

CEO's Report

Enhancing the execution of our strategy

“We closed the year delivering an RoE of 11.1%. While we continue to target stronger execution, we have comfortably covered our dividend, initiated a share buyback programme and made substantial progress in strengthening the management of our net exposures going forward.”



Introduction

2025 has been a transitional year for Conduit. In addition to managing a meaningful loss arising from the California wildfires, Conduit advanced a number of initiatives to support its continued development. We strengthened our leadership team and wider personnel base, enhanced our outwards retrocession coverage, started to rebalance certain areas of our portfolio and evolved our capital strategy now that we are at scale. Having marked our fifth anniversary, we are progressing into a more mature phase of our business cycle with an emphasis on sustainable, long-term returns. Our core underwriting strategy remains consistent, supported by an increased focus on execution and results to benefit all our stakeholders..

Much has changed since I assumed the role of Chief Executive Officer in May, following a brief period as interim CEO after Trevor Carvey left in April. Effecting change in a public company environment is challenging but we have not been shy of implementing significant changes while communicating openly with our stakeholders about the challenges we encountered. We have strengthened the business through this process, led by our strong underwriting and functional teams that are critical to delivering our cohesive culture and united vision for Conduit. Importantly, we continued to receive strong support from our clients and brokers throughout the year and during the 2026 January renewal season.

We remained profitable for the third consecutive year, although our financial performance in 2025 fell short of our expectations—primarily due to exposure to the unprecedented California wildfires in January. Over this three-year period, we have generated \$433 million of comprehensive income. These results have enabled us to maintain a stable dividend and initiate a share Buyback Programme. These actions underscore our commitment to disciplined capital management and shareholder value creation.

Overall, Conduit grew modestly to \$1.24 billion of gross premiums written in 2025. Our strategy will continue to emphasise segments of the market that we find most attractive, and we have started executing a shift towards excess of loss business from quota share. Operating from a single office in Bermuda allows us to maintain a nimble structure and a centralised view of market conditions and opportunities across our business. It also enables a relatively low-cost base for the organisation including benefitting from the current favourable tax dynamics.

CEO's Report continued

2025 performance

Managing a loss of the magnitude of the unprecedented January California wildfires early in the year was challenging. We took immediate steps to protect our results from further volatility related to secondary perils by purchasing additional retrocession cover. The wildfires alone contributed 14.5 points to our discounted combined ratio of 89.1% in 2025. The inwards and outwards portfolio adjustments we implemented following the wildfires will significantly reduce the net impact of a similar event in the future. We are in the business of risk and paying claims; however, our results would have been materially different had these changes been in place at the beginning of 2025.

The second half of the year was characterised by a relatively benign loss environment, notably with no significant US land-falling hurricanes. With this favourable backdrop and strong investment performance, our 11.1% RoE in 2025 outperformed the guidance we provided following our interim results of a mid-single-digit RoE.

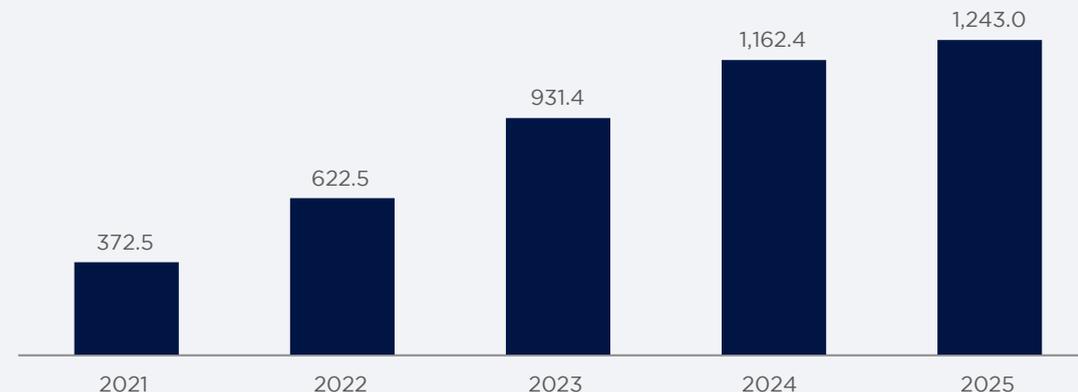
Our gross premiums written grew by 6.9% to \$1,243.0 million in 2025. This increase represents a natural slowdown from the growth rates we experienced in our early years of maturity. Our Casualty segment drove premium growth in 2025, supported by firm risk-adjusted pricing. Property and Specialty segments faced more competitive conditions and balanced overall growth.

As the market softens, our ability to deploy capital efficiently – or return it to shareholders – will be critical.

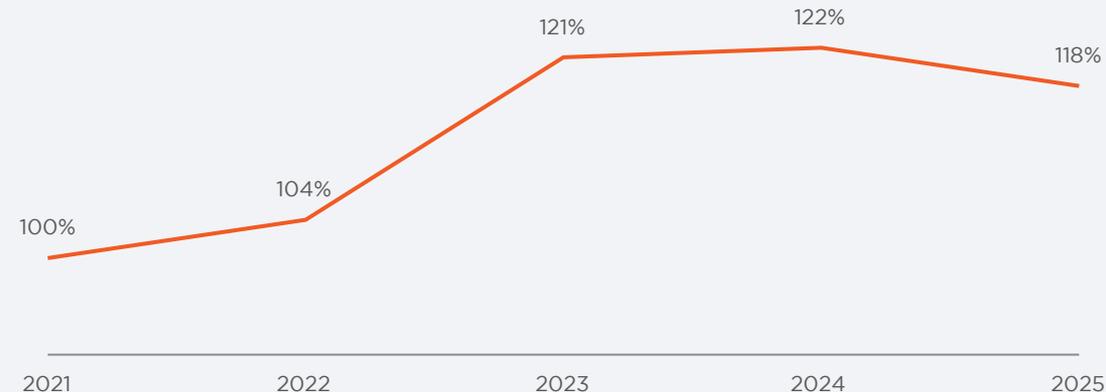
Our discounted combined ratio of 89.1% and reinsurance service result of \$109.9 million reflect our exposure to the California wildfires and several other risk loss events during 2025. Strong investment returns helped offset underwriting volatility during the first half of the year, resulting in comprehensive income of \$116.8 million or \$0.75 per share.

We closed the year delivering an RoE of 11.1%. While we continue to target stronger execution, we have comfortably covered our dividend, initiated a share Buyback Programme and made substantial progress in strengthening the management of our net exposures going forward. Conduit's tangible net asset value ("TNAV") per share increased from \$6.70 as at 31 December 2024 to \$7.14 as at 31 December 2025, after providing shareholders with \$0.36 per share or \$59.4 million in dividends during the year. Over the life of Conduit, we have now paid dividends of \$267.2 million or \$1.62 per share and we will continue to maintain a prudent capital management strategy.

Gross premiums written (\$m)



Cumulative risk-adjusted rate change



CEO's Report continued

Reinsurance market conditions

Since 2022, the industry has experienced a significant influx of capital, fuelled by strong retained earnings which is driving increased capacity and softening rates in many segments of the market.

Market conditions remain dynamic and pricing differs by class, but overall rates are softening with some coverages being extended or subject to reduced attachment points. Despite recent softening, rates are still approximately 18% above the level when we launched our business in 2021 and remain technically adequate in most classes.

Climate and loss patterns

In addition to the California wildfires, the US experienced significant severe convective storm activity, which collectively led to more than \$100 billion of insured catastrophe losses during the first half of the year. The second half of 2025 featured an Atlantic hurricane season that included three Category 5 strength storms. The US was, however, spared from any significant land-falling hurricanes, driving strong underwriting profits for the reinsurance industry.

Hurricane Melissa was a notable event late in the hurricane season due to the devastating impact on Jamaica and other countries in the Caribbean. While our exposure to the region is modest and the insured losses for the industry are manageable, Melissa was one of the most intense hurricanes on record to make landfall. This event, along with the scale of the California wildfires in

2025, should continue to remind the industry that climate change is undoubtedly driving more frequent and severe natural catastrophes. The insurance and reinsurance industry continues to play a critical role in protecting communities and assets that are vital to the global economy and are increasingly exposed to natural catastrophes.

Distribution and clients

Our underwriting and executive teams have decades of experience working with leading producers at the key broking firms and we have been very well supported by the industry.

We have worked incredibly hard with these companies to communicate our appetite clearly and ensure a strong and aligned flow of business as we enter 2026.

We are also placing a greater emphasis on sales and marketing efforts. Our underwriting team is marketing more than in previous years and we are working hard to deepen and broaden our relationships with key cedants. Feedback has been positive and we expect to see benefits as we rebalance the portfolio for the adjustments we have made to our risk appetite.

Outwards reinsurance and exposure management

Outwards reinsurance and exposure management is of paramount importance to every reinsurance company and will be critical as we focus on reducing our exposure to secondary perils. During 2025, we have continued to

strengthen our processes and added appropriate resources to support our exposure and risk management functions.

As disclosed in March, we purchased additional reinsurance protection focused on secondary perils, along with peak US wind, earthquake and aggregate cover. These additional reinsurance purchases following the California wildfires created an extra cost that impacted the 2025 bottom line.

Our future strategy includes having a stronger focus on the management of net exposures and volatility, particularly as we rebalance parts of the portfolio as the cycle softens. Critical to this is our outwards reinsurance coverage, and I am pleased to report that we have been able to renew our programme with the full inclusion of all secondary perils.

Capital management

Capital discipline remains a cornerstone of our strategy. With a more mature portfolio and less robust growth outlook, we are prioritising efficiency and prudence in capital deployment. We consider the expected returns available from underwriting at prevailing rates, as well as how we manage capital to maintain an efficient capital base. With a clean balance sheet and our shares trading at a discount to TNAV, our Buyback Programme is capitalising on the opportunity to repurchase stock at attractive prices. This initiative reflects our confidence in the intrinsic

value of Conduit and our commitment to enhancing shareholder returns.

We announced the initiation of a share Buyback Programme in May 2025. The Board has authorised the repurchase of up to \$50 million of shares by the AGM in May 2026. We felt it was prudent to pause this programme during the peak hurricane season and resumed the programme during November.

We have maintained a stable dividend, delivering an attractive yield to shareholders while preserving flexibility for deployment opportunities. Our regulatory capital ratios remain comfortably within our target range, and our AM Best rating was affirmed at "A-" (Excellent) with a stable outlook. These metrics demonstrate the resilience of our capital position and our ability to navigate evolving market conditions.

Investments

Our investment strategy remains consistent, with a focus on capital preservation and liquidity to support our underwriting operations.

As our business has matured, our growing \$2.2 billion investment portfolio continues to produce increasing income to support returns.

CEO's Report continued

People and culture

Conduit's ongoing strength lies in its people, their professionalism, expertise and shared sense of purpose. The Conduit team continued to grow during 2025, and we have enhanced senior management and the quality of talent throughout Conduit through new hires and promotions. We have made significant progress bolstering our team, although my belief is there is always room for improvement in any organisation.

At 31 December 2025 we had 68 employees, up from 65 employees at 31 December 2024. Our focus has been on building a team with a diverse background of technical skills and knowledge, as well as strong character and values.

We have welcomed several new colleagues in senior roles. This has included Stephen Postlewhite, our new Chief Underwriting Officer, and William Randolph, our new Chief Risk Officer – roles that are critical to the success of Conduit going forward. These colleagues are highly experienced and have brought fresh ideas and perspectives to our organisation that are having immediate impacts.

Our depth of talent has also allowed us to promote from within as several of my colleagues have taken on expanded or more senior roles. The ability to develop talent will build upon itself as we look to provide attractive career opportunities for all of our staff.

As we enter 2026, we are all looking forward to moving beyond our period of transition. We believe that our focus on enhancing a collaborative culture will drive stronger results across our business for the future.

1 January 2026 update

We have had a good January renewal season and have posted growth in Casualty classes as pricing has held up the best in that division, and we continue to like the pricing and terms and conditions in our account. In Property, we have initiated actions to adjust and rebalance the portfolio towards excess of loss from quota share. In Specialty, while we have observed pockets of softening in the market, we regard the portfolio overall as adequately rated with terms and conditions mostly holding.

As expected, the trend of price softening continued at renewals where we saw some fairly aggressive rate cutting late into the renewal season. These conditions put pressure on margins and we are actively adjusting our portfolio to reflect those pressures.

Market conditions have enabled us to purchase a more comprehensive retrocession programme than previously, which includes all perils and addresses earnings volatility and capital protection.

Outlook

The transition we started in 2025 has been all about establishing a stronger foundation for Conduit's future performance. The changes we have made reflect the collective efforts of our entire team and I am pleased with the progress achieved so far. The insurance cycle is driving a softening market but our focus on portfolio balance, prudent risk selection, a relatively conservative investment portfolio and capital management provide a strong foundation for sustainable returns.

As we look ahead, we will continue to keep a close eye on price adequacy across our portfolio and carefully consider our capital deployment options.

Closing

2025 was an exceptional year where our staff have worked above and beyond the call of duty. I would like to extend my sincere gratitude to our employees and Board of Directors following a pivotal year. This commitment to Conduit has been clear and has helped shape and strengthen our culture while we have continued to build a more resilient business for the future.

To our clients and brokers we work with throughout the year, thank you for your continued support of Conduit. We look forward to building and expanding our partnerships in 2026 and beyond.

And finally, to our shareholders, we thank you for your continued engagement, feedback, patience and support of Conduit. We remain focused on the future and generating more stable returns for shareholders. While we recognise the environment is becoming more competitive, we believe we are positioned to deliver on our objectives.

Neil Eckert

Chief Executive Officer
25 February 2026