

Performance Summary

For the Year Ended
31 December 2024



**National
Friendly**

Chair's Review

"I am privileged to be writing this review having been invited by the Board to succeed Geoff Brown as Chair at the 2024 AGM. Noting this is my first term as Chair of the Society, I would like to begin by expressing my heartfelt gratitude to Geoff, who stepped down as Chair at the last Annual General Meeting and is retiring from the Board this year after 11 years. His significant contributions to the Society's revitalisation cannot be overstated"



The source of the phrase "may you live in interesting times" is uncertain, but it certainly feels relevant today, as we navigate a landscape rife with surprises affecting the dynamics of the insurance market. We face challenges such as the government's changes to the winter fuel allowance, which directly impacts the affordability for older potential members; the Financial Conduct Authority's well-publicised market study examining various aspects of the protection market; and, most recently, proposals for substantial changes in welfare state provisions notwithstanding the uncertainties relating to the global economic environment.

Despite these external pressures, the fundamental necessity for insurance solutions remains as strong as it was when National Friendly was established in 1868, born from a societal need for peace of mind. At its inception, National Friendly aimed to ensure access to either a dignified burial or private medical care. Today, as we work to rebuild our membership base, we remain committed to this original ethos of

providing essential peace of mind and fostering inclusivity —much like the Society in 1868, which had no exclusions as long as members honoured their 'penny' contributions.

Some sceptics question whether Friendly Societies are relics of the past, envisioning a future dominated by a few large insurers. However, two points merit consideration in this conversation:

- According to the recent Law Commission's review paper on Friendly Societies:
"Friendly Societies and other mutual organisations represent a different business strategy and ethos compared to companies run for the financial benefit of their shareholders. This structure allows customers greater choice in terms of products and services. Friendly Societies can offer insurance products tailored to specific needs and play a crucial role in promoting financial inclusion by providing lower-cost options, particularly to those who might otherwise struggle to access protection."

- A significant and growing population could greatly benefit from basic, affordable insurance coverage, which may provide crucial support during unexpected events that could otherwise lead to financial hardship, distress, or anxiety due to delays in accessing necessary medical care. Friendly Societies, such as National Friendly, aim to address this need by offering viable, inclusive, and affordable products alongside effective distribution channels.

As part of our commitment to inclusivity and affordability, we launched our Friendly Shield product in 2024. This product offers extensive short-term income protection benefits and a range of high-value features, including our 24/7 digital GP service. The coverage emphasises everyday risks associated with common accidents rather than rare catastrophic events, which can be costly to insure against. Friendly Shield represents affordable and vital protection for today's members.

The landscape of membership acquisition has transformed significantly over the years. In 1868, our outreach was localised, relying on word-of-mouth within a single parish community. Today, we rely heavily on our network of broker distribution partners, to whom I extend my warmest thanks for their ongoing support. Looking ahead, we are diligently working to expand our distribution channels through closer collaboration with broker networks, independent brokerages, and digital marketing initiatives for select products.

In conclusion, despite the challenging headwinds I mentioned at the beginning, 2024 marked another year of sustained membership growth. I want to express my gratitude to my fellow board members, the executive team and our staff, led by Chief Executive Graham Singleton, for their ongoing efforts in the successful regeneration of the Society's membership.

Above all, we extend our deepest thanks to you, our members, for your unwavering support. I end with two recent quotes from members that perfectly encapsulate why National Friendly has a bright future:

"Contacted them and got an answer almost right away. Excellent phone manner. Was able to understand my needs and managed to help me find what I needed."

"My experience with National Friendly was a very positive one. Very straightforward, quick. They were helpful, respectful and explained everything clearly. And always there if I had questions, which I had plenty of, after the passing of my husband. So, thank you National Friendly! I can recommend them!"

Chief Executive's Review

"As highlighted in the Chair's summary, 2024 was another challenging year. Economic pressures led many consumers to delay decisions around purchasing insurance, particularly in the second half of the year due to affordability concerns. Despite this, we successfully grew our membership by 7,340 and increased our gross written premiums by 49%, reaching £45.7 million—a testament to the value and resilience of our offering."



Continued Product Evolution and Enhancement

Throughout 2024, we made significant investments in enhancing our underwriting capabilities—a vital step towards relaunching our comprehensive income protection solution.

Our competitive advantage lies in three key areas:

- A highly efficient, modern underwriting platform
- A progressive approach to underwriting, including consideration of health conditions often excluded by others in the industry
- Immediate access to our underwriting team for expert support and tailored cover solutions

Our core product philosophy remains rooted in **affordability** and **inclusivity**. We're incredibly proud that Friendly Shield, our new flagship product designed around these principles, received a **Highly Commended** award in the Best New Product/Enhancement category at the 2024 Protection Review.

Operational Capability

In 2024, we completed a comprehensive overhaul of our technology infrastructure, transitioning fully to modern, cloud-based applications. This transformation enhances both our operational efficiency and the service experience for our members and business partners.

While we remain committed to personal, human-centred customer support, we also recognise the growing demand for digital interaction. Our upgraded systems lay the foundation for the future launch of digital services that will complement our traditional service model.

We were also delighted to see our underwriting and claims teams receive a **Highly Commended** award for excellence at the 2024 Protection Review Awards—for the second time. Our Net Promoter Score remains consistently high, reflecting the continued strength of our service delivery and customer trust.

Claims

Claims paid increased by circa **17% year-on-year**, reaching **£26.8 million**. In 2024, **1 in every 14 members** made a claim—demonstrating the tangible value and peace of mind our products provide.

We have seen a sharp rise in private healthcare claims costs in recent years, significantly outpacing general inflation. These increases are unfortunately reflected in our annual premium reviews. However, we continue to work closely with medical service partners to minimise the impact of medical claims inflation wherever possible.

In 2024, we also launched a redesigned website, which now includes a comprehensive and user-friendly claims portal to simplify and streamline the claims registration process for our members.

Member Engagement

Our next Annual General Meeting will be held on **12 September 2025**. Over the past two years, we've offered a hybrid attendance format—online or in-person/proxy at our head office—but online participation has been extremely low. While we will continue to offer both options in 2025, we may consider reverting to in-person and proxy attendance only in the future unless online engagement improves significantly.

We operate for the benefit of our members and actively welcome feedback and questions to help shape and improve our services and products.

Concluding Remarks

Now more than ever, the societal need for the types of insurance we provide is clear and growing. Our core mission remains to offer peace of mind when the unexpected occurs.

I would like to take this opportunity of saying a big 'thank you' to everyone working for National Friendly, without your support and dedication we would not be enjoying the growth and success we are enjoying.

Our success depends on the contributions of many: independent distributors, creative marketing specialists, technology partners, our dedicated team, our experienced and independent non-executive directors, and most importantly, **you—our members**—who continue to place your trust in us. We do not take your support for granted.

Thank you all.

Our vision

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



Strategic Report

The Society's principal activity is the provision of insurance to its members, covering a range of life and health related contingencies. The Society, along with its subsidiaries, designs, manufactures, sells and services the resulting insurance policies. The Society sells most of its policies through third parties, and third parties are also involved in some of the servicing of customers and claims, and in other support activities.

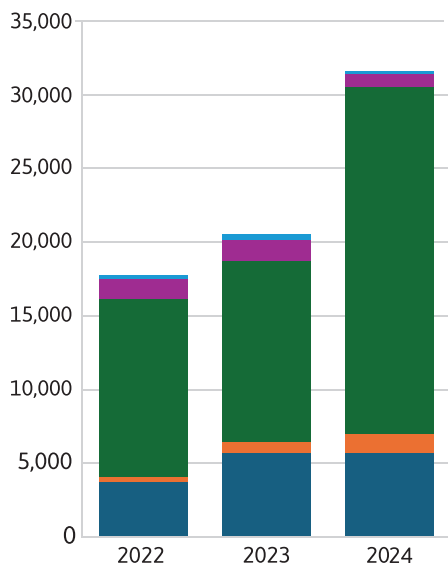
Each September the Board meets to review strategic performance and strategy with a view to learning from past events and adapting the Society's transformation and growth strategy accordingly.

2024 was a very busy year for the Society and core key performance indicators show strong positive trends, as illustrated by the charts below.

Performance Review – Highlights

Gross New Premiums Written

Income
£000s



● Bonds and Other ● Health Insurance

● Immediate Needs Annuities

● Income Protection ● Assurance

2024 saw strong continued growth in immediate needs annuities and income protection.

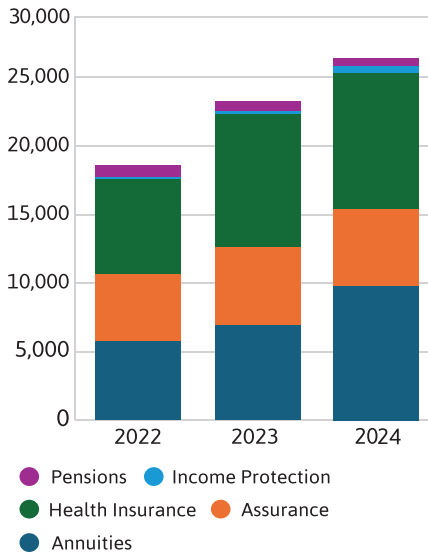
We are one of only 4 writers of the specialist immediate needs annuities.

Our Over 50s life assurance plan sales reduced slightly reflecting the broader market trend in the second half of the year.

£000s	2022	2023	2024
Assurance	3,762	5,791	5,486
Income Protection	381	710	1,164
Immediate Needs Annuities	11,581	12,262	23,433
Health Insurance	1,084	1,211	910
Bonds and Other	178	401	87
	16,986	20,375	31,080

Gross Claims Paid

Claims
£000s



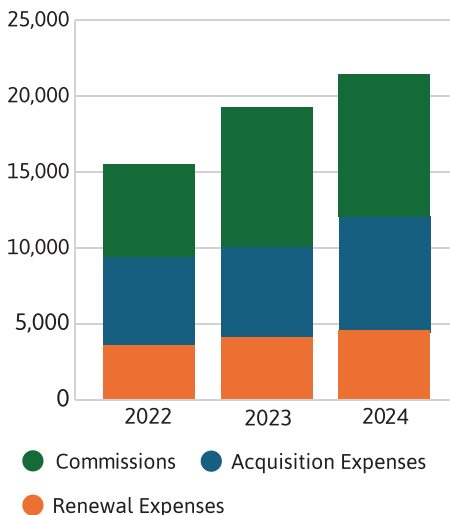
Our core purpose is to look after the health and protection needs of our members in their time of need.

The sustained growth in gross claims paid is illustrative of us achieving this in practice.

£000s	2022	2023	2024
Annuities	5,199	6,853	9,969
Assurance	5,107	5,512	5,628
Health Insurance	7,504	9,805	10,105
Income Protection	71	217	605
Pensions	679	581	518
	18,560	22,968	26,825

Operating Expenses

Operating Expenses
£000s



We have worked hard to limit the growth in the society's core operating expenses, in particular overhead costs, over the last 3 years.

We have however similarly invested in the Society's new business development & acquisition capability – marketing and business development support in particular.

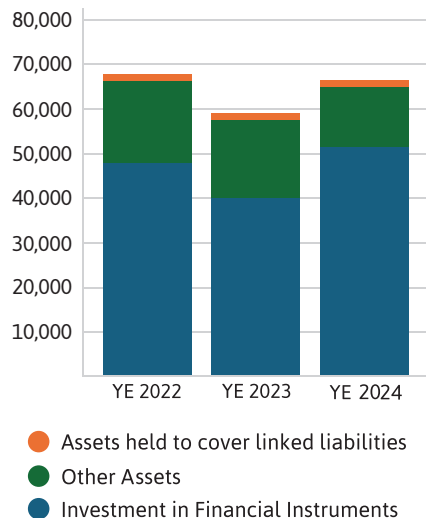
The growth in commission payments reflects the underlying new business growth.

£000s	2022	2023	2024
Acquisition Expenses	5,930	6,078	7,901
Renewal Expenses	3,645	4,175	4,576
Commissions	6,124	9,216	9,624
	15,699	19,469	22,101

Strategic Report (continued)

Consolidated Balance Sheet

Consolidated Balance Sheet (total assets)
£000s



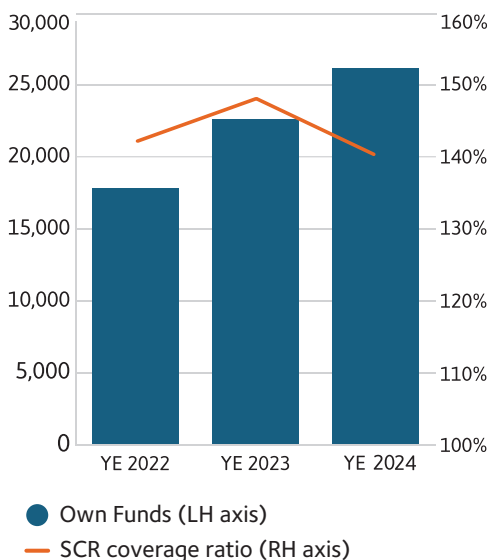
Strong immediate needs annuity sales coupled with the Society issuing a number of annuity contracts to the pension scheme drove the small increase in absolute fund levels between 2023 and 2024

£000s	YE 2022	YE 2023* Restated	YE 2024
Investment in Financial Instruments	47,951	39,949*	52,006
Assets held to cover linked liabilities	1,513	1,563	1,379
Other Assets	18,235	19,426	15,197
	67,699	60,938*	68,582

*See balance sheet page for details of the restatement. The net impact is nil. See note 28 in the full 2024 Annual Report for the summary of the restatement.

Total Own Funds and SCR coverage Ratio

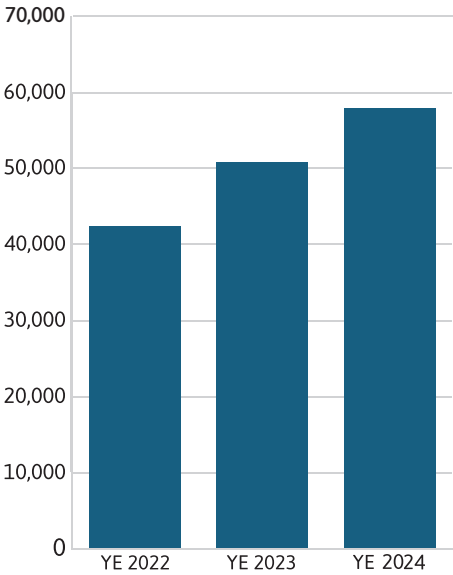
Total Own Funds and SCR Coverage
£000s/%



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. In 2024 there was further strong generation of Own Funds, through the sale of new business; however this also brought with it increased SCR, leading to a slight drop in the overall coverage ratio.

£000s	YE 2022	YE 2023	YE 2024
Own Funds (LH axis)	17,615	22,700	26,403
	%	%	%
SCR coverage ratio (RH axis)	142%	148%	140%

Number of Members



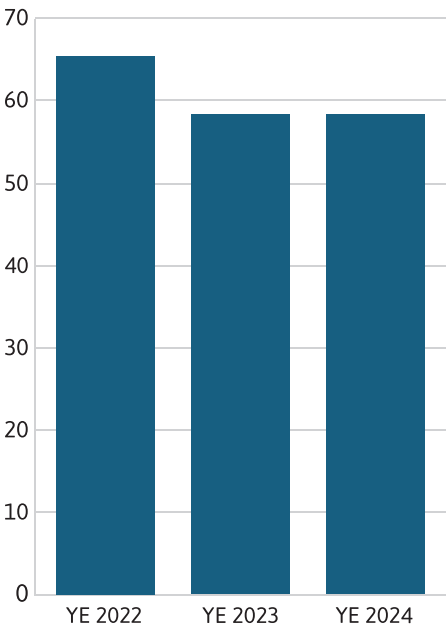
A cornerstone of the transformation strategy is increasing the Society’s membership numbers to ensure sufficient scale to merit investment in our service proposition which is people led, and our product portfolio, ensuring that our products continually deliver what our members want.

Very pleasingly 2024 saw a further increase in the Society’s core membership.

	YE 2022	YE 2023	YE 2024
Number of members	42,553	50,722	58,062

Net promoter score

NPS



The Society measures and monitors the quality of customer service using a Net Promoter Scoring system, which was introduced late in 2022.

The scores achieved are consistent with excellent service and a high level of advocacy.

Year	NPS
YE 2022	65
YE 2023	59
YE 2024	59

Strategic Report (continued)

Viability statement

Throughout 2024, 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, 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 transitional 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. 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. 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 all 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 2024 variable pay scheme, the Chief Executive's executive pay recommendations and the remuneration of the Executives in respect of 2023 and 2024. The details of the remuneration for all Directors in 2024 and 2023 are set out in the Directors' remuneration report on starting on page 37 in the 2024 Annual Report.

The Committee also debated and approved the introduction of a Long Term Incentive Scheme, detailed further below.

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 March Remuneration Committee meeting. This would typically follow finalisation 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 – 2024

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 and 2023 was continued for 2024. 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.

For 2024 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 for 2023 was 70%, and for 2024 it was 65%.

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 2024, having been 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

The following table shows the breakdown of total remuneration for Directors in 2024 and 2023. 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.

**Performance Related Pay for 2023 has been restated to disclose the amount declared in respect of that accounting year. In the 2023 financial statements the amounts shown for 2023 were the amounts declared in respect of the prior accounting year, i.e. 2022, and paid in 2023. As a result of this restatement the total emolument shown for 2023 has increased by £7,000 to £905,000. The individual figures have changed as follows: Graham Singleton £29,000 increase; Ceri Gooder £26,000 decrease; Julian Ellacott £4,000 increase. See note 28 of the financial statements in the full 2024 Annual Report.*

£000s	2024					2023				
	Salaries & Fees	Performance Related Pay ¹	Other Benefits ²	Payment in Lieu of Notice	Total	Salaries & Fees	Performance Related Pay ¹	Other Benefits ²	Payment in Lieu of Notice	Total
Executive Directors										
Julian Ellacott	149	67	28	-	244	142	67	27	-	236
Ceri Gooder ³	-	-	-	-	-	83	-	15	-	98
Oliver Jones ⁴	135	56	23	-	214	-	-	-	-	-
Graham Singleton	209	150	34	-	393	193	153	32	-	378
	493	273	85	-	851	418	220*	74	-	712
Non-Executive Directors										
Geoff Brown	58	-	-	-	58	57	-	-	-	57
Mary Gavigan ⁵	-	-	-	-	-	28	-	-	-	28
Rebecca Hall	3	-	-	-	3	-	-	-	-	-
Mike Hughes ⁷	-	-	-	-	-	39	-	-	11	50
Mark Searles	51	-	-	-	51	47	-	-	-	47
Simon Thomas ⁸	46	-	-	-	46	8	-	-	-	8
Victoria Wentworth ⁹	27	-	-	-	27	3	-	-	-	3
	185	-	-	-	185	182	-	-	11	193
Total	678	273	85	-	1,036	600	220*	74	11	905

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. Ceri Gooder was appointed to the Board on 28 October 2022, and 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.

4. Oliver Jones was appointed as an Executive Director on 1 January 2024.

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

6. Rebecca Hall was appointed as a Non-Executive Director on 1 December 2024.

7. Mike Hughes resigned as a Non-Executive Director on 30 November 2023.

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

9. Victoria Wentworth was appointed as a Non-Executive Director on 1 December 2023 and resigned on 4 September 2024

Consolidated Income Statement

For the year ended 31 December 2024

£000s		Group				Society			
Technical account - Long Term Business	Note	2024		2023		2024		2023	
Gross premiums written and payments to deposit	4	45,742		30,753		45,742		30,753	
Outward reinsurance premiums		(11,007)		(7,853)		(11,007)		(7,853)	
Earned premiums net of reinsurance			34,735		22,900		34,735		22,900
Investment income	5		2,318		920		2,318		920
Other technical income	6		505		510		19		29
Total technical income			37,558		24,330		37,072		23,849
Gross claims paid		26,825		22,968		26,825		22,968	
Reinsurers' share		(11,325)		(7,703)		(11,325)		(7,703)	
Net claims paid			15,500		15,265		15,500		15,265
Change in provision for claims			(511)		(101)		(511)		(101)
Change in long term funds									
Long term business provision – gross amount		(9,934)		(19,550)		(9,934)		(19,550)	
Movement in reinsurers' share		3,321		3,338		3,321		3,338	
Long term business provision – net of reinsurance amount			(6,613)		(16,212)		(6,613)		(16,212)
Provision for linked liabilities – insurance contracts	22		(227)		45		(227)		45
Provision for linked liabilities – investment contracts	22		(102)		28		(102)		28
Bonuses and rebates			1		(9)		1		(9)
Net operating expenses	7								
Acquisition costs		17,525		15,046		16,984		14,530	
Administrative expenses		4,576		4,423		4,577		4,423	
			22,101		19,469		21,561		18,953
Other			411		63		411		54
Investment expenses	8		221		496		221		496
Unrealised losses/(gains) on investments	5		3,341		(886)		3,341		(886)
Loss on investment in subsidiary	26		-		-		54		12
Tax attributable to long term business	11		-		-		-		-
Transfer to the fund for future appropriations			3,436		6,172		3,436		6,204
Total technical expenditure			37,558		24,330		37,072		23,849
Balance on the technical account - long-term business			-		-		-		-

The financial statements and associated notes can be viewed in full in the 2024 Annual Report.

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2024

£000s		Note	Group		Society	
			2024	2023	2024	2023
Actuarial loss on pension scheme	21		(209)	(676)	(209)	(676)
Revaluation of occupied land and buildings	12		75	(225)	75	(225)
Total comprehensive income			(134)	(901)	(134)	(901)
Transfer from the fund for Future Appropriations			(134)	(901)	(134)	(901)
Total comprehensive income after transfer			-	-	-	-

The financial statements and associated notes can be viewed in full in the 2024 Annual Report.

Consolidated Balance Sheet

As at 31 December 2024

£000s		Group				Society			
ASSETS	Note	2024		2023* Restated		2024		2023* Restated	
Intangible assets	17		3,290		2,853		50		229
Investments									
Land and buildings**	12	5,210		6,650**		5,210		6,650**	
Investment in subsidiaries	26	-		-		476		530	
Other financial investments	13	52,006		39,949		52,006		39,949	
			57,216		46,599		57,692		47,129
Assets held to cover linked liabilities	16		1,379		1,563		1,379		1,563
Reinsurers' share of technical provisions – claims outstanding*			1,269		1,287		1,269		1,287
Debtors – loans and receivables									
Debtors arising from direct insurance operations	3	405		604		361		564	
Debtors arising out of reinsurance operations*			47		60		47		60
Other debtors	3	1,185		1,238		1,185		1,238	
			1,637		1,902		1,593		1,862
Other assets									
Tangible assets**	18	603		278**		603		278**	
Cash and cash equivalents	14	2,380		3,851		2,277		3,723	
Net pension asset	21	-		1,673		-		1,673	
			2,983		5,802		2,880		5,674
Prepayments and accrued income									
Accrued interest and rent		648		664		648		664	
Other prepayments and accrued income		160		268		2,532		2,657	
			808		932		3,180		3,321
			68,582		60,938		68,043		61,065

*The reinsurer's share of technical provisions reported as a net liability of £5,266,000 in 2023 has been split into asset and liability in the balance sheet. The net total remains unchanged. See note 28 in the 2024 Annual Report for the summary of the restatement.

**Land and Buildings held for own use have been reclassified from Tangible assets to Land and Buildings in the opening balance sheet for 2023. See note 12 for more details and note 28 in the 2024 Annual Report for the summary of the restatement.

The financial statements and associated notes can be viewed in full in the 2024 Annual Report.

Consolidated Balance Sheet (continued)

As at 31 December 2024

£000s		Group				Society			
LIABILITIES	Note	2024		2023* Restated		2024		2023* Restated	
Fund for future appropriations	27		26,639		23,337		26,639		23,337
Technical provisions									
Long term business provision	20	11,405		21,339		11,405		21,339	
Claims outstanding		2,919		3,430		2,919		3,430	
Provision for bonuses and rebates		29		27		29		27	
			14,353		24,796		14,353		24,796
Technical provision for linked liabilities – insurance contracts	22		967		1,194		967		1,194
Technical provision for linked liabilities – investment contracts	22		221		323		221		323
Reinsurers' share of technical provisions – long term business provision*			9,856		6,553		9,856		6,553
Provision for liabilities									
Net pension liability	21		6,935		-		6,935		-
Creditors									
Financing liability	15	5,855		1,998		5,855		1,998	
Creditors arising out of reinsurance operations		16		270		16		270	
Other creditors including taxation and social security		848		475		840		462	
			6,719		2,743		6,711		2,730
Accruals and deferred income*			2,892		1,992*		2,361		2,132*
			68,582		60,938		68,043		61,065

*Net creditors arising from insurance operations of £210,000 included in the accruals and deferred income in 2023 has been reclassified into debtors and creditors arising from reinsurance operations in the balance sheet. Accruals and deferred income decreased from £2,202,000 to £1,992,000 (Society: £2,342,000 to £2,132,000).

The financial statements and associated notes can be viewed in full in the 2024 Annual Report.

Graham Singleton
Chief Executive

Nicola Moore
Company Secretary

These accounts were approved by the Board on 27 June 2025.



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