

**GORE
MUTUAL**
INSURANCE THAT DOES GOOD.

2025

ANNUAL REPORT

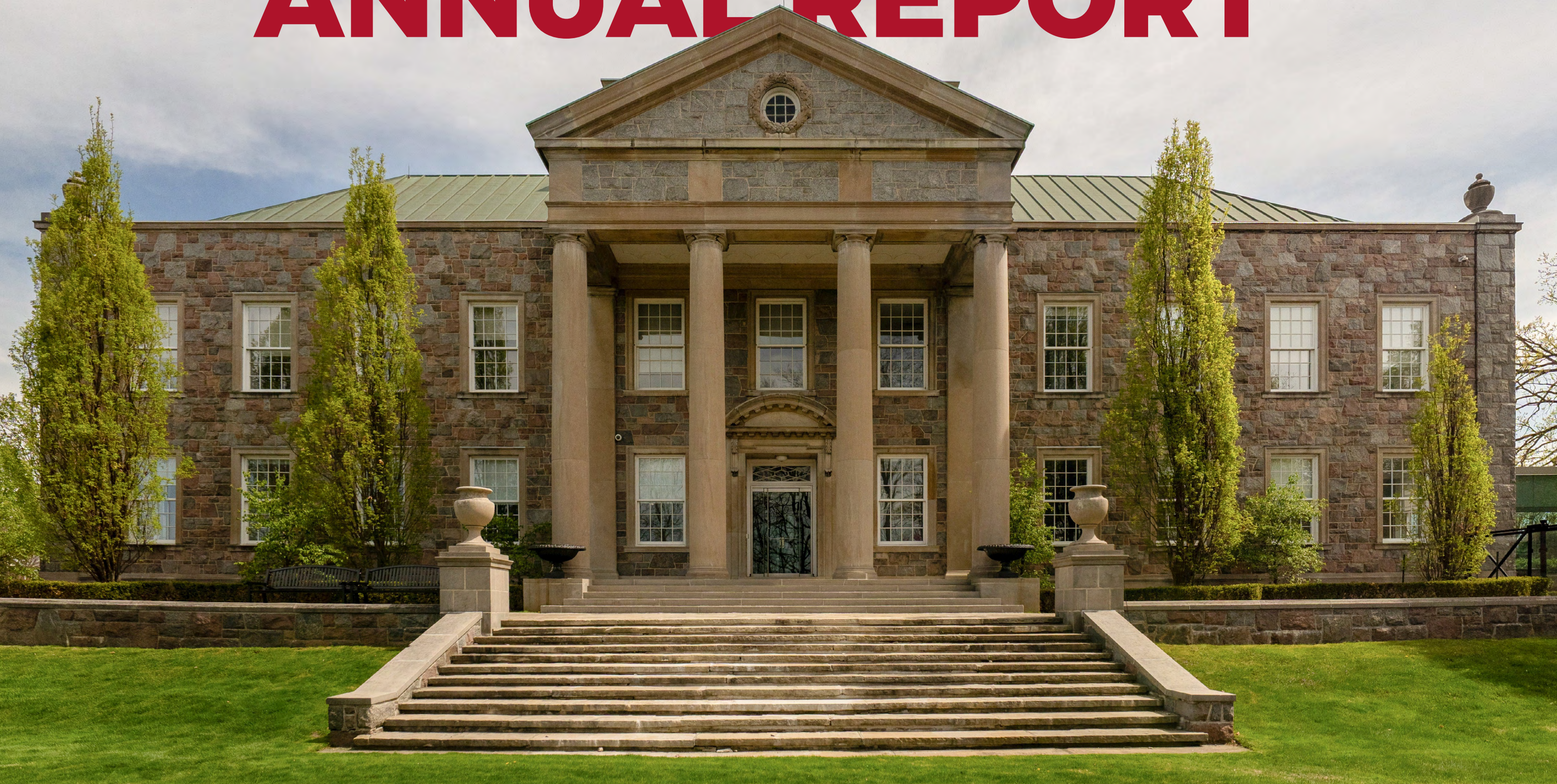
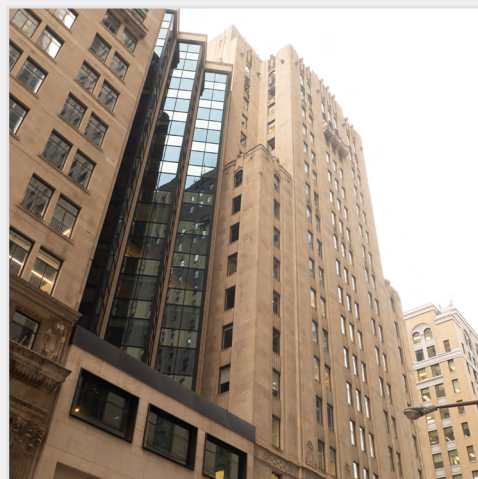




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CEO & CHAIR MESSAGE

“ After operating for over 185 years as Canada’s oldest mutual insurance company, 2025 represents the end of a proud and historic period for Gore Mutual and the beginning of an exciting new chapter as we join Beneva, Canada’s largest mutual insurer.

This milestone represents the culmination of over five years of strategic transformation, which began with the launch of our Next Horizon Strategy in 2020. With combined scale, diversification, and access to capital, our transformation and merger position us to thrive in a volatile insurance industry for years to come—while remaining true to our *Modern Mutual Model* and our commitment to reinvesting in our business, our people, and the communities we serve.



Andy Taylor
Andy Taylor
President & Chief Executive Officer

The year in review

In January 2025, we announced our intention to merge with Beneva, driven by a shared purpose and aligned values rooted in mutualism. The announcement was met with strong, positive support from members, employees, brokers, and the broader industry. Shortly thereafter, we entered a complex regulatory process requiring the approval of private bills by both the federal government and the Government of Quebec.

Our first quarter was a challenging one, with significant water losses after a winter that saw record levels of snow accumulation followed by a quick melt. Throughout the year, our teams remained focused on achieving our business plan and implementing a series of initiatives that steadily increased our revenue to \$734M, while also reducing our operating and claims costs.

We are pleased to report that after adjusting for the impacts of discounting and costs related to the merger, we achieved net income before tax of \$16M, a positive overall adjusted return of 4.0%, and our capital position remains strong and well above our internal target at 225%.

Alongside strong financial results, 2025 also marked significant progress as we completed the merger process, successfully upgraded our technology to the industry’s most modern cloud platform, improved our claims customer experience, and increased our overall employee engagement to 80%.

A new chapter begins

Our merger with Beneva marks a new chapter for our organization. The key trends and opportunities that initially shaped our Next Horizon strategy are accelerating, reinforcing the importance of the work we have done to create a resilient organization, with scale, diversification, and access to capital.

This significant transaction brings together two well-established, financially strong, trusted brands with complementary businesses from a capability, geographic, and cultural standpoint, reinforcing the meaningful role of mutuals in the Canadian insurance industry.

Our success reflects the strength of our collaboration across both organizations, as we collectively navigated a complex regulatory process, multiple mutual member votes, and a critical focus on employee retention and engagement.

Key highlights:

- Announced our intention to merge with Beneva in January 2025
- Obtained strong support from members, with 98% voting in favour of the merger
- Completed the federal legislative process, including attendance before the Senate Committee on Banking, Commerce, and the Economy and expedited approval in the House of Commons
- Received assent of the Quebec private bill, completing the final legislative step to continue operations under Quebec law
- Finalized the merger within one year of the announcement (December 31, 2025)

A bright future, respecting our past

Following the official merger of Gore and Beneva Mutual on January 1, 2026, a key focus for the year ahead will be planning a successful integration between Gore and Beneva’s subsidiary, Unica Insurance.

Operating as a standalone subsidiary within Beneva allows Gore Mutual’s more than 185-year heritage to endure, while reinforcing our commitment to Cambridge and preserving our legacy as Canada’s oldest property and casualty insurer.

Together, the combined operations will have over 6,500 employees and 3.8 million members, with more than \$8B in total premiums and \$30B in assets. Following the combination with Gore Mutual, Beneva will become the seventh-largest insurer in Canada by total premium and the ninth-largest property and casualty insurer.

With increased capabilities and the transformation behind us, we are well positioned for profitable growth in the years to come.



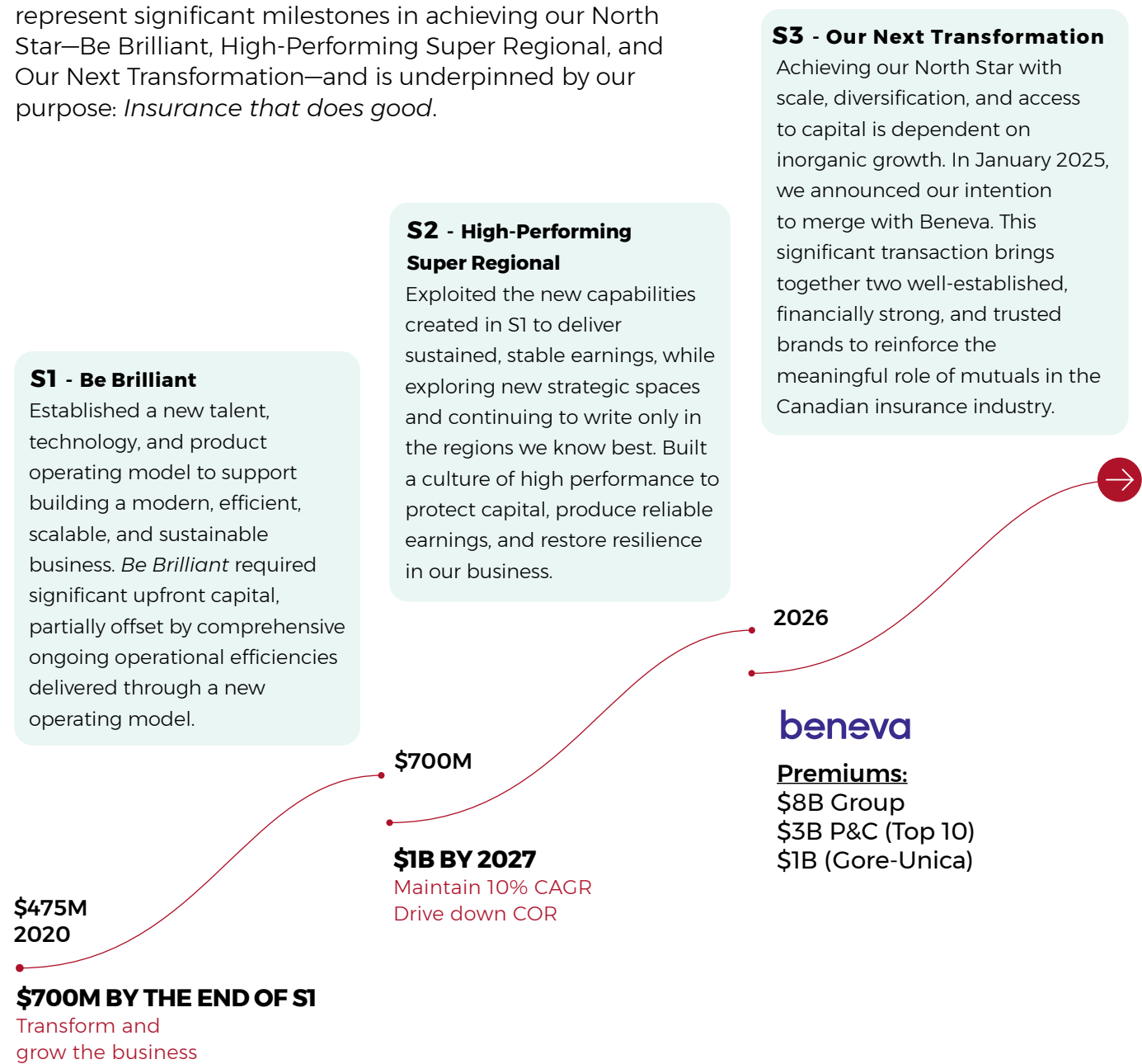
Neil Parkinson
Neil Parkinson
Chair of the Board of Directors

OUR NEXT HORIZON JOURNEY

Gore Mutual is Canada's oldest property and casualty insurance company, created by people who came together in the mid-1800s to mutually look after one another in times of adversity. Today, as a modern mutual company, that sense of purpose lives on. Our primary objective continues to be helping people in their time of need.

In 2020, we embarked on the most ambitious transformation and growth plan in the company's history. Next Horizon is our 10-year strategy designed to address accelerating market forces and secure a strong future for our organization by achieving our North Star to become a purpose-driven, digitally led, national insurer.

Next Horizon is divided into three S-curves that represent significant milestones in achieving our North Star—Be Brilliant, High-Performing Super Regional, and Our Next Transformation—and is underpinned by our purpose: *Insurance that does good.*



Next Horizon is made possible by a uniquely entrepreneurial culture, a simple and agile operating model, and thoughtful investments in key capabilities. These characteristics have equipped us to sustain a strong transformation momentum, build a sharper focus on operating performance, and remain committed to being purpose-driven.

Since launching Next Horizon in 2020, we have made extraordinary progress across the first two S-curves:

- Grown by **47%** (from **\$475M** to **\$700M**).
- Increased our headcount by approximately **65%**, building a high-performing team with specialized skill sets—particularly in claims, underwriting, actuarial, and data and analytics.
- Transformed Claims Operating Model in 2023, delivering **>\$20M** in recurring operational efficiency savings annually.
- Successfully executed and delivered the **four phases** of our technology transformation.
- Built our Purpose Framework, *Insurance that does good*, setting ambitious purpose priorities and meeting regulatory requirements.
- Improved the broker-customer experience through straight-through processing (STP) and **100%** connectivity with broker management systems, and grew our market share with Canada's largest national brokers.

The success we achieved through the first two S-curves has positioned us to start the climb into our next transformation: our merger with Beneva.



ENTERING S3: OUR NEXT TRANSFORMATION

Since launching our Next Horizon Strategy, S3, our third S-curve, has represented the final stage of our transformation. As we watched market trends reinforce our three key drivers for Next Horizon—scale, access to capital, and diversification—we began this journey to position Gore Mutual with the strength needed to move into this next phase.

In January 2025, we announced our intention to merge with Beneva—Canada’s largest mutual insurer.

This merger presents a unique opportunity for both organizations, including:



Jean-François Chalifoux, President and CEO of Beneva (left), and Andy Taylor (right), pictured in 2025. Credit: Brave Productions.

Ensuring **mutuals remain a driving force** in the Canadian insurance industry.

Allowing the combined entity, under Beneva, to be a **more prominent, competitive player** in Canada’s insurance industry.

Enabling both companies to **accelerate growth** and secure **their long-term future** through greater scale, diversification, and access to capital.



Strengthening the **highly diversified, purpose-driven businesses** to provide brokers and Canadian consumers with a **stronger, more resilient property and casualty (P&C) insurer**.

Achieving **greater scale and diversification** is critical to building resilience against the industry headwinds facing insurers, including climate change and emerging technologies.

Together, the combined operations will have over **6,500** employees and **3.8M** members. With more than **\$8B** in total premiums and **\$30B** in assets, the merger will consolidate Beneva’s ranking as the seventh largest insurer in Canada, by total premium.

As a stronger, more competitive company in Canada’s insurance market, this positions us to move faster, broaden our capabilities, and build a more resilient future—one that better serves our members, brokers, and employees for the long term.

Operating as a standalone subsidiary under the Beneva brand will allow Gore

Mutual’s more than **185-year** heritage to live on with a commitment to maintaining its important historic connection to Cambridge and safeguarding its legacy as Canada’s oldest mutual property and casualty insurer.

With the merger of Gore Mutual and Beneva Mutual officially finalized on January 1, 2026, a key priority throughout 2026 will be planning a successful integration between Gore Mutual and Beneva’s subsidiary, Unica Insurance. Once merged, the complementary operations will create a larger organization under the Beneva brand with great ambitions for growth across Canada.

OUR COMMITMENT TO PURPOSE

At Gore Mutual, we have a deep history of putting purpose at the heart of our business to benefit our employees, brokers, customers, and communities. Purpose continues to be a key priority as part of our Next Horizon Strategy. In 2022, we launched *Insurance that does good*, which has become our call to action—a way for us to engage and embed purpose across all elements of our business.

Over the past three years, we have learned that to create value through purpose, we must be a high-performing business capable of generating

strong results. These results are then reinvested to generate further value for our employees, brokers, customers, and communities—all through purpose. This is the foundation of our Modern Mutual Model.

As a mutual insurance company, we have the power to define what value means and for whom. Our surplus is invested back into our organization or used to support the programs, capabilities, and initiatives that create that value. Ultimately, we know that if we invest in the resilience of our communities, their

success can, in turn, help drive our business success.

Based on this, our business model is a powerful enabler, allowing us to consider social and environmental issues, in addition to financial results, as we strive to have a deeper positive impact on the communities we serve. We look forward to continuing this work as part of Beneva's purpose mandate.

MODERN MUTUAL MODEL 2.0

Infinite Circle of Good



To learn more about our purpose, visit www.goremutual.ca/purpose.



2025

FINANCIAL STATEMENTS SUMMARY

\$734M

Gross written premium

4.3%

Total investment return

4.0%*

Return on equity

102.5%*

Combined operating ratio

Summarized consolidated statement of comprehensive income [As at December 31, 2025]

(In thousands of dollars)	2025	2024
Insurance revenue	703,426	689,632
Insurance service expenses	(641,678)	(626,428)
Net expenses from reinsurance contracts	(28,218)	(28,684)
Insurance service result	33,530	34,520
Net insurance finance result	(20,051)	(28,717)
Other expenses	(40,261)	(34,104)
Investment result	38,347	51,809
Provision for income taxes	(3,329)	(6,571)
Net income (loss) for the year	8,236	16,937
Other comprehensive income (loss), net of taxes	(844)	1,459
Total comprehensive income	7,392	18,396

*Excluding non-recurring merger transaction costs

Summarized consolidated statement of financial position [As at December 31, 2025]

(In thousands of dollars)	2025	2024
Assets		
Investments	997,918	938,255
Other assets	109,782	113,617
Total assets	1,107,700	1,051,872
Liabilities		
Insurance contract liabilities	683,602	646,832
Other liabilities	34,201	22,535
Total liabilities	717,803	669,367
Equity		
Retained earnings	392,427	384,191
Accumulated other comprehensive loss	(2,530)	(1,686)
Total equity	389,897	382,505
Total liabilities and equity	1,107,700	1,051,872

For full financial statements and notes, [click here](#).

BOARD OF DIRECTORS



Neil Parkinson
Chair of the Board
Director since 2016



Andy Taylor
Executive Director
Director since 2020



Farouk Ahamed
Audit Committee
HRC Committee
Risk Committee
Director since 2011



Carol Hunter
CRG Committee
HRC Committee
Risk Committee
Director since 2017



Susan Black
HRC Committee Chair
CRG Committee
Director since 2014



Dave Revell
Audit Committee
CRG Committee
Risk Committee
Director since 2022



Max Blouw
CRG Committee Chair
HRC Committee
Director since 2017



Anne-Marie Vanier
Risk Committee Chair
Audit Committee
Director since 2020



Randall Howard
Audit Committee
CRG Committee
HRC Committee
Director since 2009



Karen Wensley
Audit Committee Chair
Risk Committee
Director since 2014

EXECUTIVE TEAM



Andy Taylor
Chief Executive Officer



Lyndsay Monk
Chief Financial Officer &
Executive Integration Lead



Suzanne Courtlander
Chief Claims Officer



Sonia Boyle
Chief People Officer



James Warburton
Chief Information Officer

The Board currently has four standing committees:

Audit Committee

CRG Committee

Conduct Review and
Governance Committee

HRC Committee

Human Resources and
Compensation Committee

Risk Committee

The current members and chairs of each committee are listed in the Board of Directors table. The Board appoints Committee Chairs annually.

*Executive Team as of March 31, 2026.

GORE MUTUAL

INSURANCE THAT DOES GOOD.

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