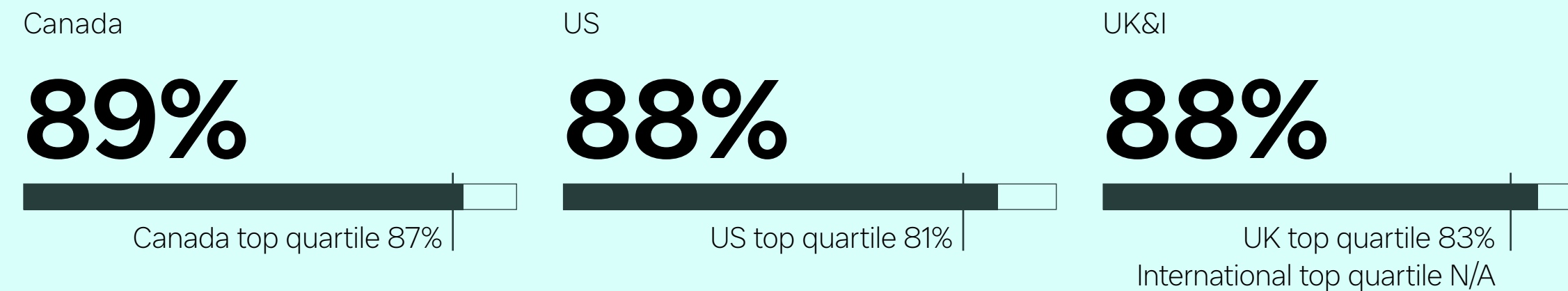
Cultivating an inclusive and accessible environment where everyone feels valued and respected has been fundamental to Intact since the beginning. Our strong brand is built on a team of people from diverse backgrounds, bringing a variety of perspectives which drives innovation and creativity. We see it as a strength and believe it makes Intact a desirable destination for the widest possible talent pool.

We consistently achieve a Best Employer status on this dimension, which reflects being treated with respect, employees from all backgrounds having an equal opportunity to succeed at Intact, and employees feeling that they can be themselves at work across all our regions.



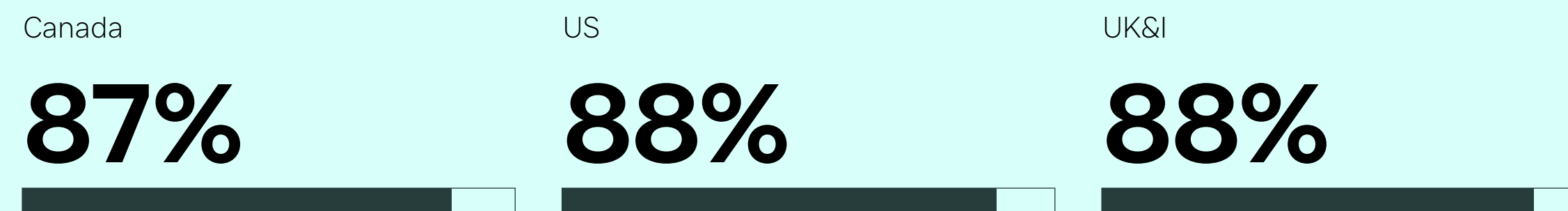
### Employee Engagement survey results:

#### Diversity efforts score.

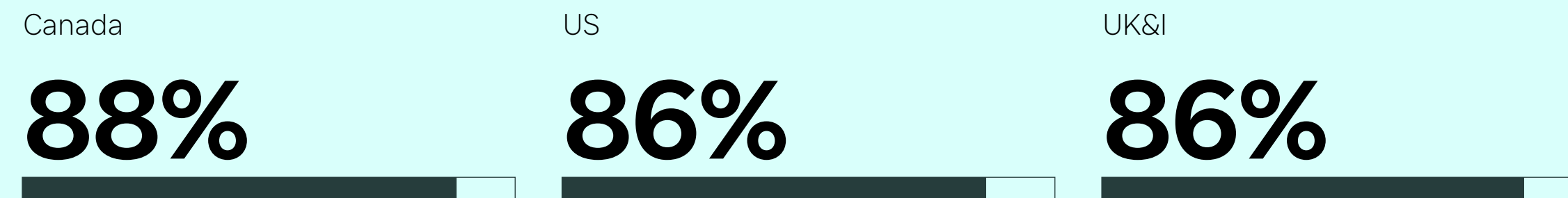


#### Top areas:

#### Employees from all backgrounds have an equal opportunity to succeed at this organization.



#### My coworkers value my input even if it is different from their own.



**One way we celebrate and foster diversity is through our 21 employee networks.** These are employee-led groups formed around a shared aspect of identity. Any employee can join to become educated about the dimension the network is focused on.

Our networks include the Ethnic Diversity Alliance, Indigenous Circle of Inclusion in Canada, and Balance focused on achieving gender balance in our UK business, as well as Power of Women in the US. This year, we launched our new Intact Ability in Canada dedicated to fostering a workplace that values the unique abilities of all individuals and promotes an inclusive and accessible workplace.

New networks launched in the US include Service Forward supporting our employees who are military veterans and their families, as well as ADAPT which is focused on supporting colleagues with visible or hidden disabilities.

All regions are empowered to implement customized strategies and action plans that are unique to their community or region.

- In the UK&I, we introduced the Forces Family Support Policy, designed to assist employees balancing work with the unique challenges of military family life. This initiative was recognized with the Contribution to Inclusion Award at the Women of Insurance Awards 2025.
- In the UK&I, we launched the Foster Carers Policy, earning recognition as a Fostering Friendly Employer. It offers support for employees undertaking the fostering process and commitments, acknowledging the vital contribution of foster carers within our community.
- In Global Specialty lines we continue to focus on supporting both industry associations and charitable organizations involved in building more diverse and inclusive communities.

We recognize that becoming and remaining an inclusive organization is an ongoing commitment. We are dedicated to having an always-improving mindset, to staying curious, to learning and to continuing to challenge ourselves.

► *For more information on our progress across various dimensions of diversity see [page 66](#). You can also find information on our initiatives supporting diversity in our Management Proxy Circular.*



In Canada, we received the **Women in Governance Platinum level certification** for the

**4th consecutive year in 2025.**

A distinction awarded to only 10 organizations in Canada that have achieved gender balance in leadership roles and demonstrate exemplary support for the advancement of women. We also expanded R.I.S.E. (Relationship building, Introspection, Support and Excellence), a mentorship program tailored to support the growth of racialized and Indigenous Leaders for higher level roles through group mentorship, internal networking and peer learning.

## “Cultivating an environment where everyone feels valued and respected has been fundamental to Intact since the beginning.”



Carla Smith, Executive Vice President and Chief People Officer, Intact Financial Corporation





# Our company is one of the most respected

Being a most respected company means delivering strong financial performance while creating positive social outcomes. We recognize these goals require sustained commitment over many years. That's why we invest today to build the long-term resilience of the communities where we operate. This includes increasing our support for climate adaptation and resilience as part of a decades long effort to help communities navigate the impacts of climate change, while reducing our own impacts.



► Intact Insurance UK Operating Committee volunteering at Avon Tyrrell, the outdoor learning centre operated by UK Youth, July 2025.



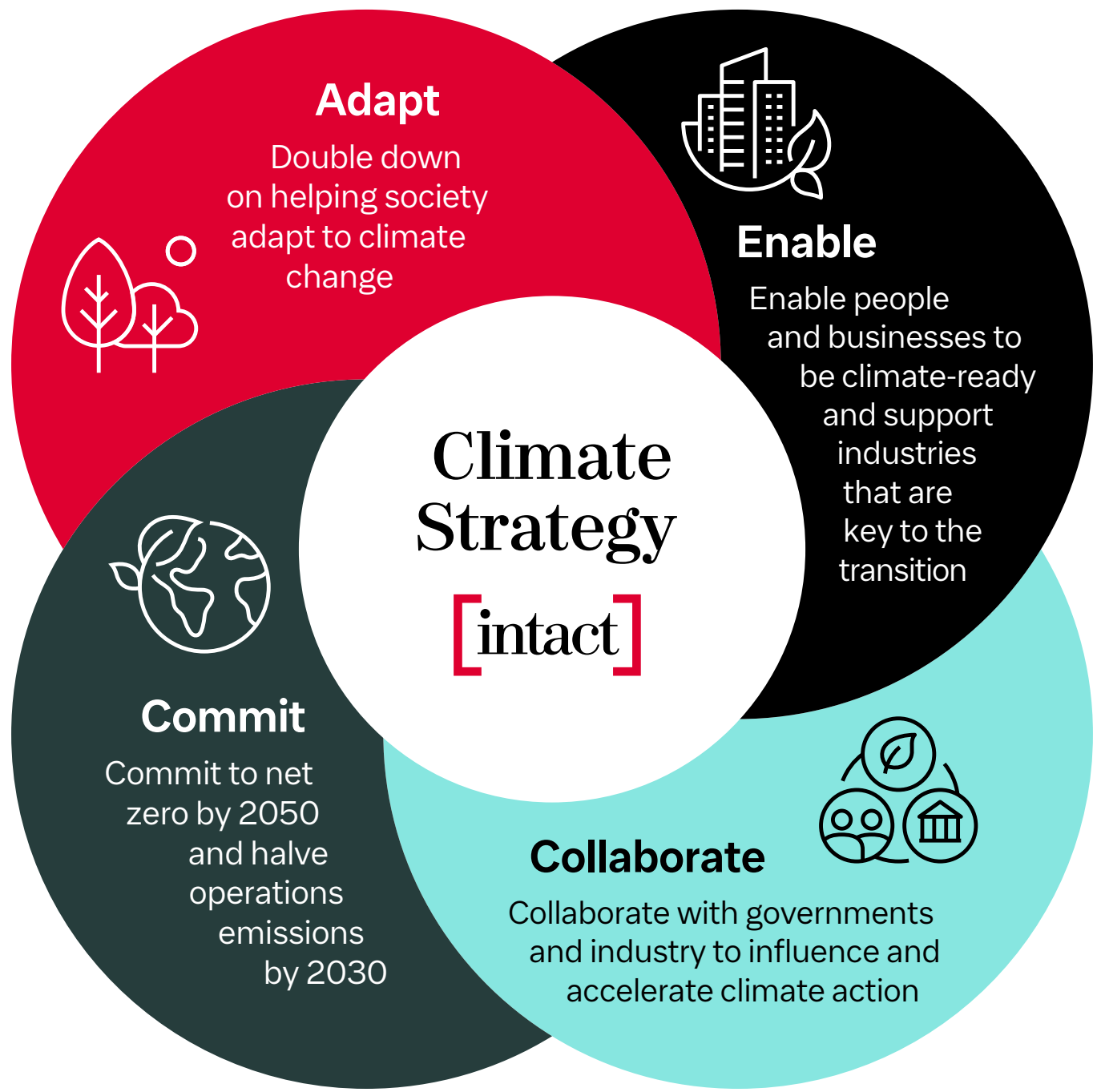
# Our approach to social impact and climate

To deliver on both strong financial outperformance and positive social outcomes we are leveraging our strengths to win on climate and contributing to building resilient communities.

This includes using our data, risk expertise and innovation in product and services to enable the transition to a low emissions and climate-resilient economy. At the same time, we use our scale and capabilities to strengthen local preparedness and recovery in response to climate-related events and enhance economic resilience for vulnerable groups. Our approach to social impact and climate strategy are aligned in working to build climate resilience; and this is accomplished through a shared pillar across both.



**\$19 million**  
invested in 2025 by Intact globally across climate adaptation and resilience, economic resilience and community wellbeing.



## Resilience Barometer

Our vision of resilient communities are those that are able to adapt to the impacts of climate change together with being economically prosperous. This vision guides our strategic focus on three key resilience attributes.

- Helping communities adapt to climate change by being better prepared for severe weather.
- Offering customers products and services that help them be resilient to severe weather events.
- Accelerating community wellbeing through generosity.

To measure our progress we survey those stakeholders that we consider vital to our success and capture their perception of our work in resilience.

Our approach to building resilience is evaluated through our resilience barometer. Stakeholders are surveyed to assess their perception of our involvement in preparing communities for future challenges, gauging their awareness of our initiatives to foster climate and economic resilience, together with their assessment of our leadership in these areas.<sup>1</sup>

### 2025 Resilience Barometer survey results:<sup>2</sup>

Stakeholders who recognize us as leaders in building resilient communities

**63%**  
Globally

**68%**  
Canada

<sup>1</sup> In 2025, we evolved the methodology that underpins the barometer results. This included clarifying survey attributes to ensure they focus on the most impactful areas of resilience for Intact; creating a dedicated customer survey on resilience, which was previously a feature of a general customer advocacy survey; and moving our customer survey on resilience from phone to online to better capture a representative sample of our customer population.

<sup>2</sup> Results are analyzed by senior management who agree custom action plans for each region and stakeholder group, implementing targeted strategies that harness our strengths, resources, and expertise to enhance resilience against challenges that are affecting stakeholders, society, and our business.




## Adapt

### Double down on helping society adapt to climate change

Climate adaptation is a shared goal between our climate strategy and our approach to social impact.

For decades, we have stood alongside our customers and communities on the frontlines of a changing climate and increasingly extreme weather. In 2025, we led applied research and invested in community-level initiatives to demonstrate the tangible benefits of adaptation and to strengthen climate resilience across the communities we serve.

Our focus areas:

 Invest in thought leadership and applied research

 Scale climate resilience solutions across high-risk communities

 Invest in natural infrastructure as a first line of defense

Since 2010 we have committed

# \$41 million

globally to more than 150 climate adaptation projects.



### Invest in thought leadership and applied research

#### Intact Centre on Climate Adaptation at the University of Waterloo, Canada

Founded in 2015 with the University of Waterloo's Faculty of Environment, the Intact Centre on Climate Adaptation advances practical, evidence-based solutions and research to reduce the impact of flooding, wildfire, and extreme heat.

On its 10th anniversary, Intact renewed its support for five years with \$8.5 million, totalling a \$20 million commitment since inception.

Over the next phase, the Intact Centre will focus on enhancing protection for high-risk communities by mobilizing homeowners in major urban and forested regions toward preventative action.

In 2025, under the theme "Nation Building in a Changing Climate" the Intact Centre released three reports: Getting Nature into Financial Reporting (for the Standards Council of Canada); the Alberta FireSmart™ Community Scorecard, piloted across ten communities; and Managing Risks: Climate Resilient Shorelines for Canada.

To drive homeowner adoption of preventative measures, the Centre expanded nationwide distribution of home flood, wildfire, and extreme heat infographics through municipalities and major banks. Crucially, the Centre is also guiding policymaking and action at the national level by engaging in parliamentary committees focused on accelerating Canada's readiness for extreme weather events.

**“A decade of collaboration with Intact has demonstrated how a sustained partnership can turn ideas into impact. Together, we’ve advanced climate adaptation to help Canadians protect their homes, communities and future.”**

—Dr. Anabela Bonada, Managing Director, Intact Centre on Climate Adaptation



► Intact employees walking through the Marlborough Wetland near Ottawa, ON protected by the Nature Conservancy of Canada.



### University of Hull, UK

A changing climate is driving more frequent and severe flooding across the UK, with commercial properties facing unique vulnerabilities. In 2024, weather-related insurance claims surged to £585 million,<sup>1</sup> highlighting the urgent need for effective adaptation strategies. Despite the growing threat, property-level flood resilience (PFR) remains underdeveloped.

In 2025, Intact Insurance UK announced a new research partnership with the University of Hull's Energy and Environment Institute to help address the growing risk of flooding in the UK.

The research will focus on identifying practical, scalable flood defences that work for operational business environments, addressing challenges like accessibility, security, and high foot traffic. The collaboration will also support the development of data-driven tools to help businesses assess and manage their flood risk more effectively.

By focusing on commercial properties, the research opens new opportunities for PFR deployment. Combining product performance data with flood zone information will help insurance providers better assess risk and resilience, helping to guide adaptation strategies.

**“This is an exciting opportunity to work with Intact Insurance to build on our flood resilience expertise, improve understanding of how property-level measures can be used to reduce flood risk, and promote flood resilience.”**

— Professor Stuart McLelland, Professor of Water Science, University of Hull

### The Wildlife Trusts, UK

Nature is one of the best defences against flooding in a changing climate. In 2025, Intact Insurance and The Wildlife Trusts commissioned a new report on natural flood management (NFM) which highlighted that more investment, data and support is needed to increase its long-term positive effects.

Evidence collated by the UK Environment Agency shows that NFM is effective at reducing the overall damage from flood risk.<sup>2</sup> The new report has gone further to focus on wider benefits including better habitats for wildlife, GHG storage, and improvements to health and wellbeing. The research looked at ten NFM schemes created by individual Wildlife Trusts. Collectively, they had an average total cost-benefit ratio of 4:1 over ten years rising to 10:1 over 30 years.

### University of Limerick, Ireland

Intact Insurance Ireland is partnering with the University of Limerick to fund research into natural catastrophe prediction and disaster risk management. Led by the University's Centre for Emerging Risk Studies, the work addresses climate-related disaster challenges and their impact on insurance. Focus areas include disaster risk pricing, innovative insurance products, public-private partnerships, and integrating advanced technologies for real-time risk modeling and faster recovery after catastrophic events.



<sup>1</sup> 'More action needed to protect properties as adverse weather takes record toll on insurance claims in 2024', Association of British Insurers, February 2025.

<sup>2</sup> 'Working with natural processes to reduce flood risk 2024', UK Environment Agency, 12 February 2025.



## Scale climate resilience solutions across high-risk communities

### Municipal Climate Resiliency Grants

Municipalities are on the frontlines of flood and wildfire risk management. Providing them with resources to assess their exposure to these threats, and address them—while also mobilizing residents in the process—is essential to building climate-resilient communities.

Through the Municipal Climate Resiliency Grants, Intact has supported 38 communities and committed over \$4.1 million since the launch of the program in 2023. Starting with 10 projects nationwide and a contribution of \$1 million that year, we selected a new cohort of partners in 2025 with the intention to double our contribution from \$1 million to \$2 million, but the demand for even more funding was evident.

Intact increased its program funding to

# \$3.1 million

supporting 19 projects and 38 communities across Canada, with projects lasting up to two years during the 2025 - 2027 program period.

► For more information about projects supported by our Municipal Climate Resiliency Grants see our [website](#).

### Grants committed through the 2025 funding:



**“Over the past few years, residents have faced the harsh reality of wildfire on their doorstep. They want to take action to help protect themselves, their property, and their communities from the threat of fire. This contribution from Intact will make our FireSmart™ education and mitigation programs more accessible to residents, helping to reduce those risks.”**

—Natalya Melnychuk, Chair,  
Columbia Shuswap Regional District

**“This grant funding will allow us to protect our community from the growing threat of wildfires. We can take proactive measures, such as clearing hazardous fuels, strengthening defensible space, and engaging residents in mitigation efforts that will make a real difference and create a safer city.”**

—Chris Aubrey, Fire Chief, Langford, British Columbia

**“This funding from Intact allows us to take real, proactive steps to reduce the risk of flooding for our residents. We’ve seen first hand the impact that severe weather can have on our community. This program gives us the tools to help homeowners protect their properties and supports the long-term reliability of our infrastructure.”**

—Allan Mayhew, Mayor of Southwest Middlesex



## Invest in natural infrastructure as a first line of defense

### Conservation, restoration and innovation: The Nature Conservancy of Canada

The Nature Conservancy of Canada is our second-largest climate resilience partnership, supported by an \$8 million commitment, spread over five years from 2023 to 2028. Now in its third year, the partnership is advancing wetland conservation and restoration that reduces flood risk and protects critical ecosystems. Since the start of the partnership, Intact has helped protect 13,000 hectares of important natural areas, including wetlands.

In 2025, our funding has supported:

- Conservation of a 21-hectare parcel on Wolfe Island (Ontario), safeguarding a high-value wetland near the Lake Ontario shoreline.
- Protection of a 91-hectare site in the Marlborough Forest (Ontario) to enhance flood mitigation for the Stevens Creek catchment and the Rideau River near Ottawa.
- The Atlantic Resilience Project by protecting new parcels in New Brunswick and Nova Scotia and conservation and restoration across Atlantic Canada.

Our work has also involved the analysis of novel financing mechanisms to drive more private capital to nature-based solutions. This work continues to progress, bringing together experts in conservation, finance, and climate as part of a multi-disciplinary team working to create solutions.

### Rivers 2040: Blueprint for restoring England's rivers, The Wildlife Trusts, UK

In 2025, Intact began working on the Rivers 2040 project in partnership with The Wildlife Trusts, an 18-month project to map and analyze the economic, environmental, and social benefits of restoring nature along the River Trent from source to sea. It will create the first comprehensive blueprint for restoring an entire river system in England. This includes: informing where nature-based solutions such as reconnecting floodplains, tree planting, wetland creation, beaver reintroduction, and river re-naturalization can best reduce flood and drought risk,

improve water quality, enhance biodiversity, and expand public access to nature.

### Waterscapes: Nature-based solutions for flood resilience, Gloucestershire Wildlife Trust, UK

Gloucestershire Wildlife Trust and Intact Insurance have partnered to launch Waterscapes, a program that harnesses nature-based solutions (NbS) to address flooding in the Gloucestershire community, an area at high risk.

Waterscapes blends upstream interventions with sustainable urban drainage, applying a range of techniques across landscapes and communities. Highlights include:

- **Gloucestershire Royal Hospital:** A circular rain garden now captures up to 800 litres of rainwater, while providing seating and a place for visitors to relax and be with wildlife to help their mental health.
- **Charlton Kings:** Residents collaborated with the Wildlife Trust to redesign driveways using sustainable materials and methods. While permeable paving helps rain soak naturally into the ground, easing pressure on drainage systems, it also creates new nature corridors link habitats for wildlife.
- **Robinswood Hill Country Park:** Leaky dams built from felled ash trees manage stormwater and support woodland biodiversity, turning a local challenge into a nature-positive solution. Other features installed include swales, wetlands, and leaky dams to slow and redirect water safely.

Highlights from phase one of the Waterscapes program, funded by Intact, include:<sup>1</sup>

- 2.9 million litres of water storage created.
- 120m<sup>2</sup> of impermeable surfaces removed.
- 290 plants added for pollinators.
- 10+ NbS implemented.
- 30 community events engaging 3,500 people, including 1,000 school children.



► Burrenbeo team member Ailbhe Doyle on a monitoring visit to a Hare's Corner pond created by Ennis Men's Shed. Photo Credit: The Hare's Corner—Burrenbeo Trust.

### Climate Resilience through habitat creation, The Hare's Corner, Ireland

In Ireland, we announced our new partnership with The Hare's Corner. The Hare's Corner is a traditional idea that reflects the farmer's tendency to leave small, less-productive areas of land for nature—a place untouched by the plough, where wildlife could find refuge and flourish. This concept has been reinterpreted as a simple, low-cost way to enhance biodiversity without

disrupting land productivity. It provides financial support to schools, landowners, and communities for projects such as planting native trees, digging ponds, and creating pollinator patches.

<sup>1</sup> Data provided by The Wildlife Trusts.



## Enable

Enable people and businesses to be climate-ready and support industries that are key to the transition.

As climate change progresses and extreme weather risks increase, we can leverage our risk management expertise to enable climate-readiness among our customers and investees. And as industries transform, we can play a role in enabling businesses that are key to the transition.

Our focus areas:



Adapt our products and claims operations



Provide prevention resources and tools



Scale prevention and restoration services



Support industries that are key to the transition



Help build a circular economy

### 2025 Highlights

Over

# 110,000

Protection actions taken by homeowners as part of Keep it Intact via the Intact app.

# 13GW

Amount of renewable power generation insured in the US, enough to power over 2.5M homes.

# \$1.2 billion

Investment portfolio aligned with the Climate Bonds Initiative Taxonomy.

# 512

Total climate resilience engagements with investees.<sup>1</sup>

# 79%

Ontario market coverage of auto bumper recycling.



### Adapt our products and claims operations

As a property and casualty insurer we turn unseen hazards into risk signals. This stimulates valuable discussions about the increasing pace of risks and approaches to effective management and resilience.

Intact's Centre for Climate and Geospatial Analytics (CCGA) improved risk and hazard maps allow us to enhance how risk is reflected in our insurance products, in some cases by increasing limits for damage claims. These improvements strengthen our products and demonstrate our ongoing efforts to better support our customers, who are increasingly exposed to the impacts of climate change.



### Provide prevention resources and tools

We are investing in tools and resources that drive adoption of practical protection measures and help our customers build resilience. Programs like Keep it Intact and the Home Helper app, empower Canadian households with guidance and alerts to reduce risk and help prevent loss.

► *For more information, see [pages 16 - 18](#).*



### Scale prevention and restoration services

#### Prevention services

Our risk control teams leverage AI along with climate and geospatial analytics to provide businesses with actionable insights, helping them anticipate hazards, prioritize risk mitigation, and strengthen their business resilience.

► *For more information, see [page 21](#).*

In Canada, our partnership with Jiffy enables our customers to implement prevention measures, with easy access to certified professionals in their area. And our expanded partnership with Wildfire Defense Systems provides a safety net for customers when risk is near.

► *For more information, see [page 18](#).*

#### Restoration services

We are scaling On Side Restoration, to help customers get back on track quickly and efficiently after disaster strikes.

► *For more information, see [page 26](#).*

<sup>1</sup> Among our common shares, preferred shares, and corporate bonds portfolio since the beginning of the program.



### Support new and existing industries that are key to the transition

With our product offering and expertise, we are well positioned to support the growth of clean technologies critical to a low emissions future. We are supporting companies delivering critical transition technologies through our renewable energy<sup>1</sup> business vertical, and are strengthening our renewable energy capabilities.

**“At Intact, our purpose is to help people, businesses and society prosper in good times and be resilient in bad times. For us in Renewable Energy that means rewarding our customers who invest in project resiliency—through lower prices, better terms, and more capacity—in support of their ongoing success. At the same time, our expert claims teams stand ready to act quickly to get projects back online, helping our customers bounce back from challenging circumstances.”**



Joshua Boomgaarden, President, Renewable Energy Insurance, Intact Insurance Specialty Solutions



In 2025, we provided insurance coverage for a diverse range of renewable energy projects globally.<sup>2</sup>

#### Renewable energy “battery”, UK

Our specialized underwriting enables innovation in renewable energy by de-risking emerging technologies and companies critical to the transition. This year, we insured the operational phase of a proof-of-concept “heavy water” (high-density fluid)<sup>3</sup> hydro energy storage project—an innovative, low-carbon solution designed to address the challenge of renewable energy production intermittency.<sup>4</sup>

The startup company was awarded funding from the UK’s Department of Energy Security and Net Zero, but faced hurdles securing insurance due to its prototypical nature and limited fit with standard insurance rating models. Following a broker introduction, our Renewable Energy and risk experts conducted site visits, engaged on risk controls, and evaluated the project risks using our Hydro underwriting tool. We ultimately accepted the risk and provided coverage for this innovative project.

#### Solar farm, Texas, US

Supporting a power generator’s renewable energy expansion, we are insuring construction of a 600 megawatt Texas solar farm in a high-hail zone.

#### Solar farm, Wexford, Ireland

A 101.1 megawatt solar farm project, is expected to generate power for 25,000 homes, farms and businesses. The project began construction in May 2025 and is expected to be completed by spring 2027.

#### Solar farm, Alberta, Canada

A 20 megawatt ground mount solar farm, which provides power to 10,000 homes in Southern Alberta.

<sup>1</sup> Renewable energy here is defined as biofuel, biogas, biomass, geothermal, hydro, hydrogen, wind, solar, and tidal.

<sup>2</sup> Project details provided by the customers.

<sup>3</sup> The high-density fluid is reported by the client to be approximately 2.5x denser than water, formulated from abundant mineral by-products, and tested by independent UK labs (Blue Frog Scientific, Chemex, Socotec) as non-toxic and non-reactive.

<sup>4</sup> Conceptually, the system stores energy by pumping fluid uphill when prices are low and generates power by releasing it when prices rise, delivering low-carbon electricity back to the grid.



### Investing in the transition

Our investment strategies play an important role in helping to accelerate the move to a low emissions and climate-resilient economy. We track the portion of our investment portfolio that meets sustainable investment criteria.

- In 2025, \$1.2 billion of our portfolio aligned with the Climate Bonds Initiative Taxonomy.

These investments span our portfolio of government bonds, corporate bonds, common stock and private debt. The top sectors included in our sustainable investments are:

- Government
- Real Estate
- Financials
- Utilities

Within our investment portfolio, we continue to apply our Oil & Gas and Coal positions and proxy voting policy to support the transition.

- ▶ *For more information on IIM's Oil & Gas and Coal positions and IIM's proxy voting policy see our [Climate-related financial disclosures on page 73](#).*

### Advocating for corporate climate resilience

We engage directly with investee companies to discuss climate resilience, raise awareness of climate-related weather risks, and underscore the importance of adaptation. In 2025, we evolved this program to focus on our largest market-value exposures, concentrating on resiliency topics not covered in earlier dialogues.

Since we began resilience engagements five years ago, we have seen a marked increase in awareness of physical climate risks and a stronger focus on resilience planning—an important signal for our portfolio that reflects the positive shift in corporate climate preparedness we were aiming for. As such, 2025 marks the final year of formal resilience engagements. With the program winding down, we had fewer overall engagements this year than in past years. In 2025, we engaged four investees. We have engaged with a total of 512 investees since the program began.

- ▶ *For more information on how we are engaging with investees see [page 50](#).*



## Help build a circular economy


We recognize the importance of reducing the environmental impact of our claims process. As such, we have implemented initiatives focused on building a circular economy in claims. We do this by engaging and collaborating with On Side as part of Intact, and with vendors, to help shape the marketplace and adopt and progress a repair-over-replace approach where possible.

### Property restoration in Canada

On Side advanced their circular economy efforts this year by scaling effective pilots, testing new actions, and measuring progress on actions already deployed at scale. On Side has focused efforts on initiatives for materials that are used most often: drywall, primer, flooring, and cleaning supplies.


#### Drywall recycling

On Side expanded capabilities into Ontario and are beginning to recycle drywall at two of our greater Toronto area branches.

 On Side recycled **37 metric tonnes** of drywall in 2025, roughly equivalent to almost 1,500 sheets of drywall—the weight of about 25 mid-size vehicles

#### Recycled-content primer


On Side resolved a one-off issue of strong odour and reduced adhesion/coverage with prompt vendor communication, supporting production adjustments, and conducting cross testing. This experience underscores the importance of close supplier collaboration.

 On Side is the **sole restoration company** actively providing feedback to the manufacturer to help with product improvement.<sup>1</sup>

### Flooring selection pilot

During a pilot customers received an options list that included sustainability attributes, such as percent recycled content, air quality certifications, and country of manufacture.

Data from the pilot showed that appearance colour outweighed sustainability considerations for flooring selection. To bridge this gap, we plan to leverage On Side's new centre of excellence to increase selection of more sustainable flooring options.


 Building on our 2024 pilot at one branch, **On Side expanded the pilot** to one additional branch in 2025 in partnership with our national flooring appraisal vendor.

### Dry-in-Place program

On Side's dry-in-place approach avoids the need to remove and replace materials affected by water, reducing the need for virgin materials and improving restoration cycle times.

 On Side **continued to encourage dry-in-place methods** for eligible water damage restoration jobs, with steady growth.

### Cleaning solutions and container circularity

 On Side **recertified 102 plastic barrels this year**, reducing demand for new barrels and avoiding energy otherwise required to recycle them.

### Property restoration in the UK

In the UK, our preferred vendor's AI-driven tool optimizes the restoration process with algorithm-predicted drying dates, technology and trained professionals. This saved over 62,000 drying days in 2025 (an average of 28 days per job), accelerating the restoration process time.

<sup>1</sup> As indicated to us by the vendor. The vendor does not sell this product direct in the US or Canada to any other restoration companies.

<sup>2</sup> Compared to a benchmark of historic claims performance.



On Side measures progress using an internal circularity index, tracking improvements on two scales—implementation maturity and circular performance—and is continuing to make progress. These initiatives demonstrate disciplined experimentation, strong supplier engagement, and practical steps to embed circularity into daily operations.<sup>2</sup>



## Auto restoration in Canada

### Plastic bumper recycling

In Ontario, our plastic bumper recycling program across our repair shop network has achieved an **adoption rate of 79%**, an impressive level of participation from automotive repair partners, reflecting their commitment to reducing landfill waste and advancing a circular economy. The program is mobilizing adoption of circularity while facilitating reporting and helping shops track waste management over time.

### Scaling recycled part usage

Across Canada, we are partnering with repair shops and auto recyclers to make recycled auto parts a reliable alternative to new components, with advanced progress in adoption. Efforts have been Ontario-centric with the goal of expanding best practices and working with associations nationally. We have engaged 800 shops nationwide to demonstrate performance, cost, and environmental benefits and drive day-to-day uptake.

A key challenge is quality variability and the lack of a standardized grading scale, which can cause surprises and delays at the repair bay. To address this, we are exploring ways to advance clearer, industry-wide grading standards to reduce inconsistencies and streamline repairs.

In parallel, we are strengthening relationships with recyclers to co-develop practical solutions and best practices that improve reliability. We also partnered with the largest digital parts marketplace to tackle compatibility uncertainty. Our engagement led to recycled-part images in the ordering workflow. This enabled shops to assess fit and condition upfront, building confidence and encouraging a shift from new components to recycled parts while maintaining repair quality and reinforcing circularity.



► Service Centre technicians inspecting the internal components of a front bumper during the appraisal and inspection phase.




## Commit


### Commit to Net Zero by 2050 and halve operations emissions by 2030<sup>1</sup>

We are committed to implementing thoughtful strategies to reduce our greenhouse gas emissions and track performance over time. Our aim is to strengthen our capacity to pursue net zero across our business, as we navigate the transition to a low emissions and climate-resilient economy.

Our focus areas:

 Reduce operations emissions

 Address scope 3 emissions

 Invest in nature

<sup>1</sup> There are a variety of factors and assumptions, many of which are beyond our control, that make it difficult to predict future progress. As we move through this transition, it is expected that our commitments, and the policies, guidelines and practices that will help us achieve them, will also evolve. This is a forward-looking statement. See "Cautionary note regarding forward-looking statements" on [page 3](#).



► Photo Credit: Courtesy of Nature Conservancy of Canada.



## Reduce operations emissions

We are committed to reducing emissions across our operations by targeting our three primary sources: buildings, business travel, and fleet. We apply a range of reduction levers to drive measurable progress in each area.

**Interim target:** Halve operations emissions by 2030 (compared to 2019)<sup>1</sup>

**Long-term target:** Net Zero by 2050<sup>2</sup>

### 2025 Highlights

# 33%

Reduction in operations emissions (compared to 2019).<sup>1</sup>

# 37%

Reduction in building emissions across our 300 locations.

# 25%

Reduction in corporate travel emissions globally.

# 41%

Reduction in fleet emissions across our 1,245 vehicles globally.

<sup>1</sup> Includes Scope 1, Scope 2 (market-based), and Scope 3 (business travel, waste, water and paper). Starting in 2024, On Side Restoration emissions are reported separately and not included. For more information on GHG emissions, see pages 80 – 81.

<sup>2</sup> There are a variety of factors and assumptions, many of which are beyond our control, that make it difficult to predict future progress. As we move through this transition, it is expected that our commitments, and the policies, guidelines and practices that will help us achieve them, will also evolve. This is a forward-looking statement. See "Cautionary note regarding forward-looking statements" on page 3.

<sup>3</sup> REGOs are Renewable Energy Guarantees of Origin certificates which are market-based tools that support greening the electricity grid by increasing the proportion that is sourced from renewable electricity.

<sup>4</sup> Including Verra (Verified Carbon Standard program), and American Carbon Registry (ACR).

## Corporate building emissions reductions

Building-related emissions are the largest share of our operational footprint, so reductions here drive the greatest impact. Tactics to reduce our emissions include:

- Consolidating office space and improving utilization to reduce energy use. We have reduced floorspace by 34% since 2019.
- Engaging landlords on building energy performance and prioritizing higher efficiency buildings when relocating.
- Purchasing renewable electricity for over 90% of office-based electricity in the UK and Ireland through REGOs,<sup>3</sup> while exploring options to expand renewable electricity purchases to our North American offices.

### Energy efficiency in our offices:

#### Toronto: 700 University (3,700 employees)

This is our global headquarters. The building's property manager has set a target to achieve a 50% reduction in building emissions by 2030—energy efficiency and sustainability are priorities for the landlord and property

manager. This building was awarded a BOMA BEST Platinum certification in 2025 (increasing from Gold certification in 2020), and is LEED Gold certified, with the pursuit of LEED recertification taking place in 2026.

#### Montreal: 2020 Robert-Bourassa (3,600 employees)

Starting in 2024, and completed in early 2025, this building's property manager initiated its Road to Net Zero decarbonization program. The program is designed to significantly reduce energy consumption and GHG emissions, with minimal impact to tenants or leasing activities. This retrofit is modeled to reduce building emissions by up to 90%, compared to a 2022 baseline. The actions completed include:

- Energy efficiency upgrades such as installation of heat recovery chillers;
- System electrification (e.g., replacement of gas-fired domestic hot water tanks and boilers with electric heaters and boilers); and
- Real-time monitoring.



► Photo Credit: Courtesy of The City of Kelowna.

## Invest in nature

We continue to reduce our emissions in line with our targets. To address residual emissions, we have procured GHG offsets from five nature-based solutions (NbS) projects. All projects from which we have procured offsets have been independently validated and verified under recognized voluntary carbon market standards,<sup>4</sup> and include a mix of removal and avoidance activities across two NbS project types: improved forest management and agricultural soil carbon/regenerative agriculture.



### 2025 Highlights

# 44%

Reduction in investment emissions<sup>1</sup> intensity from a 2019 baseline.

# 20

High emitters engaged.

We have achieved our target of engaging our top 20 high emitting investees by 2025.<sup>2</sup>



## Address scope 3 emissions

### Action within our investments

**Interim target:** Minimum 40% reduction in emissions intensity (WACI<sup>1</sup>) by 2030, compared with 2019.

**Interim Target (achieved):** Engage with top 20 emitters by 2025 (based on end of year 2023 holdings).<sup>2</sup>

**Interim Target (new):** Engage with top 20 emitters by 2027 (based on end of year 2025 holdings).<sup>2</sup>

**Long-term target:** Net Zero by 2050<sup>3</sup>

Intact Investment Management (IIM) is a wholly-owned subsidiary of Intact and manages assets for including Intact, its subsidiaries and pension fund assets.

### Emissions quantification

We estimate investment emissions in general alignment with the Partnership on Carbon Accounting Financials (PCAF) methodology for calculating GHG emissions. Our emissions coverage includes our common shares, preferred shares and corporate bonds portfolio, as well as our sovereign debt portfolio.

This year, we continue to report our sovereign debt emissions (see data on [page 80](#)). These emissions, along with our common shares, preferred shares, and corporate bonds portfolio emissions, cover 50% of our total invested assets.<sup>4</sup>

### Reducing emissions intensity

While we have achieved our target this year, our focus is on meeting it consistently, over time, by 2030. Data challenges, such as reporting lags from investees and third-party database methodological changes, and changes in the real economy, mean published emissions may vary over time, leading to year-over-year variability in our Weighted Average Carbon Intensity (WACI) estimates.

To date we achieved emissions reductions through various drivers, including our Coal position, reduction in issuer intensity, and changes in security selection.

### Advocating for corporate action on the energy transition

Our engagement framework is built on the Climate Action 100+ and Climate Engagement Canada frameworks, and includes collaborative industry initiatives and bi-lateral engagements with investees.

Our framework involves developing a company assessment for each of our top 20 high emitting investees. The assessments feed into an engagement scorecards for each company, which are provided to IIM's Investee Engagement Committee for review and approval.

As of the end of 2025, we have achieved our target and completed all engagements with our top 20 high emitting investees (based on our end of year 2023 holdings). This top 20 makes up approximately 7% of our holdings, and contributes over 60% of our WACI.<sup>2</sup> Of these investees:

- 80% have a net zero ambition by or before 2050.
- 90% are working towards interim emissions targets set for the short- or medium-term, and 70% have disclosed actions to achieve these targets.
- 40% include GHG emissions reduction as part of their executive compensation incentive plans.

Generally companies were willing to engage beyond their public disclosures and the engagements were collaborative in nature. Based on the engagement process, six companies were identified as candidates for monitoring and further engagement and 13 companies were classified as candidates for periodic monitoring. One company was classified as not requiring further monitoring or engagement.

2025 marks the end of our first 20 engagements on the transition. We have set a new engagement target: engage with the top 20 high emitters (based on our end of year 2025 holdings), by 2027. The top 20 high emitters based on end of year 2025 holdings contributes approximately 70% of our WACI. We expect to evolve our engagement framework over time, as we gather additional data points.

<sup>1</sup> Weighted Average Carbon Intensity (WACI), measured in tCO<sub>2</sub>e/M revenue. The WACI is subject to external market factors and data lags, and as such has the potential to change in future years. More details are available in the GHG emissions methodology on [pages 82 - 85](#). Common shares, preferred shares and corporate bonds portfolio. Long strategies only of common shares held within Intact's investment portfolio were considered (i.e. excludes short positions or mixed long and short positions held in common shares).

<sup>2</sup> Across our common shares, preferred shares, and corporate bonds portfolio.

<sup>3</sup> Currently, this covers Scopes 1 and 2 GHG emissions from our investees within the common shares, preferred shares, and corporate bonds portfolio. There are a variety of factors and assumptions, many of which are beyond our control, that make it difficult to predict future progress. As we move through this transition, it is expected that our commitments, and the policies, guidelines and practices that will help us achieve them, will also evolve. This is a forward-looking statement. See "Cautionary note regarding forward-looking statements" on [page 3](#).

<sup>4</sup> Real estate investment emissions have been calculated and were found to be immaterial.



### Actions within other portfolios

In addition to the interim and net zero targets set out for the operations and investment emissions, we are progressing work on other important portfolios of emissions:

#### Insurance-associated emissions

Insurance-associated emissions (IAE) are the GHG emissions of our customers, a portion of which is attributed to us. We have been advancing our capacity to measure these emissions in accordance with PCAF guidance. In 2025, we quantified IAE for the second year, and disclosed IAE to the Canadian financial regulator, OSFI (noting the low data quality, and lack of comparability of data).

While we work to address gaps in emissions data, we continue to prioritize efforts on enabling customers and businesses to be climate-ready, and supporting industries that are key to the transition, like growing our renewable energy vertical.

► *For more information, see [pages 43 - 47](#).*

### Supply chain emissions

Supply chain emissions are the GHG emissions related to our purchased goods and services, across our supply chain. We are advancing our ability to measure emissions from our supply chain. In 2025, we quantified and disclosed these emissions to OSFI. While current data quality remains low, we are working to develop more decision-useful information and prioritizing tangible actions like building a circular economy in claims.

► *For more information, see [pages 46 - 47](#).*

#### On Side Restoration fleet

Emissions for On Side Restoration stem from its fleet, accounting for nearly 80% of its operational footprint. On Side is prioritizing fleet electrification in the development of their transition plan. Electric vehicles are being piloted to evaluate solutions to challenges faced by a 24/7 restoration business, such as long charging times and low battery range in commercial trucks.



## Collaborate

Addressing climate change requires an all-of-society approach across government, industry, and civil society. Through our Collaborate pillar, we leverage Intact's risk expertise, data-driven insights, and market leadership to inform policy development and accelerate action on building for the future and in the right places, enhanced investments in climate resilience and narrowing the protection gap in high-risk zones.

In 2025, we engaged in several key collaborations with government and industry:

- **Federal, provincial and municipal governments, Canada:**—Engaging with ministers, members of federal and provincial parliament, political staff, diplomats and public servants, we discussed critical issues such as extreme weather, adaptation and resilience, and flood insurance. Through our municipal resilience engagement program, we engaged one-to-one with mayors, fire chiefs and emergency managers from high-risk municipalities across Canada, to discuss preparedness and resilience to wildfire and flood.
- **Climate Proof Canada:** We continue to emphasize the need for collaboration with government to drive adaptation efforts in Canada, in an effort to build resilient communities.
- **Federation of Canadian Municipalities:** Our partnership with the Federation of Canadian Municipalities (FCM) helps to convene municipal leaders and builds capacity to address urgent challenges like climate change. In 2025, Intact was a visible presence at FCM's annual conference and tradeshow in Ottawa, Ontario. We engaged with 150+ delegates to understand their community's needs related to a changing climate, to share resources available to communities to help drive local climate action, and to discuss funding opportunities through Intact's Municipal Climate Resiliency Grants.
- **Canadian Association of Fire Chiefs (CAFC):** Beyond emergency response, fire chiefs and their teams play a critical role in helping mobilize communities to implement climate adaptation measures—particularly wildfire mitigation.

In 2025, as part of collaborating with community leaders on building climate resilience, we participated in CAFC's Fire Rescue Canada annual conference. We were able to engage with Fire Chiefs to gather their perspectives on climate resilience needs, and to share resources with communities.

- **Geneva Association:** The Geneva Association is the only global insurance industry think tank that focuses on issues at the intersection of society's biggest challenges and where the insurance industry is uniquely positioned to help. Our global CEO continued his role as a member of the Board, and we co-chaired the Climate Change and Environment Working Group, which developed and published a report on safeguarding home insurance.
- **The Wildlife Trusts, UK:** Following the release of our commissioned reports into natural flood management, in partnership with The Wildlife Trusts, we met with the Chair of the UK Parliament's Environmental Audit Committee, to talk about the report's findings and the benefits of nature as a tool to fighting floods in a changing climate.
- **Central Bank of Ireland:** We continue to co-chair the Capacity Building Working Group which is part of the Central Bank of Ireland Climate Risk and Sustainable Finance Forum. Following the publishing of a roadmap of practical recommendations in 2024, we are working with members from across the financial services industry to action these recommendations and help build sustainable finance capacity and training for employees.



► Federation of Canadian Municipalities 2025 Annual Conference and Trade Show—Ottawa, Ontario, Canada.



## Economic resilience

Economic resilience is about generating opportunities for those in greatest need. Creating resilient communities requires both financial investment and active involvement in local improvement efforts. Beyond strategic partnerships, we also contribute through charitable donations and encourage and support employee involvement in community engagement.

### United Way/Centraide

United Way/Centraide is our lead partner for the annual Generosity in Action employee giving campaign. We match every employee dollar, directing funds to local United Way/Centraide chapters to support programs that build economic resilience. In 2025, Intact's \$2.3 million contribution was allocated to food security and employment initiatives, addressing urgent needs and providing essential support to families and individuals across Canada.

### UK Youth

In 2025, we expanded our partnership with UK Youth, a charitable organization that helps marginalized young people (aged 16 - 25 years) gain the skills they need to thrive and boost social mobility.

Over the summer, young people in the UK cities of Manchester, Liverpool, Leeds and Halifax, took part in our Building Aspirations program, which empowers those who are not in education, employment or training or are at risk of being so. The program has supported more than 350 young people over the two last years, most of whom live in the 30% most deprived areas in England. The outcomes included 93 scholarships, 20 youth workers trained and developed, three paid work employment opportunities with Intact, and over 100 Intact employees engaged in mentoring and fundraising.

### Windmill Microlending

We expanded support for Windmill, a charity that provides affordable microloans to help newcomers to Canada with accreditation, training, career development, and relocation.

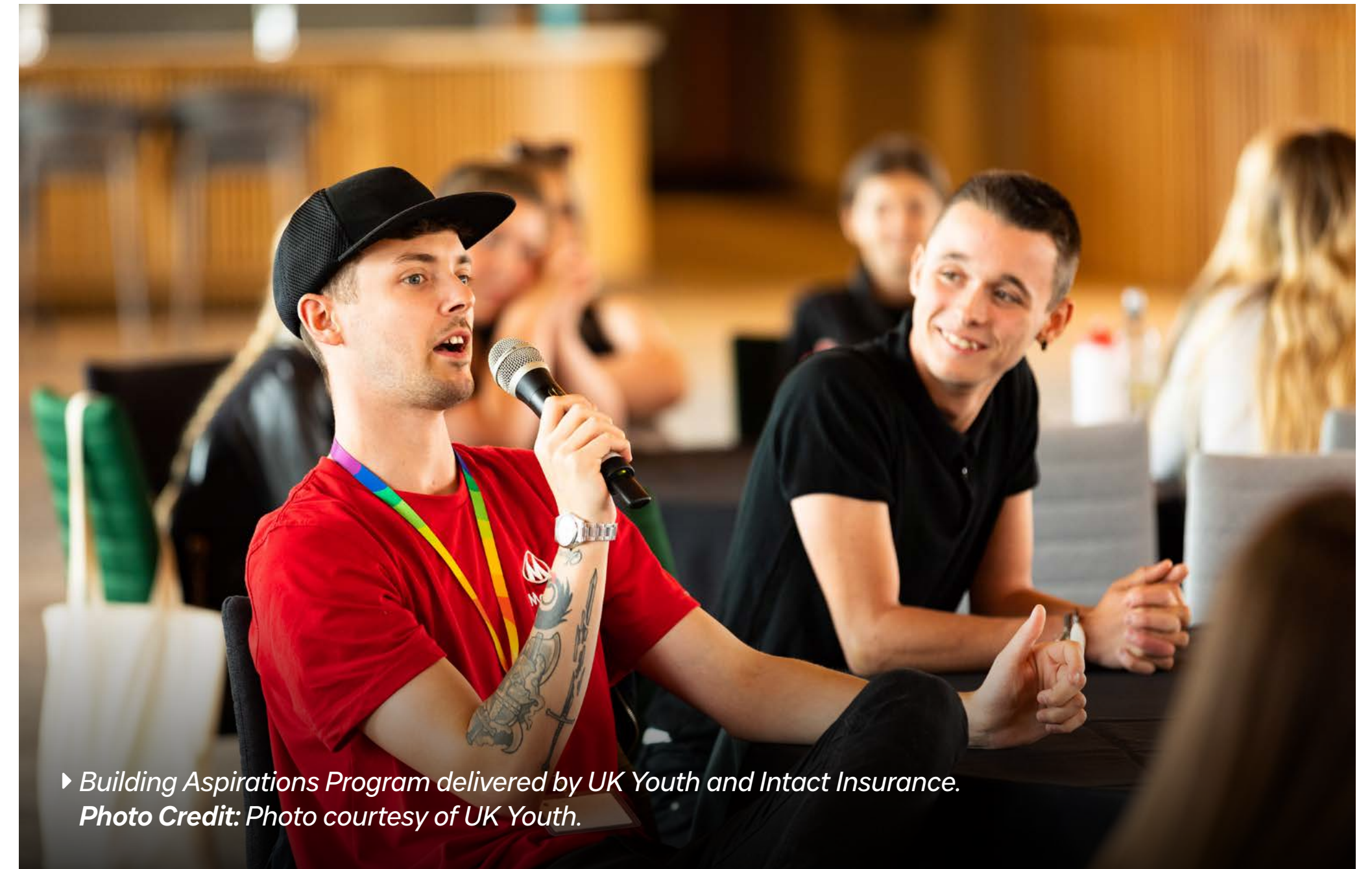
Alongside our latest \$200,000 community bond, we have committed \$525,000 over three years from 2025 to 2028 to launch the Black Newcomers Economic Resilience Fund, offering tailored loans and support services to empower black newcomers. This partnership advances economic resilience for marginalized communities and engages our people. In 2025, eight employees from across our business mentored Windmill clients to navigate the Canadian jobs market.

### Breakfast Club of Canada

We have supported the Breakfast Club of Canada through belairdirect since 2018. Over the years, our contributions have supported a variety of initiatives—from essential breakfast programs to capacity building research to help enhance their program across the country.

Food security is an essential factor to building economic resilience. In support of that we fund 50 school programs nationally each year.

In 2025, we renewed our partnership for \$1 million over two years. Through this renewal, we expanded our funding to programs supporting First Nations, Métis and Inuit communities, launched a new program in Quebec and continued supporting programs in Newfoundland and Ontario.



**“I learned a lot from the course about barriers, failure, interview techniques, how social and economic circumstances acted as invisible barriers to my progress and how to overcome them. I gained confidence and understanding of the wider world of work and what I needed to do to make progress, and the mock interviewer and interviewee role plays were really helpful.”**

—UK Youth Building Aspirations Program Graduate, 22, Halifax, UK



### Building economic resilience in Ireland

In Ireland, we continue to advance inclusive employment through strategic partnerships and targeted programs.

We are proud signatories of Business in the Community Ireland’s Elevate Pledge, providing financial support and actively contributing to diversity initiatives, including Employment for People in Immigrant Communities (EPIC) and the Trinity Centre for People with Intellectual Disabilities.

In 2025, our collaboration with BITC’s EPIC program included delivering interview skills training to support candidates from immigrant communities. We continue to enhance our job descriptions and recruitment advertising with inclusive language to broaden our talent pipeline.

Intact Insurance Ireland is also an employment partner of AslAm, Ireland’s national autism charity, and we also collaborate with the Trinity Centre for People with Intellectual Disabilities, to ensure accessibility in recruitment and workplace design.

### Building economic resilience in the US

In the US, we build partnerships with local nonprofits dedicated to breaking the cycle of poverty and advancing economic and climate resilience for marginalized communities. Our Massachusetts office partners with School on Wheels of Massachusetts, and our New York City office partners with GrowNYC.

School on Wheels of Massachusetts helps students experiencing homelessness to succeed academically. In 2025, we donated USD\$55,000 and 50 volunteers contributed 280 hours through two “Packing with Purpose” events, providing backpacks and supplies. These efforts help reduce barriers to learning and foster stability for children facing uncertainty.

GrowNYC expands access to fresh food and green spaces while promoting sustainability, helping New Yorkers live healthier lives in a greener, more resilient city. This year, we donated USD\$7,000 and 34 volunteers contributed nearly 100 hours supporting community gardens and environmental programs.



▶ Intact Insurance UK Operating Committee volunteering at Avon Tyrrell, the outdoor learning centre operated by UK Youth, July 2025.



## Community wellbeing

Building resilience is also about improving community wellbeing. We achieve this in two ways: first, by amplifying our employees' generosity; and second, by investing in innovative strategic initiatives that complement our approaches to economic and climate resilience.

### Intact Health Resilience Initiative

In 2024, Intact announced the creation of the Intact Health Resilience Initiative in partnership with Fondation CHU Sainte-Justine and Université de Montreal. Through this collaboration was created a first-in-Canada centre of excellence in infectious diseases dedicated to mother-child health.

A year into the partnership, the centre has accomplished many milestones<sup>1</sup> including:

- Reaching 20,000 participants in the research cohorts.
- Securing \$20 million in public funds in addition to Intact's \$4 million seed funding.
- Recruiting and training four researchers and highly qualified personnel as part of our project.
- Contributing to knowledge transfer through seven scientific publications, three infographics, 25 conferences, and eight poster presentations.

<sup>1</sup> Results tracked and provided by the partner.  
<sup>2</sup> Includes Intact matching contribution.

## Employee generosity

### Canada

The Community Impact program is designed to give employees the flexibility to choose how and where they give, in ways that are meaningful to them. All they need to do is choose a Canada Revenue Agency-registered charity that matters to them, and Intact amplifies their efforts by matching either donations, time spent volunteering, or both.

Our program achieved 49% participation, with employees contributing 23,700 volunteer hours and taking part in 170 team volunteer activities. Additionally, we matched \$2.8 million in employee donations, amplifying the impact of their generosity.

Intact's annual Generosity in Action employee giving campaign is one of the ways we work together to build economic resilience in our communities. For every dollar our employees donate through the campaign, Intact makes

an equal donation to United Way programs addressing areas of critical need across the country.

Finally, we have amplified the impact of Intact brokers' contributions and strengthened goodwill through the Broker Community Impact Partnership Program, donating \$1 million to support 144 charities across Canada.

### United States

Our US social impact work amplifies employee and distribution partner generosity through volunteerism, leadership, and philanthropy. In 2025, we granted USD\$610,000 to non-profits (including those supported via employee-requested Charitable Trust donations and the Community Engagement Program) and our employees volunteered 1,500 hours.

In addition, we celebrated the 22nd consecutive year of awarding our college scholarships through

the Intact Scholarship Program, available to employees and brokers' children and grandchildren.

### UK&I

In the UK, we have been awarded the prestigious Diamond Payroll Giving Quality Mark, placing us among the top 2% of UK employers using CAF Give As You Earn to support charity donations.

This year, our colleagues have donated £356,000 to UK&I charities, which includes matching contributions (up to £500) from Intact Insurance UK.

From volunteering time to everyday acts of kindness, generosity is woven into our culture. Every colleague receives 14 hours of paid volunteering annually with 15,000 hours of volunteer time contributed by 2,700 employees in 2025.

### Our global community wellbeing impact in 2025:

# \$3.4 million

donated by employees.

# 39,800 hours

volunteered by our employees across 600 organizations.

### 2025 employee generosity campaign in Canada

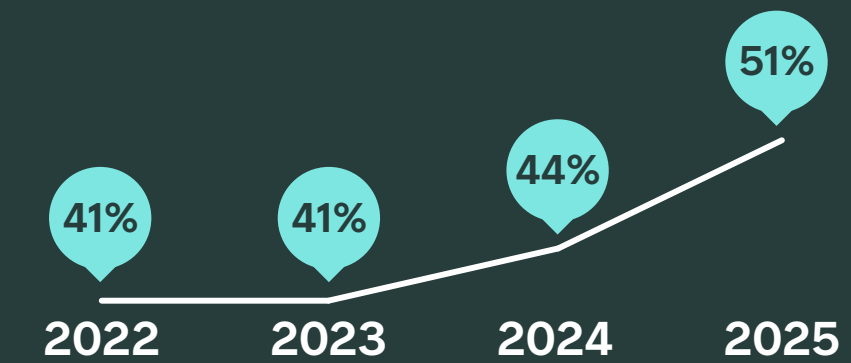
This year was a record-breaking year in Canada, and thanks to the generosity of our employees we:

Reached **51%** participation vs. 50% aspirational goal

Fundraised **\$5.7M<sup>2</sup>** vs \$5.25M target

Supported **2,400** charities

Campaign participation over the years:





# ESG performance

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# ESG governance

## Board oversight

The Board of Directors oversees key ESG issues and reviews ESG performance. The Board delegates responsibilities to the Governance and Sustainability Committee to oversee the development and implementation of Intact's ESG priorities and framework. The Board also delegates certain specific ESG oversight functions to its other Committees related to their respective areas of expertise.

► *For more information on the responsibilities of the Board and Committees of the Board, see our 2026 Management Proxy Circular.*

## Management oversight

ESG performance is embedded in our strategy. Our CEO and our Operating Committee directly develop, oversee and monitor the action plans related to our strategy. They provide direct leadership on social impact and ESG performance, including performance related to our customers, our people, climate change and building resilient communities. Our priorities related to people, climate change, and social impact are integrated into our strategy and reviewed on an annual basis by business unit leaders in partnership with our Chief Legal Officer and our Social Impact and ESG team.

Our CEO and senior management team provide leadership on our approach to ESG and advocate publicly for climate action, including climate adaptation to build resilient communities, with industry associations, government officials, and regulators.

► *For more information on the role of the Board and Management in climate risk management, see our Climate-related financial disclosures page 68.*

## Links to executive compensation

Our executive compensation package aims to align the compensation of Senior Executives with the achievement of Intact's financial and strategic objectives, including ESG performance, and with the long-term interests of shareholders and other stakeholders, such as our employees, customers and communities. As such, where relevant, our Senior Executives' individual/personal goals in the STIP include objectives directly linked to our ESG-related strategic objectives.

For instance, the STIP goals of the CEO and other Senior Executives include employee engagement and customer-driven initiative goals, and certain Senior Executives overseeing IIM's operations have specific STIP goals regarding the development and implementation of ESG initiatives within IIM's portfolio management strategy. ESG-related STIP goals are also included for certain Senior Executives regarding Intact's climate strategy. Furthermore, Intact incentivizes Senior Executives eligible for a car under its perquisites program to select plug-in hybrid and fully electric vehicles.

Living our Values is also a necessary condition for career advancement and pay progression at all levels in Intact, and it is fully considered in our succession planning program when appointing and assessing Senior Executives.

► *For more information on executive compensation see our 2026 Management Proxy Circular, pages 103 - 155.*

## Risk management

Management of ESG risks are embedded in our Enterprise Risk Management (ERM) framework. Our ERM framework and internal control procedures are designed to identify, assess, respond to, monitor and report on various risks, including ESG risks. Our ERM strategy is designed to provide the link between our strategies and our risk appetite and to articulate how we manage risk to achieve our strategic objectives. Accountability for the management of ESG risks is clearly allocated to members of senior management.

A shared risk taxonomy is maintained across the jurisdictions in which we operate to establish a consistent approach to risk identification, assessment and reporting.

Material ESG risks are identified and included in our top enterprise risks and incorporated in ongoing risk assessment, management, and reporting. For more information on top enterprise, emerging and transversal risks, including physical and transitional climate change risk, their potential impacts and how we manage these risks, including our risk appetite, see our Q4-2025 Management's Discussion and Analysis (MD&A).

► *For more information on climate risk see our Climate-related financial disclosures pages 77 - 79.*

## UN Principles for Sustainable Insurance

Intact is a signatory to the UN Principles for Sustainable Insurance—a global framework for the insurance industry to address ESG risks and opportunities.

### Principle 1—integrating ESG into decision-making:

Intact embeds ESG into our strategic objectives and risk management. We performed a stakeholder engagement exercise in 2023 to understand what is important to our internal and external stakeholders. Our ERM framework connects our business strategies to our risk appetite and outlines how we manage risk to achieve our strategic objectives. For our insurance business, our claims team focuses on resolving claims quickly and we make investments in our processes and technology to serve customers faster. Furthermore, ESG is also considered in the decision making of our investment firm, while our restoration business is advancing on circular economy.

► *For more information, see Our customers are our advocates pages 12 - 29.*

### Principle 2—working with clients and partners:

Examples of how we engage our customers, brokers and employees on social impact and climate issues to help educate and make them more resilient are discussed throughout this report.

### Principle 3—working with stakeholders and promoting action:

Intact collaborates with local and national governments and other key stakeholders on important issues like climate adaptation and building resilience communities. Our partnerships with organizations like the Federation of Canadian Municipalities and the Intact Centre on Climate Adaptation, among others, are prime examples.

► *For more information, see Climate strategy page 53.*

### Principle 4—accountability and transparency:

This is demonstrated through this annual Social Impact and ESG Report, together with other communications channels, where we publicly disclose our performance and progress on helping customers, employees and society.



## Business ethics

### Our approach to being Customer-driven

Being Customer-driven is one of our five Values and is at the core of Intact's corporate culture. This value underpins the way we conduct business—we listen to our customers, understand their needs, and deliver on our promises. We are also fair and responsible when doing business with brokers, vendors, and other stakeholders.

### Governance

The Intact Board Governance and Sustainability Committee oversees market conduct programs and policies, including those related to the fair treatment of customers. Senior leadership teams are tasked with ensuring that Intact's commitment to being Customer-driven is deployed at all levels in their respective regions, supported by respective heads of relevant business functions. This includes the strategic vision, approach, and plan to ensure that customer outcomes and objectives are considered when aiming to achieve Intact's broader business objectives. Intact's regional boards receive reports relating to conduct risks.

### Embedding good customer outcomes throughout our business

Achieving good outcomes for our customers is embedded in our business through consistent monitoring of performance.

Annual performance reviews challenge our people to consider how they are living our Values, which includes Customer-driven. Performance bonuses and annual pay reviews are differentiated based on achievement against both personal and strategic objectives.

Our Leadership Success Factors define our expectations of leaders within the business, drive outperformance and help shape a consistent, positive approach to good customer outcomes by setting a strong tone from the top. This shared focus on customer outcomes reinforces

a customer-centric culture from the top down, and demonstrates that it is a priority across the organization.

► *For more information, see [Our customers are our advocates page 12](#).*

To support our commitment to consumer protection, we train our employees on relevant policies and procedures, and regularly reinforce our Values, especially the Value of being Customer-driven. In addition to reinforcement of our Values, there is regular communication or training to applicable employees on topics such as customer complaints and data privacy.

### Product development

Our Purpose is that we are here to help people, businesses and society prosper in good times and be resilient in bad times. Products are developed with this in mind. Intact bases the design of insurance products on the needs of customers with consideration given to how a product will be experienced by customers throughout its lifecycle.

When designing and developing new products we consider the needs and best interests of customers, including whether product features could have any negative impact on customers and how we can either remove those features or ensure that customers are properly informed. Internal processes are followed for the approval and review of new products. Product approval and review procedures are also followed when considering material changes to existing products, underwriting appetite and strategy, in addition to new products.

### Marketing and advertising

We aim to design all of our advertising campaigns to be clear, accurate, respectful, and transparent. Statistics or data quoted in any form of product promotion must be verified. Employees are trained across all products and are expected to communicate clearly about each offering, including both its benefits and its exclusions or limitations.

► *For more information, see the [SASB section, page 88](#).*





### Complaints handling

Our people strive to provide customers with exceptional service. However, should customers feel Intact has not met its high standards, the complaints handling procedures are in place to resolve disputes fairly and efficiently, while remaining transparent with customers.

Our complaints handling procedures outline the steps of complaint escalation and provides customers with the appropriate contact information. They allow us to track customer concerns from initial submission through analysis, identification of root causes and remediation. During this process, we commit to providing regular updates with customers and working towards a resolution.

In markets where this is required, complaints data is filed with the local financial ombudsman service or equivalent.

► *For more information, see the SASB section [page 87](#).*

### Third-party monitoring

In order to conduct business, Intact must rely on certain third-parties (including suppliers, business partners, other service providers). We aim to minimize any impacts that would come from the failure of our third parties through a set of controls and contingencies.

Risks related to operational failures of third-parties may affect our operations. Intact has implemented a comprehensive approach to our third-party relationships that (i) identifies the risks associated with use of those third-parties; (ii) identifies the efficiencies that can be derived from those third-parties; and (iii) ensures that Intact meets its regulatory obligations in respect of third-party risk management.

Our third-party arrangements are reviewed by subject matter experts, including those in our procurement, cybersecurity, data governance, and legal teams. Any third parties working with Intact are required to conduct themselves in a manner that is consistent with Intact's Values. Management receive regular reports on third-party monitoring to maintain quality control.

### Customer data privacy

We have dedicated privacy resources in each region, under the oversight of the Group Chief Compliance Officer. These resources have overall responsibility for the day-to-day operation of the Data Privacy program in their respective jurisdictions.

- We abide by all privacy legislation applicable to our business, including Canada's Personal Information Protection and Electronic Documents Act and the UK and EU GDPRs.
- We have implemented data protection-related policies in connection with the collection, use and disclosure of personal information or data.
- We deliver data privacy training to all employees on a regular basis.
- We only collect personal information that we need to develop and deliver our products and services. Only employees who have a legitimate business need can access customer data.
- We conduct privacy impact assessments as required by applicable legislation to balance our business interests with our customers' right to privacy.
- When we dispose of personal information or data, we do so in a secure manner.
- We notify customers, regulators, third-party vendors, and law enforcement of data breaches as required by regulation and privacy laws. Where appropriate, notification to customers includes enough detail to understand how their information has been affected, as well as steps they can take to minimize potential risk.
- Each Intact region has an incident management process. How this operates can differ by region due to differing legal and regulatory environments. All data privacy incidents are assessed, mitigated, and reported to regulators and the impacted individuals, where appropriate. All reportable data privacy incidents are also reported to the Group Chief Compliance Officer.

### Customer data rights

Our Customer Privacy Promise in Canada outlines what data we collect, how we use it, how we dispose of it and how customers can exercise rights under applicable privacy legislation. In the UK, Ireland and Europe these principles are encapsulated in our Privacy Notice. In the US, these principles are set out in our Customer Privacy Policy and related Privacy Notices.

We use customer information for several reasons, including to:

- Verify their identity and property.
- Assess and underwrite insurance risks, including analytics.
- Determine prices, fees and premiums.
- Investigate, adjust and settle insurance claims.
- Design new products and services, including improving existing products and services.
- Promote products and services offered by us, our affiliates or strategic partners.
- Conduct market research.
- Comply with applicable laws, including tax requirements.
- Detect, prevent and suppress fraud, financial crime, and unauthorized or illegal activities.

Customers can notify us to withdraw or revise permissions to use their data in certain circumstances. However, it may prevent us from renewing policies, providing coverage, or administering claims.



### Artificial intelligence and model governance

Our Ethical AI and Model Governance Working Group and Oversight Committees meet quarterly and work to ensure our operations are following our governance principles as they develop and deploy models throughout our operations.

The Working Group conducts ethical assessments of our models and considers what we are trying to accomplish and how we ensure compliance with laws and regulations. We test whether the proper consents are in place and confirm that the model does not rely on prohibited factors, and ensure that any proxies used in testing models are grounded in real world concepts. Our approach is designed to ensure that concepts such as fairness and unjustified bias are brought forward and addressed.

The Working Group and Oversight Committees oversee how the business leverages data and models to create and offer the best solutions internally and for the customer, while treating customers and their data with respect, integrity and the highest degree of ethics.

We have adopted a set of Generative AI Guardrails which must be met for a proposed Generative AI solution to be used or developed. This helps us continue to live our Values and our purpose as we support our customers, brokers, and employees.

We have devised a balanced and responsible approach to the development, use, and oversight of data and algorithmic models (including AI) that protects privacy. We have established a set of five principles in the following areas:

**Security:** We use leading security measures to protect the personal data of our customers.

**Helping society:** We use our data skills to create solutions that contribute to society's wellbeing.

**Data quality:** We use high-quality data to create solutions that are right for our customers.

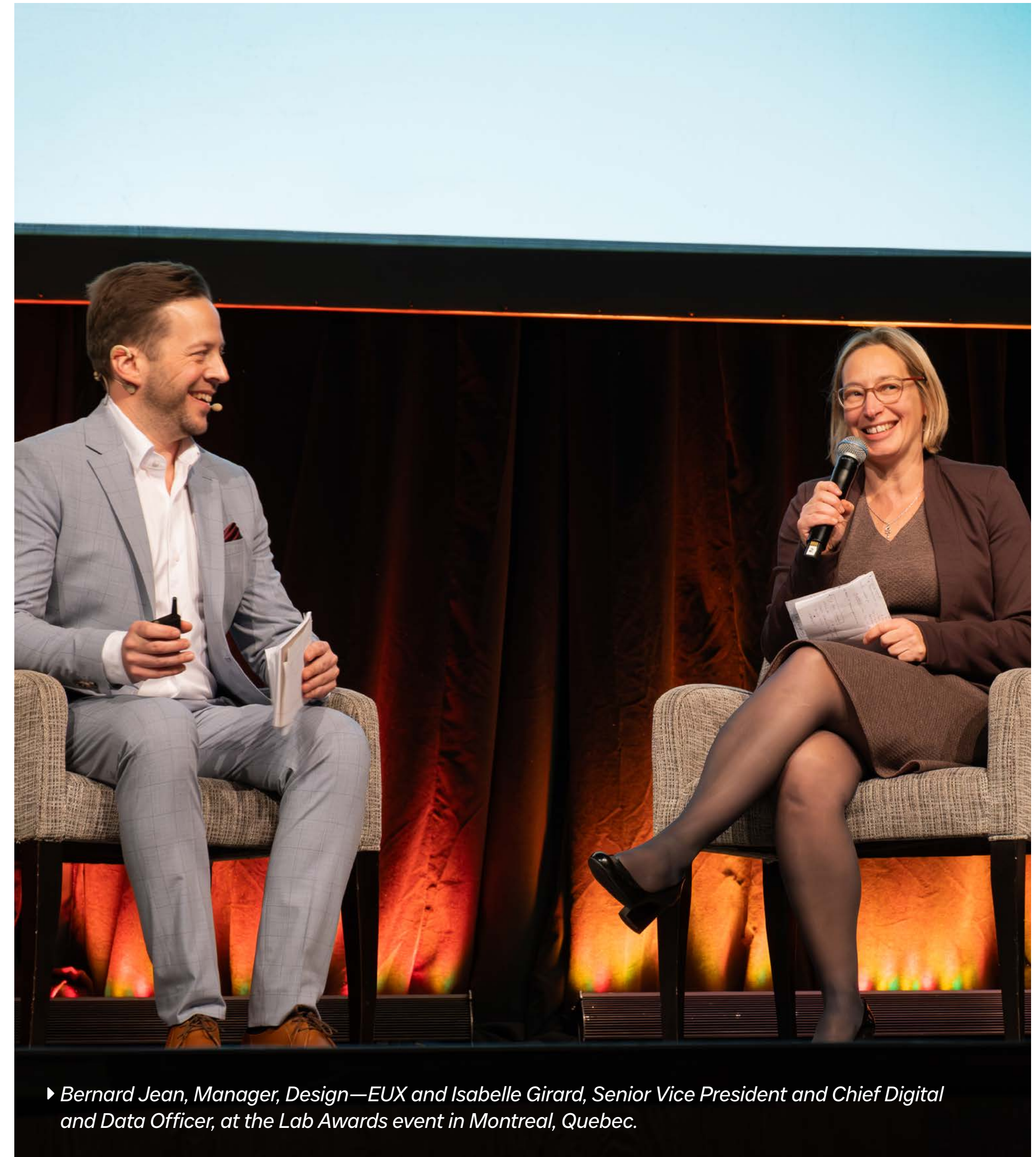
**Scientific excellence:** We uphold high scientific standards of excellence in order to ensure our solutions are accurate and effective.

**Accountability:** We consider the impact that our products and services have on our customers and promote responsible solutions, processes and models.

#### Key developments

In 2025, we continued to apply the ethical oversight framework to review and challenge proposed AI and model development initiatives throughout our operations. The Oversight Committees continue to provide guidance to operations on development and use of cutting-edge technologies, including solutions that incorporate Generative AI. Other activities in the year include:

- Ethical assessment of proposed uses of AI and models throughout our operations in order to ensure initiatives accord with our AI and model governance principles and our Values.
- Teams who develop and deploy our AI models receive training annually on identifying, documenting, escalating, and addressing ethical questions related to our five AI principles and on our ethical review process.
- Members of the Oversight Committees continued to provide guidance regarding the strategy, scope, and cadence of our deployment of Generative AI technologies in various areas of our operations.



► Bernard Jean, Manager, Design—EUX and Isabelle Girard, Senior Vice President and Chief Digital and Data Officer, at the Lab Awards event in Montreal, Quebec.



## Cybersecurity

Intact continuously invests in technology, systems and supporting cybersecurity controls, to maintain a secure, robust and resilient technical environment. These investments strengthen Intact's security posture and improve the protection of client data controls. All Intact regions report into the Security Governance Committee where metrics, projects and challenges in each region are discussed with Intact executive teams, as well as sharing respective forward-looking plans and progress. The Enterprise Risk Committee and the Board Risk Management Committee oversee the organization's cyber risk exposure, receiving quarterly reports on cybersecurity risk and latest mitigations.

As part of our three lines of defence governance model, Technology Risk teams in Line 1 are accountable for effective cyber risk and control management and manage cyber risks within appetite. Line 2 teams provide advice and oversight of our cyber risk continuous improvement activities, and Corporate Audit Services deliver regular internal audits providing independent and objective assurance by evaluating and improving the effectiveness of risk management, control, and governance processes. Conformance with audit standards is reviewed every five years and independently attested in accordance with the Institute of Internal Auditors' requirements.

Our cybersecurity policies, control framework and supporting technical standards are based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework and have been complemented with requirements from applicable local and international standards.

We operate a structured and outcome focused Cybersecurity Risk Management approach that supports the identification, assessment, treatment, and ongoing monitoring of cybersecurity risks. This approach is aligned to Enterprise Risk Management, regulatory expectations, and our defined risk appetite. It enables continuous optimization of security controls, strengthened cyber resilience and supports secure business growth.

Intact's cyber maturity is assessed every two years through independent review to ensure industry standards and capabilities are met. The most recent review was completed in 2024 in all regions. Additionally, ad hoc and process-specific reviews are performed based on identified business needs, regulatory requirements and industry trends.

Regulators perform periodic and ad hoc reviews of our cybersecurity processes and controls. Under the leadership of the Chief Information Security Officer, Information Security resources assess control effectiveness and compliance. We perform internal compliance assessments to support best practices, including emerging requirements.

Our team of cybersecurity professionals, supported by specialist partner companies, carry out activities which together allow us to operate securely and protect our services and customers from harm. Regular tabletop exercises are conducted to ensure effective coordination and response in the event of a cybersecurity incident. This includes proactively testing our ability to detect and respond to new cyber attacks, including regular scanning and threat simulation exercises, to keep pace with emerging threats.

Through detailed threat and vulnerability assessments, we ensure that any incidents are promptly addressed with strategic risk response plans. Regular metrics and key performance indicators, such as risk intensity categories, control ratings, and remediation timelines, help us to measure the effectiveness of our risk management practices. By regularly reviewing and updating our cybersecurity strategies, we demonstrate our commitment to proactive and adaptive risk management, which is crucial for maintaining operational resilience and stakeholder trust.

Periodically we conduct business impact analysis to plan for significant events that might damage business operations and help ensure we can recover quickly with minimal impact to our customers.

To support Intact's strategy of building a strong supply chain network, third-party cybersecurity risk management is being enhanced to thoroughly evaluate and mitigate risks posed by our suppliers.

We participate in threat intelligence sharing networks with governments and other financial institutions to maintain continuous awareness of the latest cyber threats and to proactively mitigate them as appropriate.

### Employee cybersecurity training

Phishing exercises are conducted regularly to test employee awareness and provide realtime learning. Testing is done globally and targets specific groups such as privileged access users and senior leadership.

Cybersecurity awareness training is mandatory for all our employees, including contractors. The training is comprehensive in nature and must be undertaken annually and during onboarding. We continuously improve our training programs so that employees are enabled to protect sensitive data, recognize phishing attacks, and report suspicious activity. We also host targeted training for privileged user groups to ensure role expectations are clearly understood.

October 2025 was Cybersecurity Awareness month at Intact, our annual cybersecurity campaign, with materials shared across Canada, the UK and the US.

- Canada: Our commitment to raising awareness included conducting periodic cyber live roadshows to various business units. These sessions increase engagement, fostering a resilient security posture across the organization.
- UK: We hosted employee events with the City of London Police Cyber Griffin team sharing real life cyber crime investigations and highlighting the importance of being cyber aware.
- US: Employees are provided a branded phone stand for their desk as a reminder about paying attention to cybersecurity.

► *More information on cybersecurity risk and how it is managed can be found in our Q4-2025 Management's Discussion and Analysis, page 63.*



## Financial crime

### Anti-bribery and corruption

Overall responsibility for the Intact financial crime function rests with the Group Head of Financial Crime, who reports to the Group Chief Compliance Officer. Regional Policy Owners for each region have responsibility for the day-to-day operation of the financial crime program in their respective jurisdictions.

We do not tolerate bribery or corruption. We strive to avoid real and perceived conflicts of interest and we seek to abide by all anti-bribery and corruption laws that apply to our businesses around the world. We maintain Anti-Bribery and Corruption Policies which outline the controls in place to mitigate risk as well as our procedures for reporting and escalation. These policies are reviewed and updated regularly. We have a comprehensive, risk-based anti-bribery program to support employees which includes training for all employees as well as additional training for those employees in higher-risk roles.

### Anti-money laundering and Counter-Terrorist Financing

Intact strives to comply with all national and international laws relating to money laundering and terrorist financing that apply to our businesses around the world. Our robust policies and procedures ensure that our business is not knowingly used to process illicit funds or to facilitate illicit activities.

### Sanctions

Intact strives to comply with all national and international laws relating to financial and trade sanctions as they apply to our businesses around the world.

Intact will not knowingly engage in any business or transactions that are contrary to any applicable sanctions laws or regulations. We deploy our comprehensive risk-based group wide sanctions program which includes:

- Sanctions screening tools, which screen all of our customers, policies, claims, and payments in respect

thereof against all of the sanctions lists applicable to those transactions.

- Taking all reasonable steps to identify and avoid transactions which are contrary to applicable trade and activities-based sanctions.
- We have devised and are delivering training focusing on the identification and navigation of sanctions risks.
- Our group wide high-risk countries framework provides additional precautionary measures are taken where transactions include exposure to countries and regions more likely to be the subject of international sanctions measures.

## Transparency

### Code of conduct

Our Living our Values code of conduct defines expected behaviours, decisions and actions and reinforces that we are all responsible for complying with all Intact rules, policies and procedures.

Our policies and processes are designed to help us maintain our standards and abide by relevant laws and regulations. Regular communication, training and/or awareness on compliance are provided to Intact employees so that they understand Intact's Values and policies, and correctly implement them.

Regular communication campaigns tailored for each region keep our commitment to Living our Values current.

### Whistleblowing

Whistleblowing procedures across our regions enable our employees, other workers and external parties to confidentially report any breaches of Living our Values, controls or policies, laws or regulations, business misconduct or any ethical concerns. We have an enterprise-wide Whistleblower Policy to provide our employees with information about our Whistleblower Hotline and processes. We also regularly communicate to all employees about our [Whistleblower Hotline](#), which they

can use to report concerns online or by phone.

The Whistleblower Hotline is operated by EthicsPoint, an independent and confidential reporting tool available 24 hours a day, seven days a week.

Each investigation is unique and the process depends on a variety of factors. Our senior leaders and the Board of Directors are committed to living our Values and protecting everyone who comes forward with a good faith complaint. We do not tolerate any kind of retaliation against anyone making a good-faith whistleblower report.

## Tax

Paying taxes is an important part of our contribution to the economies where we operate. We are committed to managing our tax affairs responsibly. We actively manage our tax liabilities, payments, and tax affairs so that we are compliant at all times.

Overall responsibility for the Intact tax function rests with the Group Chief Tax Officer, who reports to the Group Chief Financial Officer. The Director of Tax for each region has overall responsibility for the day-to-day operation of the tax function in their respective jurisdictions.

Changes to tax legislation are actively monitored and communicated to senior management and other business areas affected. When laws are introduced that affect the organization, we proactively manage the risk and impacts to comply with the new legislation.

► *For more information, see the [Public Accountability Statement](#)<sup>1</sup> on [pages 93 - 95](#).*

<sup>1</sup> Canada only.



### Political involvement and contributions

We believe it is important for us to be a good partner to governments in both prosperous and challenging times. Throughout 2025, we continued to strengthen our relationships with governments, by providing risk management expertise and reinforcing our ongoing commitment to working with them in ways that will build resilient economies and communities, and help our customers and society manage through periods of uncertainty.

### Statement on political contributions

Any political contributions are made within prescribed legal limits. Intact complies with all laws, regulations and principles of ethics when offering items of value to any political party, candidate or public official at all levels of government. All contributions made on behalf of Intact are approved by the local head of government relations.

### Canada

Intact complies with all laws and rules governing lobbying in Canada. This includes ensuring our engagements with public office holders are reported in the Lobbying Registries of the jurisdictions in which we are active. These registries provide information on Intact’s advocacy activities and objectives.

In Canada, Intact works closely with the Insurance Bureau of Canada and through direct engagement with governments on the challenges facing Canadians, the economy and our industry. These include:

- Ensuring that consumers have access to affordable and innovative auto insurance products.
- Encouraging flexible regulatory frameworks that keep pace with consumer expectations.
- Identifying ways to grow Canada’s economy, boost productivity, and unlock greater investment in Canada.

- Ensuring Canadians are adequately protected from extreme weather events by proposing climate change adaptation solutions at the government and homeowner levels.
- Working with government stakeholders on ensuring Canadians and our economy are protected from the impacts of natural catastrophes.

### UK&I

Our Intact Insurance UK&I business contributes to policy dialogue and discussions with government both directly and through our membership of the Association of British Insurers, Insurance Ireland, and the International Underwriters Association. Within Intact Insurance UK&I, all engagements with government or political officials are recorded and conducted in line with our Anti-Bribery and Corruption and Conflict of Interest policies and relevant local legislation.

### US

Intact Insurance Specialty Solutions in the US pays dues to the American Property Casualty Insurance Association (APCIA), a portion of which the APCIA uses for lobbying and contributions to its political action committees.

In addition, Intact Insurance Specialty Solutions participates in public policy dialogues through our membership in the APCIA. Intact Insurance Specialty Solutions is also a member of the Council of Insurance Agents & Brokers, the Surety & Fidelity Association of America, and the Wholesale & Specialty Insurance Association. A portion of our dues to these organizations support lobbying activities.

Intact Insurance Specialty Solutions maintains a Lobbying Policy, which outlines the controls in place to review and report engagement with government officials.





## Human capital management

Our Chief People Officer (CPO) guides our overall People Strategy. The CPO assists the CEO in defining policies and programs to ensure that Intact's compensation programs are centered on a pay-for-performance culture and are built to support the attainment of our strategic objectives. Additionally, the CPO assists the CEO in developing and presenting to the Board Human Resources and Compensation Committee recommendations and supporting material regarding the compensation of certain Senior Executives.

Intact prioritizes creating a workplace where employees feel engaged and valued, respected and heard, and where they can contribute their best every day. Our Values are at the heart of everything we do and form the basis of our corporate culture.

Our employee engagement surveys continue to reveal a high level of engagement among employees. We believe that a high level of employee engagement helps mitigate some of the operational risks associated with people.

► *For more information, see the [Our people are engaged chapter on pages 30 - 36](#).*

We have developed a focused recruiting strategy to market careers and opportunities at Intact. Talent identification and development programs have been implemented to retain and grow existing talent.

We place significant importance on the highest ethical standards of personal conduct, and to this end we carry out regular compliance training among employees, emphasizing workplace policies including the Living our Values code of conduct and the Respect in the Workplace Policy.

The cumulative result of Intact's policies and processes is to reinforce a culture of ethical conduct and excellence that is both aligned with and promotes our strategic objectives.

► *For more information on how we manage people risk, see our [Q4-2025 Management's Discussion and Analysis, page 67](#).*

## Equitable pay

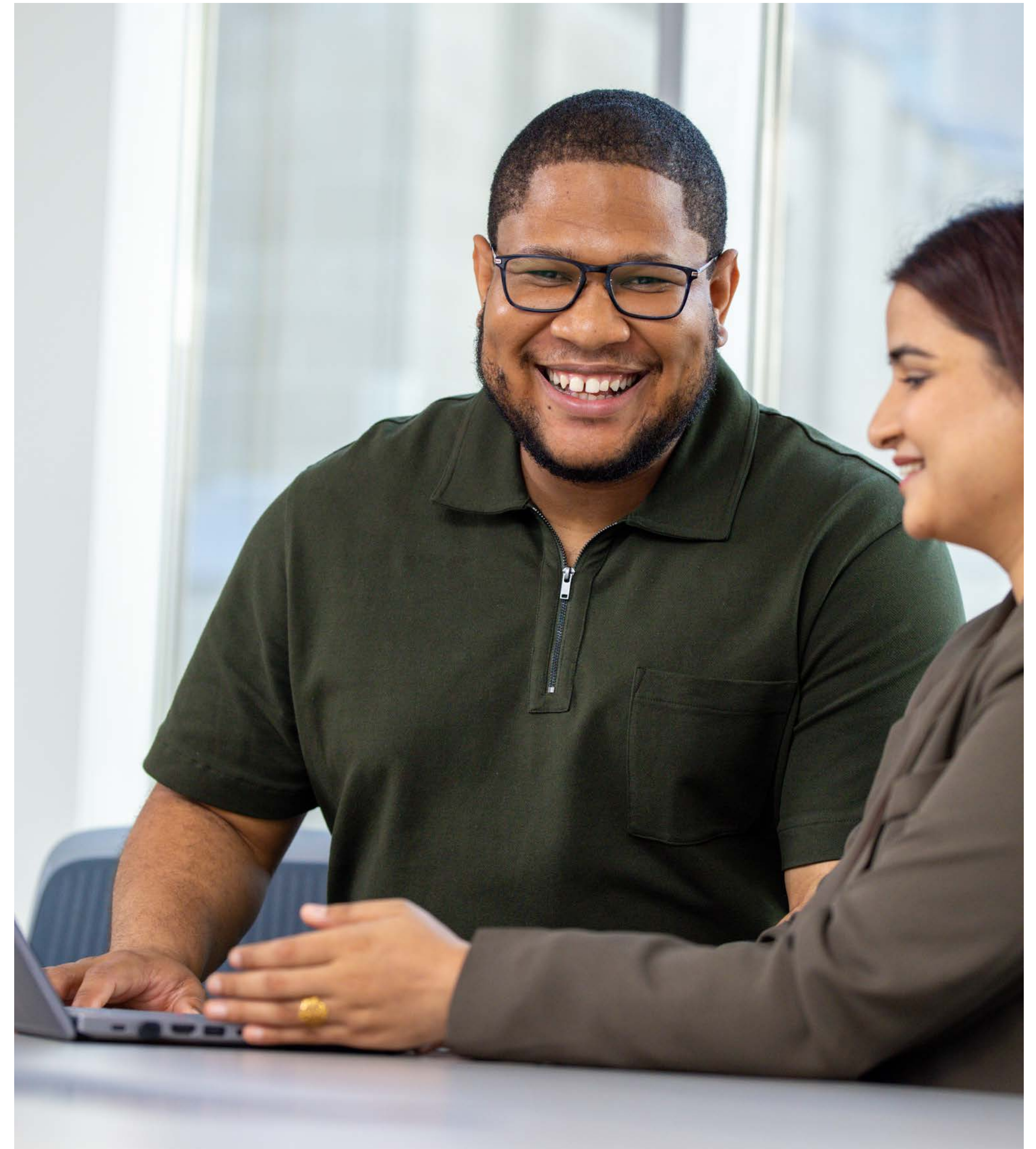
At Intact, our Values are integrated into employee performance reviews and our leadership success factors. We are committed to having a fair and inclusive workplace and as such, Intact has a solid framework in place and standardized processes built to provide objective and unbiased support at all stages of the compensation process.

We monitor closely compensation outcomes to assess pay equity, and in 2025, after adjusting for level, location and role, we observed throughout our Canadian insurance operations that:

- Women earned equivalent dollar-for-dollar earned by men; and
- Those who identify as a Black person or a person of colour (BPOC) earned on average 99 cents for every dollar earned by employees who do not identify as BPOC.

We are also required to prepare a [Pay Transparency report for the province of British Columbia](#) and a [Gender Pay Gap report in the UK](#).

► *For more information on how we manage our equitable pay, see our [2026 Management Proxy Circular, page 83](#).*





## Human capital management metrics

Our lead measure of success on our people strategy is our employee engagement scores and achieving a Best Employer status. These are reported on [page 32](#).

We also track and report on various workforce and diversity metrics. The data presented here has been grouped into three regions each encompassing sub-regions and entities as follows:

- Canada includes: IFC Canada, Intact Public Entities, Brokerlink,<sup>1</sup> On Side Restoration and Intact Lab Hong Kong office. Jiffy is excluded.<sup>2</sup>
- UK&I includes UK, Ireland, Europe, and the Middle East and India.
- US includes US only.

BPOC data is only available in Canada and the US. This is not collected across the UK&I region due to legal restrictions in certain jurisdictions. The proportion of BPOC is based on voluntary self-declaration through our Count Me In! campaign, and is calculated against our total number of employees, which may be under-representing this population.

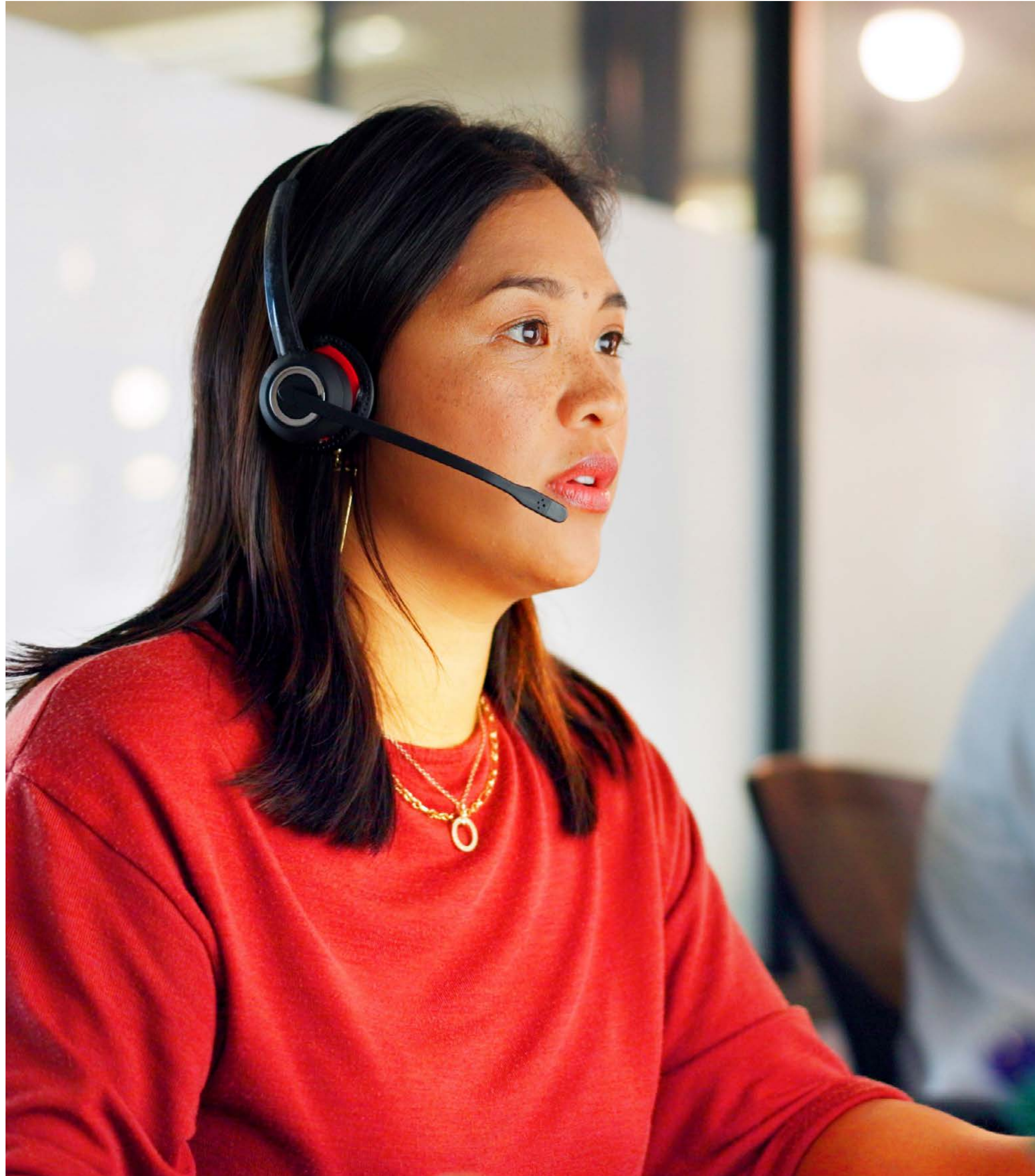
► *For more information on our People strategy, see [pages 31 - 36 of this report and also our 2026 Management Proxy Circular, pages 76 - 78.](#)*

<sup>1</sup> Brokerlink diversity data is reported as of Q3 2025 as Q4 data was not available due to a system conversion limitation.  
<sup>2</sup> Due to the ongoing integration process, Jiffy data has not been incorporated in this report.

## General Workforce

Metric	2025				2024			
	Global	Canada	US	UK&I	Global	Canada	US	UK&I
All employees	32,339	24,992	1,681	5,666	30,999	23,536	1,621	5,842
Full-time	30,826	24,249	1,670	4,907	29,380	22,732	1,609	5,039
Part-time	1,513	743	11	759	1,619	804	12	803
<b>Employee learning and development</b>								
Total number of courses completed	459,316	302,842	11,555	144,919	560,073	441,531	8,275	110,267
Employees experienced a job change (lateral or promotion) <sup>3</sup>	25%	29%	14%	14%	26%	30%	14%	12%
Management+ roles filled internally	79%	80%	54%	83%	76%	85%	44%	58%
<b>Employee Engagement</b>								
Employee engagement score	79%	82%	83%	68%	75%	80%	83%	53%
Employee engagement participation rate	85%	86%	81%	85%	86%	87%	80%	85%
<b>Voluntary Turnover</b>								
	8.3%	8.6%	4.2%	8.3%	9.6%	9.6%	5.2%	11%

<sup>3</sup> Excludes On Side Restoration.



**Employees and leaders are representative of the communities we serve:**

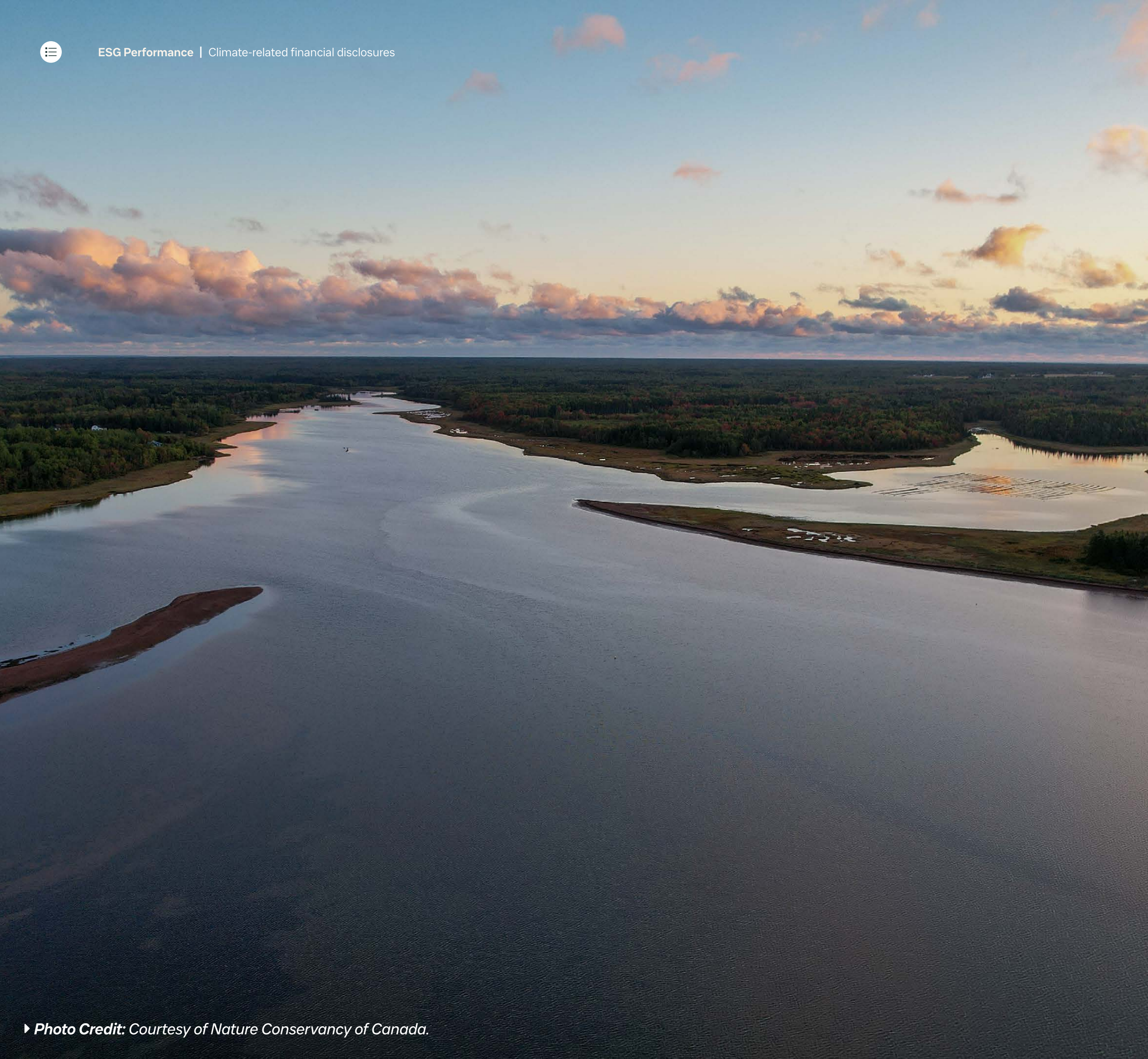
Board and Executive Officers	2025 Global		2024 Global	
Women in Board Members	42%		46%	
BPOC in Board Members	8.3%		7.7%	
Women in Executive Officers <sup>1</sup>	41%		35%	
BPOC in Executive Officers <sup>1,2</sup>	5.9%		0.0%	

Women in workforce <sup>3</sup>	2025				2024			
	Global	Canada	US	UK&I	Global	Canada	US	UK&I
Women in VP+	39%	44%	22%	34%	39%	45%	26%	33%
Women in management+	53%	56%	45%	46%	53%	56%	46%	46%
Women in non-management	57%	59%	60%	50%	58%	59%	61%	52%
Women in all employees	57%	58%	57%	50%	57%	59%	58%	51%

BPOC in workforce <sup>2,3</sup>	2025			2024		
	Canada and US combined	Canada	US	Canada and US combined	Canada	US
BPOC in VP+	17%	19%	2.8%	15%	18%	2.6%
BPOC in management+	22%	23%	11%	21%	22%	12%
BPOC in non-management	36%	37%	24%	33%	34%	22%
BPOC in all employees	34%	35%	21%	31%	32%	20%

Workforce age diversity	2025				2024			
	Global	Canada	US	UK&I	Global	Canada	US	UK&I
Employees < 25	5.2%	4.9%	3.3%	7.2%	4.9%	4.3%	3.5%	7.7%
Employees 25 - 45	59%	62%	43%	54%	56%	58%	42%	54%
Employees > 45	36%	34%	54%	39%	39%	38%	55%	39%

<sup>1</sup> Executive Officers are defined under securities legislation and includes individuals who are the most senior members of management occupying key group responsibilities and oversight functions across the organization. As of 27 March 2026, the Executive Officers were the individuals listed on pages 26 and 27 of the Annual Information Form available at [intactfc.com/investors/annual-reports](https://intactfc.com/investors/annual-reports).  
<sup>2</sup> Excludes On Side Restoration and Intact's Hong Kong office. BPOC data only available in Canada and US. This is not collected in the UK&I due to legal restrictions in certain jurisdictions.  
<sup>3</sup> Data for Brokerlink in Canada is reported as of Q3 due to a limitation during a system conversion in Q4.



## Climate-related financial disclosures<sup>1</sup>

At Intact, we are here to help people, businesses, and society prosper in good times and be resilient in bad times. This is our purpose, and it drives everything we do. As a leading P&C insurer we have been on the front lines of climate change for over a decade, positioning us to play a leadership role in strengthening society's climate resilience.

The purpose of this report is to disclose how Intact is identifying and managing climate-related risks and opportunities, how it is impacting our strategy and decision making, and the governance behind it.

This report is organized in four sections:

### Governance

Intact's governance around climate-related risks and opportunities.

### Strategy

The impacts of climate-related risks and opportunities on Intact's businesses, strategy, and financial planning.

### Risk Management

The process used by Intact to identify, assess, respond to, monitor and report on climate-related risks. In addition, the identification of climate-related opportunities.

### Metrics and Targets

The metrics and targets used by Intact to assess and manage climate-related risks and opportunities.

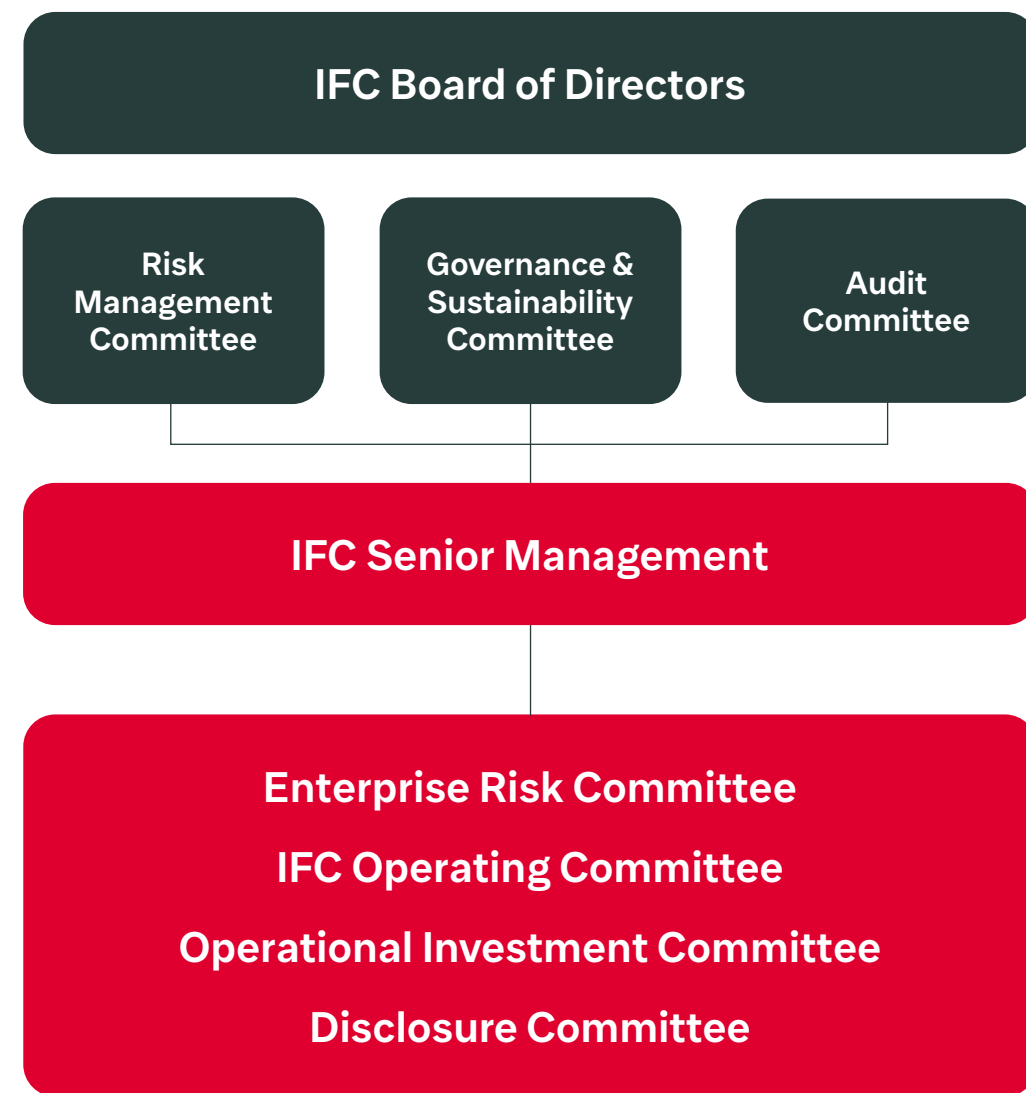
<sup>1</sup> Intact Insurance UK publishes a mandatory climate-related financial disclosures report as part of its annual report and accounts. More information available at [intactinsurance.co.uk](https://www.intactinsurance.co.uk).



# Governance

The governance of our strategic objectives, climate strategy and ERM is integrated into our organizational structure, at both the Board and management levels.

► *For more information, see our 2026 Management Proxy Circular, pages 53 - 86.*



## Board oversight

The Board of Directors is ultimately responsible for overseeing the strategic direction and initiatives of Intact with regard to climate change risks and opportunities. It is supported by its Committees in this regard. It also oversees Intact Investment Management’s climate change risk initiatives aiming to support the transition to a low emissions and climate-resilient economy.

The Board Skills Matrix includes experience in sustainability and climate and helps with the identification of gaps in skills and experience on the Board and to identify requirements for current and potential Directors. In 2025, the Board of Directors received training on Intact’s net zero commitments and our approach to compensating for residual emissions. Targets are approved by the Board as part of the climate strategy, with oversight and monitoring provided by the Governance and Sustainability Committee.

► *For more information on roles and responsibilities of the Board of Directors and its committees, see our 2026 Management Proxy Circular, pages 87 - 102.*

## Senior management oversight

At the forefront of risk management at Intact is our Enterprise Risk Committee (ERC), which is chaired by our Chief Risk Officer (CRO) and reports to the Board’s Risk Management Committee (RMC) on a quarterly basis. The CRO and ERC oversee the implementation of the Enterprise Risk Management (ERM) framework, which is integrated into all business activities and strategic planning, in line with our ERM Framework. This includes supporting the identification, assessment, response, monitoring and reporting of risks, including those related to climate.

Committee	Climate-related roles and responsibilities
<b>Enterprise Risk Committee</b>	<p>The ERC is an enterprise-wide executive committee with a mandate to assist the Board and Senior Management with their responsibilities of managing and providing risk oversight on the operations of Intact. The ERC was established to support the Chief Executive Officer and the Chief Risk Officer in the matters of:</p> <ul style="list-style-type: none"> <li>Formulating the risk strategy and setting and monitoring of the risk appetite and the key risk metrics, including monitoring performance of the Group relative to the risk appetite, return and capital. Recommending risk appetite to the RMC and the Board for approval.</li> <li>Identification, assessment, responding, monitoring and reporting to the RMC of the principal risks facing Intact, including periodic review and evaluation of the top, emerging and transversal risks. This includes physical and transition risks related to climate change.</li> <li>Overseeing actions to address material risks out of appetite and monitoring progress towards returning to within appetite, including oversight of the key risk mitigation function of business continuity.</li> <li>Risk governance, including the development of risk-owned policies and frameworks, including the Enterprise Risk Management Policy.</li> <li>Promoting and reinforcing a culture of risk awareness throughout Intact and overseeing the climate risk assessment and implementation of mitigation plans.</li> </ul>
<b>Operating Committee</b>	<ul style="list-style-type: none"> <li>The Intact Operating Committee oversees the climate strategy, net zero target progress, climate adaptation initiatives and climate risk management approaches.</li> <li>This Committee includes Intact’s Chief Executive Officer, Chief Risk Officer, and Chief Legal Officer, among other C-suite level executives.</li> <li>Climate-related risks and/or opportunities that could impact Intact at the enterprise level, or that require strategic/operational intervention, are presented and discussed with this committee.</li> </ul>
<b>Operational Investment Committee</b>	<ul style="list-style-type: none"> <li>The Operational Investment Committee (OIC) assists Intact’s management in developing, implementing and monitoring investment objectives and strategies which consider ESG factors, including climate risk.</li> <li>Reviews investment strategies, monitors performance and discusses investment risks. The OIC oversees the climate change engagement strategies with investees, commitments to climate initiatives, and progress on investment net zero targets.</li> <li>IIM reports regularly and directly to this committee on all ESG matters related to investment management.</li> </ul>
<b>Disclosure Committee</b>	<ul style="list-style-type: none"> <li>Oversees all corporate disclosures, including the Social Impact and ESG Report.</li> <li>Monitors climate-related regulation impacting Intact’s public disclosure.</li> </ul>



# Strategy

## How we respond to the risks and opportunities posed by climate change



**Physical risk** within our business relates to the risk of increasing number and cost of claims associated with various weather perils. Shifting climate patterns and sustained increased frequency and severity of climate extremes can significantly impact our business and financial stability over time.

Risk is a combination of hazard, vulnerability and exposure. Weather-related events primarily impact our Personal and Commercial property business, and may result in earnings volatility. Some areas are more at risk due to their geographical location, type of vegetation, dominant weather patterns, proximity to water bodies, topography and many other dimensions.

When we think about managing risk, we associate wildfire with communities located in coniferous-dominated ecozones and flood with low-lying areas or downstream of watersheds. As those events become more frequent, communities' resilience will be tested, and those that are more vulnerable will be more affected.

Our approach to physical risk encompasses initiatives that we take in the short to medium-term, as well as actions with a longer-term horizon, enabling strong financial performance even in lines heavily impacted by severe weather.



**Transition risk** is the risk inherent in the transition to a low emissions and climate-resilient economy, including changes in government policies, the legal environment, technologies and financial markets. The risk on our investment portfolio is the potential decline in the valuation of assets we hold in sectors vulnerable to transition risks, driven by changes in supply and demand from climate change.



Physical and transition risks may also lead to **liability risk**, stemming from the risk of climate-related claims under liability policies, as well as the risk arising from other climate-related litigation or direct actions against Intact, such as climate change activism or allegations of greenwashing. Litigation risk could also arise from our policies in force where we may have to cover legal costs for our customers.

Physical and transition risks relevant to our business are presented on the following pages, along with the time horizon for which these risks may be most impactful and the ways in which we are managing these risks. The time horizons represent the following periods:

-  **Short-term: 0 - 1 years** Risks that arise within the horizon of the reporting timeframe.
-  **Medium-term: > 1 - 5 years** Risks that arise within the operational and strategic planning horizon.
-  **Long-term: > 5 years** Risks that arise beyond the medium-term strategic planning horizon.



### Climate-related risks:



#### Physical risk



#### Physical risk: Frequency and severity of weather-related claims

Climate change impacts our property insurance business due to changing weather patterns and an increase in the number and cost of claims associated with severe storms and other natural disasters. Shifting weather patterns may increase the likelihood and severity of hail and flooding in Western Canada, wind, heavy precipitation and hurricanes in Eastern Canada, and wildfire across the country. These could negatively affect results in our Property and Auto portfolios, which collectively contribute to approximately half of our total annual premiums. We also have material exposures to windstorms and floods in the UK and mainland Europe.

Assuming physical risk from our customers is core to our business. Our response to climate change has long been embedded in our strategy and our approach to risk management. We rely on several levers to maintain our track record of sustainable growth and profitability through actions that lower both the impact and the volatility of physical risks.

### Climate-related risks:



#### Physical risk

#### Actions: How we manage physical risk

##### Data and AI

- Continuously investing in and redefining how we leverage data and predictive models, with the specialized expertise within the Intact Lab across many disciplines such as AI, machine learning, actuarial science, and data science.
- Within the Intact Lab, the Centre for Climate and Geospatial Analytics uses weather, climate, land cover and topographic data, along with machine learning models to implement hazard maps to most accurately quantify and manage exposure in our Canadian underwriting portfolio.
- Updating and improving the performance of our flood risk maps, to advance segmentation capability. Development of proprietary exposure mapping (including wildfire, hail, etc.) will allow Intact to assess concentration of risk in high-risk areas by peril.
- We will continue to improve and invest in our models to adequately reflect climate trends based on both actual experience and the research generated by partnerships in which we invest.

► Photo Credit: Courtesy of Trevor Apestiguy during our rapid response to the March 2024 Snowfall Event in Cape Breton Nova Scotia.



## Climate-related risks:



### Physical risk

#### Actions: How we manage physical risk

##### Pricing

- Re-pricing when needed, as our products are predominately all 12 months in duration. This allows for our charged prices to be responsive to the latest weather-related trends that we assess and then action in our property business.
- To get the full benefits of our pricing sophistication, we have account level pricing governance metrics for new business and renewals that are monitored closely so that the pricing strategies are executed effectively.
- Setting risk tolerances supported by catastrophe model output and use it to determine pricing.
- As a P&C insurer, one of our main duties is to assess and price risk, turning unseen hazards into risk signals. This stimulates valuable discussions about the increasing pace of risks and approaches for effective management and resilience.

##### Product

- Continually evolving our products to account for new climate realities, such as:
  - individualizing coverages by peril;
  - bundling and enhancing our water damage product to improve flood protection penetration, while segmenting and raising minimum flood coverage limits, where eligible, so customers have sufficient coverage for basic remediation needs;
  - implementing the latest hazard maps to most accurately reflect exposure; and
  - implementing coverage endorsements that respond to changing risk.

### Supply chain and claims

- Investment in On Side Restoration strengthens and secures network capacity, especially during catastrophes. This provides a simpler, faster, and superior claims experience that translates into a competitive advantage.
- Internalizing claims adjusting through our in-house claims experts. Our scale allows us to deploy coordinated catastrophe response to act promptly and take control of the claims journey to optimize the customer experience and indemnity costs when natural disasters strike.

### Risk control and loss prevention

- Launching the Keep it Intact program in Canada providing access to online tools, assessments and links to maintenance partners and further information to enable customers and communities to be climate-ready.
- Investing in a global risk control team with deep experience. This includes those with a background in engineering, fire protection, sprinkler design, claims adjusting and underwriting.
- Leveraging technical expertise and data to mitigate risk and prevent losses, and offering incentives to customers for taking preventative actions. For example, our proprietary forecast system identifies properties at risk of roof collapse after snowfall. We offer customer subsidies to incentivize snow removal for loss prevention.
- Providing emergency risk mitigation services for homes at risk of impending wildfire, including setting up sprinkler systems, covering vents to limit fire embers from entering a home, and removing material from around the property that may fuel a fire.
- Expanding the use of proactive risk modeling to target risk assessments in areas of highest hazard.
- Digitally engaging with insured customers through our mobile app to proactively provide weather and seasonal alerts, while offering preventive tips to protect and maintain their homes and cars.

### Capital management

- Maintain an adequate margin to withstand severe but plausible stress scenarios related to physical climate risk.
- Our investment portfolios are structured to ensure that there is an ample supply of liquid assets to pay claims, including in the event of large catastrophes.

### Engaging with stakeholders

- Engaging with investees on climate change resiliency, to raise awareness of climate-related risks and assess investees' adaptation efforts.
- Making continued efforts to raise broker awareness on climate adaptation and ways to increase climate resilience through multiple avenues, including climate-related content in newsletters and industry magazine articles, and sharing resources (courses and tools) such as those developed by the Intact Centre. We also communicate Intact Centre infographics and articles to customers.
- Working with partners, such as the University of Waterloo, Canada, the University of Hull, UK, the Insurance Bureau of Canada and the global insurance industry think tank the Geneva Association, to promote climate change adaptation initiatives at all levels of government.

### Risk transfer

- Reinsuring certain risks to significantly reduce our maximum potential loss in the event of catastrophe losses or other significant losses. The placement of ceded reinsurance is mainly on an excess-of-loss basis (per-risk or per-event), with the primary objective of capital protection.
- *For more information, see Section 21.3—Reinsurance in the Q4-2025 Management's Discussion and Analysis.*

### Financial impacts

- Annually, we review and adjust our reinsurance coverage to reflect our current exposures and our capital base.
- Current year catastrophe loss ratio of 3.7% (losses of \$844 million) was lower than last year, and below expectations. This was primarily due to less severe weather conditions impacting our Canada segment. While 2025 was a lower catastrophe year than the categorized elevated CAT years in 2023 and 2024 we do expect to see further increased volatility due to long-term climate trends.
- For 2026, we are maintaining our \$1.2 billion guidance of annual catastrophe losses (on a continuing basis, net of reinsurance) as any increase due to growth in our business and claims cost inflation is offset by the catastrophe threshold increase.<sup>1</sup>

► *For more information, see our Q4-2025 Management's Discussion and Analysis, Section 8.2—CAT thresholds and 8.3—CAT guidance.*

<sup>1</sup> This is a forward-looking statement. Refer to the cautionary statement on [page 3](#) for more details.



## Climate-related risks:



### Transition risks

#### Shifting market demand



In some sectors, the transition could lead to contraction of market demand and has the potential to negatively impact certain businesses, adding risk to the assets we hold and customers we insure in certain sectors. We also expect new industries to emerge and market demand for certain sectors to increase.

#### Shifting cost of claims



Changes in the operational cost base or claims profile due to new or unproven technologies associated with the net zero transition (e.g., increasing wind turbine size, battery storage etc.).

#### Shifting asset valuations

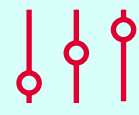


A decline in the valuation of assets we hold in certain sectors that are vulnerable to transition risks. There is more pressure on companies to disclose their transition pathways to continue attracting capital from investors. Furthermore, the investment in and exposure to GHG-intensive sectors or companies could increase the reputational risk associated with public perception. We also expect some assets to appreciate and be viewed favourably as supporting the transition.

#### Climate-related litigation



Physical and transition risks may also lead to liability risk, such as the risk of climate-related claims under liability policies, as well as the risk arising from other climate-related litigation or direct actions against Intact.



### Transition risks

#### Actions: How we manage transition risks

##### Underwriting

- Leveraging our internal climate risk management framework for the underwriting process across our Commercial, Personal and Global Specialty lines of business.
- Holding our leaders accountable to identify, assess, measure and monitor climate risks and identify opportunities in our insurance business. This includes assessing underwriting risks and opportunities that can emerge in the net zero transition, such as our commitment to support companies delivering critical transition technologies.
- Assessing existing exposure to high-emitting sectors such as energy, producing an inventory of current underwriting guidelines, and overlaying them with strategic, regulatory and market considerations to produce recommendations for our business leaders.

##### Risk appetite

We integrate certain ESG considerations in our approach to underwriting the energy sector. To this end the following activities remain outside of Intact's risk appetite for the energy insurance portfolio:

- Arctic oil and gas exploration, extraction, and production
- Standalone oil sands accounts<sup>1</sup>
- Thermal coal mining
- Utilities with greater than 25% revenues from coal power generation<sup>2</sup>

The transformation of existing industries is key to achieving net zero. We recognize the complexity that the energy industry faces in charting a course towards net zero. To that end, Intact will continue to support energy clients, within our risk appetite.

We review the transition plans of select energy clients, focusing on their emissions disclosure, net zero ambitions and strategies, and climate governance. We will continue to encourage the commitment to reduce GHG emissions.

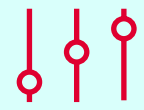
<sup>1</sup> For new risks written after 31 December 2022.

<sup>2</sup> Below this threshold Intact may underwrite clients that are committed to reducing their GHG emissions.





## Climate-related risks:



### Transition risks

#### Actions: How we manage transition risks

##### Investments

- Analyzing transition risk on specific industries within our investment portfolio. We benefit from a diversified, high-quality portfolio as well as our practice to review investee transition plans and remain ready to adjust our security selection, sector/segment allocation, and asset mix—as appropriate—as climate risk trends evolve.
- Continued investment in data and modeling to refine our analysis given the stochastic and uncertain nature of climate risk.

##### Engaging with investees

- Engaging with our top 20 high emitting investees, with a view to helping support the net zero transition. We engage with investees on the integration of climate change into strategy and governance measures.
- Continuing to progress our engagement of investees through Climate Engagement Canada as a founding participant, to drive dialogue with Canadian issuers about climate risks and opportunities.

## Investment policies

### Investment and proxy voting policies

- Continuing to evolve our positions on Coal and Oil & Gas, focusing on supporting the energy sector transition towards a low emissions future.
- Leveraging our position as investors to have a say on climate-related issues through proxy voting.
- Setting interim targets for the emissions intensity of IIM's investment portfolio of common shares, preferred shares and corporate bonds.

### IIM position on Coal

IIM will continue assessing the transition plans of companies in our investment universe that are estimated<sup>1</sup> to generate more than 20% of revenue from thermal coal mining or derive more than 20% of energy generation, revenue or net income from thermal coal.

▶ **Refer to the [IIM Position on Coal](#) for more information.**

### IIM position on Oil & Gas

IIM continues to apply its Oil & Gas position to support the transition to a low emissions and climate-resilient economy. As Intact works to achieve its 40% intensity target reduction by 2030 our exposure to companies that do not demonstrate progress in their transition<sup>2</sup> may be reduced and/or these companies removed from our investment universe.

▶ **Refer to the [IIM Position on Oil & Gas](#) for more information.**

### Proxy voting policy and results

IIM's Proxy Voting Policy sets out its investment voting guidelines to align with best corporate standards and Intact's practices. In 2025, IIM voted on 326 shareholder proposals related to ESG matters with the breakdown as follows:

- Environment-related proposals—76
- Social-related proposals—111
- Governance-related proposals—139

<sup>1</sup> Based on a third-party dataset covering 15,000 companies globally.

<sup>2</sup> With consideration of factors such as available sectoral transition pathways, country-level targets, and IIM's interim targets.



## Climate-related opportunities:



### Physical risk

#### Demand for insurance coverage increases



As weather patterns shift and public awareness for the need for insurance cover expands, we expect to see an increase in demand for insurance products and services.

#### 2025 performance

Growth in the Personal lines property segment in Canada stood at 9% at year end.<sup>1</sup>

► *For more information, see Section 4 of our Q4-2025 Management's Discussion and Analysis.*

#### Demand for home restoration services increases



The frequency and severity of natural catastrophes is expected to increase with climate change, which will, in turn increase the demand for restoration services. At Intact, we are well placed to respond to this with our subsidiary, On Side Restoration, which is one of the largest restoration companies in Canada.

#### 2025 performance

In 2025 On Side Restoration supported 30,000 Intact customers to get back on track.

► *For more information, see page 26.*

#### Leadership in helping to build resilient communities



We believe our expertise positions us well to help people and society adapt to climate change.

For over 10 years, we have been leading various applied research and community-level investment projects and have demonstrated the concrete benefits of climate adaptation to strengthen society's climate resilience.

Support for individual and community level prevention measures provides an opportunity for Intact to help protect what will very often be people's largest asset, contributing to avoided loss, and underpinning resilient local economies.

Since 2010, we have committed \$41 million in funding for climate adaptation action. Our Resilience Barometer shows that 63% of our stakeholders globally believe that we are demonstrating leadership in building resilient communities.

► *For more information, see pages 39 - 42.*

#### 2025 performance

In 2025, we launched Keep it Intact, a prevention program specifically designed to help Canadians adapt to the growing reality of extreme weather.

► *For more information, see pages 16 - 18.*



► *Photo Credit: Courtesy of Nature Conservancy of Canada.*

<sup>1</sup> These are Non-GAAP financial measures, Non-GAAP ratios or supplementary measures. The personal property and industry figures reported here can be found in our Q4-2025 MD&A, available at [intactfc.com/investors/quarterly-reports](https://intactfc.com/investors/quarterly-reports).



### Climate-related opportunities:



#### Transition risks

##### Insuring industries critical to the transition

**Short- to long-term**

Globally, renewable power capacity is projected to increase almost 4,600 GW between 2025 and 2030—double the deployment of the previous five years (2019 - 2024).<sup>1</sup>

We can use our expertise and resources to help facilitate the transformation of industries that are key to, or help accelerate, the transition, including renewable energy technologies.

Our underwriting and engineering experts remain at the forefront of the evolving renewables space, adapting our appetite and approach in concert with industry developments.

We will continue to evolve and adopt underwriting guidelines and continue building our approach and capacity to underwrite renewable energy technologies.

##### 2025 performance

In 2025 we provided insurance coverage for a diverse range of low-GHG energy projects globally.

► *For more information, see [page 44](#).*

##### Investing in industries critical to the transition

**Short- to long-term**

We can help accelerate the transition by influencing investee behaviour through our investment decisions and engagement.

Our diversified portfolio of investments includes renewable energy solutions. We also carry green bonds on behalf of multiple types of securities (including corporations,

provinces, agencies, etc.), where the net proceeds are used to fund the financing of eligible green products or are allocated to assets that are considered environmentally and socially responsible.<sup>2</sup>

##### 2025 performance

\$1.2 billion of our current portfolio aligns with the Climate Bonds Initiative Taxonomy.

► *For more information, see [page 45](#).*

##### Improving circularity within our supply chain

**Long-term**

Aligning practices with the principles of the circular economy can help drive systemic changes that are important for the transition to a low emissions and climate-resilient future.

As Canada's largest P&C insurer, we can play a valuable role in building and supporting circularity. Using circular economy principles, we can enhance our supply chain by reducing our materials demands, including via our repair over replace approach and embedding climate-related considerations in procurement processes.

We can also leverage our size and platform in Canada to engage with the industry at large, as well as our vendors, to help catalyze circular economy initiatives within our supply chain, and positively influence the property and auto restoration industry.

##### 2025 performance

We advanced the circular economy agenda this year by scaling effective pilots, testing new actions, and measuring progress on actions already deployed at scale.

► *For more information, see [pages 46 - 47](#).*

<sup>1</sup> 'Renewables 2025: Analysis and forecasts to 2030', International Energy Agency, October 2025.

<sup>2</sup> Eligible green assets in this example must satisfy one or more of the following: replace direct fossil-fuel use; facilitate low-carbon solutions; significantly reduce emissions; remove/store carbon; help adapt to climate change; or help preserve or conserve scarce natural resources.



## Climate scenario analysis

According to the World Meteorological Association, the years from 2015 to 2025 were the warmest on record,<sup>1</sup> with a high likelihood that we have seen the first calendar year with a global mean temperature of more than 1.5°C above the 1850 - 1900 average. Reported economic losses from extreme weather events linked to a changing climate are estimated at US\$4.3 trillion and for the period 1970 - 2021.<sup>2</sup>

- In 2023, we conducted a physical risk climate scenario analysis to evaluate the impact of a 3 - 5°C global warming scenario on our Personal lines underwriting business in Canada.
- In 2024, we expanded our analysis to conduct physical and transition risk analysis in each of our regions, under 2030 and 2040 timeframes, with consideration of four key risk categories: insurance, financial, operational and strategic risk.

Our analysis indicates that the anticipated increase in climate physical and transition risks are projected to be manageable at slightly more than a 1% impact annually over a 15-year horizon. Despite the upward trajectory of weather-related events in the recent past, our corporate strategy and business model have allowed us to consistently achieve favourable financial results and help people, businesses and society prosper in good times and be resilient in bad times.

Scenario analysis is a helpful tool to assist us in understanding and planning for future climate-related risks and opportunities. The outcomes of these analyses will continue to be integrated into pricing and risk selection, product innovation, and claims and supply chain planning.



### Physical Risk

We conducted our analysis using the Intergovernmental Panel on Climate Change (IPCC) RCP8.5 and RCP2.6 model projections. RCP 8.5 is the worst-case scenario, whereas RCP2.6 is the most ambitious of the RCP scenarios and represents a low-GHG emission trajectory, assuming substantial climate action is taken to reduce emissions over time.

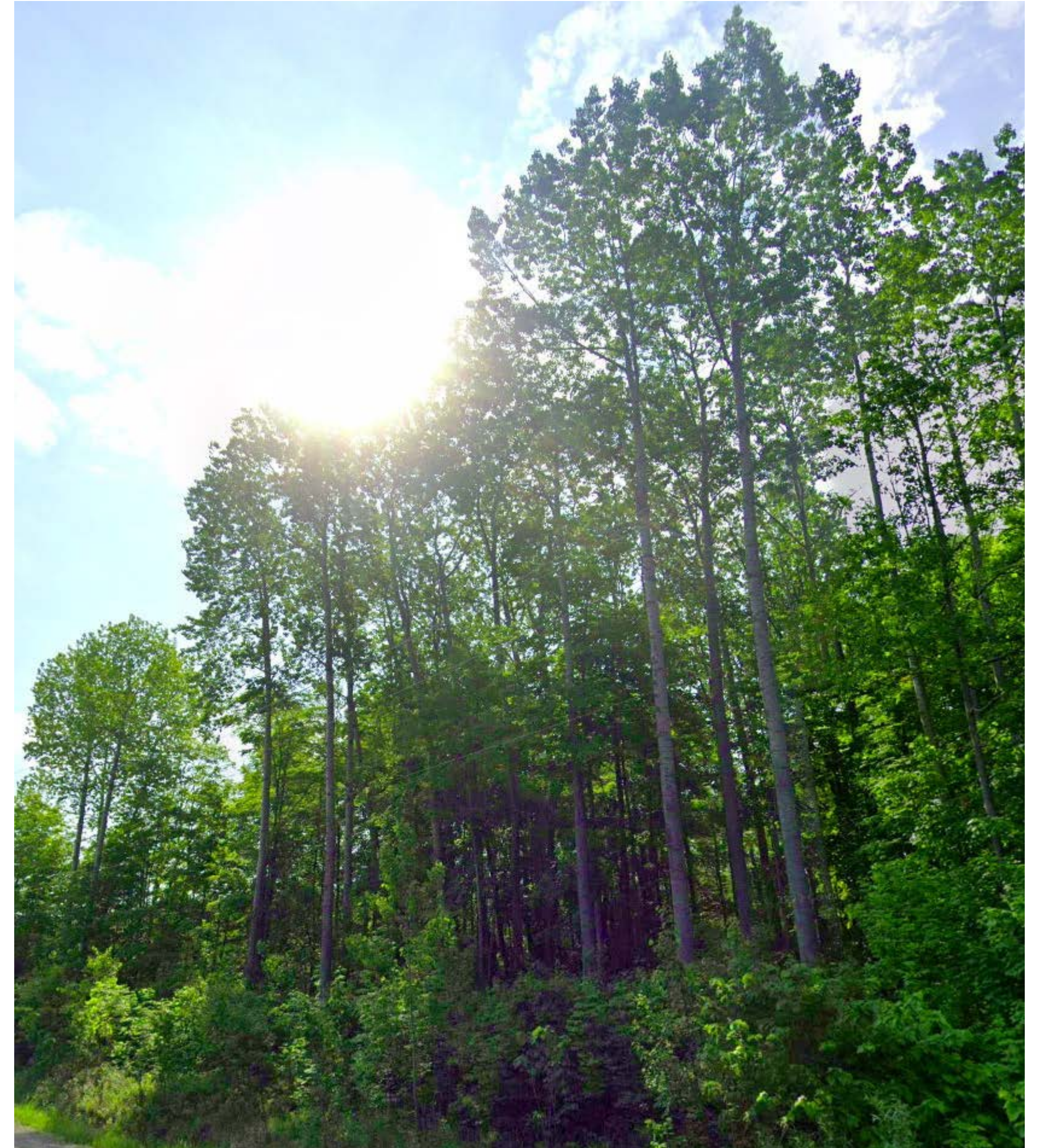


### Transition Risk

Our analysis aligned with two of the Network for the Greening of Financial Systems scenarios. The Delayed Transition scenario assumes a transition risk projection associated with delays in policy action (we assumed a delay to 2050), whereas the Net Zero 2050 scenario considers that climate policies are introduced early and gradually become more stringent.

<sup>1</sup> "WMO confirms 2025 was one of warmest years on record", World Meteorological Association, 10 January 2026.

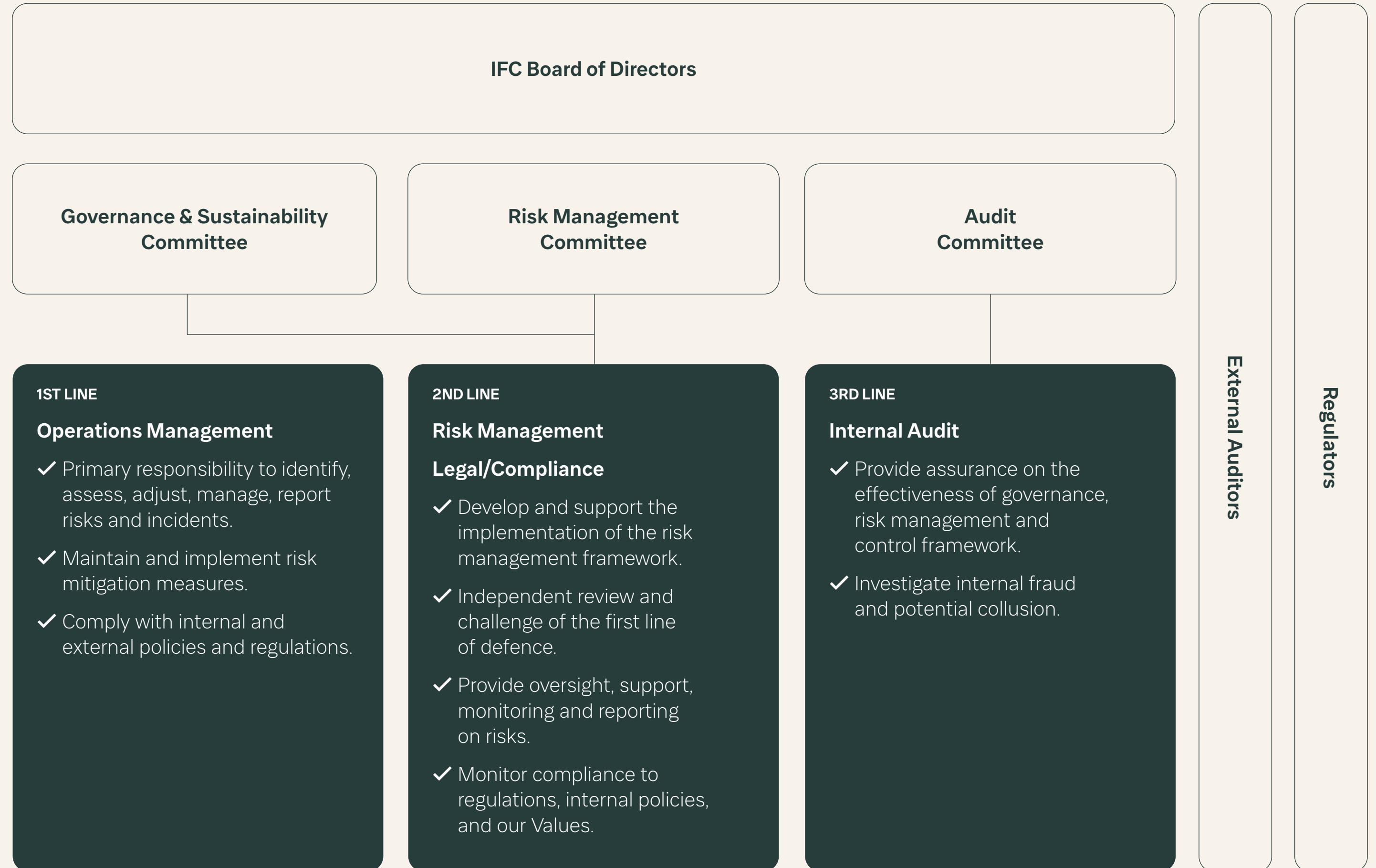
<sup>2</sup> Atlas of Mortality and Economic Losses from Weather, Climate and Water-related Hazards (1970-2021), World Meteorological Association, 22 May 2023.





# Risk management

Managing risk is a shared responsibility at Intact. The three lines of defence model is employed to clearly identify the roles and responsibilities of those involved in the risk management process and ensure accountability. Ongoing collaboration and clear communication across the lines of defence are paramount to foster alignment and optimal risk management.





## Managing climate-related risks

We designed the ERM Framework to manage and monitor the risks that Intact is exposed to, to protect our business, clients, employees and stakeholders, while delivering on our promises to our shareholders. Our risk management programs aim to mitigate risks that could materially impair our financial position, accepting risks that contribute to sustainable earnings and growth and disclosing these risks in a full and complete manner.

Our Risk Management process consists of risk identification, assessment, response, monitoring and reporting. This process identifies the risks that pose the biggest threats, fosters discussion on mitigation measures, and enables management to make appropriate decisions to help Intact achieve its objectives. The same process is applied for climate-related risks as the other risks we face.

We consider potential emerging risks that are newly developing or changing risks that are difficult to quantify, and which may have a major impact on the organization, and transversal risks that materially impact multiple top enterprise risks. We consider climate change a transversal risk. We regularly complete assessments and identify the risks where climate change can have the biggest impact on Intact.

In early 2025, the Board approved adjustments for some of our catastrophe risk appetite metrics to focus only on weather-related catastrophe exposure. This now allows us to specifically monitor physical climate-related catastrophe risks as they are expected to increase materially over time. These metrics were implemented at an enterprise-wide level, as well as within each jurisdiction where we operate. We also enhanced our risk appetite statements in each of our major risk categories to reflect climate change risk. This includes articulating our risk appetite for insurance, financial, operational and strategic risk. In addition, senior management have enhanced the investment mandates to implement a risk appetite tolerance to include a climate-related constraint.



**Risk Identification** is an integral part of the business strategic planning process and any major strategic initiatives (i.e., an acquisition, investment in a new asset class, or a new product offering). The Risk Identification process uses our risk taxonomy to consider a comprehensive set of risks. Risk identification employs both a top-down approach, where we consider external sources and engage with senior business leaders to establish a broad view across the organization, and a bottom-up approach, where we review risk information obtained from various sources within business units that could develop into material risks.



**Risk Assessment** identifies material risks to determine their significance to our organization and prioritizing for how we will address them. We use Risk Likelihood and Risk Impact scales to assess enterprise-wide risks. Once assessed, material enterprise-wide risks are measured against our established risk appetite and tolerance. A variety of tools, methods, models, and processes are used to assess risk thresholds and support decision-making. The approaches vary by category of risk as appropriate. We employ internal and external models to measure and understand the risks we are facing.



**Risk Response** can take a variety of forms, including acceptance, mitigation, risk transfer and avoidance. These risk management activities should consider the associated risk, the expected return and the position relative to our risk appetite. Material risks are assigned a risk owner and managed within control. Relevant policies set out the controls designed for business activities to operate within risk appetite.



**Risk Monitoring** activities assess that the risk response (acceptance, mitigation, transfer, avoidance) in place is effective and the risk exposures remain within the established risk appetite and tolerance. We also track the evolution of material risks using key risk indicators.



Our **Risk Reporting** provides demonstrable evidence to senior management and the Board that we are managing risk and that the risk management activities support our executives in meeting their responsibilities.



## Managing climate-related opportunities

Climate change presents an opportunity to both help society manage the impacts and for Intact to win in the marketplace with innovative products and services.

We prioritize opportunities based on our Strategic Roadmap. For opportunities stemming from physical climate risks, our focus is on capitalizing on increased demand for insurance coverage, in addition to home restoration services. For transition risks, we are actively working on enhancing insurance offerings to the renewable energy sector, and influencing investee behaviour through our investment decisions.

► *For more information, see [pages 44 - 45](#).*

A multidisciplinary strategy is in place to identify ongoing opportunities to manage volatility due to climate change. This includes modifications to product offerings, investments in prevention services, including for wildfires (fire monitoring, event reporting, pre- and post- fire interventions), along with improvements in customer education and awareness and adjustments to our claims response to match expected increases in demand.

► *For more information, see [pages 16 - 27](#).*

When reviewing climate-related product opportunities, we have a product approval process that provides the organization discipline as it grows and expands into new products, strategies, underwriting risk appetite and business lines. It outlines the principles and governance required when developing a new product, or where appropriate, reviewing an existing product. The product approval process consists of the review of components that are material to the product or change in risk appetite, and our risk profile. It is a requirement of product development within our insurance business.

Additionally, the Product Resiliency and Relevance Steering Committee oversees opportunity management resulting from climate scenario analysis and a deeper assessment of potential climate impact from wildfire, hail and flooding in Canada. This committee's mandate is to review the sophistication level of our science and data model foundations for each peril, and from this, to identify emerging trends, improvement opportunities and prioritize opportunity action across our business.



► *Photo Credit: Courtesy of The City of Kelowna.*



## Metrics and targets

We acknowledge the significance of measuring, quantifying, and managing the impact of our operations, as well as tracking progress toward achieving our climate strategy targets.

Information related to our targets and performance can be found on [pages 48 - 51](#), and details of oversight are on [page 68](#).

Our operations emissions targets were developed in alignment with the relevant principles of the Paris Agreement for both our interim target and our net zero target. On a quarterly basis we review and monitor operations progress towards our 2030 target, with annual emissions data compared against our 2019 baseline. Additionally, we conduct emissions forecast modeling, analyzing the impact of the decarbonization levers we employ to achieve the target.

For Scope 3 emissions, we worked with a third-party consultant to conduct a Scope 3 GHG emissions materiality assessment. The assessment determined that investment emissions (part of Scope 3 Category 15) are most material to our business. This allowed us to prioritize target-setting for this category of emissions (specifically the common shares, preferred shares and corporate bonds portfolio). The weighted average carbon intensity (WACI) metric is the basis of our emissions target and is assessed on an annual basis. The number of engagements is used to measure progress towards our engagement target, which was met in 2025.

► [For more information on our GHG emissions methodology see pages 82 - 85.](#)

Category	Title	Metric	2025	2024	2023	Base year: 2019	
<b>Operations emissions<sup>1,2</sup></b>	Total GHG operations emissions (tonnes CO <sub>2</sub> e)	Scope 1	7,649	7,697	8,341	10,933	
		Scope 2 (location-based)	8,912	8,979	9,442	14,551	
		Scope 2 (market-based)	7,998	7,913	8,703	14,265	
		Scope 3	10,922	12,275	11,344	14,211	
			<b>Total (location-based)</b>	<b>27,484</b>	<b>28,951</b>	<b>29,126</b>	<b>39,695</b>
			<b>Total (market-based)</b>	<b>26,569</b>	<b>27,885</b>	<b>28,387</b>	<b>39,409</b>
			Corporate Fleet <sup>3</sup>	2,570	2,922	3,147	4,384
			Corporate Travel <sup>4</sup>	10,300	11,743	10,894	13,681
			Buildings <sup>5</sup>	13,700	13,220	14,347	21,344
		GHG intensity (Gross tonnes CO <sub>2</sub> e/employee)	Market-based	0.89	1.02	1.06	2.03
		Energy consumption (MWh)	Electricity, district heating and cooling	71,671	69,565	73,772	95,981
			Gas consumption	27,958	26,348	28,545	36,777
			Stationary liquid fossil fuels	7,250	6,999	6,792	12,814
	Transportation—vehicles		14,892	17,908	18,471	25,748	
		<b>Total energy use</b>	<b>121,771</b>	<b>120,820</b>	<b>127,580</b>	<b>171,320</b>	
	Business travel (in millions of km)	Kilometers travelled	49	43	38	50	
	Waste	Waste generated (tonnes)	1,081	1,090	1,061	1,425	
		Diverted from landfill (%)	83.8	81.9	81.2	80.1	
<b>On Side Restoration emissions<sup>2</sup></b>	Total GHG operations emissions (tonnes CO <sub>2</sub> e)	Total location-based and market-based	12,800	12,303			
<b>Investment emissions<sup>1</sup></b>	Common shares, preferred shares and corporate bonds portfolio	Absolute GHG emissions (tonnes CO <sub>2</sub> e)	497,638	576,984	611,787	735,743	
		GHG intensity (WACI)	128	142	145	228	
	Sovereign debt	Absolute GHG emissions, with LULUCF <sup>6</sup> (tonnes CO <sub>2</sub> e)	854,117	735,562			
		GHG Intensity, with LULUCF <sup>6</sup> (tCO <sub>2</sub> e/GDP)	225	235			

1 Data in this section is restated from 2019 - 2024. For more information on our methodology see [pages 82 - 85](#).

2 To address residual emissions, we have procured GHG offsets equivalent to the total market-based emissions.

3 Emissions related to our fleet of vehicles (Scopes 1 and 2 emissions).

4 Emissions related to corporate business travel (Scope 3 emissions).

5 Includes Scopes 1 and 2 emissions associated with electricity and natural gas use, and Scope 3 emissions from waste, water and paper.

6 Land use, land-use change, and forestry. For 2025, absolute GHG emissions without LULUCF (tonnes CO<sub>2</sub>e) were 872,197, and GHG intensity without LULUCF (tCO<sub>2</sub>e/GDP) was 230.



Category	Title	Metric	2025
Cross-industry metrics <sup>1</sup>	<b>Climate-related physical risks:</b> the amount and percentage of assets or business activities vulnerable to climate-related physical risks	Personal property Operating DPW <sup>2</sup> (Canada)	\$4.6B
		Personal property combined ratio <sup>2</sup> (Canada)	85.5%
		Personal property CAT loss ratio <sup>2</sup> (Canada)	7.5%
	<b>Climate-related transition risks:</b> the amount and percentage of assets or business activities vulnerable to climate-related transition risks	% of Utilities sector in investments	4%
		% of Energy sector in investments	2%
		Net Exposure industry mix by asset class: See Supplementary Financial Information Q4-2025, page 16, available at <a href="https://intactfc.com/investors/quarterly-reports">intactfc.com/investors/quarterly-reports</a> .	
	<b>Climate-related opportunities:</b> the amount and percentage of assets or business activities aligned with climate-related opportunities	Personal property Operating DPW growth <sup>2</sup> (Canada)	9%
		Investment portfolio aligned with the Climate Bonds Initiative Taxonomy	\$1.2B
	<b>Capital deployment:</b> the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	Climate adaptation funding committed	\$13.6M

**For physical risks:**

Our personal property portfolio represents the largest exposure to physical risks. Managing these risks is the core function of our business. Our success in managing these risks is demonstrated by our combined ratio outperformance.

**For transition risks:**

The overall transition risk exposure within our portfolio is relatively low. As a P&C insurer our investments tend to focus on short-term investments that are liquid, which means lower transition risk.



<sup>1</sup> These metrics are reported starting this year in response to the OSFI B-15 Climate Risk Management regulatory guidelines. For more information, see page 86.  
<sup>2</sup> See Section 4.3—Personal property of Intact’s Q4-2025 Management’s Discussion and Analysis, page 12, for more details, available at [intactfc.com/investors/quarterly-reports](https://intactfc.com/investors/quarterly-reports).



## Greenhouse gas (GHG) emissions calculation methodology

### Introduction

This section summarizes the methodologies used to quantify Intact's GHG emissions.

Numbers are disclosed according to the definitions laid out in this document.

### Alignment with internationally recognized standards

Wherever possible, Intact has sought to generally align its emissions calculations with the practices defined by the GHG Protocol, and the Partnership on Carbon Accounting for Financials (PCAF).

### Operational boundary

Intact determines our operational boundaries based on an operational control approach (as defined by the GHG Protocol) including our owned and leased assets where we can influence how spaces and vehicles are utilized.

For the purposes of GHG accounting, Intact's organizational boundary comprises of five entities: Intact Canada, Intact US, Brokerlink, On Side Restoration and Intact UK&I. Intact manages and reports on its GHG emissions at a Group level.

### Timeframes for reporting

Intact's GHG emissions are reported annually and cover the period of 1 January to 31 December.

GHG performance is assessed against a 2019 baseline. Where operations have been acquired or divested, all years back to the baseline have been restated to allow for year-over-year comparisons.

► **Further information on restatement can be found on [page 84](#).**

### Definition of metrics

Emissions are reported in the Social Impact and ESG Report as follows:

#### Operations emissions

- **Scope 1 emissions**, direct emissions from owned or controlled sources:
  - Stationary Combustion (natural gas and liquid fossil fuels).
  - Mobile Combustion/Owned Vehicle Fleet.
- **Scope 2 emissions**, indirect emissions from the generation of purchased energy:
  - Purchased and Used Electricity (including electricity used for Electric Vehicles).
  - Imported Heat and Steam.
- **Scope 3 emissions**, other indirect emissions that occur in the value chain:
  - Emissions arising from the purchase and use of paper products and water consumption (GHG Protocol Category 1).
  - Emissions arising from the Treatment of Waste (GHG Protocol Category 5).
  - Employee Business Travel (GHG Protocol Category 6).

#### Investment emissions

- **Scope 3 emissions**, other indirect emissions that occur in the value chain:
  - Investment emissions (GHG Protocol Category 15, PCAF Financed Emissions).

Estimates of operations emissions are prepared with reference to the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard, Scope 2 Guidance and Corporate Value Chain (Scope 3) Accounting and Reporting Standard (collectively, the "GHG Protocol"). Emissions are presented in terms of tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), incorporating all greenhouse gases covered by the Kyoto Protocol where relevant; carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O). Hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF<sub>6</sub>), and nitrogen trifluoride (NF<sub>3</sub>) are not relevant to Intact's operations. Estimates of investment emissions are prepared with reference to the PCAF standard Part A—Financed Emissions.

## Methodology and approach: Operations emissions

### Data collection

Data is obtained from data owners on a site-by-site basis.

► **Data is collected from a variety of sources and formats. See the table on [page 83 - 85](#).**

For building energy consumption, actual consumption data is requested for all sites with a floor area greater than 8,000 square feet or 50 Full Time Equivalent (FTE) employees, with all others estimated (see Estimation Hierarchy).

### Data validation procedures

Intact data owners are requested to submit data sources for activities pertaining to more than 1% of emissions, to allow for review of information and internal quality assurance.

Data owners are responsible for data integrity procedures for the data submitted quarterly. Data validation is performed by a third-party consultancy, including data integrity, reported activity, and supporting evidence checks. The calculated GHG inventory is further reviewed by Intact's corporate Climate team, including trend analysis, comparison with prior year data, and sample testing.

### Emissions factors

Emissions factors applied are defined on a metric-by-metric basis. Unless otherwise specified, the latest data published by the relevant emissions factor provider is applied to the reporting year.



## Definitions and methodologies for operations emissions estimates

Metric	Scope and calculation methodology
<b>Scope 1</b>	
<b>Stationary combustion</b>	<p><b>Scope:</b> Stationary combustion at Intact’s sites; covering natural gas and stationary combustion activities.</p> <p><b>Methodology:</b> Actual information sourced from a combination of supplier invoices and data collection templates populated by Intact’s data owners are consolidated into an operations emissions management platform. Where necessary, estimates are made for any data gaps according to our standardized estimation hierarchy. Consumption values are multiplied by the appropriate IPCC Global Warming Potential emissions factor, published by UK’s Department for Energy Security and Net Zero (DESNZ).</p> <p><b>Organizational boundary:</b> All sites operated by Intact, where stationary combustion of fuels takes place.</p>
<b>Mobile combustion</b>	<p><b>Scope:</b> Fuels used in company owned or leased vehicles (all fuels type).</p> <p><b>Methodology:</b> Actual information sourced from a combination of travel expenses, fleet management reports and mileage readings are uploaded to our operations emissions management platform. Where possible, actual fuel consumption has been used as a more accurate reflection of emissions generated, though mileage claimed is referenced as an alternate source. In limited instances, where only total mileage (covering both business and personal mileage) is available, a ratio of 60% business travel to 40% personal mileage is applied.</p> <p>Where data is not available by fuel type, a 97:3 gasoline/diesel split is assumed, based on Intact’s historical national averages. In absence of data, we accrue according to the expected volume per day based on the most recent available data. Volume totals are multiplied by the appropriate IPCC Global Warming Potential emissions factor, published by DESNZ.</p> <p><b>Organizational boundary:</b> All sites operated by Intact, where mobile combustion of fuels takes place.</p>

Metric	Scope and calculation methodology
<b>Scope 2</b>	
<b>Purchased and used electricity</b>	<p><b>Scope:</b> Electricity used in powering facilities onsite.</p> <p><b>Methodology:</b> Actual electricity consumption data is sourced from a combination of meter readings, half-hourly automated meter data, invoices, and data collection templates populated by Intact’s data owners, and consolidated into our operations emissions management platform. Estimations are conducted in alignment with the data hierarchy as described in Estimation Hierarchy, below.</p> <p>Location-based calculations—Reflects the average emissions intensity of grids on which energy consumption occurs (using primarily grid-average emission factor data). Emissions factors reflect the average emission intensity of local grid mix as provided by the International Energy Agency (IAE) or sub-grid factors provided by the US Environmental Protection Agency (EPA), the Canadian National Inventory Factors, or other appropriately sourced sub-grid factors, as available.</p> <p>Market-based calculations—Reflects emissions from electricity that companies have purposefully chosen; it takes into account emissions factors from contractual instruments, including contracts for the purchase of renewable energy certificates and similar environmental attributes. Residual mix country factors provided by RE-DISS (Reliable Disclosure Systems for Europe) and appropriate sub-grid factors by geography are used, where available.</p> <p><b>Organizational boundary:</b> All sites operated by Intact.</p>
<b>Electric vehicles</b>	<p><b>Scope:</b> Electricity used to charge company-owned vehicles for business travel purposes.</p> <p><b>Methodology:</b> Where possible, actual electricity used to charge vehicles is captured. Where not available emissions are determined based on mileage data. Where actual electricity charged can be attained, IEA or localized grid factors are utilized to determine emissions. For mileage, DESNZ emissions factors for average battery electric vehicles are utilized.</p> <p><b>Organizational boundary:</b> Electric fleet vehicles operated by Intact, where data is available.</p>
<b>Purchased heat and steam</b>	<p><b>Scope:</b> Emissions from the usage of heat and steam in the business operations.</p> <p><b>Methodology:</b> Actual data is collected from templates populated by Intact’s data owners and uploaded into our operations emissions management platform, where DESNZ emissions factors are applied. For cases in which data has been provided for a site historically, but gaps are present for the reporting period in question, accruals are made using the most recent available data, with expected consumption value per day. Both the location-based and market-based methodologies rely on the same emissions factor in the absence of a more appropriate country average purchased heat/steam emissions factor.</p> <p><b>Organizational boundary:</b> All sites operated by Intact where steam and district heating is purchased.</p>



Metric	Scope and calculation methodology
<b>Scope 3</b>	
<b>Category 1: Purchased goods and services</b>	<p><b>Scope:</b> Emissions associated with purchase and use of paper products and water consumption.</p> <p><b>Methodology:</b> Paper and water consumption data is collected via total spend paid to vendors (paper) and to water utilities. Comprehensive Environmental Data Archive (CEDA) emissions factors are applied to total spend. Where data has been provided for a site historically, but gaps are present for the reporting period in question, accruals are made using the most recent available data, with expected consumption value per day. In absence of data, estimations are conducted in line with that outlined in the estimation hierarchy section.</p> <p><b>Organizational boundary:</b> All operations associated with our Intact UK&amp;I business; excluding Canada and US locations where it is not presently possible to attain this information. Efforts are being made to increase actual data coverage for future years.</p>
<b>Category 5: Waste</b>	<p><b>Scope:</b> Emissions associated with the disposal of waste that is produced by Intact’s own operations and collected by contractors.</p> <p><b>Methodology:</b> Waste disposal data is collected via invoices paid to contractors. Waste is grouped by disposal method, typically landfill, recycling and incineration. Emissions factors are applied against waste disposal data. Where data has been provided for a site historically but gaps are present, we accrue according to the most recently available daily waste data. In absence of data, estimations are conducted in line with that outlined in the estimation hierarchy section.</p> <p><b>Organizational boundary:</b> All operations associated with our Intact UK&amp;I business, excluding Canada and US locations where it is not presently possible to attain this information. Efforts are being made to increase actual data coverage for future years.</p>
<b>Category 6: Business travel</b>	<p><b>Scope:</b> Emissions associated with land and air travel for business purposes.</p> <p><b>Methodology:</b> Business travel data, consisting of air travel, hire cars, rail and employee-owned vehicles is collected via Intact expense reports on a per-entity basis.</p> <p>For air travel data, travel itineraries are used to estimate flight distances. Flights are then grouped by class and haulage type before being consolidated. Values are converted into emissions via DESNZ emissions factors.</p> <p>For employee-owned vehicle travel and hire cars, employees can claim mileage or fuel consumption on expenses, varying by geographical region. Where fuel type data is not available, a 97:3 gasoline/diesel split is assumed, based on IFC historical trends. Claimed fuel consumption or mileage are subject to DESNZ emission factors.</p> <p>In absence of data, we accrue according to the expected data value per day.</p> <p><b>Organizational boundary:</b> All employees claiming travel related expenses for public or private vehicle use.</p>

**Notes on operations emissions estimates**

Standards, methodologies and data sources for estimating operations emissions are evolving. In line with the GHG Protocol, all years of emissions data may be re-stated from time to time to take account of annual changes in emissions from acquisitions and/or divestments, or improvements in data and/or data calculation methodologies.

**Estimation hierarchy**

For some sites and/or periods of time, it is not possible to acquire actual data. When this occurs, we fill gaps with estimates. We adhere to the following hierarchy of data:

**1. Actual data:** Actual data is included in calculations for sites with a floor area greater than 8,000 square feet or 50 FTEs, wherever available.

**2. Accruals:** Where actual data has previously been attained, our operations emissions management platform automatically estimates missing timeframes based on previous data.

**3. Extrapolations:** Extrapolations are made where data is unobtainable (such as in spaces we lease and where consumption is not sub-metered) or sites identified as immaterial (such as offices with 50 or fewer employees). Consumption intensities (i.e., consumption per m<sup>2</sup> or per Full Time Equivalent (FTE)) are developed from sites in a similar geographic location; the type of intensity metric used (m<sup>2</sup> or FTE) is dependent on the figure to be extrapolated. By preference, floor area is used to estimate onsite electricity and thermal energy, whereas FTEs are used for water consumption, waste and business travel. If the preferred data is unavailable, the alternative metric is used.

**4. Accrue extrapolations:** Extrapolations rely on having enough data to determine an appropriate average consumption intensity metric. In situations where there is not yet enough data coverage to determine an intensity, accruals are completed based on extrapolations conducted in previous periods.

It is our intention to improve data quality and coverage over time. For reporting year 2025, approximately 78% of total emissions reported can be considered ‘actual’, 7% accrued an 15% extrapolated.

**Restatements**

In cases of acquisitions, we will adjust the baseline and restate previous years’ emissions to include the emissions performance of the acquired entity. By contrast, restatements and baseline adjustments will not be made for business growth (i.e., if we increase our office space by entering into a new building).

For divestments, Intact will adjust the baseline and subsequent years’ emissions to reflect that no emissions reduction activity has occurred—these activities are now occurring outside of our reporting boundary. However, where floorspace is reduced, or a site closes, emissions will not be restated and therefore will reflect an emissions reduction.

Annual restatements of Brokerlink’s emissions will be conducted to reflect its acquisition-focused business model. The first restatement took place in 2025, therefore, operations emissions from 2019 - 2024 were restated this year.

Notable restatements to previous years reporting as a result of acquisitions and divestments include:

- Divestment of PL Home and Pet in the UK.
- Acquisition of Direct Line Group’s brokered Commercial lines business in the UK.

In addition, starting in 2024, On Side was placed on a separate low emissions pathway, with its emissions reported separately from our insurance business operations emissions. Therefore, operations emissions from 2019 - 2023 were restated in 2024.

Wherever identified, errors and omissions in disclosure will be addressed so future disclosure reflects the most accurate information available for the reported period at the time of disclosure. Intact does not apply a materiality threshold to restatement of previously disclosed numbers.



## Definitions and methodologies for investment emissions estimates

### Investment emissions (Scope 3, category 15)

Portfolio	Scope and calculation methodology
Common shares, preferred shares, corporate bonds portfolio	<p><b>Scope:</b> Emissions associated with the common shares, preferred shares, corporate bonds portfolio.</p> <p><b>Methodology:</b> A third-party database (S&amp;P Global Trucost) is used as the primary data source for emissions data. Emissions attributed to IIM's investments are estimated in general alignment with PCAF guidance for financed emissions—Listed equity and corporate bonds methodology. PCAF data quality scores are calculated; with an average data quality score of 2.4. In accordance with PCAF methodologies, we calculate two metrics for this portfolio: absolute emissions and weighted average carbon intensity (WACI).</p> <p><b>Organizational boundary:</b> All common shares, preferred shares and corporate bonds (long strategies only of common shares held within Intact's investment portfolio were considered (i.e., excludes short positions or mixed long and short positions held in common shares)).</p>
Sovereign and sub-sovereign debt	<p><b>Scope:</b> Emissions associated with the sovereign and sub-sovereign debt portfolio.</p> <p><b>Methodology:</b> These emissions are calculated in general alignment with PCAF guidance for financed emissions—sovereign debt and sub-sovereign debt methodologies. Data is derived from the World Bank (PPP-adjusted GDP) and OECD (Scopes 1 and 2 sovereign emissions). Calculations use production-based data, which includes emissions produced domestically, as well as domestic consumptions and all exports. In accordance with PCAF, emissions have been estimated both with and without land use, land-use change, and forestry (LULUCF). Both absolute and intensity emissions have been calculated.</p> <p><b>Organizational boundary:</b> Sovereign debt including Canada Mortgage bonds. Sub-sovereign and supranational sovereign bonds are excluded.</p>

### Notes on investment emissions estimates

- Comparisons of our reported investment emissions to other companies' corporate disclosures cannot be carried out accurately, due to factors such as variability in investees' data, market forces (e.g., currency conversions) and changes in market capitalization.
- In estimating our investment emissions, IIM relied on PCAF guidelines. The methodologies are frequently changing in response to the evolving global response to climate change. As new methodologies are adopted, or as existing methodologies are enhanced or revised, we may need to restate our reported investment emissions.
- In line with the GHG Protocol, estimated investment emissions associated with RSA Insurance Group (which Intact acquired in 2021 and which was rebranded to Intact Insurance in 2025) have been included in all reported years of investment emissions data.

### Notes on common shares, preferred shares and corporate bonds estimates

- In preparing our GHG emissions estimates, IIM uses the S&P Global Trucost database as the primary data source for investment emissions. Although we believe this database is reliable, it contains data from other third-party sources (such as public disclosures). IIM has not independently verified data from S&P Global Trucost, or any other third-party data sources (e.g., data reported in investees' disclosures) on which they rely, for accuracy or completeness. The data may therefore be of varying quality.
- Based on S&P Global Trucost's identification of the data quality in relation to PCAF scoring system, data used for our GHG emissions estimates for years 2019 to 2025 is currently evaluated to be equivalent in average to a PCAF data quality score of approximately 2.4.
- The data used by IIM in estimating our investment emissions is frequently updated, including as data sources restate their historical emissions and as data quality and accuracy is improved. Such changes may result in changes to IIM's estimates of investment emissions and/or restatements of prior years' investment emissions. As such, data reported in the 2024 Social Impact and ESG report regarding both the

absolute investment emissions and their weighted average carbon intensity (WACI) has been restated within this report.

- Due to lags in reporting of data by investees, there are also lags in the subsequent incorporation of this data into S&P Global Trucost and other third-party data sources that IIM uses in estimating our investment emissions. Consistent with PCAF guidance, where data from the relevant reporting year is unavailable, IIM sometimes needs to use data from the most recent previous year.
- Our reported absolute investment emissions and WACI related to our investments may not capture the full extent of investees' actions affecting their GHG emissions, in part due to the above-mentioned lags in data availability. Therefore, we may need to restate the absolute reported emissions and WACI of our portfolios as more recent data becomes available.
- We believe that WACI is a useful metric in comparing investments across different asset classes and sectors. However, because WACI is determined with reference to company revenue, it can be sensitive to external market factors, such as commodity prices, resulting in fluctuations in WACI that are not necessarily a product of emissions performance.

### Notes on sovereign debt

- Sovereign debt is used as a source of cash or duration management and play an important role in our investment strategy.
- The majority of our sovereign debt exposure is concentrated in Canada and its emissions intensity reflects the importance of the energy sector to the Canadian economy.
- Unlike other asset classes, engagement opportunities and other levers to reduce the emissions intensity of our portfolio are limited. However, a key component of our climate strategy is collaboration with government to accelerate climate action. We will continue these efforts with the Canadian government as we execute our climate strategy.
- Due to differences in the calculation methodologies and data sources, the emissions intensities for sovereign debt cannot be directly compared to other asset class emissions intensities or to the disclosures of other investors.



## OSFI Guideline B-15: Climate risk management index

This is the second year that Intact Financial Corporation is reporting on Guideline B-15: Climate Risk Management, which is a regulation for the financial services sector in Canada required by the Office of the Superintendent of Financial Institutions (OSFI). As an Internationally Active Insurance Group, Intact has been in scope of this regulation effective October 2024. Components of this Guideline are required to be reported publicly each year.

This index is prepared to help locate the Annex 2-2 climate-related financial disclosure expectations in our public reporting for the 2025 fiscal period. New requirements were phased in to report on “cross-industry metrics” this year. Refer to the last row of the index for details.

Section	Disclosure element	Mandatory climate-related financial disclosure expectation topics	2025 Social Impact and ESG Report	Other reports: 2025 Management’s Discussion and Analysis (MD&A) 2026 Management Proxy and Circular (MPC)
<b>Governance</b>	A	Board Governance	<a href="#">P. 68</a> —Board Oversight <a href="#">P. 57</a> —ESG Governance	MPC, P. 61—Board oversight responsibilities MPC, P. 69 - 70—Board of Directors’ skills matrix MPC, P. 110—Alignment of compensation with ESG factors
	B	Management Oversight	<a href="#">P. 68</a> —Management Oversight <a href="#">P. 57</a> —ESG Governance	
<b>Strategy</b>	A	Climate-related risks and opportunities—classification	<a href="#">P. 69 - 76</a> —Strategy	MD&A, P. 39 - 40—Section 19—Climate strategy MD&A, P. 58—Physical Climate risk and Weather-related Catastrophe Events
	B	Climate-related risks and opportunities—business model and value chain	<a href="#">P. 69 - 76</a> —Strategy	MD&A, P. 39 - 40—Section 19—Climate strategy
	B	Climate-related risks and opportunities—strategy and decision making	<a href="#">P. 69 - 76</a> —Strategy	MD&A, P. 39 - 40—Section 19—Climate strategy
	B	Climate-related risks and opportunities—financial position, financial performance, and cash flows	<a href="#">P. 69 - 76</a> —Strategy	MD&A, P. 39 - 40—Section 19—Climate strategy
<b>Risk Management</b>	A	Identifying, assessing, prioritizing, and monitoring climate-related risks	<a href="#">P. 78</a> —Risk Management—Managing climate-related risks	MD&A, P. 53 - 54—Section 24—Enterprise Risk Management
	B	Identifying, assessing, prioritizing, and monitoring climate-related opportunities	<a href="#">P. 79</a> —Risk Management—Managing climate-related opportunities	
	C	Integration with overall risk management process	<a href="#">P. 77 - 79</a> —Risk Management <a href="#">P. 57</a> —Risk Management	MD&A, P. 53 - 54—Section 24—Enterprise Risk Management
<b>Metrics and targets</b>	A	Metrics used to assess climate-related risks and opportunities	<a href="#">P. 78</a> —Risk Management—Managing climate-related risks <a href="#">P. 80</a> —Metrics and targets	
	B	GHG emissions: Scope 1 and 2 GHG emissions: measurement approach, inputs, and assumptions GHG emissions: reporting standard used	<a href="#">P. 80</a> —Metrics and targets <a href="#">P. 82 - 85</a> —GHG emissions calculation methodology  Note: Scope 3 emissions are not a mandatory reporting requirement for 2025.	
	C	Climate-related targets Approach to setting and reviewing each target Performance against each climate-related target	<a href="#">P. 80</a> —Metrics and targets	
	D	Cross-industry metrics	<a href="#">P. 81</a> —Metrics and targets <a href="#">P. 57</a> —Links to executive compensation  Note: Intact has not currently set a carbon price.	MD&A, P. 12—Section 4.3—Personal property MD&A, P. 19—Section 8—Catastrophe losses MD&A, P. 23—Section 9.6—Balance sheet: Investment portfolio net exposure MPC, P. 125 - 126—STIP Payout



# Sustainability Accounting Standards Board (SASB)

The following provides our response to the SASB sector standards that are most relevant to our industry.

## Transparent information and fair advice for customers

SASB Metric	Metric description	Response
FN-IN-270a.1	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers.	In 2025, Intact recorded no material losses related to litigation associated with marketing and communication of its products to new and returning customers.  A discussion on the risks we face with respect to legal proceedings can be found in Section 26.3—Other risks that may affect future results of our Q4-2025 Management's Discussion and Analysis and Note 32.2—Contingencies of the 2025 Consolidated Financial Statements.
FN-IN-270a.2	Complaints-to-claims ratio.	In 2025, the ratio of Personal lines complaints to claims registered with Ombudsman services in Canada, the UK and Ireland was 2.9:1000.
FN-IN-270a.3	Customer retention rate.	Our most relevant key performance indicator is operating direct premiums written (DPW), as it effectively shows our ability to retain and attract new customers.  Our business has grown organically and through acquisitions to \$25 billion of total annual DPW. <sup>1</sup> Operating DPW grew 4% (in constant currency), led by continued momentum in Personal lines while our actions in Commercial lines are gaining traction.  Market share:  <ul style="list-style-type: none"> <li>• Canada: Remain the largest player with a market share of 18% in 2024.</li> <li>• UK&amp;I<sup>2</sup>: In UK Commercial lines we have a 6% market share in 2024. In Ireland, we hold a top six position overall.</li> </ul> <p>► <i>More information can be found in Sections 3 to 6—Segment performance of our Q4-2025 Management's Discussion and Analysis.</i></p>

<sup>1</sup> These are Non-GAAP financial measures. Please refer to the Intact's Q4-2025 MD&A for more details, available at [intactfc.com/investors/quarterly-reports](https://intactfc.com/investors/quarterly-reports).

<sup>2</sup> Based on the latest information available.



FN-IN-270a.4	Description of approach to informing customers about products.	<p>Intact has an omni-channel distribution model, which enables customers to access the right products and services that meet their needs, from purchasing a policy to making a claim. We work with thousands of professional independent insurance brokers to provide knowledge, products and services to customers.</p> <p>Intact provides regular product training and education to brokers to equip them with the knowledge they need to provide quality advice to customers. We also provide point of sale tools to brokers to enable them to efficiently access product and pricing details. Customers and brokers alike are also able to leverage our client centre and mobile app to help disseminate information regarding a customer’s policy and the products they have purchased. In addition, our claims adjusters are trained before they take calls from customers so that they can deliver the most seamless experience possible. This includes extensive product training and licensing (where required) designed to equip adjusters to strongly support customers through all stages of the claims process, including assessing and confirming coverages.</p> <p>▶ <i>For more information on broker learning and development, see <a href="#">page 29</a>.</i></p> <p>Through our direct distribution channels, insurance products and services are provided direct to customers, either through licensed agents or through digital distribution channels. Customers can receive detailed quotes, make changes to their policy and make claims using online tools, on mobile applications, or by phone to connect with one of our experienced agents.</p> <p>▶ <i>For more information on how we are continuously improving our digital experience, see <a href="#">pages 14 - 15</a>.</i></p> <p>When there are changes to a customer’s policy (i.e. a product change) we provide notice to the broker and customer of the change. We also have product details available on our website, which can be supplementary to a discussion with a broker or agent.</p> <p>We publicly disclose our Customer Privacy Promise, which outlines what data we collect, how we use it, how we dispose of it and how customers can exercise rights under applicable privacy legislation. In the UK&amp;I, these principles are encapsulated in our Privacy Notice. In the US, these principles are set out in our Customer Privacy Policy and related Privacy Notices.</p> <p>▶ <i>For more information, see <a href="#">page 59</a>.</i></p>
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**Incorporation of ESG factors in investment management**

SASB Metric	Metric description	Response
FN-IN-410a.2	Description of approach to incorporation of ESG factors in investment management processes and strategies.	<p>ESG is integrated into Intact Investment Management’s (IIM) investment policies and procedures and is part of the investment management process for our investment portfolios.</p> <p>▶ <i>For more information, see the <a href="#">Climate-related financial disclosures section page 73</a>.</i></p> <p>▶ <i>For more information on how we manage climate transition risk, see <a href="#">Section 19—Climate strategy of our Q4-2025 Management’s Discussion and Analysis</a>.</i></p>



## Financed Emissions

SASB Metric	Metric description	Response
FN-IN-410c.1	Absolute gross financed emissions, disaggregated by Scope 1, Scope 2 and Scope 3.	Intact reports on its investment emissions. We have been actively advancing our capacity to measure the GHG emissions of our insurance portfolio. ▶ <i>For more information, see the Climate strategy section on <a href="#">page 50 - 51</a>.</i>
FN-IN-410c.2	Gross exposure for each industry by asset class.	Intact reports on the available gross exposure for relevant industry sectors by asset class as part of its GHG emissions inventory. ▶ <i>For more information, see the GHG emissions inventory data table on <a href="#">page 80</a>.</i>
FN-IN-410c.4	Description of the methodology used to calculate financed emissions.	▶ <i>For information on the methodology used to calculate investment emissions, see the GHG emissions methodology on <a href="#">pages 82 - 85</a>.</i>

## Policies designed to incentivize responsible behaviour

SASB Metric	Metric description	Response
FN-IN-410b.2	Discussion of products or product features that incentivize health, safety or environmentally responsible actions or behaviours.	We provide products designed to help customers manage their risk, improve their resilience, and contribute positively to addressing climate change. ▶ <i>For more information, see the Climate-related financial disclosures section <a href="#">page 67</a> and the Building prevention into Personal lines experience section <a href="#">pages 16 - 18</a>.</i>



## Physical risk exposure

SASB Metric	Metric description	Response
FN-IN-450a.1	Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes.	<p>With the assistance of third-party models, we model a range of weather-related natural catastrophes across all the main jurisdictions in which we operate. The modelled aggregate 1-in-100 year probable maximum loss (PML), net of reinsurance and taxes, has an incremental impact of -4.5% on BVPS above our expected level of annual catastrophe losses.</p> <p>► <i>For more information, see Section 26—Top, Emerging and Transversal Risks of our Q4-2025 Management's Discussion and Analysis.</i></p>
FN-IN-450a.2	Total amount of monetary losses attributable to insurance pay-outs from (1) modelled natural catastrophes and (2) non-modelled natural catastrophes, by type of event and geographical segment (net and gross of reinsurance).	<p>The current year catastrophe losses of \$844 million in 2025 included both weather and non-weather losses.</p> <p>► <i>For more information, see Section 8—Catastrophe losses of our Q4-2025 Management's Discussion and Analysis.</i></p>
FN-IN-450a.3	Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of entity-level risks and capital adequacy.	<p>► <i>For information on climate risk related to underwriting, see the Climate-related financial disclosures section page 67. Additionally, see Section 19—Climate strategy, and Section 26—Top, Emerging and Transversal Risks of our Q4-2025 Management's Discussion and Analysis.</i></p> <p>Firm-Level Risk and Capital Adequacy: The amount of capital in any particular company or country depends upon Intact's internal assessment of capital adequacy in the context of its risk profile and strategic plans, as well as local regulatory requirements. Intact's objective is to maintain the capitalization of its regulated operating subsidiaries above the relevant minimum regulatory capital requirements in the jurisdictions in which they operate (referred to as regulator supervisory minimum levels).</p> <p>Regulatory capital guidelines change from time-to-time and may impact our capital levels. We carefully monitor all changes, actual or proposed.</p> <p>Operating targets for each jurisdiction are selected at a level that reflects our current risk appetite, market conditions, or regulatory considerations. Capital levels are managed around the operating target, and it is expected that actual results will vary above or below that target for any single reporting period.</p> <p>► <i>For more information, see Section 23—Capital management in our Q4-2025 Management's Discussion and Analysis.</i></p>



## Systemic risk management

SASB Metric	Metric description	Response
FN-IN-550a.1	Exposure to derivative instruments by category: (1) total potential exposure to noncentrally cleared derivatives, (2) total fair value of acceptable collateral posted with the Central Clearinghouse, and (3) total potential exposure to centrally cleared derivatives.	<p>Intact discloses its general use of derivatives, the types of derivatives used, the notional amount by remaining term to maturity and fair value of the derivatives it holds based on their designation in qualifying hedge accounting relationships.</p> <p>► <i>For more information, see Note 6—Derivative financial instruments in our 2025 Consolidated Financial Statements.</i></p>
FN-IN-550a.2	Total fair value of securities lending collateral assets.	<p>We participate in a securities lending program to generate fee income. This program is managed by our custodian, a major Canadian financial institution, whereby we lend securities we own to other financial institutions to allow them to meet their delivery commitments. We loaned securities, which are reported as investments in the Consolidated Financial Statements, with a fair value of \$2,619 million as at 31 December 2025 (\$2,017 million as at 31 December 2024).</p> <p>Collateral is provided by the counterparty and is held in trust by the custodian for our benefit until the underlying security has been returned to us. The collateral cannot be sold or re-pledged externally by us, unless the counterparty defaults on its financial obligations. Additional collateral is obtained or refunded on a daily basis as the market value of the underlying loaned securities fluctuates. The accepted collateral consists of government securities representing approximately 105% of the fair value of the securities loaned as at 31 December 2025 (105% as at 31 December 2024).</p> <p>► <i>For more information, see Section 29.4—Off-balance sheet arrangements of our Q4-2025 Management’s Discussion and Analysis and Section 5.3—Collateral in the 2025 Consolidated Financial Statements.</i></p>
FN-IN-550a.3	Description of approach to managing capital and liquidity-related risks associated with systemic non-insurance activities.	<p>Intact’s liquidity management is governed by establishing a prudent policy that identifies oversight responsibilities as well as by setting limits and implementing effective techniques to monitor, measure and control exposure to liquidity risk. Given the nature of the Intact’s P&amp;C insurance activities, cash flows may be volatile and unpredictable. The company uses internal liquidity metrics to monitor and control liquidity risk within its insurance subsidiaries.</p> <p>Intact’s liquidity needs are rigorously managed by matching asset and liability cash flows and by establishing forecasts for cash inflows and outflows. Intact invests in various types of assets to match them to its liabilities. This method maps the obligations towards insured clients to asset life and performance. Intact reviews the matching status on a quarterly basis. To manage its cash flow requirements, a portion of the Intact’s investments is maintained in short-term (less than one year) highly liquid money market securities. A large portion of the investments are unencumbered and held in highly liquid federal and provincial government debt to protect against any unanticipated large cash requirements. In addition, Intact also has an unsecured committed credit facility.</p> <p>► <i>For more information, see Section 8.5—Liquidity risk our 2025 Consolidated Financial Statements.</i></p>

## Activity metric

SASB Metric	Metric description	Response (in thousands)
FN-IN-000.A	Number of policies in force, by segment.	We have approximately 6,601 Personal lines policies in force. <sup>1</sup>

<sup>1</sup> Personal auto and personal property policies in force in Canada in 2025.



## Index of relevant topics found in our other reports

Topic/Disclosure	Q4-2025 Management's Discussion & Analysis	2026 Management Proxy Circular
ESG governance		ESG oversight, P. 59 - 60  Orientation and Continuing Education of our Directors, P. 74 - 75  Alignment of compensation with ESG factors, P. 110
Climate strategy, impact on our business and financial impact of catastrophe losses	Climate strategy, P. 39 - 40  Catastrophe losses, P. 19 - 20  Climate transition risk, P. 70	
People strategy and workplace culture	People risk, P. 67	Human capital management, P. 76 - 78  Human capital management risk oversight, P. 65
Diversity		Diversity (including Equitable pay), P. 79 - 83
ESG and climate change risk management	Enterprise Risk Management, P. 53 - 56  Physical Climate risk and Weather-related Catastrophe Events, P. 58	Climate change risk oversight, P. 61
Artificial intelligence governance and risk	Artificial intelligence risk, P. 69	AI & Model Risk and Strategic oversight, P. 64
Cybersecurity	Non-natural catastrophe risks, P. 59 Cybersecurity failure, P. 63	Cybersecurity risk oversight, P. 65
Business ethics and risk management		Code of conduct and ethics, P. 55  Compliance Framework, P. 55 - 56





# Public Accountability Statement

Intact Financial Corporation's 2025 Social Impact and ESG Report is also produced and filed as a consolidated public accountability statement required under applicable regulations.

It complements the Intact Financial Corporation Annual Report and provides an overview of activities undertaken in support of customers, employees, community members, shareholders and governments during the fiscal year 1 January to 31 December 2025. All dollar amounts are expressed in Canadian currency.

The Public Accountability Statement includes namely the contributions of the following subsidiaries operating in Canada:

- Belair Insurance Company Inc.
- Intact Insurance Company
- Novex Insurance Company
- The Nordic Insurance Company of Canada
- Jevco Insurance Company
- Trafalgar Insurance Company of Canada
- On Side Developments Ltd.
- Brokerlink Inc.
- Equisure Financial Network Inc.
- Quebec Assurance Company<sup>1</sup>
- The Johnson Corporation
- Royal & Sun Alliance Insurance Company of Canada<sup>2</sup>
- Intact Public Entities Inc.
- Unifund Assurance Company
- Intact Investment Management Inc.
- Canadian Northern Shield Insurance Company

<sup>1</sup> Dissolved on 30 September 2025.  
<sup>2</sup> Amalgamated with Intact Insurance Company on 1 January 2026.



► Photo Credit: Courtesy of The City of Kelowna.



### Community involvement and donations

In 2025, Intact donated over \$15.4 million across Canada to 3,200 organizations. Our employees volunteered 23,690 hours across 407 organizations.

► *Details about our social impact strategy and community involvement and donations can be found on [pages 38 - 42](#) and [pages 53 - 55](#).*



### Workforce demographics: Canada

#### Number of employees by province

	Full-time	Part-Time	Total 2025	Total 2024
Alberta	3,836	67	3,903	3,475
British Columbia	1,264	18	1,282	1,316
Manitoba	185	4	189	152
New Brunswick	373	2	375	378
Newfoundland and Labrador	1,122	19	1,141	1,094
Nova Scotia	865	16	881	856
Ontario	9,870	163	10,033	9,305
Prince Edward Island	16	-	16	13
Quebec	6,682	454	7,136	6,916
Saskatchewan	-	-	-	-
Yukon	-	-	-	-
<b>Total Canada</b>	<b>24,213</b>	<b>743</b>	<b>24,956</b>	<b>23,505</b>



### Economic impact

Taxes payable in Canada, on both federal and provincial levels (in thousands of dollars).

	Income taxes	Premium and fire taxes	Total taxes	Total taxes
	2025	2025	2025	2024
Federal	570,106	-	570,106	333,121
Newfoundland	14,413	26,626	41,039	27,798
Prince Edward Island	1,306	1,447	2,754	1,550
Nova Scotia	15,173	23,044	38,217	28,832
New Brunswick	7,828	9,334	17,162	11,485
Quebec	113,276	133,420	246,696	194,735
Ontario	155,932	220,146	376,078	299,390
Manitoba	3,723	9,915	13,638	7,326
Saskatchewan	1,249	2,790	4,039	3,281
Alberta	66,448	110,122	176,570	146,426
British Columbia	24,141	46,942	71,083	56,791
Yukon	246	478	724	606
Northwest Territories	361	512	873	730
Nunavut	80	276	356	395
<b>Total Provincial</b>	<b>404,176</b>	<b>585,053</b>	<b>989,229</b>	<b>779,345</b>
<b>Total</b>	<b>974,282</b>	<b>585,053</b>	<b>1,559,335</b>	<b>1,112,466</b>

### Debt financing

Intact and its Canadian subsidiaries provide financial support for insurance brokers in the form of loans to and/or equity investments in their business. The information below has been consolidated to protect the identity of the individual firms.

	Total financing 2025	Total firms 2025	Total financing 2024	Total firms 2024
\$0 - \$24,999	-	0	-	-
\$25,000 - 99,999	\$36,385	1	\$113,161	2
\$100,000 - \$249,999	\$163,000	1	\$405,969	2
\$250,000 - \$499,999	\$1,848,980	5	\$1,013,347	3
\$500,000 - \$999,999	\$500,000	1	\$2,964,738	4
\$1,000,000 - \$4,999,999	\$27,530,059	11	\$33,164,793	12
\$5,000,000 & greater	\$144,586,517	12	\$91,194,973	6
<b>Total</b>	<b>\$174,664,941</b>	<b>31</b>	<b>\$128,856,981</b>	<b>29</b>



**Intact Financial Corporation**  
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**belairdirect.**

