Performance Summary

For the Year Ended 31st December 2025

Chair's Review

"As we reflect on the past year, it is with great pride that I present National Friendly's 2025 Performance Summary. It has been a truly strong year for the Society, as demonstrated by the robust growth reported in the Chief Executive's Review and Strategic Report."

- Mark Searles, Chair

Delivering strategic success requires a careful balance of market opportunity, well-designed insurance products that meet customer needs, effective access to members, and strong operational capability. In recent years, the Society has invested significantly in enhancing its operational resilience, product offering and distribution reach. In 2025, we have begun to see the benefits of these investments, as market conditions have increasingly supported our growth ambitions.

Across the insurance sector, there continues to be considerable discussion among industry participants, regulators and policymakers regarding the UK's protection gap. This refers to the number of individuals and families who would face financial hardship in the event of unexpected life events - such as premature death, serious illness, loss of income, or the need for long-term care later in life. This gap is both significant and, in many areas, growing.

Friendly Societies were established to address precisely these challenges. When National Friendly was founded in 1868, its purpose was simple: to provide peace of mind in times of members' needs, initially through benefits such as death cover and access to medical care. While the context has evolved, our guiding principles remain unchanged - simplicity, inclusivity, affordability and accessibility.

These principles underpin our distinctive product offering. In 2025, we launched an enhanced Friendly Shield product including sickness cover, which accounted for 41% of all new business policies, and latterly introduced a Friendly Health product. Both products have been designed to deliver meaningful value to our members, reflecting our mutual ethos.

As a mutual organisation, our priority is to serve our members' best interests, ensuring that our products provide strong, relevant benefits while maintaining the Society's long-term financial strength.

The regulatory environment also evolved during the year. The Financial Conduct Authority's ("FCA") Protection Market Study, launched in mid-2024, introduced a degree of uncertainty across the sector - particularly among distributors - leading some to pause sales of certain products, including guaranteed over-50s plans. National Friendly, alongside others, experienced some impact as a result. However, the publication of the FCA's findings in January 2026, supported by independent research, has provided greater clarity and renewed confidence across the market.

The FCA's work reinforces the importance of robust product governance, clear customer value, and strong oversight of distribution. These priorities align closely with our mutual values and operating model, and we have continued to strengthen our frameworks to evidence good outcomes for our members. Importantly, the findings also highlight the vital role organisations such as National Friendly play in addressing the protection gap and supporting financial resilience.

I will close where I began: 2025 has been a significant year in the continued evolution of National Friendly. This progress would not have been possible without the growing support of our independent and network broker partners, to whom I extend my sincere thanks. I am particularly pleased that National Friendly's momentum and quality have been recognised with the industry awards received and the confidence evidenced by the financial markets with the Tier 2 capital financing to help support future growth.

I would also like to recognise the contribution of my fellow Board members, the Executive team, and all our colleagues - led by our Chief Executive, Graham Singleton - for their commitment and professionalism in driving the Society forward.

Above all, we thank you - our members - for your continued trust and support. It is a privilege to serve you, and we remain committed to delivering long-term value in the years ahead.

Chief Executive's Review

*2025 has been a highly successful year for National Friendly - indeed, an award-winning one. During the year, the Society received five industry awards: two individual accolades and three recognising the strength of our income protection offering. These included the prestigious 2025 Cover Excellence Awards for **Outstanding Individual Income Protection** and **Outstanding Protection Product Innovation** for Friendly Shield.*

- Graham Singleton, Chief Executive Officer

Since 2021, we have pursued a dynamic and disciplined growth strategy, the results of which are set out in the Strategic Report. In 2025, this strategy delivered a step change in performance, driven by the continued expansion of our intermediary distribution and, for the first time, a meaningful contribution from intermediary networks. I would like to extend my sincere thanks to all our distribution partners for their continued support.

This momentum is clearly reflected in our key performance indicators:

- Annual Premium Equivalent ("APE") increased by 40% year on year, with Immediate Needs Annuities exceeding £30 million gross written premiums and Income Protection APE growing by over 340%, reflecting the success of Friendly Shield.
- Membership increased by 21%, from 58,062 to 70,516 members.

At the heart of our strategy is our core purpose: to provide peace of mind to our members in times of need. For many, this means the reassurance of knowing their cover is in place should it be required. For others, it is reflected in the support they receive at the point of claim:

- Gross claims paid (£34m) increased by 28% with income protection claims growth mirroring the underlying growth of our income protection product portfolio.

Our product and service proposition continues to focus on value for money, inclusivity, accessibility and simplicity. Product innovation is grounded in robust market research and testing, ensuring we meet genuine member needs. Alongside our core insurance offering, we provide additional services such as Friendly GP+, which members consistently rate highly. Our aim is that all members derive tangible value from their membership, whether or not they need to claim.

As a mutual organisation, we continue to reinvest in our service capabilities. In 2025, we launched an enhanced digital claims portal, designed to simplify and improve the claims experience. We also introduced modern digital payment options via our website, making it easier for members to manage their policies. These improvements are reflected in our Net Promoter Score, which increased from 59 to 63, firmly within the "excellent" range.

We will continue to invest in 2026 and beyond to further enhance how members access information, understand their benefits, and engage with us. While digital capability is an important enabler, people remain central to our service. Whether at the point of underwriting - where applications are typically assessed within one working day - or when supporting members with servicing or claims queries, our teams are committed to delivering a responsive and high-quality experience.

A particularly significant achievement during the year was securing €15 million of Tier 2 capital financing, as outlined in the Strategic Report. This represents a strong vote of confidence in the Society's business model and provides us with the financial strength to invest in future growth. This capital raise was the primary driver behind the increase in our solvency ratio to 168%.

Our next Annual General Meeting will be held in September. Following a three-year pilot of hybrid attendance, we will return to an in-person and proxy format at our Head Office. While online participation has been limited, we remain committed to hearing from members and encourage questions to be submitted in advance where attendance is not possible.

Concluding remarks

The growing focus across government, regulators and the industry on addressing the UK's protection gap represents a clear call to action - one that aligns directly with our founding purpose. Products such as Friendly Shield and Friendly Health demonstrate how simple, inclusive and affordable solutions can play a meaningful role in improving financial resilience and member well-being.

I would like to thank all colleagues across National Friendly for their dedication and professionalism. Your efforts are central to the progress we have achieved and to the service we provide to our members.

Our success is also supported by a wider network of partners, including distributors, technology providers and marketing specialists. I extend my thanks to all of them, as well as to my Board colleagues and Non-Executive Directors for their continued guidance and support.

Finally, and most importantly, I would like to thank you - our members - for the trust you place in us. We do not take that trust for granted, and we remain committed to delivering value and support for you in the years ahead.

Thank you all.

Strategic Report

National Friendly is a Mutual Friendly Society with a heritage dating back to 1868. Our core business is the provision of protection and health insurance solutions for our members, who are introduced to us through a wide range of professional intermediary firms of varying size and scale. While our product offering has evolved significantly over time, our core purpose remains unchanged: to provide peace of mind to our members in times of need.

The Society continues to invest in both its core product propositions and supporting technology to enhance the experience of our intermediary partners and members. During 2025, we saw a further increase in membership, alongside growth in the number of intermediary firms distributing the Society's products. The Key Performance Indicators ("KPIs") set out below provide evidence of the continued progress of the strategy pursued in recent years.

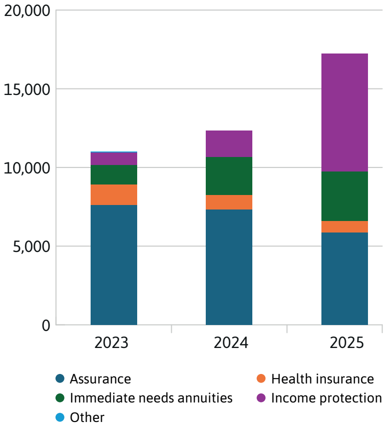
In the latter part of 2025, the Society raised a tranche of Tier 2 capital. This funding, structured as a 10-year instrument, qualifies as regulatory capital under its terms and contributes to the Society's capital strength until repayment. The financing was secured at an interest rate considered attractive relative to alternative sources of capital, such as reinsurance arrangements, and supports continued investment in the Society's growth.

All KPIs reported below showed positive trends in 2025. The Society remains well positioned to build on this progress. Our strategy continues to focus on developing a resilient and appropriately diversified mutual, both in terms of product offering and risk profile, while maintaining a strong reputation for service among intermediary partners and members.

Performance Review Highlights – KPIs and Highlights

Annual Premium Equivalent ("APE")

£000s



2025 continued to see strong growth in the immediate needs annuities.

Income protection saw exceptional growth reflecting the impact of our award-winning innovative product range.

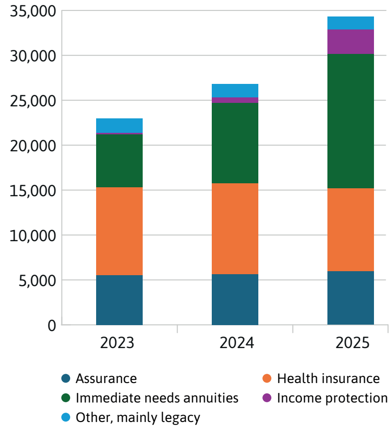
Over 50s life assurance sales reduced reflecting market uncertainty pending conclusion of the FCA protection market review.

£000s	2023	2024	2025
Assurance	7,622	7,312	5,867
Health insurance	1,278	937	704
Immediate needs annuities	1,240	2,393	3,156
Income protection	813	1,699	7,511
Other	40	11	1
	10,993	**12,352**	**17,239**

Gross new written premiums was used as a KPI in prior year, but this has been replaced with APE above as this aligns with how the Society manages and monitors the business. This therefore provides a more relevant and consistent measure of performance. APE is calculated by taking 10% of the single premiums and adding that to the annualised regular premium of policies issued in the period. This value is gross i.e. including policies not taken up ("NTU") or cancelled from inception ("CFI").

Gross Claims Paid

£000s



Our core purpose is to look after the protection and health needs of our members in their time of need.

The continued sustained growth in claims paid is a clear illustration of delivering this core purpose.

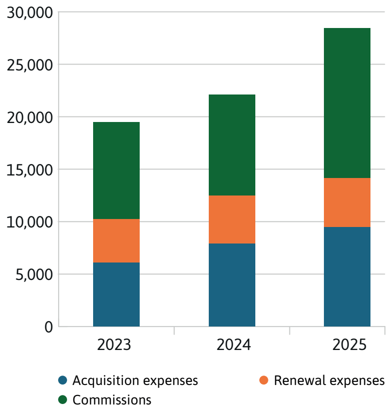
£000s	2023	2024	2025
Assurance	5,512	5,628	5,940
Health Insurance	9,805	10,105	9,254
Immediate needs annuities	5,847	8,955	14,924
Income protection	217	605	2,744
Other, mainly legacy	1,587	1,532	1,471
	22,968	**26,825**	**34,333**

The above presentation has been revised for consistency with how the business is managed and with the products shown in the APE section above. The main change is that the 'Immediate needs annuities' are now shown separately from other annuities, these other annuities (2023: £1,006k and 2024: £1,014k) are now included in 'Other, mainly legacy' along with the previously disclosed pension amounts. The totals claims and other items remained unchanged.

Strategic Report (continued)

Operating Expenses

£000s



We continue to work hard to minimise the increase in the Society's core operating expenses seeking economies of scale where these can be realised.

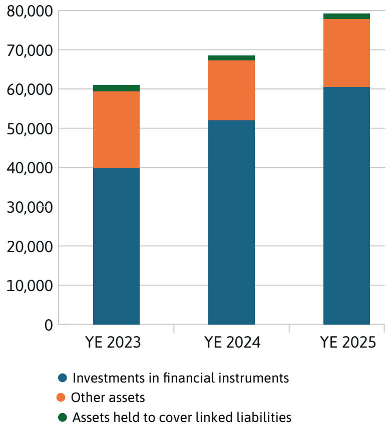
The acquisition expenses and commissions growth reflect the continued investment in new business development and acquisition capability.

£000s	2023	2024	2025
Acquisition expenses	6,078	7,901	9,461
Renewal expenses	4,175	4,576	4,684
Commissions	9,216	9,624	14,286
	19,469	**22,101**	**28,431**

Consolidated Balance Sheet

Total assets

£000s

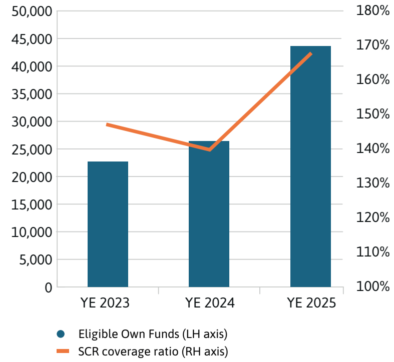


The significant increase in Investments in financial instruments was mainly due to the issuance of the Tier 2 capital.

£000s	YE 2023	YE 2024	YE 2025
Investments in financial instruments	39,949	52,006	60,563
Assets held to cover liabilities	1,563	1,379	1,355
Other assets	19,426	15,197	17,284
	60,938	**68,582**	**79,202**

Total Eligible Own Funds & SCR Coverage Ratio

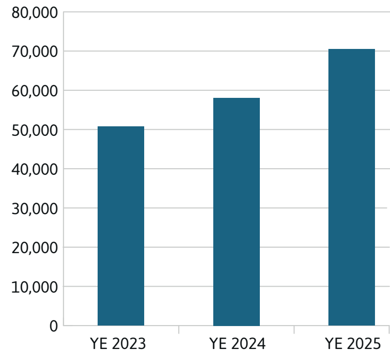
£000 / %



The significant increase in Eligible Own Funds and SCR Coverage ratio was mainly due to the issuance of the Tier 2 capital. There were also a number of less significant factors which broadly offset each other.

£000s	YE 2023	YE 2024	YE 2025
Eligible Own Funds (LH axis)	22,700	26,403	43,588
SCR coverage ratio (RH axis)	148%	140%	168%

Number of Members

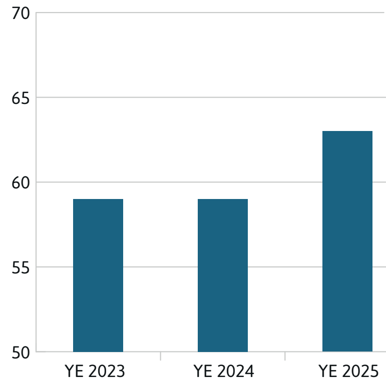


2025 saw further significant increase in the Society's core membership.

Further membership growth remains a strategic priority supporting continued investment in the Society's member service and product propositions.

£000s	YE 2023	YE 2024	YE 2025
Number of Members	50,722	58,062	70,516

Net Promoter Score



The Society measures and monitors the quality of the customer service which includes claims management using a Net Promoter scoring system.

The score has consistently met the excellent service threshold, and marginally increased in 2025.

Year	NPS
YE 2023	59
YE 2024	59
YE 2025	63

Strategic Report (continued)

Viability Statement

Throughout 2025, the Society maintained capital reserves in excess of its SCR and MCR. The Tier 2 capital financing has further enhanced the Society's solvency position. The Society has ambitious growth in its plan, which continues to be based on broadening distribution and product reach into existing markets (and is therefore not directly affected by macroeconomic and political factors).

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, risk appetite, and principal risks and how these are managed, as detailed below.

The strategy and associated principal risks underpin the Society's approval of the scenario testing, which the Directors review at least annually and form an integral part of the 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 new business strain arising from writing increasing levels of new business. The product pricing allows for the economic cost of such financing which is transitionary whilst the in-force portfolio grows to a level where new business strain becomes self-funding.

The ORSA central projection is stress tested in downside scenarios including stresses for worsening economic and demographic conditions, 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

Key Responsibilities

The primary responsibilities of the Remuneration Committee are the following:

1. 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. Design the Chief Executive's remuneration package and review 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.

2. Review 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 adjustment to base salaries.

Committee Membership and Attendance

The Committee comprises three 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 2025 variable pay scheme, the Chief Executive's executive pay recommendations and the remuneration of the Executives in respect of 2025. The details of the remuneration for all Directors in 2025 and 2024 are set out in the Directors' emoluments information 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 are normally reviewed annually in April. Pay rises are not guaranteed, but the review will take into consideration any increase in cost of living and other external market factors (where appropriate). 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 relevant Remuneration Committee meeting post the relevant scheme year. This would typically be concurrent with completion of the Society's annual valuation for the previous financial year, and would determine whether the conditions for a discretionary bonus to be payable have been met.

The variable pay scheme consists of two component parts:

- A personal/behavioural component which reflects an individual's performance against agreed individual objectives and fulfilment of the Society's Values.
- 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. This reflects 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

From January 2024 a Long Term Incentive Plan ("LTIP") scheme was introduced, for all staff. This takes into account the Society's performance in terms of growth in Excess Own Funds over a 3 year time horizon, aligning the interests of staff with the interests of members, and promoting good management of risk.

Senior Executive Remuneration – 2025

Salary

The Remuneration Committee is keen to ensure our Executives are remunerated at a level commensurate with their experience and job role, and are competitive in relation to similar organisations. 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

The same corporate scorecard structure as has applied for 2022 to 2024 was continued for 2025 although individual component weightings were slightly modified. 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 & dynamic risk management
- evolution of member engagement with a strong emphasis on the delivery and monitoring of consumer duty outcomes
- cultural development and evolution of the Society's employees, demonstrating in practice the Society's core values and associated behaviours.

For 2025 the potential reward component for driving increased sustained sales growth given the strategic importance of achieving critical mass was marginally increased and the transformation agenda and associated projects reduced. Out of a maximum potential score of 100%, the weighted corporate score card performance was 93% for 2025 (65% 2024).

The combined personal and corporate bonuses payable were recommended by the Committee to the Board for approval.

Recognising best practice a proportion, 30%, of the executive bonus payments are deferred for 2 years to underpin the importance of rewarding performance that underpins the long-term sustainability of the Society. Also (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 cash car 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 reviewed in 2025.

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

The following table shows the breakdown of total remuneration for Directors in 2025 and 2024. The total remuneration shown relates to the amount declared in respect of each accounting year. Note that the Performance Related Pay component is paid out in the subsequent accounting year to that which it relates.

	2025				2024			
£000s	Salaries & Fees	Performance Related Pay[1]	Other Benefits[2]	Total	Salaries & Fees	Performance Related Pay[1]	Other Benefits[2]	Total
Executive Directors ("EDs")								
Julian Ellacott	161	94	30	285	149	67	28	244
Oliver Jones	138	75	27	240	135	56	23	214
Graham Singleton	251	151	39	441	209	150	34	393
Total EDs	**550**	**320**	**96**	**966**	**493**	**273**	**85**	**851**
Non-Executive Directors ("NEDs")								
Geoff Brown[3]	34	-	-	34	58	-	-	58
Rebecca Hall[4]	39	-	-	39	3	-	-	3
Michael Joyce[5]	26	-	-	26	-	-	-	-
Mark Searles (chair)	64	-	-	64	51	-	-	51
Simon Thomas	51	-	-	51	46	-	-	46
Victoria Wentworth[6]	-	-	-	-	27	-	-	27
Total NEDs	**214**	**-**	**-**	**214**	**185**	**-**	**-**	**185**
Total	**764**	**320**	**96**	**1,180**	**678**	**273**	**85**	**1,036**

1. *Performance related pay for Executive Directors includes any deferred component, which is payable if the Director is still employed by the Society at the end of the deferment period. The performance related pay shown is the amount earned and accrued in respect of the year shown.*
2. *Other benefits include pension scheme contributions, car benefits and allowances, medical and other benefits in kind or equivalent monetary value.*
3. *Geoff Brown retired 12 September 2025.*
4. *Rebecca Hall was appointed as a Non-Executive Director on 1 December 2024.*
5. *Michael Joyce was appointed as a Non-Executive Director on 1 May 2025.*
6. *Victoria Wentworth resigned on 4 September 2024.*

Consolidated Income Statement

For the year ended 31 December 2025

£000s		Group				Society			
Technical account - Long Term Business	**Notes**	**2025**		**2024**		**2025**		**2024**	
Gross premiums written		56,703		45,742		56,703		45,742	
Outward reinsurance premiums		(16,323)		(11,007)		(16,323)		(11,007)	
Earned premiums net of reinsurance	4		40,380		34,735		40,380		34,735
Investment income	5		2,059		2,318		2,059		2,318
Unrealised gains on investments	6		4,550		-		4,550		-
Other technical income, net of reinsurance	7		520		505		128		19
Total technical income			**47,509**		**37,558**		**47,117**		**37,072**
Claims paid – gross amount		34,333		26,825		34,333		26,825	
Claims paid – reinsurers' share		(16,526)		(11,325)		(16,526)		(11,325)	
Net claims paid			17,807		15,500		17,807		15,500
Change in the provision for claims – gross amount		970		(511)		970		(511)	
Change in the provision for claims – reinsurers' share		(157)		-		(157)		-	
Change in the provision for claims – net			813		(511)		813		(511)
Claims incurred, net of reinsurance			18,620		14,989		18,620		14,989
Change in other technical provisions:									
Long term business provision – gross amount	23	(11,543)		(9,934)		(11,543)		(9,934)	
Long term business provision – reinsurers' share		1,642		3,321		1,642		3,321	
Long term business provision – net of reinsurance			(9,901)		(6,613)		(9,901)		(6,613)
Provision for linked liabilities – insurance contracts	24		(45)		(227)		(45)		(227)
Provision for linked liabilities – investment contracts	24		(2)		(102)		(2)		(102)
Bonuses and rebates, net of reinsurance			-		1		-		1

The financial statements and associated notes can be viewed in full in the 2025 Group Annual Report and Financial Statements.

Consolidated Income Statement (continued)

For the year ended 31 December 2025

£000s		**Group**				**Society**			
Net operating expenses	**Notes**	**2025**		**2024**		**2025**		**2024**	
Acquisition costs	8	23,747		17,525		23,279		16,984	
Administrative expenses	8	4,684		4,576		4,684		4,577	
			28,431		22,101		27,963		21,561
Investment expenses	9		4,662		221		4,662		221
Unrealised losses on investments	6		361		3,341		437		3,341
Loss on investment in subsidiary	6 & 15		-		-		-		54
Other technical charges, net of reinsurance			361		411		361		411
Tax attributable to long term business	12		-		-		-		-
Transfer to the fund for future appropriations	22		5,022		3,436		5,022		3,436
Total technical expenditure			**47,509**		**37,558**		**47,117**		**37,072**
Balance on the technical account - long-term business			-		-		-		-

The financial statements and associated notes can be viewed in full in the 2025 Group Annual Report and Financial Statements.

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2025

£000s		**Group**		**Society**	
	Notes	**2025**	**2024**	**2025**	**2024**
Actuarial loss on pension scheme	25	(307)	(209)	(307)	(209)
Revaluation of occupied land and buildings	14	43	75	43	75
Total comprehensive income		**(264)**	**(134)**	**(264)**	**(134)**
Transfer from the fund for future appropriations	22	(264)	(134)	(264)	(134)
Total comprehensive income after transfer		-	-	-	-

The financial statements and associated notes can be viewed in full in the 2025 Group Annual Report and Financial Statements.

Consolidated Balance Sheet

As at 31 December 2025									
£000s		**Group**				**Society**			
ASSETS	**Notes**	**2025**		**2024**		**2025**		**2024**	
Intangible assets	13		4,099		3,290		39		50
Investments									
Land and buildings	14	5,330		5,210		5,330		5,210	
Investments in subsidiaries	15	-		-		400		476	
Other financial investments	16	60,563		52,006		60,563		52,006	
			65,893		**57,216**		**66,293**		**57,692**
Assets held to cover linked liabilities	17		1,355		1,379		1,355		1,379
Reinsurers' share of technical provisions – claims outstanding	18		1,426		1,269		1,426		1,269
Technical provisions - Long term business provision	23		138		-		138		-
Debtors									
Debtors arising out of direct insurance operations	18	384		405		381		361	
Debtors arising out of reinsurance operations	18	123		47		123		47	
Other debtors	18	1,276		1,185		1,276		1,185	
			1,783		**1,637**		**1,780**		**1,593**
Other assets									
Tangible assets	19	559		603		559		603	
Cash at bank and in hand	18	3,211		2,380		3,177		2,277	
			3,770		**2,983**		**3,736**		**2,880**
Prepayments and accrued income									
Accrued interest and rent	18	335		648		335		648	
Other prepayments and accrued income		403		160		4,286		2,532	
			738		**808**		**4,621**		**3,180**
Total assets			**79,202**		**68,582**		**79,388**		**68,043**

The financial statements and associated notes can be viewed in full in the 2025 Group Annual Report and Financial Statements.

As at 31 December 2025									
£000s		**Group**				**Society**			
LIABILITIES	**Notes**	**2025**		**2024**		**2025**		**2024**	
Subordinated liabilities	21		12,566		-		12,566		-
Fund for future appropriations	22		31,397		26,639		31,397		26,639
Technical provisions									
Long term business provision	23	-		11,405		-		11,405	
Claims outstanding		3,889		2,919		3,889		2,919	
Provision for bonuses and rebates		29		29		29		29	
			3,918		**14,353**		**3,918**		**14,353**
Technical provision for linked liabilities – insurance contracts	24		922		967		922		967
Technical provision for linked liabilities – investment contracts	24		219		221		219		221
Reinsurers' share of technical provisions – long term business provision			11,498		9,856		11,498		9,856
Provision for liabilities									
Provisions for pensions and similar obligations	25		6,739		6,935		6,739		6,935
Creditors									
Creditors arising out of direct insurance operations	21	99		-		99		-	
Creditors arising out of reinsurance operations	21	-		16		-		16	
Financing liability	21	8,054		5,855		8,054		5,855	
Other creditors including taxation and social security	26	1,098		848		1,310		840	
			9,251		**6,719**		**9,463**		**6,711**
Accruals and deferred income			2,692		2,892		2,666		2,361
Total liabilities			**79,202**		**68,582**		**79,388**		**68,043**

The financial statements and associated notes can be viewed in full in the 2025 Group Annual Report and Financial Statements.

These financial statements were approved by the Board on 24 June 2026.

Graham Singleton
Chief Executive

Nicola Moore
The Society's Secretary

National Friendly

We're open from 8am to 6pm, Monday to Friday excluding bank holidays.
Documents are available in Braille, large print or audio on request.

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