

Caring
Agile
Credible
Dedicated



**National
Friendly**

Performance Summary

For the Year Ended
31 December 2023



Chair's Review

"Despite the challenges of these uncertain times, we are pleased to announce another year of positive financial performance and continuing commitment to serving our members and distributors. We proudly welcomed 8,169 new members to the Society and disbursed over £22.9 million in claims, providing essential assistance to individuals requiring income protection, personal medical care, and financial support for bereaved families."



I am delighted to present my fourth and final annual report as the Chair of the National Deposit Friendly Society.

Undoubtedly, the environment in which our Society operates has been challenging. Over the past few years, we have witnessed unpredictable events, including conflicts in Europe and the Middle East, interest rate rises, inflationary costs for essentials, and the impacts of COVID-19 alongside the ongoing pressures on the NHS. Despite these challenges, I am proud of how National Friendly has navigated these events.

Since Graham Singleton assumed the role of Chief Executive in April 2021, we have followed a clear strategic roadmap, driven by a commitment to delivering a more member-centric experience.

During our 2023 Strategy Day, the Board deliberated on what sets apart a Friendly Society from a typical insurance company focused solely on profit. Our Society is driven by our members. Everything we strive for ultimately serves your interests and aligns with our core purpose of offering peace of mind when it is needed most.

We have continued to deliver on our strategy amidst significant change, grounded in our mutuality and commitment to creating and protecting value for our members. We are carefully transforming our Society to ensure that we continue to support you, anticipating and adapting to your evolving needs and expectations. This includes enhancing our product offerings, expanding accessibility to family protection to those traditionally underserved by insurers, and fulfilling our responsibilities as a socially responsible organization within the wider community.

In 2024, we will intensify efforts to develop and enhance our Environmental, Social, and Governance (ESG) Strategy, while also recognizing the pressing significance of climate change and associated risks to our Society and members alike.

The introduction of the new FCA 'Consumer Duty' regime in July 2023 emphasizes the importance of understandable communications, tailored products, fair value, and responsive customer support, principles that we already embody at National Friendly.

Our priorities remain centred on providing value for money, affordability, and accessibility, extending to both our insurance products and the partnerships we forge with strategic distributors. Our membership has continued to grow, reaching 50,722 this year, and we anticipate this trend to accelerate as we enhance our distribution channels and refine our insurance offerings based on feedback from both members and distributors.

Regarding our Board, after ten years as a non-executive director, three of which as Chair, I have decided to step down as Chair following this year's AGM, although I anticipate continuing to support the Society in my capacity as a non-executive director. Mark Searles, our Senior Independent Director, has been nominated as my successor.

Non-executive directors Mary Gavigan and Mike Hughes stepped down from the Board in 2023, and I thank them for their service. Following a rigorous search process, I am pleased to introduce two new independent non-executive directors, Victoria Wentworth and Simon Thomas, who were appointed to the Board in late 2023. I also welcome Oliver Jones to the Board as Commercial Director.

Looking to the future, with 156 years of history, National Friendly has weathered numerous challenges by adapting and evolving. Our current focus lies in continuing to build our franchise, expanding our membership, and diversifying our product portfolio to better serve our new and existing members. I am confident that National Friendly will continue to help our members, colleagues, and partners thrive and prosper, equipped with our modern mutual values and growth plan.

In closing, I extend my gratitude to our business partners for their trust, commend the dedication of our team,

express appreciation to my fellow Board members, CEO, and the entire executive team for their tireless efforts, and thank our colleagues for their hard work.

Most importantly, I thank you, our members, for entrusting us with your wellbeing.

I replicate below just two of the many compliments which our frontline staff have received during 2023. These are far more powerful than any words I can write.

"Currently still benefiting from my Accident Only Income Protection, super supportive team and case worker during what is a life changing accident and injuries. Coming up to 18 months of receiving my IP. Cannot fault National Friendly at all; every department is trained exceptionally and give you the most incredible service and support. Having been an insurance advisor for many years I would never recommend a better Accident Only IP provider."

"Sadly, I recently had to contact National Friendly to advise them that my mother had died and they should therefore cease payments under her 'Immediate Care Home Fees Plan' (a type of annuity) that she had taken out just over a year ago. The agent was very sensitive in handling my request, which mirrored my experience when taking out the plan on behalf of my mother last year. At the time, we had quotes from a number of potential providers and were pleased that National Friendly offered best value for money, as I remember my father using this firm for sickness and accident insurance back in the 1960s. When setting up the policy, the NF team were sensitive to my concerns about transferring the large premium and agreed that I could send a nominal payment to confirm the money was being correctly directed before sending the main sum."

Chief Executive's Review

“Ensuring the sustained growth of our Society's membership remains paramount in establishing a resilient economic foundation and upholding our core mission: ‘to provide peace of mind to members in times of need’.”



Ensuring the sustained growth of our Society's membership remains paramount in establishing a resilient economic foundation and upholding our core mission: to provide peace of mind to members in times of need.

Our growth strategy consists of a range of complementary actions: expansion of our distribution channels, the evolution of our product offerings to maintain relevance and value, and a steadfast commitment to delivering exceptional service to both our members and distributors.

Throughout 2023, we continued to execute a significant change agenda aimed at modernising our operations, broadening our products, and enhancing our reputation as a trusted friendly society.

Despite formidable pressures stemming from global events like the Ukraine conflict and subsequent cost of living challenges, as well as the ongoing after effects of the COVID pandemic, diligent cost management has been instrumental in mitigating their impact.

Recognising the financial constraints faced by our members amid the cost-of-living crisis, we've endeavoured to minimise premium increases wherever possible, prioritising affordability across our product range. For instance:

- In our over 50s plan, members now have the flexibility to reduce their cover and premiums after two years of coverage.
- Our personal medical insurance plan offers tailored coverage options to suit varying budgets, with recent enhancements to our claims administration facilitating access to competitively priced treatment.
- Our accident-only income protection plan provides a cost-effective alternative for those prioritising affordability.
- We've also reduced the minimum premiums on our monthly with-profits savings plan to enhance accessibility.

Our value proposition extends beyond the intrinsic benefits of our products to include personalised, accessible service. While maintaining our commitment to personalised interaction, we are also developing digital self-service capabilities to complement our traditional offerings for both members and distributors.

Our success is borne out by key metrics:

- A sustained increase in membership to 50,722 in 2023 from 42,553 in 2022
- Growth in Own Funds, a fundamental measure of value creation (£22.7m in 2023; £17.6m in 2022)
- Rising levels of gross premium income (£30.8m in 2023; £26.1m in 2022)

Our dedicated colleagues play a pivotal role in driving our growth, strategy and overall success. Initiatives such as our annual staff engagement survey and workshops to redefine our core values and behaviours underscore our commitment to fostering a supportive and empowered workforce.

Externally, our achievements have been recognised through multiple industry award nominations, reflecting our commitment to excellence in customer service, innovation, and supporting our staff.

While challenges persist, our outlook remains positive. The societal need for the insurance protection we offer, coupled with our mutual structure, free from conflicting shareholder demands, positions us for continued success in serving the best interests of our members, current and future.

In closing, I extend my thanks to my fellow directors, executive team, and all our colleagues for their unwavering dedication to realising our growth strategy, ensuring a bright future for the Society, its members and for colleagues themselves.

Our vision

“To provide peace of mind to members in times of need.”



Strategic Report

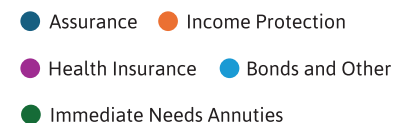
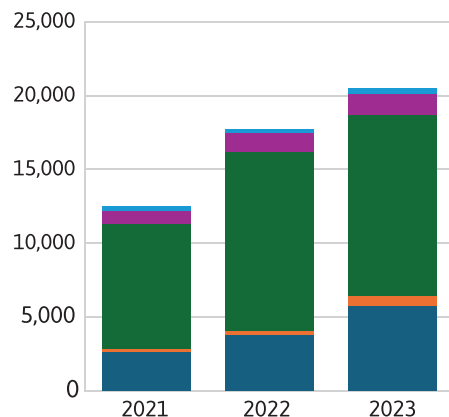
Each September the Board meets to review strategic performance and strategy with a view to learning from past events and adapting the Society's transformation and growth strategy accordingly.

2023 was a very busy year for the Society and the key performance indicators all show strong positive trends as illustrated by the charts below.

Performance Review – Highlights

Gross New Premiums Written

Income
£'000



All products have seen sustained growth in the level of new business premiums written.

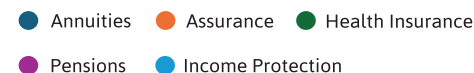
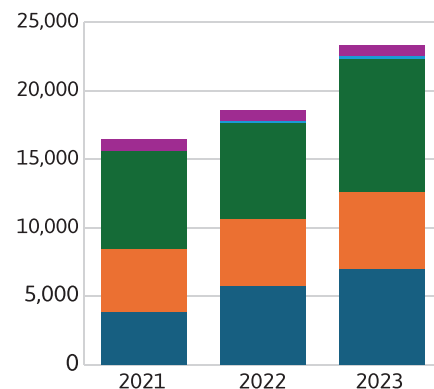
» We are one of only 4 writers in the UK to provide the product of the specialist immediate needs annuities.

» Our over 50s life assurance plan sales are increasing steadily.

	£'000	£'000	£'000
	2021	2022	2023
Assurance	2,356	3,762	5,791
Income Protection	40	381	710
Immediate Needs Annuities	8,651	11,581	12,262
Health Insurance	846	1,084	1,211
Bonds and Other	266	178	401
Total	12,159	16,986	20,375

Gross Claims Paid

Claims
£'000

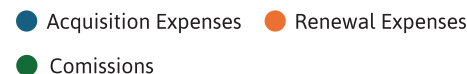
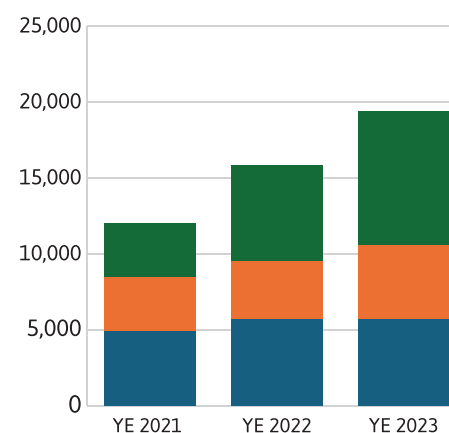


Our core purpose is to look after the health and protection needs of our members in their time of need. The sustained growth in gross claims paid is illustrative of us achieving this in practice.

	£'000	£'000	£'000
	2021	2022	2023
Annuities	3,575	5,199	6,853
Assurance	4,640	5,107	5,512
Health Insurance	7,152	7,504	9,805
Income Protection	10	71	217
Pensions	871	679	518
Total	16,248	18,560	22,968

Operating Expenses

Operating Expenses
£'000



We have worked hard to limit the growth in the society's core operating costs over the previous 3 years.

Colleague numbers have increased predominantly to support new business growth, but core operating costs have increased by only 15.3%, despite inflation of 18.5% over the 3-year period.

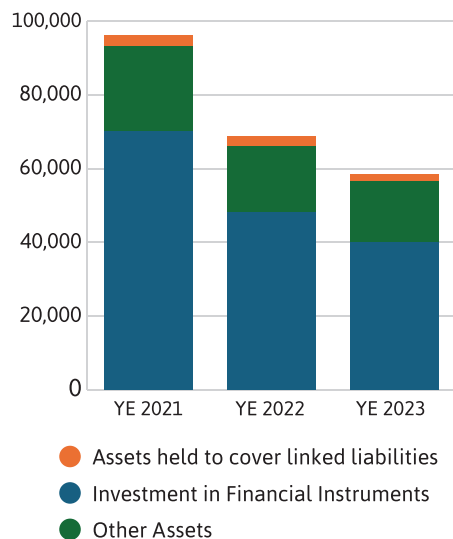
The growth in commission payments reflects the underlying new business growth.

	£'000	£'000	£'000
	2021	2022	2023
Acquisition Expenses	5,003	5,930	6,078
Renewal Expenses	3,896	3,645	4,175
Commissions	3,081	6,124	9,216
Total	11,980	15,699	19,469

Strategic Report (continued)

Consolidated Balance Sheet

Consolidated Balance Sheet (total assets)
£'000

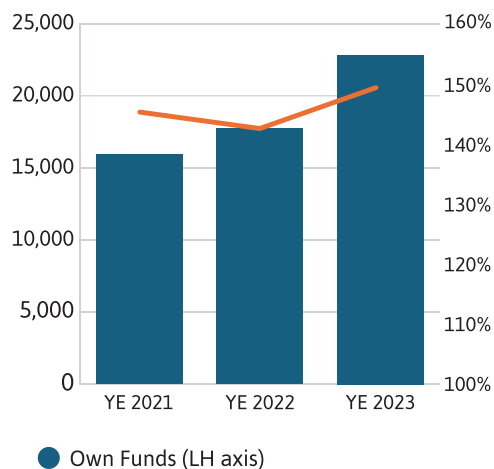


The reduction from 2022 reflects the changing nature of the Society's insurance portfolio, with much greater weight towards to assurance products as opposed to savings.

The sharp reduction from 2021 to 2022 reflects the impact of a sharp increase in interest rates and corresponding fall in the capital values of bonds.

	£'000	£'000	£'000
	YE 2021	YE 2022	YE 2023
Investment in Financial Instruments	70,765	47,951	39,949
Assets held to cover linked liabilities	1,780	1,513	1,563
Other Assets	23,999	18,235	17,374
	96,544	67,699	58,886

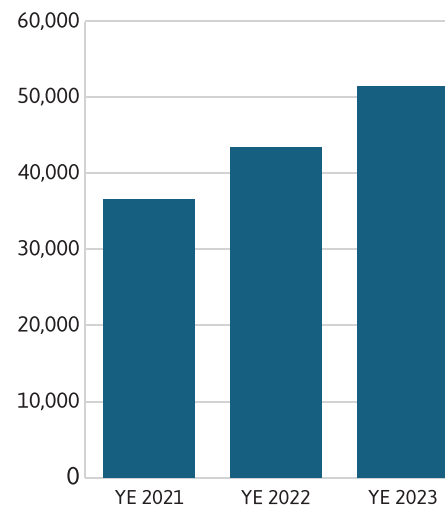
Total Own Funds and SCR coverage Ratio



The increase in the level of own funds is a measure of the value created for members one year to the next. Solvency Coverage Ratio (SCR) is a measure of the amount by which own funds exceeds the minimum amount of regulatory capital The Society has to hold.

	£'000	£'000	£'000
	YE 2021	YE 2022	YE 2023
Own Funds (LH axis)	15,537	17,615	22,700
	%	%	%
SCR coverage ratio (RH axis)	144%	142%	148%

Number of Members

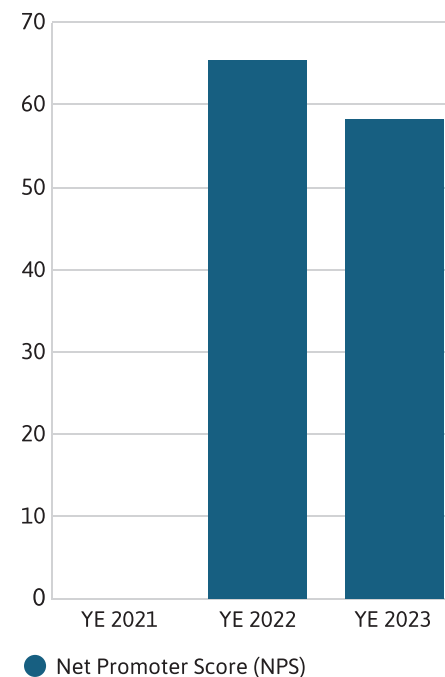


A cornerstone of the transformation strategy is increasing the Society's membership numbers to ensure sufficient scale to merit investment in our service proposition, which is people led, and our product portfolio, ensuring that our products continually deliver what our members want.

	£'000	£'000	£'000
	YE 2021	YE 2022	YE 2023
Number of members	36,943	42,553	50,722

Customer Service Engagement & Advocacy

Net Promoter Score (NPS)



The Society seeks to measure and monitor the quality of service to members using a net promoter scoring system which reflects the aggregate customer feedback. The higher the number out of a potential range of -100 to 100, the greater the members' advocacy. It was introduced late in 2022 but was fully operational throughout 2023. The scores achieved are consistent with excellent service and a high level of advocacy.

Year	NPS
2021	n/a
2022	65 ¹
2023	59

¹ reflects on the last 4 months of 2022

Strategic Report (continued)

Viability statement

Throughout 2023, the society maintained capital reserves in excess of its SCR and MCR.

The Directors confirm that they have a reasonable expectation that the society is well placed to manage its risks and will continue to meet its liabilities as they fall due. Financial projections for the next five years are incorporated into the Society's ORSA, and these confirm the Directors' expectation that the Society will continue in operation over this period with Own Funds and financial resilience progressively increasing over time. The Directors' assessment has been made with reference to the Society's current position and prospects, the Society's strategy, its risk appetite, and principal risks and how these are managed, as detailed above.

The strategy and associated principal risks underpin the Society's and scenario testing, which the Directors review at least annually and form an integral part of ORSA process. The central projection, the Directors' best estimate of future experience, makes certain assumptions about the level of business, economic and demographic risks, insurance risks

including morbidity, lapses, and future expense assumptions. The Society makes extensive use of reinsurance to mitigate the impact of various business risks and from June 2023 this has included financial reinsurance to mitigate the new business strain arising from writing increasing levels of new business. The product pricing allows for the economic cost of such financing which is transitional whilst the in-force portfolio grows to a level where new business strain becomes self-funded.

The ORSA central projection is stress tested in downside scenarios including stresses for worsening economic and demographic expenses, lapses, and expenses over and above the central assumptions. Under these stress tests, the projections demonstrate that the Society continues to meet all its liabilities as they fall due, executing pre-planned management actions where necessary to enable this. The Board recognises that such future assessments are subject to a level of uncertainty that increases with time and therefore, future outcomes cannot be guaranteed or predicted with absolute certainty.

Remuneration Committee Report

The primary responsibilities of the Remuneration Committee are the following:

- The Remuneration Committee has oversight of the remuneration policy and remuneration structures within the Society, ensuring that they are competitive and will attract and retain competent, experienced and skilled colleagues.
- It designs the Chief Executive's remuneration package and reviews the Chief Executive's remuneration recommendations for fellow executive directors and members of the broader executive management team ensuring compliance with the Society's remuneration policy.
- It also reviews the achievement or otherwise of the corporate objectives set to support that year's business plan within the agreed performance management remuneration framework, and the Chief Executive's recommended annual cost of living adjustment to base salaries.

Membership

Membership is solely independent Non-executive Directors.

The Chief Executive attends meetings as required to facilitate remuneration discussions but is not present for any discussions relating to his own remuneration.

Significant matters considered by the Committee

The committee reviewed the Society's performance against the agreed corporate objectives for the purposes of the 2023 variable pay scheme, the Chief executive's executive pay recommendations and the remuneration of the Executives for 2023. The details of the remuneration for all Directors in 2023 are set out in the Directors' remuneration report on page 14.

Remuneration Policy

The Society's remuneration policy rewards both corporate and individual performance as well as providing a competitive package to attract and retain high calibre individuals. The policy complies with all relevant regulatory obligations, the relevant principles of the AFM Code and seeks to embrace best corporate governance practice.

Base salaries

Executive base salary levels are set commensurate with that of similar sized businesses in our sector, and to reflect the skills and experience of the individual.

Base salaries will normally be reviewed annually in April. Pay rises are not guaranteed, but the review will take into consideration any increase in cost of living, where appropriate other external market factors and the Committee may consult with external advisors as appropriate.

Remuneration Committee Report (continued)

Variable pay: Short Term Incentive Scheme

In 2021 the Society introduced a performance management remuneration framework. For all non-sales staff a variable pay component may be payable if approved at the March Remuneration committee meeting following finalisation of the Society's annual valuation for the previous financial year and the conditions for a discretionary bonus to be payable have been met.

The variable pay scheme consists of two component parts – a personal and behavioural component which reflects an individual's performance against agreed individual objectives and a corporate component which reflects achievement or otherwise of primary aspects of the corporate business plan for the year as measured by a corporate balanced score card.

For our most junior colleagues any variable pay award is dominated by the personal component, the corporate component increasing with seniority until at the executive level the corporate component dominates reflecting the principle that the more senior someone is the more they can ultimately influence achievement or otherwise of the business plan for the year.

Variable pay: Long Term Incentive Scheme

There is currently no formal Long Term Incentive Plan ("LTIP") scheme in operation. The Remuneration Committee is seeking to introduce this in 2024, considering the Society's medium and long term objectives over an extended time horizon, whilst taking account of the Society's risk profile.

Senior Executive Remuneration – 2023

Salary

The Remuneration Committee is keen to ensure our Executives are remunerated at a level commensurate with their experience; job role and are competitive in relation to similar organisations. Salaries had been frozen during 2021 and 2022. In line with the Society's remuneration policy salaries were reviewed and the salaries of both the Chief Executive and Chief Actuary were noted as out of kilter with the market and were increased accordingly.

Performance Bonus

During 2021 & 2022, as we emerged from the Covid pandemic and were then hit by the cost of living crisis, the priority sponsored by both the Executive team and the Remuneration Committee was salary up-lifts for our lowest paid colleagues coupled with the introduction of the performance related bonuses.

In 2023 the performance related bonus was applied for the first time to the wider executive team, as well as the balance of our colleagues. 2023 was also the first year that the corporate balanced scorecard linked to the business plan performance was introduced. Key areas of performance which were incentivised were the delivery of:

- sustained sales growth in line with the Society's adopted business plan
- the continued transformation agenda & associated projects
- strong capital management, ensuring optimum utilisation of members funds, and
- strong corporate governance, particularly risk and compliance management.

The bonuses payable were recommended by the Committee to the Board for approval.

Recognising best practice, 50% of the executive bonus payments are deferred for 3 years to underpin the importance of rewarding performance that underpins the long-term sustainability of the Society. With the exception of retirement, if an executive leaves before the deferred bonus payment due date, the deferred bonus is forfeited.

Retirement and Related Benefits

The Executive Directors are members of a defined contribution pension scheme which is available to all employees. The Society contributes up to a maximum of 12% of base salary per Director, dependent upon personal contribution levels. The Chief Executive receives an allowance in lieu of a contribution to a defined contribution pension scheme, the cost to the Society is the same as a 12% contribution to a pension scheme.

Other Benefits

Executive Directors are entitled to death in service benefit of four times basic salary, a car cash allowance, and in common with all other colleagues private medical insurance.

Directors' Contract

The Executive Directors have service agreements which incorporate their terms and conditions of employment. Executive Directors are employed on contracts subject to no more than twelve months' notice in accordance with corporate governance best practice.

Non-Executive Directors

Fees for Non-Executive Directors are determined by the Executive Directors and are subject to approval of the Board as a whole. The fees were last reviewed in 2021 introducing a fee structure which recognised differing non-executive director duties (Board Chair, Committee Chair and Senior Independent Director) but were frozen during 2022 and 2023.

The fees are based on current market rates and set to attract individuals with the necessary skills and experience to contribute to the sound governance of the Society. No element of the Non-Executive Directors' remuneration is performance related nor pensionable.

Remuneration Committee Report (continued)

Directors' emoluments for the year ended 31 December 2023						
	Salaries & Fees	Performance Related Pay ¹	Other Benefits ²	Payment in Lieu of Notice	Total 2023	Total 2022
	£	£	£	£	£	£
Chair						
Geoff Brown	57,250	-	-	-	57,250	57,250
Executive Directors						
Julian Ellacott	141,667	62,775	27,041	-	231,483	168,005
Ceri Gooder ³	83,231	25,650	15,364	-	124,245	24,976
Graham Singleton	193,038	123,344	32,406	-	348,787	210,098
Non-Executive Directors						
Mary Gavigan ⁴	28,167	-	-	-	28,167	42,250
Mike Hughes ⁵	38,958	-	-	10,625	49,583	40,417
Mark Searles	47,250	-	-	-	47,250	47,250
Simon Thomas ⁶	8,125	-	-	-	8,125	-
Victoria Wentworth ⁷	2,708	-	-	-	2,708	-
Total					897,598	590,246

¹ Performance related pay for Executive Directors relates to 2022 but was awarded in 2023. For Graham Singleton and Julian Ellacott 50% of the amount shown was paid in April 2023, 50% was deferred for three years, payable in April 2026, provided the Director is still employed by the Society in April 2026.

² Other benefits include pension scheme contributions, car benefits and allowances, medical and other benefits in kind or equivalent monetary value.

³ Ceri Gooder was appointed to the Board on 28 October 2022, the remuneration disclosed in the table above relates solely to the period in which she served as a Director. She resigned on 31 August 2023

and the performance related pay reflects solely the amount paid during 2023, the deferred component being forfeited upon resignation.

⁴ Mary Gavigan resigned as a Non-Executive Director on 31 August 2023.

⁵ Mike Hughes resigned as a Non-Executive Director on 30 November 2023. He was paid £10,625 as payment in lieu of notice.

⁶ Simon Thomas was appointed as a Non-Executive Director on 1 October 2023.

⁷ Victoria Wentworth was appointed as a Non-Executive Director on 1 December 2023.

Consolidated Income Statement

For the year ended 31 December 2023								
	Note	Group				Society		
		2023		2022		2023		2022
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
Gross premiums written and payments to deposit	4	30,753		26,092		30,753		26,092
Outward reinsurance premiums		(7,853)		(5,728)		(7,853)		(5,728)
Earned premiums net of reinsurance			22,900		20,364		22,900	20,364
Investment income/(loss)	5		920		(9,353)		920	(9,353)
Other technical income	6		510		538		29	23
Total technical income			24,330		11,549		23,849	11,034
Gross claims paid		22,968		18,560		22,968		18,560
Reinsurers' share		(7,703)		(5,561)		(7,703)		(5,561)
Net claims paid			15,265		12,999		15,265	12,999
Change in provision for claims			(101)		996		(101)	996
Change in long term funds								
Long term business provision – gross amount		(19,550)		(31,644)		(19,550)		(31,644)
Movement in reinsurers' share		3,338		1,085		3,338		1,085
Long term business provision – net of reinsurance amount			(16,212)		(30,559)		(16,212)	(30,559)
Investment contract liabilities			-		(1)		-	(1)
Provision for linked liabilities – insurance contracts	22		45		(200)		45	(200)
Provision for linked liabilities – investment contracts	22		28		(51)		28	(51)
Bonuses and rebates			(9)		9		(9)	9
Net operating expenses	7a							
Acquisition costs		15,046		11,970		14,530		10,989
Administrative expenses		4,423		3,729		4,423		3,730
			19,469		15,699		18,953	14,719
Other technical charges – project costs	7b		-		15		-	-
– other			63		116		54	94
Investment expenses	8		496		677		496	677
Unrealised (gains) losses on investments	5		(886)		11,033		(886)	11,033
Loss on investment in subsidiary	26		-		-		12	542
Tax attributable to long term business	11a		-		6		-	6
Transfer to the fund for future appropriations			6,172		810		6,204	771
Total technical expenditure			24,330		11,549		23,849	11,034
Balance after transfer to/(from) the fund for future appropriations			-		-		-	-

The financial statements and associated notes can be viewed in full in the 2023 Annual Report. **Please note:** Several figures in the above table have been corrected relative to a previous version of this Performance Summary. This includes an error which is still present in the 2023 Annual Report but is highlighted in an accompanying Erratum Notice.

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2023

	Note	Group		Society	
		2023	2022	2023	2022
		£'000	£'000	£'000	£'000
Balance transferred from income statement			-		-
Actuarial (loss)/gain on pension scheme	21	(676)	1,733	(676)	1,733
Revaluation of occupied land and buildings	18	(225)	(210)	(225)	(210)
Total comprehensive income		(901)	1,523	(901)	1,523
Transfer (from)/to the fund for future appropriations		(901)	1,523	(901)	1,523
Total comprehensive income after transfer		-	-	-	-

The financial statements and associated notes can be viewed in full in the 2023 Annual Report.

Consolidated Balance Sheet

As at 31 December 2023

	Note	Group				Society			
		2023		2022		2023		2022	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ASSETS									
Intangible assets	17		2,853		2,730		229		69
Investments									
Land and buildings	12	4,325		8,451		4,325		8,451	
Investment in subsidiaries	26	-		-		530		422	
Other financial investments	13	39,949		47,951		39,949		47,951	
			44,274		56,402		44,804		56,824
Assets held to cover linked liabilities	16		1,563		1,513		1,563		1,513
Debtors – Loans and receivables									
Debtors arising from direct insurance operations	3	604		132		564		78	
Other debtors	3	1,238		173		1,238		173	
			1,842		305		1,802		251
Other assets									
Tangible assets	18	2,603		2,849		2,603		2,849	
Cash and cash equivalents	14	3,851		690		3,723		654	
Net pension asset	21	1,673		2,313		1,673		2,313	
			8,127		5,852		7,999		5,816
Prepayments and accrued income – Loans and Receivables									
Accrued interest and rent		664		603		664		603	
Other prepayments and accrued income		268		294		2,657		2,685	
			932		897		3,321		3,288
			59,591		67,699		59,718		67,761

The financial statements and associated notes can be viewed in full in the 2023 Annual Report.

Consolidated Balance Sheet (continued)

As at 31 December 2023

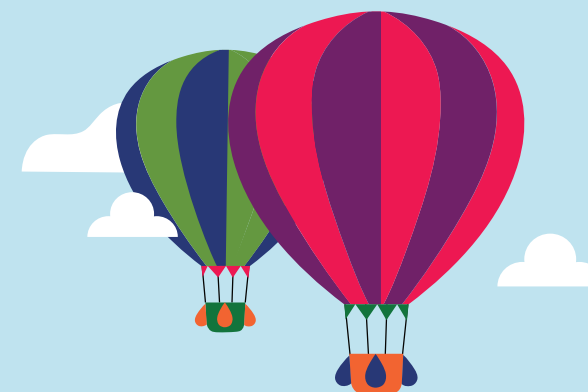
	Note	Group				Society			
		2023		2022		2023		2022	
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
LIABILITIES									
Fund for future appropriations	27		23,337		18,031		23,337		18,031
Technical provisions									
Long term business provision	20	21,339		40,890		21,339		40,890	
Investment contract liabilities		-		-		-		-	
Claims outstanding		3,430		3,531		3,430		3,531	
Provision for bonuses and rebates		27		37		27		37	
			24,796		44,458		24,796		44,458
Technical provision for linked liabilities – insurance contracts	22		1,194		1,149		1,194		1,149
Technical provision for linked liabilities – investment contracts	22		323		295		323		295
Reinsurers' share of technical provisions			5,266		1,928		5,266		1,928
Provision for other risks and charges									
Creditors									
Financing liability	15	1,998		-		1,998		-	
Other creditors including taxation and social security		475		381		462		329	
Accruals and deferred income		2,202		1,457		2,342		1,571	
			4,675		1,838		4,802		1,900
			59,591		67,699		59,718		67,761

The financial statements and associated notes can be viewed in full in the 2023 Annual Report.

The financial statements were approved by the Board on 20 June 2024.

Graham Singleton
Chief Executive

Nicola Moore
Company Secretary



1868

"Surrey Deposit Friendly Society" founded by Reverend Canon Portal at the Albury Rectory



NEW NAME!

1872

Name changes to National Deposit Friendly Society

1911

National Insurance Act

State benefits are introduced and we attract 450,000 new members in the first 6 months



1923

His Royal Highness the Duke of York (later King George VI) opens our new head office



1930s

1 in every 40 people in the UK is a member, as membership figures increase at a rate of 100,000 a year



NHS

1948

Launch of the National Health Service and we adapt by launching new products: income protection and life assurance



1981 - 1983

Head office moves from London to Bristol



2007

Launch of National Friendly Financial Solutions



National Friendly

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Calls from UK landlines and mobiles cost no more than a call to an 01 or 02 number and will count towards any inclusive minutes.

8am-6pm Monday to Friday excluding bank holidays – calls are recorded for training and quality purposes.

www.nationalfriendly.co.uk | info@nationalfriendly.co.uk

National Friendly is a trading name of National Deposit Friendly Society Limited. Registered office: 11-12 Queen Square, Bristol BS1 4NT. Registered in England and Wales no. 369F. National Deposit Friendly Society Limited is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Our Financial Services Register number is 110008. You can check this at: <https://register.fca.org.uk>. National Deposit Friendly Society Limited is covered by the Financial Services Compensation Scheme and Financial Ombudsman Service.

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2016

A new range of products are launched

**Caring
Agile
Credible
Dedicated**

2023

Launch our new company values: Caring, Agile, Credible and Dedicated