



**JUST GROUP PLC
JUST RETIREMENT LIMITED
PARTNERSHIP LIFE ASSURANCE COMPANY LIMITED**

**SOLVENCY AND FINANCIAL CONDITION REPORT
AS AT 31 DECEMBER 2025**

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Summary

Basis of Preparation

The Group Solvency and Financial Condition Report (“SFCR”) and the Annual Quantitative Reporting Templates (“QRTs”) have been prepared in accordance with all the applicable PRA Rules and the UK implementation of the Solvency II regulations (“the Regulations”).

This is the single group-wide SFCR for Just Group plc, (referred to as “Just” or the “Group”) as at 31 December 2025. Just Retirement Limited (“JRL”) and Partnership Life Assurance Company Limited (“PLACL”), the UK regulated insurance entities within the Group, received approval to prepare this single group-wide SFCR. The basis of consolidation and preparation of the Solvency results in this document is described in section D. Unless otherwise stated, values are expressed to the nearest £1m.

The Group operates a full internal model for determining its capital requirements under Solvency II. Further detail is included within Section E.

A. Business and Performance

Just is a specialist UK financial services group focusing on attractive segments of the UK retirement income market. The Group is a leading and established provider of retirement income products and services to individual and corporate clients. Its principal new business products are Defined Benefit de-risking solutions (“DB”) and ‘Guaranteed Income for Life’ (“GIFL”) individual annuities written in JRL, while PLACL writes Care Plans (“CP”). In addition, both entities continue to service the back books of in-force business.

Individuals and corporates use their pension savings to purchase our products and solutions, which provide guarantees, security and peace of mind. We invest our customers’ money into a diversified portfolio of fixed income investments, using our asset origination capabilities to select the most attractive investment opportunities. These investments generate cashflow to pay our customers and expenses, and provide profit margin. We manage our risks prudently and hold significant capital resources as a buffer to ensure that we can continue to meet our customer promises well into the future.

On 31 July 2025, the Board announced the terms of a recommended cash offer by BWS Holdings Ltd, a wholly owned subsidiary of Brookfield Wealth Solutions Ltd (“BWS”), to acquire the entire issued and to be issued share capital of the Company. Subsequently on 23 March 2026, Just Group plc announced that all requisite regulatory approvals have been received and the Sanction Hearing has been scheduled to be held on 27 March 2026; the Scheme is expected to become Effective on 1 April 2026.

The primary focus of the Group is to deliver ongoing sustainable growth through the capture of profitable business, investing for the future, and ensuring our business model continues to be financially resilient.

The Group uses a combination of alternative performance measures (“APMs”) and IFRS statutory performance measures. The Board believes that the use of APMs along with the IFRS measures, gives a useful insight into the underlying performance of the Group. Underlying operating profit is a key APM. Further detail is included on page 24 of the Annual Report and Accounts (ARA).

Increasingly competitive markets in 2025, particularly in DB, led to an 18% fall in shareholder funded sales to £4.3bn, which has delivered underlying operating profit for the year of £305m, down 39%. Our disciplined approach to new business pricing means that we continue to write business at or above our target mid-teen IRR on shareholder capital invested in new business, which in 2025 came at the expense of volumes. Both our DB and Retail business units are benefitting from structural

growth trends, and we are committed to compounding the growth in value of the Group over the long term.

New business profit of £249m, down 46% (2024: £460m), translated to a new business margin of 5.7% (2024: 8.7%) on £4.3bn of sales. New business margin was impacted by the increase in competition, which hampered the Group's ability to reprice to offset the trend of tighter credit spreads as the year progressed, lower volumes, and business mix. Growth of the in-force book of business together with continued higher and more normalised long term interest rates boosted the return on surplus assets, thereby increasing our recurring in-force operating profit, up 4% to £246m (2024: £236m).

The Group's Solvency II capital coverage ratio remains robust at 179% (31 December 2024: 211%), driven lower by investment in new business and non-operating items. Cash generation was up 9% to £130m (2024: £119m), due to our growing in-force book of business from the high volumes of profitable business written in prior years, and the release of capital and risk allowances as we pay our existing customers.

The Group's IFRS loss before tax for the year was £118m (2024: £113m profit before tax).

B. System of Governance

The Group's system of governance applies across all UK regulated subsidiaries, including the insurance regulated entities of JRL and PLACL.

The Board aspires to high standards of corporate governance, and focuses primarily on strategic, policy and governance issues, acting in accordance with the best interests of policyholders and shareholders. The Group's Board has delegated responsibilities for oversight of specific activities of the Group and its subsidiary undertakings to its Board Committees. The Boards of JRL and PLACL delegate specific matters to their own separate Audit Committees and Investment Committees.

There were no material changes to the system of governance during the year.

The Group's Enterprise Risk Management Framework supports management in making decisions that balance the competing risks and rewards. This allows generation of value for shareholders, delivers appropriate outcomes for customers and help our business partners and other stakeholders have confidence in us. Our approach to risk management is designed to ensure that our understanding of risk underpins how we run the business. The Internal Control Framework comprises controls that are designed, operated, and embedded to manage risks, and enable achievement of strategic goals in a resilient and sustainable manner.

Risk culture is central to our overall risk management framework and reflects the collective values that we hold as a company. It represents a set of encouraged and acceptable behaviours, discussions, decisions and attitudes towards taking and managing risk.

Governance of risk is embedded via a three lines of defence model:

- 1st line - Business operations: The first level of the control environment is the business operations which perform day-to-day risk management activity.
- 2nd line - Oversight functions: Oversight functions such as Risk Management (which includes Regulatory Compliance), support the Board in setting risk appetite and defining risk and compliance policy.
- 3rd line - Independent assurance: Internal Audit is the third line of defence, providing the Board and executive management with independent assurance over business operations and the level of oversight.

The Group's Own Risk and Solvency Assessment ("ORSA") embeds comprehensive risk reviews into our Group management processes. The annual ORSA report is a significant part of our business cycle and informs strategic decision making by considering risk, over short and long-term time horizons.

C. Risk Profile

The key risks to which the Group is exposed to arise through its regulated insurance entities JRL and PLACL, and through the Group's advisory business. Risks are identified through business-as-usual risk management activities with measurement and monitoring focussed on the entities Eligible own funds in excess of the SCR.

The Group operates a full internal model for JRL, PLACL and Group. The internal model includes all quantifiable risks to which the Group and its regulated insurance entities are materially exposed. All risks are aggregated with an appropriate allowance for diversification. Risks are separately monitored individually against various risk limits or exposure thresholds.

The risks for the Group and regulated insurance entities is composed of the following:

	2025			2024		
	Group	JRL	PLACL	Group	JRL	PLACL
	%	%	%	%	%	%
Underwriting Risk	33	32	35	29	27	33
Market (incl. Credit) Risk	59	60	50	62	64	54
Operational Risk	7	6	15	7	7	13
Other	1	2	-	2	2	-
Total	100	100	100	100	100	100

- **Underwriting** – Underwriting risk is sub-categorised by the Group into demographic risk and expense risk. Risk mitigation is underpinned by adherence to approved underwriting requirements. Reinsurance is principally used to transfer longevity risk, with GifL and DB business both reinsuring approximately 90% of new business (2024: 90%). In addition underwriting risk is managed via Board review and approval of insurance assumptions, with changes to these assumptions detailed in D.2.3, as well as monitoring and analysis of actual experience and expense levels.
- **Market** – The Group is exposed to the risk of adverse financial impacts resulting from changes in interest rates, residential property prices, credit spreads, inflation, and exchange rates. Retirement income product monies are invested to match the asset and liability cash flows as closely as practicable. In addition, the balance sheet is managed by hedging all foreign exchange and inflation exposure, while maintaining an interest rate hedging programme that aims to minimise the IFRS exposure, while containing the Solvency II sensitivity within risk appetite limits.

Over 2025, property sensitivity for an immediate 10% fall in UK house prices has increased to 14% (31 December 2024: 6%). This has mainly been driven by the effect of the strengthening of the PRA EVT minimum deferment rate to 4.5% (2024: 3.5%) , LTM basis updates, and an increase of in-force LTMs. Property risk was managed within entities of the Group through a £521m internal sale of LTMs from PLACL to JRL. The sale, completed in November 2025, was to proactively manage the LTM concentration and property risk within PLACL as it runs-off.

- **Credit** – Exposure to credit risk primarily arises from holding fixed income investments, using reinsurance to manage longevity risk and the use of financial instruments to mitigate market risks, such as interest rate and currency exposure. During the year, credit quality of the Group's bond portfolio remained resilient, with 64% rated A or above (31 December 2024:

62%), driven by an increase in allocation to UK government gilts. The Group continued to have limited exposure to sectors that are most sensitive to structural change or macroeconomic conditions, such as auto manufacturers, consumer cyclical, energy and basic materials.

- Operational – Operational risks are not actively sought out but arise as a consequence of doing business or as a consequence of other risks we choose to seek or take. To mitigate these risks, risk owners are required to implement control environments commensurate to the operational risk exposure and record and maintain the key controls for the risk that they are responsible for managing on a risk management database.

In addition, to the above risks which have explicit risk allowances within the SCR, the liquidity risk of the Group is closely managed. Exposure to liquidity risk primarily arises from volatility in the market leading to impacts to collateral arrangements, lower LTM redemptions and liquidity transferability across the Group. In 2025, the Group broadened its £400m revolving credit facility to provide JRL and PLACL with direct access to the facility. In addition, the Group moved to servicing repurchase agreement collateral requirements with gilts rather than cash to further manage liquidity risk.

There were no material changes in the risk profile of the Group during the year.

D. Valuation for Solvency Purposes

Assets, technical provisions and other liabilities are valued in the Solvency II balance sheets according to the Regulations, which utilise IFRS figures in the ARA as representing fair values aligned to the Regulations other than technical provisions, reinsurance recoverable, gilts and repurchase agreements, subordinated debts, goodwill and intangibles.

At 31 December 2025, the Group's excess of assets over liabilities on a Solvency II basis amounted to £2,086m (2024: £2,414m), and those of JRL and PLACL were £1,607m and £337m respectively (2024: £1,813m and £374m respectively). The reduction in the Group balance is primarily due to negative economic variance in the year, principally from a lower matching adjustment, due to under investment relating to new business written in 2025 where assets are yet to be fully deployed in line with pricing targets. This is combined with an increase in strategic expenses driven by BWS offer transaction costs.

Following past approvals from the PRA, the Group has continued to use matching adjustment (the "MA") and transitional measures for technical provisions (the "TMTP"). Such approvals apply to both JRL and PLACL. The MA for JRL has decreased to 156 bps (2024: 177 bps) primarily due to the narrowing of credit spreads and an increased holding of government bonds at 31 December 2025. For PLACL, the MA has decreased to 93 bps (2024: 127 bps) mainly due to the sale of lifetime mortgages (LTMs) to JRL with lower-yielding bonds received in return. Chapter D of this report provides further details on the methods and main assumptions used for the valuation of items in the Solvency II balance sheet, including sections D.2.6 which provides information on the impact of the MA and TMTP relief (both referred to as "transitional relief").

E. Capital Management

The Group ensures that own funds items are of sufficient quality, and are structured and managed in such a way as to support coverage of the solvency capital. The annual business planning process includes a forward-looking view of the adequacy of eligible own funds to cover the SCR, along with assessment of potential management actions that could be deployed to restore capitalisation in the event of a deterioration. Regular monitoring of capital strength supports the business in managing the deployment of its capital in writing new business whilst ensuring capital remains within appetite.

At 31 December 2025, the Group held £1,209m (2024: £1,665m) of excess own funds representing a regulatory capital coverage ratio of 179% (2024: 211%), which includes the impact of recalculating TMTP.

	Group		JRL		PLACL	
	2025 £m	2024 £m	2025 £m	2024 £m	2025 £m	2024 £m
Eligible Own Funds	2,740	3,159	2,111	2,297	418	494
SCR	(1,531)	(1,494)	(1,335)	(1,287)	(215)	(270)
Excess Own Funds	1,209	1,665	776	1,010	203	224
Solvency Capital Coverage %	179%	211%	158%	178%	194%	183%

The proforma Group Solvency II Capital coverage ratio, reported in 2024, which includes the impact from the repayment of Tier 3 debt in February 2025 was 204%.

Eligible own funds include excess of assets over liabilities (£2,086m in Group as set out in section D above) together with Tier 2 (£659m, 2024: £643m) and Tier 3 (£nil, 2024: £157m) subordinated debt held, net of other Group adjustments (£(5)m, 2024: £(3)m). JRL holds £504m (2024: £434m) of Tier 2 subordinated debt and £nil (2024: £51m) Tier 3 subordinated debt. PLACL holds £92m (2024: £185m) of Tier 2 subordinated debt, (nil Tier 3 in both periods).

The Group proactively manages its debt profile to optimise the capital structure, reduce ongoing servicing cost and decrease refinancing risk. During the year, the Group redeemed it's £155m external Tier 3 debt in February 2025. Concurrently, JRL redeemed in full the £50m Tier 3 subordinated debt issued in December 2018. In October 2025, JRL redeemed in full £100m and £75m of Tier 2 debt whilst concurrently issuing £225m of new Tier 2 subordinated debt at an interest rate of 6.875%. On the same date, PLACL redeemed in full £100m Tier 2 subordinated debt, which was not replaced.

The Group continues to focus on sustainable levels of growth through a capital self-sufficient business model. This is supported by a low strain business model that is generating sufficient capital on an underlying basis to support successful execution and delivery of the business plan.

Chapter A – Business and Performance

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A. Business and Performance

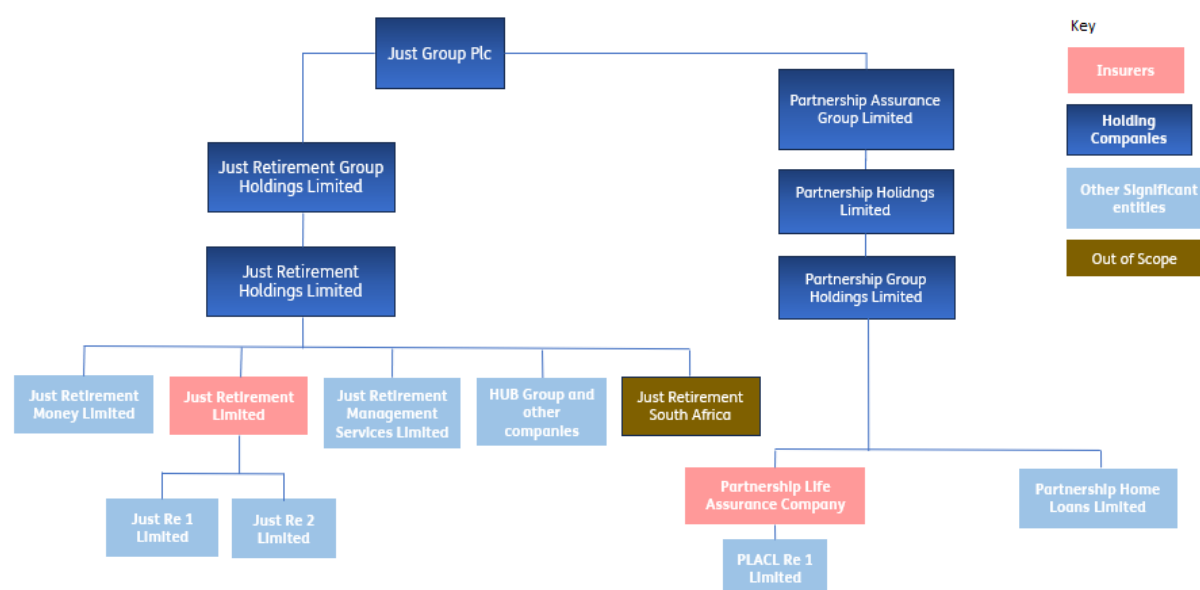
The Business and performance chapter of the report explains our key business operations and their performance on a consistent basis with that reported in the financial statements.

A.1 Business

Just Group plc is a specialist UK financial services group focussing on attractive segments of the UK retirement income market. The Group is a leading and established provider of retirement income products and services to individual and corporate clients. Its principal new business and in force policies written by its insurance companies are Defined Benefit de-risking solutions (“DB”) and ‘Guaranteed Income for Life’ (“GifL”) individual annuities written, as further explained in A.1.2.

As at 31 December 2025, Just Group plc is a public company limited by shares incorporated and registered in England and Wales. JRL and PLACL are both private companies limited by shares, incorporated and domiciled in England and Wales.

The chart below provides a simplified view of the group structure; information on the Group’s subsidiaries is included in the public disclosure template IR.32.01.22 ‘Undertakings in scope of the Group’ in section F.1.



The main activities of other group companies are:

- i. Just Retirement Money Limited (“JRML”) and Partnership Home Loans Limited (“PHLL”) – Lifetime Mortgage (“LTM”) lending;
- ii. Just Retirement Management Services Limited (“JRMS”) – Management services to other companies in the group;
- iii. Just Re 1 Limited and PLACL Re 1 Limited - securitisation vehicles for LTM for MA purposes;
- iv. Just Re 2 Limited – securitisation vehicle for LTM and callable bonds, however, the last callable bond was sold in October 2025
- v. Just Retirement Group Holdings Limited, Just Retirement Holdings Limited and Partnership Assurance Group Limited, Partnership Holdings Limited, Partnership Group Holdings Limited - Intermediate holding companies;
- vi. HUB – companies under the HUB brand umbrella for the provision of services and distribution of products for the approaching, at-and-in retirement markets;
- vii. Just Retirement South Africa (“JRSA”) – Insurance underwriting, out of scope for Solvency II reporting

A.1.1 Significant events in the year

The following significant events occurred in the year:

On 31 July 2025, the Board announced the terms of a recommended cash offer by BWS Holdings Limited a wholly owned subsidiary of Brookfield Wealth Solutions Ltd (“BWS”), to acquire the entire issued and to be issued share capital of the Group. Subsequently on 23 March 2026, Just Group plc announced that all requisite regulatory approvals have been received and the Sanction Hearing has been scheduled to be held on 27 March 2026; the Scheme is expected to become Effective on 1 April 2026.

Following the Board’s comprehensive review, the proposal to shareholders to accept an offer from BWS was supported. At the General Meeting held on 19 September 2025, shareholders overwhelmingly supported the proposed acquisition, with over 99% of votes cast in favour. The outcome demonstrates the resilience of our governance framework, which enabled us to pursue opportunities aligned with our strategy, deliver sustainable value and position the Company for future growth. The decision reflects both the strength we have built as an independent listed business and the opportunities that lie ahead as part of a larger global organisation.

In 2025, the primary focus of our Group was to deliver ongoing sustainable growth through the capture of profitable business, investing for the future, and ensuring our business model continues to be financially resilient. This has resulted in a robust balance sheet and positive business momentum. Increasingly competitive markets in 2025, particularly in DB, led to an 18% fall in shareholder funded sales to £4.3bn, which has delivered underlying operating profit for the year of £305m, down 39%. Our disciplined approach to new business pricing means that we consistently write business at or above our target mid-teen IRR on shareholder capital invested in new business, which in 2025 came at the expense of volumes. Both our DB and Retail business units are benefitting from long-term structural trends, and we are committed to compounding the growth in value of the Group over the long term.

In November 2025, JRL completed the purchase of two LTM portfolios from PLACL, with a £521m carrying value as at the 28 November 2025 transaction date. The motivation of the sale was to manage LTM concentration and property risk within PLACL. The LTM assets purchased form part of the investments used to back the insurance liabilities of JRL. The transaction price totalled £541m and is consideration for the LTM assets purchased, in addition to the origination costs originally paid by PLACL. The consideration was paid in fixed income assets and cash. There was no financial impact from this transaction on Group.

In February 2025, the Group repaid the remaining £155m outstanding of the Tier 3 subordinated debt issued in February 2018. This repayment was pre-financed in September 2024 as part of a £400m Tier 2 subordinated debt issuance, the proceeds of which, also refinanced a £250m Tier 2 subordinated bond, callable in October 2025.

Over 2025, JRL has refinanced £225m of its internal loans.

- In February, JRL repaid the £50m Tier 3 subordinated debt issued in December 2018.
- In October, JRL repaid £100m (issued May 2020) and £75m (issued October 2020) of Tier 2 debt, whilst concurrently issuing £225m of new Tier 2 subordinated debt at an interest rate of 6.875%.

In October 2025, PLACL repaid in full the £100m Tier 2 subordinated debt issued in October 2019. Given that PLACL has been in gradual run-off since 2016, this debt became ineligible for Solvency II capital purposes, and therefore was not replaced.

A.1.2 Material lines of business

The current product offering comprises the following material lines of business, all of which are classified as 'Life Annuities' products for Solvency II reporting purposes:

JRL

- Defined Benefit De-risking Solutions - Solutions for pension scheme trustees to reduce the financial and insurance risks of operating pension schemes and increase certainty that members' pensions will be paid in the future. Schemes may cover both pensioners and deferred lives.
- Guaranteed Income for Life (GifL)- Retirement income products which transfer investment and longevity risk and provide the retiree with a guarantee to pay an agreed level of income for as long as the retiree lives. On a "joint-life" basis, the policy will continue to pay a guaranteed income to a surviving spouse/partner. Just provides modern individually underwritten GifL solutions.

PLACL

- Care Plans – A solution for people moving to residential care who want the security of knowing a regular payment will be made to the care provider for the rest of their lives.
- PLACL also holds closed blocks of defined benefit annuities and individual annuities. These blocks of business have been in run-off since April 2016. The Protection block has been in run-off after closing to new business in March 2018.

The Group also writes LTMs, which are held on JRL and PLACL's balance sheets and classified as investments for Solvency II reporting purposes.

All material lines of business are written in the United Kingdom.

A.1.3 Other information

Supervisor

The Group's and group companies' (excluding, JRSA) supervisors are the Prudential Regulation Authority ("PRA") and the Financial Conduct Authority ("FCA").

Contact details for the PRA are as follows:

Address 20 Moorgate, London, EC2R 6DA.
Telephone number +44 (0) 20 7601 4444

Contact details for the FCA are as follows:

Address 12 Endeavour Square, London, E20 1JN.
Telephone number +44 (0) 20 7066 1000

External auditor

Just Group plc and its regulated insurance entities are subject to external audit by PricewaterhouseCoopers LLP ("PwC").

Contact details are as follows:

Address 7 More London Riverside, London, SE1 2RT
Telephone number +44 (0) 20 7583 5000

Qualifying holdings

There were no direct or indirect shareholdings which represents 10% or more of the capital or of the voting rights or which makes it possible to exercise a significant influence over the management of the entity, as defined in the PRA rulebook.

A.1.4 Events after the reporting period

On 27 January 2026, the Government announced proposed reforms to existing residential ground rents. This proposal includes a fixed annual cap of £250 on existing residential ground rents which will transition to a peppercorn amount after a period of 40 years. As the announcement is post-year end, the new condition was created after the reporting date and is therefore considered a non-adjusting post balance sheet event. Should the proposed changes take effect, likely in 2028, it will result in an estimated decrease in Solvency II Own Funds of £0.1bn (pre-tax) and a 1% reduction in Solvency II capital coverage ratio.

On 9 January 2026, after the financial year end, JRL allotted 3.5bn ordinary shares of 10 pence each by way of a bonus issue. Following the allotment, JRL had 3.93bn ordinary shares in issue and issued share capital of £393m. The bonus issue was funded by retained earnings and therefore does not change JRL's regulatory capital.

The Group is monitoring the ongoing situation in the Middle East, however does not expect a direct material impact from these events on the figures within the SFCR.

There are no other material post balance sheet events that have taken place between 31 December 2025 and the date of this report.

A.2 Underwriting Performance

A.2.1 Current year performance

This section captures the performance of the Group and its insurance entities consistent with the detail reported in the Business review of the ARA.

A.2.1.1 Capital performance

Movement in excess own funds¹

The table below analyses the Solvency II metric movement in Excess Own Funds for Just Group plc.

	2025 £m	2024 £m
Excess own funds at 1 January (proforma) ³	1,561	1,527
Operating		
In force surplus net of TMTP amortisation	195	178
Finance costs	(54)	(48)
Non-life costs	(11)	(11)
Cash generation	130	119
New business strain ²	(116)	(71)
Development costs and other	(27)	(25)
Management actions and other operating items	(17)	58
Organic capital generation	(30)	81
Non-operating		
Strategic expenditure	(73)	(17)
Dividends	(28)	(23)
Economic movements	(221)	49
Regulatory changes	-	(42)
Capital actions ³	-	(14)
Excess own funds at 31 December	1,209	1,561

¹ All figures are net of tax and include a recalculation of TMTP where applicable

² New business strain calculated based on pricing assumptions

³ The opening excess own funds is stated on a proforma basis after the £155m Tier 3 debt repayment in February 2025. Capital actions reflect the effect of repayment of the Tier 3 in 2025 and the Tier 2 refinancing in 2024. Capital actions is net of the positive effect (if any) from release of Solvency tiering restrictions.

The figures above exclude JRSA

Cash generation and new business strain

The Group is focused on sustainable growth, whereby the various costs of the business including TMTP amortisation, finance, development and other costs, and new business strain is funded through the capital generation from the existing in-force book. This is further augmented by release of capital through management actions.

During 2025, the business delivered £130m of cash generation (2024: £119m), driven by 10% growth in cash from in-force to £195m, reflecting the release of risk allowances and capital held against the high volumes of profitable new business written in recent years. The increase in financing costs reflects the timing of interest payments following new debt issuance in September 2024, while non-life costs remained stable at £11m (2024: £11m). £116m was invested in new business capital strain with the year-on-year increase due to writing business at 2.7% of premium (2024: 1.3% of premium). By remaining disciplined and return focused, we maximised our available capital budget, but this resulted in an 18% reduction in new business volumes to £4.3bn. This level of new business strain is slightly above our target of below 2.5% of premium, and relative to a weighted average of 1.7% of premium over the past six years (2020-25 inclusive). Development costs and other were £27m (2024: £25m). Management actions and other operating items were £(17)m due to negative operating experience and assumption changes, partially offset by modelling refinements (2024: £58m positive, driven by PLACL adoption of internal model). When aggregated, this led to £(30)m of organic capital consumption (2024: £81m organic capital generation).

Non-operating items

Changes in the capital surplus were as follows. Together, economic movements summed to a £(221)m reduction, accounting for a 9pp decrease in the capital coverage ratio ("CCR"). This is derived from the £(66)m effect from higher long term interest rates during the year (4pp decrease in the CCR). Reflecting that property price growth experience was slightly negative in 2025 (compared to annual 3.3% long-term growth assumption), this led to a £(43)m decrease (3pp decrease in the CCR). Asset trading timing, and other residual economic variances summed to a £(112)m reduction in surplus (2pp decrease in the CCR).

Payment of shareholder dividends during 2025 cost £28m while strategic expenses reduced the capital surplus by a further £73m. Strategic expenses include investments to bring to market various retail related propositions and cost of new workplace property facilities. In 2025, strategic costs also includes Just's costs in relation to the BWS transaction.

There were no capital restrictions in the 31 December 2025 capital position at Group level. There were however restrictions for PLACL which are detailed in E.1.4.

A.2.1.2 Underlying operating profit

The table below presents the operating profit statement in a format consistent with the presentation included in the Strategic Report and Segmental Reporting disclosures of the Just Group plc ARA. Underwriting performance is not considered to be a relevant metric, so underlying operating profit and its reconciliation to IFRS net profit has been presented instead, which is a key measure used for performance measurement. The Insurance segment has been analysed into amounts relating to JRL and PLACL, with the other entities outside the Insurance segment.

	JRL	PLACL	Other	Total
	£m	£m	£m	£m
Year ended 31 December 2025				
New business profit	242	6	1	249
CSM amortisation	(52)	(13)	(2)	(67)
Net underlying CSM increase	190	(7)	(1)	182
In-force operating profit	195	41	10	246
Other Group companies' operating results	-	-	(16)	(16)
Development costs and other	(26)	(1)	(9)	(36)
Finance costs	(64)	(14)	7	(71)
Underlying operating profit	295	19	(9)	305
Operating experience and assumption changes	(30)	(2)	-	(32)
Investment and economic movements	(33)	(71)	6	(98)
Impairment eliminated on consolidation	-	(12)	12	-
Strategic expenditure	(3)	-	(68)	(71)
Adjustment for transactions reported directly in equity in IFRS	24	-	(8)	16
Adjusted profit/(loss) before tax	253	(66)	(67)	120
Deferral of profit in CSM	(233)	(5)	-	(238)
Profit/ (Loss) before tax¹	20	(71)	(67)	(118)
	JRL	PLACL	Other	Total
	£m	£m	£m	£m
Year ended 31 December 2024				
New business profit	456	2	2	460
CSM amortisation	(56)	(14)	(1)	(71)
Net underlying CSM increase	400	(12)	1	389
In-force operating profit	178	47	11	236
Other Group companies' operating results	-	-	(17)	(17)
Development costs and other	(22)	-	(13)	(35)
Finance costs	(64)	(18)	13	(69)
Underlying operating profit	492	17	(5)	504
Operating experience and assumption changes	(38)	(2)	3	(37)
Investment and economic movements	10	9	(1)	18
Impairment eliminated on consolidation	-	-	-	-
Strategic expenditure	(7)	(2)	(14)	(23)
Adjustment for transactions reported directly in equity in IFRS	24	2	(6)	20
Adjusted profit/(loss) before tax	481	24	(23)	482
Deferral of profit in CSM	(379)	14	(4)	(369)
Profit/ (Loss) before tax¹	102	38	(27)	113

Notes:

¹ Profit/(Loss) before tax for Just Group plc is shown on a consolidated basis including the results of all Group subsidiary undertakings, as set out in chapter D, Valuation for Solvency Purposes, Method of consolidation. As noted in section A.1, JRSA is included in the IFRS performance results in chapter A for consistency with the financial statements.

Underlying operating profit

Underlying operating profit is a core performance metric on which we measure the year to year performance of the business. It includes the value of profits deferred for recognition in future periods. Underlying operating profit captures the performance and running costs of the business including interest on the capital structure, but excludes operating experience and assumption changes, which by their nature are less predictable and can vary substantially from period to period.

2025 underlying operating profit reduced by 39% to £305m (2024: £504m), due to lower new business volumes and margins as we faced increased competition and tighter credit spreads. Our pricing discipline led to our decision to constrain volume appetite and stay within our available capital budget. Recurring in-force operating profit rose by 4% to £246m, with other group companies' costs and development costs and other broadly stable. Finance costs rose by 3% to £71m (2024: £69m), following a bond refinancing in September 2024.

Non-underlying items

Operating experience and assumption changes were £(32)m (2024: £(37)m). Negative operating experiences were driven by lower than expected mortality (£20m), combined with modelling updates (£6m) and a number of minor assumptions strengthening (£6m).

Investment and economic movements

Investment and economic movements were negative at £(98)m (2024: £18m positive). Movements in risk free rates have had a negligible effect due to the strategic hedging strategy that was first implemented in the latter part of 2022 and has continued since. This includes the initial purchase and accumulation of £4.0bn portfolio (2024: £4.0bn) of long dated gilts held at amortised cost under IFRS. This approach has almost eliminated the IFRS exposure whilst also containing our Solvency II sensitivity to future interest rate movements. LTM portfolio property growth experience was instead slightly negative, thereby performing below the 3.3% annual long-term property growth assumption (2024: 3.3% annual property growth assumption), resulting in a negative variance. This is combined with, a strengthening of the lifetime mortgage voluntary redemptions assumption, partially offset by a number of positive assumption changes in relation to inflation and credit defaults. It also includes the effect of asset trading, economic assumption updates, and other one-off negative investment variances.

Strategic expenditure

Strategic expenditure was £71m (2024: £23m). The year on year increase was driven by the £50m cost in relation to Just's transaction advisory fees and accelerating various share based payment schemes into the current year due to the proposed acquisition by BWS, announced on 31 July 2025.

Further, details surrounding the make up and movements of underlying operating profit, and non-underlying items, in 2025 are included within the Business Review of the ARA on page 24.

A.2.1.3 Sales

The table below shows the key metric of Retirement income sales as reported in the ARA:

	Group		JRL		PLACL	
	2025	2024	2025	2024	2025	2024
	£m	£m	£m	£m	£m	£m
Defined Benefit De-risking Solutions (DB)	3,071	4,275	3,071	4,275	-	-
Guaranteed Income for Life Solutions (GIfL)	1,270	1,033	1,141	875	75	57
Retirement Income sales (shareholder funded)	4,341	5,308	4,212	5,150	75	57
Defined Benefit Partner (funded reinsurance)	-	1,101	-	1,101	-	-
Retirement Income sales	4,341	6,409	4,212	6,251	75	57

Group shareholder funded DB sales at £3.1bn (2024: £4.3bn) were down 28%, reflecting the decision to maintain pricing discipline by constraining volumes, particularly in the very competitive second half of 2025. The Group's proprietary bulk quotation and price monitoring service, ("Beacon"), continues to grow in popularity with over 400 DB schemes onboarded. From an execution perspective, the Group completed 130 transactions (2024: 129 transactions), which represents c.40% of all transactions in the market over the past two years (source: Just estimates).

GIFL sales were up 23% in 2025. The Group performed ahead of market growth due to our improved advisor proposition reflecting ongoing development and transformation expenditure.

The Group has one line of business for Solvency II reporting purposes, as disclosed on the annexed S.05.03 template, 'Life Annuities' products.

Materially all of the business written was located in the United Kingdom, and therefore no geographic analysis of underwriting performance is disclosed.

A.3 Investment Performance

Total investment return/(loss)

The investment performance (including investment expenses) is presented within the table below:

Investment return by Solvency II asset class	Group		JRL		PLACL	
	2025 £m	2024 £m	2025 £m	2024 £m	2025 £m	2024 £m
Bonds	919	(136)	666	(240)	105	10
Derivatives	303	(180)	306	(179)	(3)	(2)
Deposits other than cash	31	34	27	30	4	4
Mortgages	357	2	289	(12)	82	13
Other loans	63	46	68	50	7	6
Investment funds	25	24	25	18	-	6
Cash and cash equivalents	79	82	50	48	12	13
Investment return/(loss)¹	1,777	(128)	1,431	(285)	207	50
Investment management expense	(45)	(72)	(57)	(81)	(1)	(2)
Total	1,732	(200)	1,374	(366)	206	48

¹ This balance makes up part of Net Investment Result detailed within Note 4 of the ARA, and included in the reconciliation to underlying operating profit on page 32 of the ARA. As noted in section A.1, JRSA is included in the IFRS performance results in chapter A for consistency with the financial statements.

During the year, growth in interest income reflected continued investment of new business premiums into holdings of fixed income assets. The Group invested over £2.2bn into illiquid fixed income investments over the year to back insurance liabilities.

The fixed income and LTM portfolios are long dated and are exposed to changes in long term risk free rates. Long-term interest rates remained broadly stable and credit spreads also stayed relatively tight throughout the year. As a result, the Group's investment return was influenced less by interest rate or credit movements and more by other economic factors, notably exchange rates and inflation. In 2025, the most significant economic factor affecting returns was the continued strengthening of Sterling against the US Dollar, with this movement generating mark-to-market losses on USD-denominated investments held at fair value. In contrast, the sharp rise in long-term rates in 2024 led to mark-to-market losses in the previous year. The Group utilises derivative contracts to eliminate economic risks it does not wish to retain, including exposure to currency and inflation. Consequently, the net impact from movements in the fair value of investments, and associated derivatives was relatively small compared to 2024.

The reduction in investment expenses compared to the prior year is driven by increased internal origination and management of assets.

A.3.1 Gains and losses recognised directly in equity

There were no gains or losses related to the Group's (and its regulated insurance entities') financial investments that were recognised directly in equity (2024: none).

A.3.2 Investments in securitisation

The Group's subsidiary JRL and PLACL hold notes issued by Just Re 1 Limited and PLACL Re 1 Limited respectively, which are wholly owned subsidiaries established to restructure LTMs for matching adjustment purposes. These entities are consolidated as explained in section D. Method of Consolidation.

A.4 Performance of other activities

The Group does not have any other material activities.

Chapter B – System of Governance

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B. System of Governance

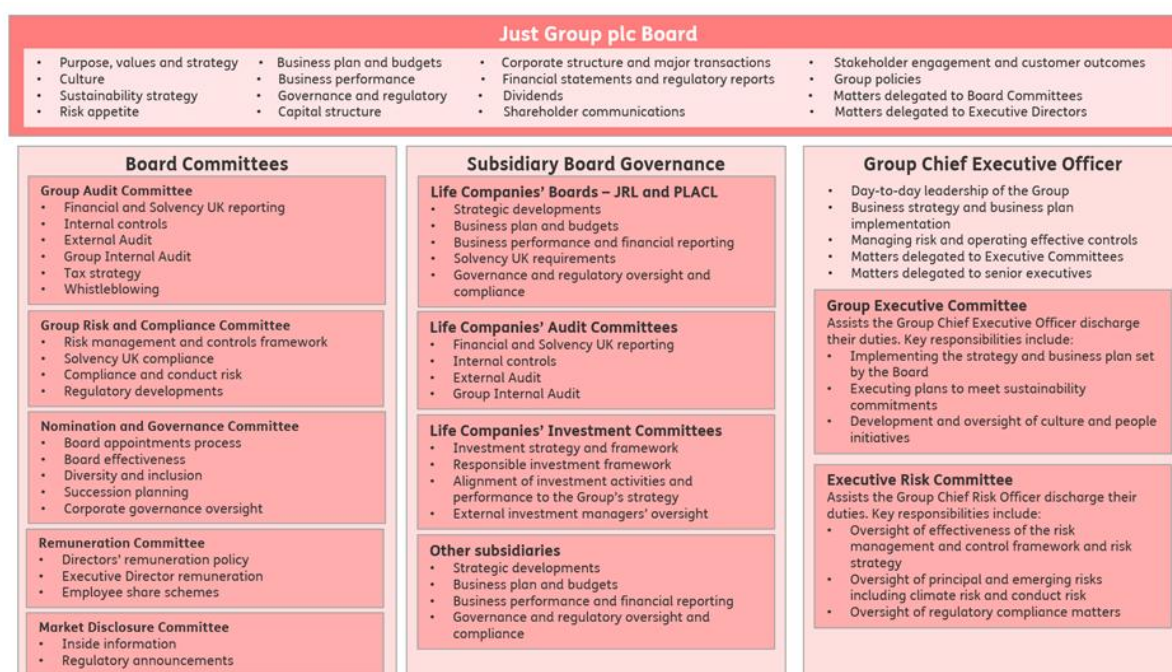
B.1 General information on the system of governance

B.1.1 Governance of the Group

The Group operates a system of governance that is appropriate to the nature, scale and complexity of Just's activities and ensures sound and prudent management of the business.

Governance structure

The governance framework is based on a clear allocation of responsibilities between the Board, its committees and senior management. The Board of Directors of Just Group plc (the "Board") has overall responsibility for the effective operation of the system of governance and for providing strategic direction and oversight of the Group. It operates within an established governance framework, outlined below.



The Group's governance arrangements are aligned with the principles and provisions of the UK Corporate Governance Code 2024 (the "Code"). Further details on Just's compliance with the Code in 2025 can be found on page 77 Just Group plc ARA for the year ended 31 December 2025.

B.1.1.1 Board

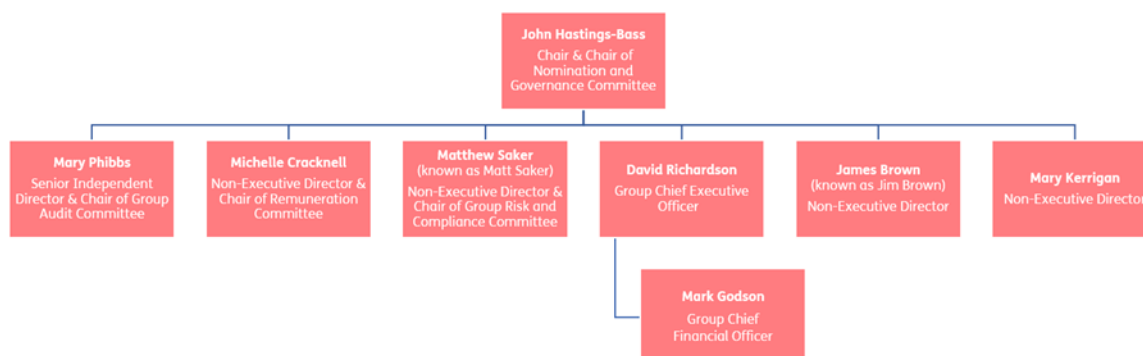
The Board is the ultimate decision-making body of the Group and has overall responsibility for the direction, strategy and performance of the Group, as well as for the effectiveness of the Group's system of governance. The principal responsibilities of the Board include:

- setting the Group's strategic objectives and risk appetite;
- overseeing the system of risk management and internal controls;
- monitoring the Group's solvency and capital position;
- ensuring compliance with applicable legal and regulatory requirements; and
- overseeing governance arrangements across the Group.

The Board delegates certain responsibilities to its Committees, which operate under formal terms of reference approved by the Board.

There are eight Board members at the end of 31 December 2025: the Chair (independent on appointment), two Executive Directors and five independent Non-Executive Directors. The Board considers that the current mix of Executive and Non-Executive Directors is appropriate, preventing the Board from being too large and ensuring that the Board remains predominantly independent.

The diagram below shows the Just Group plc Board members as at 31 December 2025.



The Board recognises that documented roles and responsibilities for Directors, with a clear division of responsibilities between the Chair and the Group Chief Executive Officer, are essential elements in the Group's governance framework and facilitate the effective operation of the Board. An overview of the key Executive and Non-Executive Director accountabilities, which support the integrity of the Board's operations can be found on page 78 of the Annual Report.

B.1.1.2 Group Board Committees

The following Committees are constituted by the Group Board. The full responsibilities of the Committees are set out in their terms of reference, which can be found on the Just website.

Group Audit Committee ("GAC")

The GAC supports the Board in overseeing the integrity of the Group's financial and solvency reporting, including the Matching Adjustment attestation. It also monitors the effectiveness of the Group's internal control framework and related governance activities. In addition, the GAC oversees the performance and independence of Group Internal Audit and the external auditor. Further details on its activities are provided in the Annual Report on pages 96 to 101.

Remuneration Committee

The Remuneration Committee determines the policy for the remuneration, benefits, pension arrangements and compensation for the Chair and Executive Directors of the Just Group plc Board, the Group Company Secretary and members of the Group Executive Committee ("GEC"). It also oversees individuals subject to Solvency II requirements and any other employees within its remit. The Remuneration Committee is also responsible for the approval and oversight of various incentive schemes administered by the Group. Further details are provided on page 105 of the Annual Report.

Nomination and Governance Committee

The Nomination and Governance Committee reviews the structure, size and composition of the Board and its Committees and recommends orderly succession for Executive and Non-Executive Directors. It oversees Board refreshment, ensuring an appropriate balance of skills, experience, independence and diversity aligned with the Group's strategic priorities and governance standards.

It also monitors compliance with the Code and oversees induction, training and ongoing development of Non-Executive Directors. Further details are provided in the Annual Report on pages 92 to 95.

Group Risk and Compliance Committee ("GRCC")

The GRCC supports the Board in maintaining effective risk management, compliance and internal control systems across the Group. It provides oversight and challenge on the continued appropriateness and effectiveness of the risk framework, risk strategy and the principal and emerging risks inherent in the business. It is also responsible for the oversight of regulatory compliance matters. Further details are provided in the Annual Report on pages 102 to 104.

Market Disclosure Committee

The Market Disclosure Committee ensures compliance with disclosure obligations under UK Market Abuse Regulation, the UK Listing Rules, and the FCA's Disclosure Guidance and Transparency Rules. It authorises the release of unplanned trading, event or development announcements through the Regulatory Information Service within its remit.

Other Board Committees

The Board may establish other committees of the Board when required from time to time. All committees are established by approval of the Board with an agreed remit and delegated authorities.

B.1.1.3 Executive Committees

The governance framework is supported by senior management committees that enhance oversight and decision-making. These committees meet regularly under approved terms of reference to address strategic priorities, business needs and specific projects. An overview of some of the main Executive Committees is provided below.

Group Executive Committee ("GEC")

The GEC comprises senior executives who assist the Group Chief Executive Officer to discharge the duties delegated to him by the Board. The GEC collectively ensures effective execution of strategy, operational performance, and risk management, and drives initiatives to embed Just's culture, support colleague development and engagement.

Group Executive Risk Committee ("ERC")

The ERC, which is chaired by the Group Chief Risk Officer, focuses on risk management across the Group, including oversight of risk appetite, controls and regulatory compliance. The ERC reviews papers before they are presented to the GRCC.

B.1.2 Governance structure in Group subsidiaries

B.1.2.1 JRL and PLACL Governance

The governance structures of JRL and PLACL support and are embedded within the overall governance structure of Just Group plc. Each entity has its own Board responsible for key business decisions and aligning its strategy with the Group. Matters Reserved for the Board define which decisions require Board approval or delegation. The JRL and PLACL Boards deliver their strategic objectives in line with the Group's purpose, values and strategy. In 2025, they applied the Code as far as relevant to wholly owned private subsidiaries.

JRL and PLACL Audit Committees

The JRL and PLACL Audit Committees monitor the integrity of financial statements, review significant accounting and reporting judgements, and oversee Solvency II calculations and reporting. They also have responsibilities for the oversight of internal and external audit matters relating to their respective companies and internal controls.

JRL and PLACL Investment Committees

The JRL and PLACL Investment Committees oversee investment activities within the approved governance framework, ensuring alignment with Group strategy and risk appetite. Responsibilities include reviewing investment strategy and frameworks, approving asset class and limit changes within agreed risk appetites, and monitoring investment performance. The Committee also oversees ongoing compliance with regulatory obligations including the Prudent Person Principle.

B.1.2.2 Other subsidiary companies

The Group maintains effective governance across all subsidiaries to ensure compliance with statutory and regulatory requirements. In addition to JRL and PLACL, there are three UK regulated subsidiaries and one South African regulated subsidiary with enhanced governance arrangements. Processes are in place to manage potential conflicts of interests, which may arise from cross-directorships within the Just Group of companies.

B.1.2.3 Subsidiary Board responsibilities

Each subsidiary Board operates under Matters Reserved for the Board, defining its remit. Responsibilities include:

- Setting and delivering strategy aligned with the Group.
- Approving business plans and material contracts.
- Overseeing financial reporting, risk management and internal controls.
- Ensuring compliance with statutory and regulatory requirements.

B.1.3 Key functions roles and responsibilities

In accordance with the PRA rulebook, insurance undertakings must identify functions within it which are of significant importance to the sound and prudent management of the firm (referred to as “Key Functions”) and ensure that those individuals responsible for those functions (referred to as “Key Function Holders”) are fit and proper, adhere to defined conduct standards and are remunerated in a certain way.

As a minimum, the risk-management function, the compliance function, the internal audit function and the actuarial function must be identified as Key Functions. In addition to these, the function of “effectively running the firm” and “any other function which is of specific importance to the sound and prudent management of the firm” must also be defined as Key Functions. In addition, all other PRA-Senior Management Functions are regarded as Key Functions (and therefore Key Function Holders).

Just Group plc regards the following functions as Key Functions:

- Group Executive Committee
- Actuarial function
- Risk function
- Compliance function
- Internal Audit function
- Investment management function

B.1.4 Changes in the system of governance

There were no material changes to the system of governance during 2025. The composition of the Boards of Just Group plc, JRL and PLACL changed as follows in 2025:

- Kalpana Shah resigned as a Director of Just Group plc, JRL and PLACL on 1 March 2025, and stepped down as Chair of the GRCC on the same date.
- Paul Turner resigned as a Director of JRL and PLACL on 30 June 2025.
- Matt Saker was appointed as a Director of Just Group plc, JRL and PLACL, and as Chair of the GRCC on 1 August 2025.
- John Hastings-Bass served as interim GRCC Chair for the period 1 March 2025 to 31 July 2025, pending the appointment of Matt Saker as GRCC Chair on 1 August 2025.

B.1.5 Remuneration policy

B.1.5.1 Principles of remuneration policy

Remuneration policy in the current year

The Company's directors' remuneration policy was renewed at the 2023 AGM with over 95% of shareholder votes in favour.

The directors' remuneration policy has been developed taking into account the principles of the UK Corporate Governance Code, guidelines from major investors and guidance from the UK regulators, the PRA and the FCA, on best practice.

Consistent with the approach adopted each year, the Remuneration Committee considers and approves the performance measures attached to variable remuneration which includes the Short-Term Incentive Plan ("STIP") and the Long-Term Incentive Plan ("LTIP") to ensure they remain aligned with both our strategic priorities and our approach to risk mitigation.

The STIP metrics include financial measures and strategic measures that focus on profitable and sustainable growth and our ongoing commitment to consumer duty.

For the 2025 LTIP, the measures were broadly unchanged and were selected to align to Just's long term strategy. These are Cash Generation; Relative Total Shareholder Return (TSR); Return on Equity ('RoE') and ESG based on investments into sustainable assets which is a key action that we can take as a business for the environment.

Future remuneration policy

The 2023 policy took account of various developments in best practice guidelines. While the business itself continues to evolve, the policy includes sufficient flexibility to cater for these developments and the Company and the Remuneration Committee regularly reviews the performance measures to ensure they still remain relevant.

The existing policy was approved by shareholders at the 2023 AGM.

On 31 July 2025, Just and Brookfield Wealth Solutions (BWS) reached agreement regarding a recommended cash acquisition of Just. Subsequently on 23 March 2026, Just Group plc announced that all requisite regulatory approvals have been received and the Sanction Hearing has been scheduled to be held on 27 March 2026; the Scheme is expected to become Effective on 1 April 2026.

Prior to the 31 July announcement, during 2025, the Remuneration Committee had undertaken a comprehensive review of the Directors' Remuneration Policy ahead of its scheduled triennial approval at the 2026 AGM. The Committee concluded that the current policy continued to operate as intended and that whilst there was no pressing need for changes to the Policy, some minor amendments to aid flexibility and provide clarity could be considered would be appropriate. There are no significant changes planned to the remuneration policy compared with that approved at the 2023 AGM and disclosed in the 2022 Annual Report.

The Remuneration Committee is satisfied that the approach to reward continues to support the strategic priorities of the business and aligns with company purpose and our values.

B.1.5.2 Fixed and variable remuneration

In setting Executives' pay, the Committee seeks to ensure that the underlying principles, which form the basis for decisions on Executive Directors' pay, are consistent with those on which pay decisions for the rest of the workforce are taken. There are some structural differences in the Executive Directors' remuneration policy compared to that for the broader employee base, which the Committee believes are necessary to reflect the differing levels of seniority and responsibility. A greater weight is placed on performance-based pay through the quantum and participation levels in incentive schemes. This ensures the remuneration of the Executive Directors is aligned with the performance of the Group and therefore the interests of shareholders.

Executive Directors fixed remuneration includes salary, £20,000 benefits allowance and pension allowance of 10%. Fixed remuneration provides a competitive and appropriate level of basic fixed pay to help recruit and retain Executive Directors of a sufficiently high calibre.

Variable remuneration includes the Short-Term Incentive Plan (“STIP”) and the Long-Term Incentive Plan (“LTIP”). The STIP incentivises the execution of annual goals by driving and rewarding performance against individual and corporate targets. The LTIP rewards the achievement of sustained long-term operational and strategic performance and is therefore aligned with the delivery of value to shareholders. It facilitates share ownership to provide further alignment with shareholders.

Non-Executive Director (NED) remuneration is fixed. The Chair is paid a single fixed fee. The NEDs are paid a basic fee, with additional fees paid to the Chairs of the main Board Committees, the Senior Independent Director and other specific roles including roles on subsidiary boards, to reflect their extra responsibilities. Since the last SFCR report there have been no changes to the fees paid to the Chair and NEDs.

Variable remuneration performance criteria

The tables below illustrate the performance measures for the STIP and LTIP.

STIP

For the STIP, the core bonus opportunity is determined through a balance of financial measures and strategic performance measures which creates a bonus pool. The pool is then distributed to Executive Directors against achievement of their personal objectives.

The financial performance measures are shown below:

Financial performance measure	New business strain	IFRS New business profit	Underlying operating profit
Weighting	30%	40%	30%

The 2025 strategic performance measures which can either increase or decrease the bonus pool available (subject always to a maximum bonus pool of 100%) are:

- Customer (customer experience and good customer outcomes)
- People (engagement, belonging and gender diversity)
- Operating Efficiency (reduction in operating cost to revenue)
- Risk and Controls

LTIP

LTIP awards are normally subject to a combination of measures which may include financial and/or strategic measures and/or total shareholder return relative to the constituents of a relevant comparator index or peer group.

The performance criteria for the awards made in 2025 are:

Performance measure	Cash Generation	Relative TSR*	Return on Equity	Environmental, Social and Governance (ESG)**
Weighting	15%	25%	45%	15%

* TSR performance relative to FTSE 250 companies, excluding investment trusts

** Investments into sustainable assets

Further detail on remuneration of directors and the policy is provided in the remuneration report on pages 105 to 120 of the Just Group plc 2025 ARA and can be found on the Group’s website.

B.1.6 Material related party transactions

Just Group plc has related party relationships with its key management personnel and group companies.

Key management compensation

Key management personnel comprise the Directors of the Companies. There were no material transactions between the Group and its key management personnel other than those disclosed below:

	Group		JRL		PLACL	
	2025 £m	2024 £m	2025 £m	2024 £m	2025 £m	2024 £m
Aggregate emoluments including benefits	3	3	3	3	0.3	0.3
Share-based payments	3	2	4	2	0.1	-
Total key management compensation	6	5	7	5	0.4	0.3

In addition, there are loans owed by Directors of £0.5m (2024: £0.4m) which accrue interest fixed at 4% per annum and are repayable in whole or in part at any time.

Material transactions with shareholders

The only material transactions with shareholders, and other owners of the Group who were not members of key management, were the payment of dividends and distribution in respect of the Restricted Tier 1 notes.

B.1.7 System of governance - assessment of adequacy

The Board considers the governance framework to be effective and appropriate. Group Internal Audit provides independent and objective assurance to the GAC on the effectiveness of risk management, governance and internal control processes. In line with the Code, Board effectiveness reviews are normally conducted annually, with external facilitation every three years. A formal evaluation was not undertaken in 2025 given the expected significant Board changes arising from the proposed BWS acquisition. The timing of the next evaluation will be considered once the future Board structure is confirmed.

B.2 Fit and proper requirements

This section provides a description of the processes for assessing the fitness and propriety of persons who effectively run the insurance undertakings/Group or have other Key Functions. The Key Functions are set out in section B.1.3.

The Group maintains a Regulatory Governance and Accountability Company policy which includes a framework for appropriate processes and procedures to ensure that all persons performing Senior Management Functions and Certification functions (including Key Function Holders) under the Senior Managers and Certification Regime (SM&CR) are fit and proper both at recruitment, and on an ongoing basis.

B.2.1 Requirements concerning skills, knowledge and expertise

The Group has specific requirements for the various roles of those who effectively run the organisation and have other Key Functions, including executive management roles. Requirements include, but are not limited to:

- **Skills** that facilitate strong governance and effective decision-making. These include leadership, influencing and managerial skills, a high level of business acumen, the ability to

identify and assess the impact of significant issues, and the ability to interpret financial information.

- **Personal attributes** including integrity, probity and high ethical standards, ability to challenge rigorously and decide dispassionately, and the ability to manage conflicts.
- **Knowledge** of external and internal factors. This includes the wider market environment and the regulatory framework in which the business operates. Internal knowledge includes requirements for an understanding of the business strategy, financial information, risk management and controls, and governance arrangements.
- **Qualifications** where relevant to the role, including actuarial and accountancy qualifications.
- **Experience** at board level and in financial services, where applicable.

B.2.2 Assessing fitness and propriety pre-appointment

When recruiting individuals for Senior Manager and Certification roles (including persons who effectively run the Company or have other Key Functions), the Group will:

- Ensure a formal, rigorous and transparent procedure for appointment;
- Ask the applicant to disclose any criminal convictions, relevant adverse legal proceedings, previous regulatory history (including any investigations or revocations);
- Obtain sufficient information about the individual's previous relevant activities and experience to make an informed recruitment decision;
- Take into account the knowledge, skills, expertise and ethics of the individual in relation to the requirements for the role (i.e. perform a 'gap' analysis). This also includes considering current and previous directorships;
- Conduct background financial standing or credit checks using a recognised credit reference agency; and
- Conduct Disclosure and Barring Service ("DBS") checks.

The appointment of individuals holding Executive and Non-Executive Director positions, including the roles of Chair, Senior Independent Director and Group CEO within the Group requires Board approval on recommendation from the Nomination and Governance Committee.

B.2.3 Assessing fitness and propriety on an on-going basis

All directors and other employees including those performing Senior Management and Certification Functions, must be assessed on a regular basis as part of the Company's Performance Management Framework to ensure that they remain competent to perform their roles.

All individuals who perform Senior Management and Certification Functions are also required to complete the Group's Fit and Proper assessment on an annual basis. This annual assessment is undertaken on an individual basis by the Chair and Senior Independent Director of the Group Board in respect of NEDs, and by the Group Chief Risk Officer and/or the Chair of the Group Risk and Compliance Committee in respect of the Group CEO. Executive Directors, other Senior Management Function Holders and all Certification staff are assessed by the People Operations Director in accordance with the annual performance review with referral to line manager or Director, if necessary.

B.3 Risk management system including the Own Risk and Solvency Assessment

B.3.1 Risk governance and management framework

The Group's risk management framework, owned by the Group Board, covers all aspects involved in the successful management of risk, including governance, reporting and policies. The Group's

appetite for types of risk is embedded across the business to create a culture of confident risk-taking. The framework is continually developed to reflect the Group's risk environment and emerging best practice.

An overview of the Group's risk management strategies, objectives, processes and reporting procedures, which form part of the Group risk management framework, is set out below.

Risk strategy

The Group's risk strategy ensures that effective risk-taking and management supports Just's purpose, overall profitability, competitive market positioning, and long-term viability. As a business, the Group prefers those risks that are central to achieving our vision and strategy and our reward targets.

Underpinning this strategy are risk management objectives which are included in the table below

Embedding	Embed the pro-active consideration of risk within all areas of the Group, enabling all decisions from the strategic level to day-to-day decision making, to be made with a clear understanding of the associated risk and capital impacts
Risk Appetite	Enable the Group to operate in line with its risk appetite to support sustainable growth and improved return
Risk Processes	Ensure the adequacy of the risk management processes in place across the Group
Risk Reporting	Maintain an enterprise-wide view on the risk profile of the Group and provide independent reporting through, amongst other things, the Group ORSA on the Group's risk exposures relative to risk appetite, and the extent to which the risks inherent in any proposed strategy and/or business plans are consistent with the risk appetite
Emerging Risk	Identify emerging risks to the Group's strategy and business objectives and the appropriate actions required by the Group to successfully adapt where required
Regulatory Compliance	Ensure compliance with all applicable legislative and regulatory requirements is maintained at all times; regulatory compliance is not the main driver of the risk management ambition, but forms a part of continually achieving the Group's risk management and business objectives
Risk Management Expertise	Build and develop risk management understanding and expertise within the Group; provide the tools, methodologies, and standards to enable business areas to assess and manage their risks
Risk Culture	Promote a risk-responsible culture in which job descriptions, objectives and remuneration of all Group employees are aligned with the risk management objectives

Risk management processes

The risk Identification, Measurement, Management, Monitoring and Reporting (or IMMMR) approach allows the Group to manage risks throughout their life-cycle, as set out in the Enterprise Risk Management Framework.

The risk processes applied across all our core risks include:

- Risk identification – identification and documenting risks to the business.
- Risk measurement – defining and documenting risk measurement methodology and Key Risk Indicators (KRIs) that meet acceptance criteria.
- Risk management – avoid, transfer, mitigate, or accept risk in line with appetite and design and own actions or controls to implement the decision.
- Risk monitoring – review the risk exposure, KRIs and evolving risks to identify how the risk profile may develop and whether further action or escalation is necessary.
- Risk reporting - report residual risk and appetite positions to relevant committees, and provide appropriate information to the second and third lines to allow them to form an independent view on risks.

Own Risk and Solvency Assessment (ORSA)

The Group's Own Risk and Solvency Assessment ("ORSA") process embeds comprehensive risk reviews into the Group's management activities. The Group's annual ORSA report summarises the Group's overall risk exposures and their management and is an important part of the business risk management cycle.

The Group ORSA reports the status of risks and the risk management in place for the Group and its life subsidiaries related to its strategy and business model. This is supported by a variety of quantitative scenarios and integrates findings from recovery and run-off analysis. Further details on the ORSA are included in section B.3.3.

B.3.2 Internal Model Governance

The Group is operating a full internal model for JRL, PLACL and Group.

The internal model is governed by the Internal Model Technical Forum (“IMTF”) and the Model Risk Governance Committee (“MRGC”). The IMTF is a management forum constituted to provide advice and support to the Director of Market, Liquidity, and Model Risk in fulfilling their responsibilities related to the internal model; namely oversight and approval of internal model activities, validation and minor model changes. The IMTF is chaired by the Director of Market, Liquidity and Model Risk and attended by members of the first and second lines. The MRGC is a management committee constituted to assist the Group CRO in oversight of model risk and the overall design and implementation of the internal model. Results calculated using the internal model are independently validated by the second line, which provides an annual report to the Group Risk and Compliance Committee.

The GRCC oversees the internal model including material changes. The Risk function performs validation of the internal model in accordance with the plan agreed with the Group CRO. The Risk function provides oversight that the internal model is appropriately governed and remains fit for purpose to calculate the Group’s solvency requirements.

B.3.3 ORSA

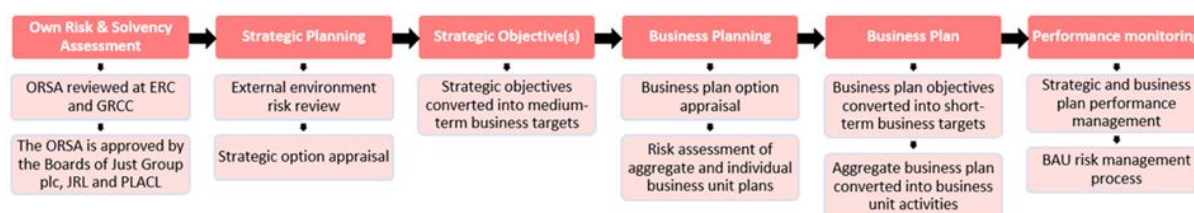
The ORSA provides a current and forward-looking assessment of the significant risks the Group may face and should consider during the Strategy and Business Planning Processes. The ORSA integrates the Group’s approach to managing risk and capital and enables senior management to understand these risks and how they translate into solvency needs.

B.3.3.1 ORSA process

Group ORSA is an essential part of the Group’s risk management framework - the Group ORSA processes and reporting are integrated into the Group’s and subsidiaries’ organisational structures and decision-making processes.

The primary purpose of creating the Full Group-wide ORSA Management document, and the GCRO Summary used as a discussion aid at both management and board level committees, is to provide a forward-looking assessment of the risks the Group may face and should consider during Strategy and Business Planning Processes. A waiver from the PRA permitting the preparation of a single Group ORSA (rather than separate ORSAs for JRL and PLACL) remains in place (see section F.3).

The consideration of risk, over short and long-term time horizons, is an integral part of the Group’s strategic and business planning process. This process is designed to help the business understand, manage and control the risks inherent in the chosen strategy and associated business plans. An overview is below:



*ERC “Executive Risk Committee”; BAU: “Business as Usual”.

The purpose of the ORSA is to:

- provide a comprehensive overview of the risks to which the Group is exposed to or could face in the future;
- inform strategic decision making and business planning;
- enable senior management to understand the risks and solvency needs;
- inform management actions on risk retention, transfer, mitigation, or avoidance;
- ensure that the Group operates within the constraints of risk capacity and appetite; and
- integrate the Group's risk & capital management.

B.3.3.2 Review and approval

The Group ORSA process is led by the Risk Function, who provide review and challenge of inputs provided by management before presentation to the Group CRO. The Full Group ORSA is also reviewed by the Group's Prudential Compliance function.

The Group ORSA is reviewed by the ERC and the GRCC and approved by the Boards of Just Group plc, and JRL and PLACL (in relation to the risks and solvency position specific to JRL and PLACL).

B.3.3.3 Timing and frequency of the ORSA

The full Group ORSA is approved annually, preceding the Strategy and Business Planning processes. The Group considers that the availability of an up-to-date Group ORSA in line with both its year end reporting activities and its strategy and business planning cycle, as well as quarterly risk reports in between, is appropriate to provide management with timely and relevant risk, capital and solvency information to inform business decision making.

The Group will perform a Full Group ORSA outside the normal annual cycle (a non-regular Full Group ORSA), where there has been a fundamental change in the risk profile of the business or a major change to the Group's Internal Model.

B.3.3.4 Determination of own solvency needs

For the purpose of ORSA, the capital requirements of the Group and its insurance subsidiaries, JRL and PLACL, are measured on the basis of Solvency II requirements for determining Solvency II own funds and SCR.

B.3.3.5 Interaction between capital management and risk management

Solvency II capital, as a risk-based capital measure, is central to the Group's risk and capital evaluation and is an important input to business and strategic decisions. The Group, JRL and PLACL apply an Internal Model to determine the capital requirement to be held against risk exposures.

B.4 Internal control system

B.4.1 Internal control system description and procedures

The Board is ultimately responsible for the effectiveness and monitoring of the Group's systems of internal control. The systems of internal control are designed to manage within appetite, rather than eliminate, the risk of failure to achieve business objectives.

Culture

The Group aims to have an organisational culture in which its values, and the importance of internal control to manage risks, are understood. The leadership style and management structures prevalent in the Group are intended to support the desired organisational culture, backed by appropriate HR policies and reward structures. Further detail can be found on page 52 to 55 of the ARA.

Internal Control Framework

The Internal Control Framework comprises controls that are embedded into the Group's infrastructure and processes. Relevant and effective controls should be designed, operated, and fully embedded to manage risks, and enable achievement of strategic goals in a resilient and sustainable manner. Controls are used to mitigate risk exposures within agreed risk appetites and are not intended to eliminate risks.

The Internal Control Framework is an important component of the broader Enterprise Risk Management Framework.

Monitoring, Reporting and Executive Attestation Process

For core Just risks, the Executive Risk Committee oversee residual risk and appetite status, based on relevant KRIs. The Committee challenges management on the adequacy of actions to bring any risks reported as outside appetite back within appetite. Any concerns are escalated to the Group Executive Risk Committee.

Each Executive provides an attestation to the Group CRO twice yearly in respect of the Internal Control Effectiveness in their area of risk responsibility. The attestation confirms the extent to which effective controls have operated to keep core risks (as determined through the Enterprise Risk Management Framework) within appetite. The attestation requires disclosure of events and identified control gaps or weaknesses which represent a critical risk (on its own or in aggregate) to the Groups business and to the control environment, including achievement of business level process objectives. This includes Compliance breaches, Internal audit actions, Compliance monitoring actions, Actuarial Assurance findings matters outside of risk appetite as reported at the Conduct and Operational Risk Committee or reported in quarterly risk reports and risk acceptances rated High or Critical.

Oversight

The Group Board, and/or its Committees, and its subsidiary Boards keep the internal control environment under ongoing review through quarterly risk reports, attestations received from Executives twice yearly, the control functions and other sources, including annual Internal Controls effectiveness review performed by Group Internal Audit.

B.4.2 Roles and responsibilities of the Compliance function

The Group CRO is the accountable executive for the Compliance department and is responsible for leading the Compliance department with ultimate responsibility for performance of its duties. The function is incorporated into the Group's organisational structure in a way that ensures that it is free from influences that may compromise its ability to undertake its duties in an objective, fair and independent manner. Compliance co-operates with other control functions, i.e. the Risk, Internal Audit, Finance, and Actuarial functions, in order to ensure effective oversight of the Group's activities. The Compliance function reports any significant concerns in its areas of responsibility to the ERC, GRCC, and the Boards. The Compliance function provides a consultancy service to all companies within the Group on compliance matters, undertakes compliance due diligence reviews and participates in business projects to provide compliance advice and direction.

The Compliance function monitors and provides oversight of the operation of the Group's Performance Management frameworks for advisers, sales managers and back-office staff, which incorporate the requirements of the FCA's training and competence regime. The Compliance function has oversight of the SM&CR. The Regulatory Governance and Accountability Company Policy and the supporting SM&CR Framework sets out the framework for the processes and procedures to ensure that all Senior Managers, Certification employees and Key Function Holders are fit and proper both at recruitment and on an ongoing basis. It also ensures that there are high-level governance arrangements necessary to meet the requirements of the SM&CR in respect of Handover Procedures, Conduct Rules and Standards and Regulatory References.

B.5 Group Internal Audit function

B.5.1 Internal Audit function role

In accordance with the PRA rulebook, an insurance undertaking is required to have an effective Internal Audit function. The primary role of Group Internal Audit (GIA) is to provide the Board and management with independent, risk-based, and objective assurance, advice, insight, and foresight. It does this by assessing and challenging whether the control frameworks implemented to manage the significant risks of the business are identified, evaluated, and appropriately reported by Management to the Board and Executive Management.

Internal Audit activity and responsibilities are defined by the Board of Directors and the GAC as part of their oversight role and are documented in GIA Charter. The GAC has responsibility for approving the Internal Audit Plan, monitoring and reviewing the effectiveness of GIA's activities, resources, and structure.

Structure

The Director of Group Internal Audit (DoGIA) reports to the GAC Chair for Internal Audit matters with regular dialogue and reporting to the GEC. The DoGIA reports directly into the CEO for operational matters. The DoGIA attends the GAC and GRCC meetings.

Via the Chair of the GAC, the GAC participates in matters relating to the performance evaluation, appointment, or removal of the DoGIA as well as input into their annual remuneration terms as set by the Remuneration Committee.

B.5.2 Independence and objectivity of Internal Audit

The DoGIA has no direct operational responsibilities over any of the activities in Just Group. GIA colleagues will not undertake an audit where there is, or could potentially be, personal conflict of interest.

Any GIA colleague engaged in an assurance audit will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair the Internal Auditor's judgement. However, they are entitled to give recommendations for strengthening internal controls and provide opinions on specific matters related to internal control procedures.

Within an advisory engagement colleagues may, as a segregated activity, proactively provide a range of potential solutions for discussion with the business. The type and level of advice provided will vary depending on the nature of the engagement. To avoid the potential for self-review conflicts of interest, any GIA colleague involved in a consulting activity that involves the design and implementation of internal controls will not be part of any assurance team that subsequently audits these business processes.

The DoGIA will confirm to the GEC and GAC at least annually the independence of the GIA.

B.6 Actuarial Function

The Chief Actuary team provides oversight of the Actuarial Function requirements. The primary responsibility of the Actuarial Function is to ensure the adequacy of technical provisions, new business pricing, and reinsurance arrangements. In fulfilling these responsibilities, the function:

- Reviews the reliability and adequacy of technical provisions calculated by the Finance and Actuarial functions;
- Provides an opinion on the appropriateness of methodologies, models, and assumptions used in these calculations;
- Monitors the sufficiency and quality of data used in determining technical provisions;

- Advises the Board on risks and uncertainties related to technical provisions;
- Expresses opinions on underwriting policy and reinsurance arrangements; and
- Supports the effective implementation of the risk management system and the Own Risk and Solvency Assessment (ORSA), including risk modelling and input to key ORSA conclusions.

The Chief Actuary submits the annual Actuarial Function Report to the Board, which summarises the activities and recommendations made during the year. The Chief Actuary also contributes to the group's wider risk management through membership of key management committees such as the Asset Liability Committee (ALCO), Insurance Committee, and Internal Model Technical Forums.

The Chief Actuary is authorised by the Board to have unrestricted access to relevant information, records, and staff to discharge these responsibilities. The Chief Actuary may submit reports to the Boards of Just Group plc, JRL, and PLACL, as well as to Audit, Investment committees and GRCC as necessary.

B.7 Outsourcing

B.7.1 Outsourcing Policy

The Group outsources some of its functions in compliance with the Just Group Procurement and Outsourcing Policy which details how the Group complies with the PRA guidelines on Outsourcing and Third Party Risk Management ('SS2/21'), specifically ensuring that outsourcing arrangements do not:

- Materially impair the quality of the system of governance of the Group;
- Unduly increase operational risk
- Impair the ability of the supervisory authorities to monitor the compliance of the Group with its obligations; and/or
- Undermine continuous and satisfactory service to clients.

This policy sets out process in relation to the selection, contracting, due diligence and ongoing governance for outsourcing arrangements; high risk outsourcing arrangements, including Material Outsourcing arrangements, which require prior approval from the Group Board.

The Just Group plc Board own the Procurement and Outsourcing Policy, with the Chief Financial Officer holding the role of Accountable Executive. The policy is maintained by the Procurement and Third Party Governance Team and is reviewed, at a minimum, on an annual basis.

Assessment processes conducted prior to onboarding determine whether the arrangement poses a High, Medium or Low level of operational risk. Further assessments are conducted to determine the materiality of a third party, including identification of critical or important operational functions, and whether the arrangement constitutes outsourcing.

B.7.2 Principal outsourcing arrangements

The principal activities that are outsourced are:

- Investment Management (relevant primarily for illiquid assets) – Just has adopted a hybrid investment management approach, whereby certain activities for origination and management of invested assets are outsourced to third party asset managers across various jurisdictions worldwide. This applies to both JRL and PLACL. There are currently 12 investment managers: 6 in the UK and one in Switzerland. A further 5 investment managers are based in the UK but have their headquarters outside the UK (4 in the US, 1 in Australia).
- Defined benefit (buy out/ buy in) policy administration - outsourced by both JRL and PLACL to service providers in the UK.

- Administration of post completion policies - outsourced by PLACL to service providers in the UK including policy administration offshored to India.
- IT data centre services – outsourced by JRMS to providers based in the UK, on behalf of all operating companies within the Group.

B.7.3 Intra-group outsourced activities

In addition, within the Group, there exist the following material Intra-group outsourcing arrangements:

Employee and management services recharges

All staff are employed by JRMS and as such there are outsourcing arrangements between JRMS and all other entities within the Group in respect of recharging of management services including employee costs.

Origination and servicing of LTM

LTMs that are originated or acquired by group subsidiaries JRML and PHLL are transferred to JRL and PLACL. Each of JRL and PLACL also enter into transactions with special purpose entities (Just Re 1 Limited (“JRe 1”) and PLACL Re 1 Limited (“PLACL Re 1”) respectively) whereby the respective special purpose entity acquires portfolios of LTMs from JRL and PLACL in exchange for the issue of loan notes to support JRL and PLACL’s Solvency II MA requirements.

JRML carries out mortgage servicing activities on behalf of other group entities.

B.8 Any other information

The directors consider that the contents of this section on the system of governance provides all material information to be provided in the SFCR.

Chapter C. Risk Profile

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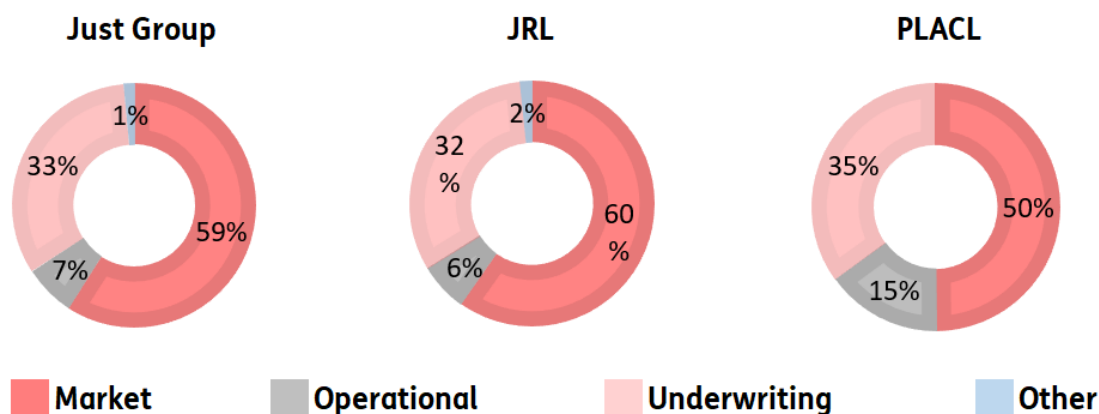
C. Risk Profile

Introduction

This chapter provides information on material risks of the Group and UK regulated insurance entities, including how those material risks are assessed and managed. It considers the risk profile across the major risk categories under the Regulation, as follows:

- Underwriting risk
- Market risk
- Credit Risk
- Liquidity risk
- Operational risk

The charts below show the composition of the material risk categories of the Group, JRL and PLACL before diversification as calculated using the internal model. Liquidity is closely managed with no explicit risk allowance within the SCR.



Credit risk is included within the Market risk SCR calculation. See section E.2.2 for further details on the SCR.

Changes to risk profile

The risk profiles of Group and its life entities remain broadly stable. Over 2025, an internal back book trade of PLACL LTM portfolio took place to further diversify and balance risk profile across life entities, after moving PLACL onto Internal Model. Whilst the overall LTM proportion of the core investments portfolio on a market value basis fell to 20% (2024: 21%), there is an increase in Group property sensitivity due to adverse property experience and internal management actions. Further details can be found in Section C7.1.

With PLACL moving onto full Internal Model, JRL and PLACL have now aligned their risk appetite. This allows consistency in risk measurement and management within Group's risk appetite framework.

Risk Management Processes

Risk identification

Risk identification is a continuous process carried out as part of the business-as-usual risk management activities. These activities include strategic, financial, underwriting and operational risk management; business change; resilience risk management; stress testing and scenario analyses and risk reporting.

Risk measurement and monitoring

Capital resources are measured and monitored on a Solvency II regulatory basis and the Group and its UK regulated insurance entities are required to maintain 'Eligible Own Funds' in excess of the value of its SCR. The SCR represents the capital required to provide policyholders with the statutory level of required protection and coverage sufficient for the Group to absorb a combined 1-in-200-year stress based on the quantifiable risks to which Just is materially exposed. These include market risks, underwriting risks, as well as operational risks. These risks are all aggregated with appropriate allowance for diversification benefits.

Both of Just's UK life insurance entities use a full internal model for their SCR calculation. The Group SCR incorporates the benefits of diversification between entities.

Separately, individual risks are measured and monitored using various risk limits or exposure thresholds which aim to prevent risk concentrations and accumulations in accordance with Just's risk appetites. These are detailed further in the relevant risk sections below.

Monitoring and reporting the effectiveness of risk mitigation techniques

Risk mitigation techniques are monitored and approved by the appropriate governance committees responsible for oversight of specific individual risks.

The Group Risk function oversees and reviews the effectiveness of the Group's and business units' overall risk management and their control environments in mitigating operational risk.

The effectiveness of market, credit, underwriting, and liquidity risk management is monitored regularly through reports to the GAC, the GRCC, other Group Board sub-committees where relevant and the Insurance entities' Investment Committees.

The monitoring of the effectiveness of financial and underwriting risk mitigation techniques is carried out in several of ways, which include:

- Quantitative assessment of risks against Board approved risk appetites for material risks within the capital risk appetite framework;
- Measuring the sensitivity of the capital coverage ratio to individual risk factors;
- Stress and scenario analysis to monitor the volatility of the capital adequacy ratio to real world scenarios;
- Analysing actual experience against expectations and forecasts which provides a feedback loop to the actuarial and risk control cycles;
- Management Information reporting via existing governance framework with appropriate escalation mechanism; and
- Executive attestation processes to identify, measure, manage, monitor and report on risks to enable the Group's business to be conducted in line with the applicable Policy Statement(s) and Risk Appetite.

Further information on the Group's principal risks and how these are managed and mitigated can be found on pages 64-69 of the ARA. Further information on the Group's financial and insurance risk management can be found in note 27 of the ARA.

Prudent Person Principle

The Group ensures that investments are made in adherence to the Prudent Person Principle ("PPP") to ensure the security, quality, liquidity and profitability of the portfolio as a whole, with well understood risks and capital requirements. Assets backing liabilities are selected to be appropriate to the nature and duration of the liabilities. Derivatives are only used insofar as they reduce risks or to facilitate efficient portfolio management. Assets which are not admitted to trading on a regulated financial market are kept to prudent levels as is the Group's exposure to concentration risk.

C.1 Underwriting risk

C.1.1 Nature of material underwriting risks

The Group and its UK regulated insurance entities are exposed to underwriting risk as a consequence of offering the principal products outlined in Section A.1.2 Material lines of business. Uncertainties related to the occurrence, frequency, or severity of insured events may cause the premiums charged or provisions set aside to be inadequate, leading to financial losses. Internally, underwriting risk is classified as insurance risk and further subcategorised into demographic risk and expense risk. Insurance risk policies outline the risk management processes and controls that govern the systematic identification, measurement, management, monitoring, and reporting of each risk.

Demographic risk arises from exposure to longevity, mortality and morbidity and includes associated factors such as levels of transfer from defined benefit deferred business and withdrawal from LTM.

The Group prefers annuitant longevity and LTM mortality risks, as these risks are central to achieving our vision and strategy. We have expertise in the selection of these risks, and understanding and evaluating them is a core competency of the Group. The Group tolerates the associated morbidity, LTM withdrawal and expense risks which arise from our strategy. Detailed below are the underwriting risks to which the Group is exposed, presented by reference to the products.

Longevity and Mortality risk

Contracts with survival-based annuity payments expose the Group to annuitants living longer than expected. Some of these contracts include spousal and/or dependent death benefit provisions which expose the Group to deaths occurring earlier than expected.

LTM contracts expose the Group to no negative equity guarantee (NNEG) risk, which increases if policyholders live longer than expected. Earlier than expected policyholder deaths adversely impact LTM returns due to the fixed nature of some costs.

This risk has by far the largest exposure in the underwriting risk module for Group and its life subsidiaries.

Morbidity risk

The Group is exposed to morbidity risk because LTM's include a contractual provision that triggers repayment when the customer moves into long-term care due to ill health.

Withdrawal risk

For contracts with options, the Group faces the risk that the options are not exercised in line with expectations.

For DB deferred, the Group is exposed to the risk that the proportion of pre-retirement pensioners who choose to transfer differs from expectations. For LTMs, the Group is exposed to the risk that the proportion of loans repaid early differs from expectations, or the proportion of additional withdrawals taken from pre-approved withdrawal facilities differs from expectations.

Expense risk

The Group is exposed to the risk that the actual expense incurred in servicing and maintaining the business is higher than expected. The Group is exposed to expense risk for all contracts it has on the book from inception to the time it takes to fully run-off.

C.1.2 Underwriting risk concentration

Improved longevity arises from enhanced medical treatment and improved life circumstances. Concentration risk to individual groups whose longevity may improve faster than the population is managed by writing business across a wide range of different medical and lifestyle conditions to avoid excessive exposure. Reinsurance is also an important mitigant to concentrations of insurance risk.

C.1.3 Underwriting risk mitigation

Underpinning the management of insurance risk are:

- the use of controls around the development of suitable products and their pricing;
- adherence to approved underwriting requirements;
- the development and use of medical information including Prognosis™ for both pricing and reserving to assess longevity risk;
- the use of reinsurance to transfer longevity risk outside the Group. The Group retains oversight of the risks transferred, uses a range of reinsurers and monitors exposures to ensure the Group remains within the reinsurance counterparty risk appetite;
- review and approval of insurance assumptions used by the Board; and
- regular monitoring and analysis of actual experience and expense levels.

With the exception of LTM mortality and Care longevity risk, which are fully retained, GfL and DB business both reinsure approximately 90% of new business in 2025 (2024: 90%) of longevity risk. The majority of retained longevity risks relates to business written prior to 2016.

Reinsurance treaties include provisions to minimise collateral risk. Analysis of reinsurance collateral arrangements can be found in note 27 of the ARA.

C.2 Market risk

C.2.1 Nature of material market risks

For Just and its UK regulated insurance entities, market risk is the risk of adverse financial impact resulting, directly or indirectly, from changes in interest rates, residential property prices, credit spreads, inflation, and exchange rates, which affect, directly or indirectly, the level and volatility of market prices of assets and liabilities. The Group is not exposed to any material levels of equity risk. Our balance sheet sensitivities to market risks can be found in section C.7.1, where the largest market risk exposure arises from property risk.

For each of the material components of market risk described in more detail below, the Capital Risk Appetite Framework and the Market Risk Policy sets out the risk appetite and management processes governing how each risk should be measured, managed, monitored and reported.

The sensitivity of the fair value of investment assets that are valued using alternative valuation techniques to plausible alternative assumptions can be found in note 16 of the ARA. Alternative valuation techniques for Solvency II can be found in Section D.4.

Interest rate risk

Interest rate risk is the risk arising from the changes in the values of assets or liabilities as a result of changes in risk-free interest rates. Exposure is primarily from any cashflow mismatch between assets and liabilities held.

Credit spread risk

The Group is exposed to changes in credit spreads on assets. Changes in credit spreads can impact the capital coverage position, depending on the investment position of the Group.

Property risk

Exposure to property risk arises from indirect exposure to the UK residential property market through the provision of LTMs and the associated NNEG shortfall. A substantial decline or sustained underperformance in UK residential property prices could result in proceeds on sale of the property on which the mortgage is secured being lower than the mortgage debt at the date of redemption, creating shortfalls where the NNEG applies. A fall in property values may also reduce sales of LTMs, as a lower proportion of customers would meet our loan-to-value underwriting criteria.

The Group also has indirect exposure to property via commercial real estate lending and residential ground rents as part of its overall investment strategy. Investments in these assets are subject to overall limits and must adhere to strict underwriting criteria.

Over 2025, an internal LTM portfolio transaction took place to de-risk PLACL run-off profile given its closed book nature, and improve entity level risk balance and resilience.

Inflation risk

Inflation risk primarily arises from inflation-linked individual retirement income products and defined benefit pension products as well as management expenses.

The Group and its UK regulated insurance entities are also materially exposed to low house price growth, potentially leading to additional NNEG costs. This is covered in the property risk section above.

Currency risk

Currency risk arises from currency mismatch between the insurance liabilities and the underlying investment assets. A material part of investments are in non-Sterling denominated assets, primarily USD and EUR. All material liabilities are denominated in Sterling.

C.2.2 Market risk concentration

Lifetime mortgages, and hence residential property risk exposure remains a material contributor to the Group's risk profile. LTMs at £6.0bn represent 20.1% (2024: 20.9%) of the investments portfolio, which the Group continues to monitor, and expects to gradually reduce as a proportion of the investments portfolio over time as we originate fewer new LTMs and diversify the portfolio with other illiquid assets.

The LTM portfolios are monitored to ensure diversification across geographic, demographic and property dimensions. During 2025, the loan-to-value ratio of the in-force lifetime mortgage portfolio rose to 41% (2024: 39%), reflecting the interest roll-up and gradual seasoning of the LTM portfolio.

The Group manages other market risk concentrations through diversification, matching and hedging, among other controls.

Market risk concentrations are regularly monitored and reported via the Market Risk Forum and the Asset Liability Committee. Concentration risks are escalated to higher level committees where appropriate.

Further information on the sector analysis of the Group's financial investments can be found on page 35 of the ARA.

C.2.3 Market risk mitigation

All market risks are measured and managed in according with the Group's risk appetite framework.

The Group and its UK regulated insurance entities are not materially exposed to credit spread risk as a result of permission to use MA to offset this risk. Some risks, such as property and interest rate, arise as a consequence of taking risks that are central to our vision and strategy. We aim to mitigate these risks where it is cost and capital efficient to do so.

Retirement income product monies are invested to match the asset and liability cash flows as closely as practicable.

We continue to manage the balance sheet by hedging all foreign exchange and inflation exposure, while maintaining an interest rate hedging programme that aims to minimise the IFRS exposure, while containing the Solvency II sensitivity within Board approved risk appetite limits (see section on Solvency II sensitivities).

Risk management, measurement and monitoring practices are subject to regular reporting and oversight as described in the introduction to this chapter.

For each of the material components of market risk, we set out how each risk is mitigated below:

Interest rate risk

The Group tolerates taking interest rate risk. This exposure is managed by investing in assets which closely match the interest rate sensitivity of the liabilities, with both duration and cash flow matching taken into consideration. We monitor the effectiveness through regular reviews of the asset and liability position, sensitivity testing and scenario analyses.

The Group actively hedges its interest rate exposure to protect IFRS exposure whilst managing Solvency II balance sheet in accordance with its risk appetite framework and principles. We have used repurchased gilts held at amortised cost to bridge the gap between IFRS and SII interest rate exposures in order to improve effectiveness of hedging activities.

Just's sensitivity to interest rates is included in our sensitivities in section C.7.1.

Credit spread risk

The Group has permission to use the Solvency II Matching Adjustment which partially offsets the movement in credit spreads in the MA Portfolio. The Group uses cash flow matching, as is necessary to claim the MA as part of its long-term buy-and-maintain strategy. Tolerance and limits are set in accordance with our risk appetite to manage any temporary under or over-investment positions.

Property risk

Property risk mainly arises from the NNEG feature of LTM products. Exposure is managed via bespoke NNEG hedges, limits on new LTMs as a proportion of new business and through underwriting criteria such as limits on the loan value as a proportion of the property's value ("loan-to-value") at outset and obtaining independent third-party valuations on each property before the initial mortgage is advanced. Lifetime mortgage contracts are also monitored through dilapidation reviews and periodic revaluation of samples of our portfolio. House prices are monitored and the impact of exposure to adverse development of house prices (both regionally and nationally) is regularly reviewed and reserved for.

Inflation risk

The Group is averse to inflation risk. This exposure is managed through the matching of index-linked liabilities with index-linked assets. Where mismatching exists, derivative instruments such as inflation swaps are used to manage such risk.

Currency risk

The Group is averse to currency risk. Cross-currency swaps are used as the primary tool in hedging currency risk exposures.

C.3 Credit risk

C.3.1 Nature of material credit risks

Credit risk arises when a counterparty or borrower becomes insolvent and/or is unable to pay the amounts due to Just resulting in a financial loss.

Credit risk exposures arise from:

- Holding fixed income investments where the main risks are default, downgrade, and concentration risk. Just tolerates credit default risk from its investments, recognising that it is a consequence of investing to generate returns to meet policyholder liabilities.
- The use of reinsurance to manage longevity risk and to fund new business. Credit risk exposure arises should a reinsurer fail to meet its claim repayment obligations.

- The use of financial instruments, including derivatives, to mitigate interest rate and currency risk exposures. Credit risk arises from the counterparties of these financial instruments.
- Holding cash balances with financial institutions.

C.3.2 Credit risk concentration

Just's investment activities are governed by a Board approved Investment Framework. For both liquid and illiquid assets, the framework prescribes constraints in respect of asset class, issuer and sector as well as considering future requirements. The framework ensures that credit risk is suitably diversified to avoid over concentration of credit risks over the planning period.

The Group's (including those of its UK regulated insurance entities') credit assets backing liabilities are overwhelmingly investment grade bonds or loans. As a long-term insurer with illiquid liabilities, it is financially beneficial for Just to invest in illiquid assets. Quantitative limits are set for illiquid assets in order to maintain overall volumes within prudent limits. The Group maintains a robust valuation model which considers the additional risks for illiquid assets, such as valuation uncertainty (including valuation under stressed conditions). The risks are analysed by experienced individuals, who are also responsible for ensuring the credit ratings assigned to the assets appropriately reflect the risks.

We are committed to further growing and diversifying the non-LTM illiquid portfolio, in particular through continued investment in infrastructure projects, commercial real estate mortgages, long income real estate (being commercial ground rents, and income strips), social housing and private placements.

In parallel to our internal origination and structuring capabilities, the roster of 12 external asset managers provide a healthy pipeline of investment opportunities, both domestic and international. Each external asset manager is carefully selected based on their particular area of expertise. Our illiquid asset origination strategy allows us to efficiently scale origination of new investments, and to flex allocations between sectors depending on market conditions and risk adjusted returns.

To date, Just has invested £7.8bn in illiquid assets (excluding LTMs), representing 27% of the investments portfolio (2024: 24%), spread across more than 350 investments (average £22m), both UK and abroad. We have invested in our in-house credit team as we have broadened the illiquid asset origination and work very closely with our specialist asset managers on structuring to enhance our security, with a right to veto on each asset. Lifetime mortgages at £6.0bn represent 20% of the investments portfolio, which we expect to gradually reduce over time as we originate fewer new LTMs and diversify the portfolio with other illiquid assets.

In 2025, we funded £2.2bn of illiquid assets, which represents 51% of new business premiums. Over the past three years, we have progressively increased our investments capability, and are now predominantly directly originating from particular illiquid asset classes (e.g. social housing, private placements, infrastructure and commercial ground rents), in addition to lifetime mortgages.

The Group and its UK regulated insurance entities also actively manage their exposures to reinsurance, derivative and deposit counterparties to ensure exposures remain within prescribed limits and collateral is appropriately valued and managed. The Group uses reinsurance as a risk management tool. This increases Just Group's exposure to counterparty credit risk, which is managed within the Group's risk management framework and the Group's exposures remain inside the limits established under the framework.

The Group invests in a well-diversified portfolio of assets to avoid over concentration of credit risks. A number of limits are in place (e.g. sector, single issuer, asset class) to mitigate default risk.

The table below analyses the credit rating exposure of financial investments, including privately rated investments allocated to the appropriate rating.

Credit Rating	Group		JRL		PLACL	
	2025	2024	2025	2024	2025	2024
AAA	5%	6%	4%	5%	13%	16%
AA	29%	23%	30%	24%	20%	19%
A	30%	33%	30%	34%	32%	26%
BBB	35%	37%	35%	36%	35%	37%
Other (BB or below, unrated)	1%	1%	1%	1%	0%	2%

During the year, the Group's financial investments increased by £2.9bn to £37.4bn (2024: £34.5bn), with the credit ratings for the core investment portfolio shown in the table above.

Excluding derivatives and collateral, and gilts held at amortised cost, the core Investments portfolio on which we take credit risk increased to £29.8bn. The credit quality of the Group's £21.5bn bond portfolio remains resilient, with 64% rated A or above (2024: 62%), driven by an increase in allocation to UK government gilts, 35% BBB and less than 1% non-investment grade. Our diversified portfolio continues to grow and is well balanced across a range of industry sectors and geographies.

The Group has very limited exposure to those sectors that are most sensitive to structural change or macroeconomic conditions, such as auto manufacturers, consumer cyclical, energy and basic materials. The Group has further increased its infrastructure investments, driven by new private placement assets, and selectively increased the commercial mortgages investments. We continue to add a significant amount of government bonds due to the continued tight corporate credit spread environment, with excess gilts expected to be recycled into corporate credit and illiquid assets as opportunities arise. The BBB rated bonds are weighted towards the most defensive sectors including infrastructure, utilities, communications and technology, and consumer staples including healthcare.

Further analysis of financial instrument credit ratings can be found in the Additional Information on page 220 of the ARA. The sensitivity of the balance sheet to changes in credit spreads and credit quality step downgrades are included in section C.7.

C.3.3 Credit risk mitigation

Counterparty default risk is managed by a number of processes which include margining, collateralisation, imposing restrictions over the credit ratings of third parties with whom cash is deposited and limiting the concentration of exposure to any individual counterparties.

Risk management, measurement and monitoring practices are subject to regular reporting and oversight as described in the introduction to this chapter.

The risk of default on fixed income investments (where the counterparty fails to make contractual repayments in full and on time) is managed through analysing the credit quality of the investments and being selective based on expertise, guided by the risk appetite limits and framework.

Just ensures fundamental analysis on a credit name is undertaken prior to investing. New asset classes or asset managers are subject to appropriate due diligence performed by Line 1 with challenge from Line 2 and approval by the Investment Committee. Credit rating downgrades are actively monitored and escalated via appropriate governance.

The Group and its UK regulated insurance entities uses financial instruments to mitigate interest rate and currency risk exposures. It therefore has credit exposure to various counterparties through which it transacts these instruments. Credit risk on hedging instruments is managed by the use of collateral arrangements.

Reinsurance is used to manage longevity risk as well as asset risk in the DB partnering business. Reinsurance default risk arises from the exposure to reinsurer failure to meet its claim repayment obligations. Credit risk on reinsurance balances is also mitigated by the use of collateral arrangements. The Group employs careful selection of qualifying collateral types at the outset of the contract and frequently monitors and re-values the reinsurance contract and collateral.

Prior to 31 December 2025, the Group had decided that the uncertainty surrounding residential ground rents represented a higher risk of default on these assets, which should be reflected through a higher credit risk deduction in the form of fundamental spread add-ons as part of the Matching Adjustment Attestation process. In addition, the SCR held against these assets at 31 December 2025 reflected the uncertainty surrounding the reforms released by the Government. On 27 January 2026, the Government announced proposed reforms to existing residential ground rents including a fixed annual cap of £250 per annum on existing residential ground rents, which will transition to a peppercorn amount after a period of 40 years. Please refer to A.1.4 Events after the Reporting Period for details of the financial and capital impact.

C.4 Liquidity risk

C.4.1 Nature of material liquidity risks

Liquidity risk is the risk that the Group and its UK regulated insurance entities do not have sufficient eligible assets available in order to meet financial obligations as they fall due.

Exposure to liquidity risk arises primarily from:

- Collateral requirements arising from financial derivatives and reinsurance agreements;
- Lower LTM redemptions than expected or higher than expected funding requirements for further advances on existing LTM contracts; and
- Liquidity transferability risk across the Group.

Liquidity risk is not included in the Solvency Capital Requirement (SCR) calculation because it is managed through operational measures and stress testing rather than capital allocation.

C.4.2 Liquidity risk concentration

The Group and its UK regulated insurance entities is not materially exposed to liquidity concentration risk. Liquidity is maintained with approved counterparties and such limits are subject to ongoing monitoring.

C.4.3 Liquidity risk mitigation

Holding liquid assets mitigates liquidity risk; these comprise of cash, cash equivalents such as liquidity funds, short-dated gilts and other deep and liquid assets. The Group deposits cash with strong, highly rated counterparties that invest in high quality liquid underlying assets. Increasingly, investment grade corporate bonds are eligible to meet margin calls on derivatives, which aligns with Just's investment strategy.

Liquidity risk management tools include:

- Stress and scenario testing and analysis: Just's liquidity risk framework sets out details of liquidity stresses, covering collateral margin stresses and asset eligibility and haircuts under stress. These stresses form the basis of the short-term liquidity risk appetite monitoring; and
- Contingency funding plan: This plan is maintained and regularly reviewed, detailing the different funding options (including revolving credit facilities and committed repo), the timescale of obtaining the funding, and the relative cost and difficulty of each option, and the decision points and decision-making process for implementing actions. This allows the Group and its UK regulated insurance entities to manage liquidity stress events in a timely and orderly manner.

Risk management, measurement and monitoring practices are subject to regular reporting and oversight as described earlier in this section.

C.5 Operational risk

C.5.1 Nature and concentration of material operational risks

Operational risk is defined as the risk of loss arising from failed or inadequate processes and systems, from people or from external events. Operational risks are not actively sought out but arise as a consequence of doing business or as a consequence of other risks we choose to seek or take. The Group aims to mitigate its exposures to operational risks through its control environment.

Inherently the most material operational risks, as identified through scenario analysis, are:

Model Risk

There is an inherent risk of adverse consequences from model errors or the inappropriate use of modelled outputs to inform business decisions. Whilst checks and balances are in place to reduce the incidence and materiality of errors, including external and independent internal review and robust model governance, it is not possible to eliminate all risk.

Mis-selling/Misconduct

The Group is exposed to the inherent risk of systemic conduct failure such as systemic mis-selling. The Group has a comprehensive governance structure, including a Group Conduct and Operational Risk Policy and a Conduct and Customer Risk Framework, which together with key controls minimise the potential for the occurrence of conduct risk incidents.

The Group is also exposed to the inherent risk of systemic mis-selling through its advice company. This risk is controlled through advice quality checking (including automated advice) and a comprehensive Training and Competency framework.

Cyber and Technology

Our IT systems are critical to delivering customer service and financial management across our retirement and later life solutions markets, but unexpected failures could cause losses and disruptions to operations. Cyber attacks, such as ransomware phishing, could compromise our IT systems, undermining operational continuity and customer trust. The potential for loss or breach of personal information poses a significant cyber risk, potentially harming customers and other individuals, damaging our reputation, and incurring significant GDPR fines

Proposition and Product design and maintenance errors

Flaws or errors in the design, delivery and maintenance of products and propositions is an inherently high risk. Policies and procedures are in place to govern new product development and lifecycle management of existing products.

Just has outsourced the provision of some customer service operations and relies on material third parties for the provision of technology and important business services and, therefore, third party risk management remains an important area of focus.

Financial crime

The inherent risk of financial crime is high; however, the control framework in place ensures financial crime incidents are infrequent.

Product Pricing

Inherently the impact of errors in product pricing could be high, either from pricing being too prudent or too generous, resulting in an opportunity loss or written business not achieving required targets. Reconciliations and tolerance checks are in place to identify errors.

Identify and comply with regulation

The volume of regulatory change remains high and has the potential to impact the viability of products and services. A robust system for identification of regulatory change and implementation tracking is in place. Implementation of regulatory change can be a significant overhead for the business. Please refer to C.6 for further details.

Workplace Disruption

The business has an effective hybrid working model which reduces the dependency on physical office space while still promoting collaborative working. Just Group continues to focus on ensuring availability, recoverability and resilience capabilities are appropriate and is committed to ensuring onsite workspace availability. Continuing to enhance business resilience remains a priority for the business.

Investment Management

Just Group's internally managed asset portfolios are growing, and more diverse asset classes are being invested in. An increasing degree of complexity results in the potential for and increase in the inherent exposure to operational error, and with larger investments the size of the error could also increase.

C.5.2 Operational risk mitigation

Risk management, measurement and monitoring practices are subject to regular reporting and oversight as described in the introduction to this section. The Group maintains a risk taxonomy, including core operational risks. Each core operational risk has an assigned risk owner who is responsible for overseeing the management of that risk and the assessment and reporting on risk exposure; this includes KRIs and actions in progress (or planned) to reduce risk exposure or to mitigate risk events. Risks are assessed against the standard impact and likelihood risk rating criteria.

Risk owners are required to implement control environments commensurate to the operational risk exposure and record and maintain the key controls for the risk that they are responsible for managing on a risk management database. Control effectiveness is assessed regularly, with supporting evidence of the controls maintained.

The Company Risk Policies and associated frameworks define the objectives to be achieved by the control framework to manage each core operational risk. Company Risk Policy owners are required to review their policies annually and to attest to the Group's material adherence to policy requirements.

Material enhancements to the operational risk environment may take the form of a change project or a programme of work, for example a new system implementation. For major changes, an independent assessment of the risks involved and how they will be mitigated is prepared for the Executive Risk Committee and Group Risk and Compliance Committee.

It is the Group's intent that its corporate insurance programme mitigates all conceivable, and insurable, financial impacts of operational risk events.

C.6 Other material risks

C.6.1 Regulatory changes and supervision

Just and its UK regulated insurance entities monitor and assess regulatory developments for their potential impact on an on-going basis. We seek to actively participate in all regulatory initiatives which may affect or provide future opportunities for the Group. Our aims are to implement any changes required effectively and deliver better outcomes for our customers and competitive advantage for the business. We develop our strategy by considering planned political and regulatory developments and allowing for contingencies should outcomes differ from our expectations.

While the financial services industry continues to see a high level of regulatory activity, HM Treasury's commitment to UK competitiveness and financial services growth, may shape future regulations. Based on existing regulatory plans, we anticipate limited major changes in the near term.

Prudential Regulations

The Group has been closely monitoring the Government's leasehold reform agenda and the impact of this on the Group's £154m portfolio of residential ground rents. On 27 January 2026, the Government announced proposed reforms to existing residential ground rents which included a fixed annual cap of £250 on existing residential ground rents which will transition to a peppercorn amount after a period of 40 years. The impact of the proposed changes from 2026 is expected to be a 1% and 2% reduction in Solvency II capital coverage ratio for the Group and JRL respectively.

JRL and PLACL participated in the PRA's Life Insurance Stress Test (LIST) exercise in 2025. Sector-level results were published on 17 November, and firm-level results were published on 24 November. We expect the LIST results to inform regulatory policy and supervisory activity going forward. The Group holds a capital buffer above that required by regulation to withstand a 99.5% 1-year VaR shock. The target level of buffer is maintained in line with industry peers.

The PRA have published their final rules on the Matching Adjustment Investment Accelerator (MAIA). This addresses an industry concern that the Matching Adjustment approval process for new assets can act as an inhibitor to investments. Insurers can apply for an MAIA permission to include new MA-eligible assets within their MA portfolio, which the Group has done and for which permission has been granted in January 2026. As at 31 December 2025, the Group does not hold any assets that fall under the MAIA framework.

Financial Conduct

In September, the FCA published its planned areas of focus over the coming year. This supports the FCA's ongoing oversight of how the Consumer Duty has been embedded across the financial services industry.

The FCA have published their proposals for Targeted Support, as they look to bridge the gap between generic guidance and fully personalised financial advice, enabling consumers to make better financial decisions.

We are currently reviewing the FCA's June 2025 Discussion Paper DP25/2 on its review of the regulated mortgage market which includes consideration of changes needed to support later life lending and are considering our response.

The Pension Schemes Bill is published with Royal Assent expected in H1 2026, followed by further consultations over the next 2-3 years. The issues that matter most are (i) surplus extraction; (ii) potential superfunds; (iii) targeted support; and (iv) new Trustee Duty to have a default pension benefit solution.

C.7 Any other information

C.7.1 Sensitivities to key underwriting and market risks

The Solvency II results as at 31 December 2025 have been recalculated to show the sensitivity of the results to changes in key Solvency II assumptions. We use sensitivity analysis to understand the impact that changes to the material individual risks would have on the solvency coverage ratio. The choice of sensitivities are simple stresses that have been disclosed over time to allow for comparison purposes. The sensitivities are not intended to represent any probability of occurrence.

Market Risk

- Interest rate -50 bps: In this stress, the Solvency II basic risk-free interest rate term structure is reduced by 50 basis points. We apply this as a parallel shift to the curve and with a recalculation of the TMTP.
- Property values: The stress has been modelled as an immediate fall in property prices by 10%. This sensitivity has been performed with a recalculation of the TMTP. Effective Value deferment rate management action assumptions partially offset balance sheet sensitivity.
- Credit spread: We assume spreads on corporate bonds and non-LTM illiquid assets increase by 100 basis points. The stress assumes the fundamental spread deductions are unchanged and there is no increase in default rates within the MA portfolios.

Underwriting Risk

- Mortality: In this stress, we assume that mortality rates reduce by 5% (on annuities and LTMs) with no change in longevity trend assumptions.
- LTM Early Redemptions: In this stress, we assume that there is a 10% increase to LTM early redemption rates.

Credit Risk

- Credit Migration: This stress covers the cost of an immediate full letter downgrade on 10% of all assets where the capital treatment depends on a credit rating except for LTMs/LTM notes. Downgraded assets are assumed to be traded to their original credit rating, so the impact is primarily a reduction in Own funds from the loss of value on downgrade.

Solvency II sensitivities

Sensitivities are performed on the Solvency II balance sheet after the impact of a TMTP recalculation.

Solvency coverage ratio/excess own funds for the Group at 31 December 2025^{1,2,3,4}

Solvency II sensitivities	2025		2024	
	Excess own funds	Capital Coverage Ratio	Excess own funds	Capital Coverage Ratio
	£m	%	£m	%
YE capital position	1,209	179	1,561	204⁶
-50 bps fall in interest rates	+76	-1	+59	-4
+100 bps credit spreads	+129	+14	+106	+11
Credit quality step downgrade	-100	-7	-89	-6
+10% LTM early redemption	+24	+2	+22	+2
-10% property ⁵	-198	-14	-84	-6
-5% mortality	-141	-9	-129	-8

1 The sensitivities above are determined by applying stresses to single risk factors. Stresses to multiple risk factors at the same time can create more severe outcomes than on individual factors as reported above.

2 The results do not include the impact of capital tiering restriction, if applicable.

3 In all sensitivities the Effective Value Test ("EVT") deferment rate is allowed to change subject to the minimum deferment rate floor being met.

4 Sensitivities are applied to the reported capital position which includes a TMTP recalculation where appropriate.

5 Property sensitivity reflects the strengthening of the PRA EVT minimum deferment rate to 4.5% (31 December 2024: 3.5%) and the impact of basis updates. Sensitivity is applied after the application of NNEG hedges.

6. The 2024 sensitivity is applied to the proforma capital position is after the impact of the pre-funded repayment of Tier 3 debt in February 2025.

Property prices

The property sensitivity for an immediate 10% fall in UK house prices has increased to 14% (2024: 6%). This has mainly been driven by the effect of the strengthening of the PRA EVT minimum deferment rate to 4.5% (2024: 3.5%), LTM basis updates, and an increase of in-force LTMs.

Interest rates

The sensitivity has increased in relation to excess own funds, but reduced in terms of the solvency ratio. The interest rate hedging position continues to be tightly managed.

Credit spreads

This sensitivity has increased since FY24, mainly driven by an increase in new business and model updates.

C.7.2 Sensitivity to operational risks

A suite of scenarios is developed covering the core operational risks to which the Group and its UK regulated insurance entities are exposed.

Workshop analysis is carried out for each scenario attended by subject matter experts within the Group. Workshop analysis derives an agreed likelihood and two severity data points for the risk scenario being examined. Where appropriate and available, external and internal data are used to support this consideration. This information is then used as the basis for capital modelling of the potential financial impact of the core operational risk being analysed.

Validation checks and sensitivity analysis are incorporated throughout the calibration process. The tests include:

- Testing points further into the tail, like 1-in-500, 1000 and 2000
- Back-testing of fitted distributions against data from ORIC International
- Testing the shape of the fitted loss distribution and comparing that to scenario analysis assumptions
- Testing the sensitivity of the SCR to correlations
- Sensitivity testing the distributions used to model severity
- Examining the risk ranking of the scenarios post diversification within operational risk

C.7.3 Stress and scenario analysis

The Group uses stress testing, reverse stress testing and scenario analysis which includes risk appetite assessments, experience variance projections, interaction and scenarios as well as reverse stress testing to better understand the robustness of its business plans and balance sheet to all risks represented by real world scenarios. The stress and scenario analysis is carried out as part of the Group's ORSA process, run-off and recovery planning, and liquidity risk management.

The Group's primary regulated life insurance entities, JRL and PLACL, participated in the PRA's Life Insurance Stress Test exercise in 2025.

The Group holds a capital buffer above that required by regulation to withstand a 99.5% 1-year VaR shock. The target level of buffer is maintained in line with industry peers and the Board's risk appetite.

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D. Valuation for Solvency Purposes

This section provides information on the excess of assets over liabilities resulting from valuation of assets, technical provisions and other liabilities for solvency reporting purposes. The solvency valuation bases, including the methods and assumptions, are applied consistently from last year.

Method of consolidation

The Group Solvency II balance sheet has been prepared using the default accounting consolidation method ('method 1') under the regulations. This differs to the methods applied under IFRS for the Group consolidated financial statements as noted in the table below. All principal subsidiaries of the Group are 100% held.

Type of undertaking	Solvency II Group balance sheet	IFRS Group balance sheet
Insurance undertakings, insurance holding companies and ancillary service companies	Full consolidation using values according to Solvency II regulations, excluding JRSA. Please refer to F.3 for details on JRSA waiver.	Full consolidation, including JRSA
Other financial sectors	In accordance with relevant sectoral rules, other financial sectors are consolidated with the proportion of their own funds valued according to Solvency II regulations and presented on a single 'Participations' line in the Group balance sheet	Full consolidation
Other, including related undertakings	Valued according to Solvency II regulations and included in 'Participation' line of the balance sheet	Full consolidation if entity is controlled by Just, otherwise equity accounted in a single line in IFRS balance sheet

The tables below show the composition of the balance sheet as at 31 December 2025 and 31 December 2024 presented on the Solvency II reporting basis, followed by tables reconciling to the statutory reporting valuation basis per the Annual Report and Accounts (IFRS) after presentational and valuations adjustments.

Solvency Valuation basis

	Ref	Group		JRL		PLACL	
		2025 £'m	2024 £'m	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Goodwill	D.1.1	-	-	-	-	-	-
Intangible assets	D.1.2	-	-	-	-	-	-
Deferred tax assets	D.1.3	77	-	24	-	26	15
Property, plant & equipment		34	19	6	6		
Property (other than for own use)	D.1.4	29	27	-	-	-	-
Participations	D.1.5	111	118	-	-	-	-
Financial investments							
Equities	D.1.6	2	2	-	-	-	-
Bonds	D.1.6	22,295	19,397	20,062	17,627	2,231	1,770
Collective investment undertakings	D.1.6	1,455	2,022	1,112	1,380	194	336
Derivative Assets	D.1.6	2,999	2,756	2,891	2,630	107	126
Deposits other than cash equivalents		889	1,041	782	939	107	101
Loans & mortgages	D.1.7	8,728	8,373	8,210	7,306	651	1,204
Financial investments		36,368	33,591	33,057	29,882	3,290	3,537
Reinsurance recoverables	D.1.8	1,718	1,707	1,495	1,442	224	265
Insurance & intermediaries receivables	D.1.8	15	24	13	22	3	3
Reinsurance receivables	D.1.9	9	9			9	9
Receivables (trade, not insurance)	D.1.10	134	259	112	263	34	34
Own shares (held directly)		2	3	-	-	-	-
Cash and cash equivalents		726	754	612	682	89	51
Total Assets		39,223	36,511	35,319	32,297	3,675	3,914
Technical provisions	D.2	28,840	25,141	26,019	22,234	2,822	2,907
Provisions other than technical provisions		30	3	1	1	-	-
Reinsurance liabilities		-	1	-	-	-	-
Deferred tax liabilities	D.1.3	-	4	-	36	-	-
Derivative Liabilities	D.1.6	3,063	3,015	2,899	2,834	163	180
Debts owed to credit institutions	D3.1	4,485	4,771	4,244	4,524	242	247
Insurance and intermediaries payables	D.3.2	12	9	5	4	6	5
Reinsurance payables	D.3.2	16	23	16	24	-	-
Payables (trade, not insurance)	D.3.3	32	330	24	343	13	16
Subordinated debt	D.3.4	659	800	504	484	92	185
Total Liabilities		37,137	34,097	33,712	30,484	3,338	3,540
Excess of assets over liabilities		2,086	2,414	1,607	1,813	337	374

Consolidated Just Group plc: Balance Sheet

31 December 2025	Ref	Solvency II Value £'m	Valuation Adjustment £'m	Presentational Adjustment £'m	Statutory Value £'m
Goodwill	D.1.1	-	43	-	43
Intangible assets	D.1.2	-	4	-	4
Deferred tax assets	D.1.3	77	339	-	416
Property, plant & equipment		34	-	-	34
Property (other than for own use)	D.1.4	29	-	-	29
Participations	D.1.5	111	2	-	113
Financial investments					
Equities	D.1.6	2	-	-	2
Bonds	D.1.6	22,295	795	(82)	23,008
Collective investment undertakings	D.1.6	1,455	157	95	1,707
Derivative Assets	D.1.6	2,999	-	-	2,999
Deposits other than cash equivalents		889	-	(243)	646
Loans & mortgages	D.1.7	8,728	100	82	8,910
Financial investments		36,368	1,052	(148)	37,272
Reinsurance recoverables	D.1.8	1,718	224	105	2,047
Insurance & intermediaries receivables	D.1.9	15	(15)	-	-
Reinsurance receivables	D.1.9	9	-	-	9
Receivables (trade, not insurance)	D.1.10	134	7	(92)	49
Own shares (held directly)		2	(2)	-	-
Cash and cash equivalents		726	32	-	758
Total Assets		39,223	1,686	(135)	40,774
Technical provisions	D.2	28,840	2,596	-	31,436
Provisions other than technical provisions		30	-	-	30
Reinsurance liabilities		-	4	105	109
Deferred tax liabilities	D.1.3	-	-	-	-
Derivative Liabilities	D.1.6	3,063	-	-	3,063
Debts owed to credit institutions	D3.1	4,485	(2)	(243)	4,240
Insurance and intermediaries payables	D.3.2	12	(12)	-	-
Reinsurance payables	D.3.2	16	-	-	16
Payables (trade, not insurance)	D.3.3	32	52	3	87
Subordinated debt	D.3.4	659	23	-	682
Total Liabilities		37,137	2,661	(135)	39,663
Excess of assets over liabilities		2,086	(975)	-	1,111

Consolidated Just Group plc: Balance Sheet

31 December 2024	Ref	Solvency II Value £'m	Valuation Adjustment £'m	Presentational Adjustment £'m	Statutory Value £'m
Goodwill	D.1.1	-	34	-	34
Intangible assets	D.1.2	-	6	-	6
Deferred tax assets	D.1.3	-	387	-	387
Property, plant & equipment		19	1	-	20
Property (other than for own use)	D.1.4	27	-	-	27
Participations	D.1.5	118	1	-	119
Financial investments					
Equities	D.1.6	2	-	-	2
Bonds	D.1.6	19,397	642	(78)	19,961
Collective investment undertakings	D.1.6	2,022	128	174	2,324
Derivative Assets	D.1.6	2,756	-	-	2,756
Deposits other than cash equivalents		1,041	-	(233)	808
Loans & mortgages	D.1.7	8,373	88	79	8,540
Financial investments		33,591	858	(58)	34,391
Reinsurance recoverables	D.1.8	1,707	282	69	2,058
Insurance & intermediaries receivables	D.1.9	24	(24)	-	-
Reinsurance receivables	D.1.9	9	-	-	9
Receivables (trade, not insurance)	D.1.10	259	8	(202)	65
Own shares (held directly)		3	(3)	-	-
Cash and cash equivalents		754	26	27	807
Total Assets		36,511	1,576	(164)	37,923
Technical provisions	D.2	25,141	2,654	-	27,795
Provisions other than technical provisions		3	-	-	3
Reinsurance liabilities		1	-	69	70
Deferred tax liabilities	D.1.3	4	(4)	-	-
Derivative Liabilities	D.1.6	3,015	-	-	3,015
Debts owed to credit institutions	D3.1	4,771	2	(233)	4,540
Insurance and intermediaries payables	D.3.2	9	(9)	-	-
Reinsurance payables	D.3.2	23	1	-	24
Payables (trade, not insurance)	D.3.3	330	60	-	390
Subordinated debt	D.3.4	800	39	-	839
Total Liabilities		34,097	2,743	(164)	36,676
Excess of assets over liabilities		2,414	(1,167)	-	1,247

Just Retirement Limited: Balance Sheet

31 December 2025	Ref	Solvency II Value £'m	Valuation Adjustment £'m	Presentational Adjustment £'m	Statutory Value £'m
Deferred tax assets	D.1.3	24	286	-	310
Property, plant & equipment		6	-	-	6
Financial investments					
Bonds	D.1.6	20,062	355	(82)	20,335
Collective investment undertakings	D.1.6	1,112	-	-	1,112
Derivative Assets	D.1.6	2,891	-	-	2,891
Deposits other than cash equivalents		782	-	(234)	548
Loans & mortgages	D.1.7	8,210	-	82	8,292
Financial investments		33,057	355	(234)	33,178
Reinsurance recoverables	D.1.8	1,495	115	105	1,715
Insurance & intermediaries receivables	D.1.9	13	(13)	-	-
Receivables (trade, not insurance)	D.1.10	112	-	-	112
Cash and cash equivalents		612	-	-	612
Total Assets		35,319	743	(129)	35,933
Technical provisions	D.2	26,019	1,607	-	27,626
Provisions other than technical provisions		1	-	-	1
Reinsurance liabilities		-	-	105	105
Deferred tax liabilities	D.1.3	-	-	-	-
Derivative Liabilities	D.1.6	2,899	-	-	2,899
Debts owed to credit institutions	D.3.1	4,244	(3)	(234)	4,007
Insurance and intermediaries payables	D.3.2	5	(5)	-	-
Reinsurance payables	D.3.2	16	-	-	16
Payables (trade, not insurance)	D.3.3	24	-	-	24
Subordinated debt	D.3.4	504	4	-	508
Total Liabilities		33,712	1,603	(129)	35,186
Excess of assets over liabilities		1,607	(860)	-	747

Just Retirement Limited: Balance Sheet

31 December 2024	Ref	Solvency II Value £'m	Valuation Adjustment £'m	Presentational Adjustment £'m	Statutory Value £'m
Deferred tax assets	D.1.3	-	309	-	309
Property, plant & equipment		6	-	-	6
Financial investments					
Bonds	D.1.6	17,627	327	(79)	17,875
Collective investment undertakings	D.1.6	1,380	-	-	1,380
Derivative Assets	D.1.6	2,630	-	-	2,630
Deposits other than cash equivalents		939	-	(220)	719
Loans & mortgages	D.1.7	7,306	-	79	7,385
Financial investments		29,882	327	(220)	29,989
Reinsurance recoverables	D.1.8	1,442	226	69	1,737
Insurance & intermediaries receivables	D.1.9	22	(22)	-	-
Receivables (trade, not insurance)	D.1.10	263	-	-	263
Cash and cash equivalents		682	-	-	682
Total Assets		32,297	840	(151)	32,986
Technical provisions	D.2	22,234	1,915	-	24,149
Provisions other than technical provisions		1	-	-	1
Reinsurance liabilities		-	-	69	69
Deferred tax liabilities	D.1.3	36	(36)	-	-
Derivative Liabilities	D.1.6	2,834	-	-	2,834
Debts owed to credit institutions	D.3.1	4,524	1	(220)	4,305
Insurance and intermediaries payables	D.3.2	4	(4)	-	-
Reinsurance payables	D.3.2	24	-	-	24
Payables (trade, not insurance)	D.3.3	343	-	-	343
Subordinated debt	D.3.4	484	25	-	509
Total Liabilities		30,484	1,901	(151)	32,234
Excess of assets over liabilities		1,813	(1,061)	-	752

Partnership Life Assurance Company Limited: Balance Sheet

31 December 2025	Ref	Solvency II Value £'m	Valuation Adjustment £'m	Presentational Adjustment £'m	Statutory Value £'m
Goodwill	D.1.1	-	-	-	-
Intangible assets	D.1.2	-	-	-	-
Deferred tax assets	D.1.3	26	56	-	82
Financial investments					
Bonds	D.1.6	2,231	18	-	2,249
Collective investment undertakings	D.1.6	194	-	-	194
Derivative Assets	D.1.6	107	-	-	107
Deposits other than cash equivalents		107	-	(9)	98
Loans & mortgages	D.1.7	651	-	-	651
Financial investments		3,290	18	(9)	3,299
Reinsurance recoverables	D.1.8	224	108	-	332
Insurance & intermediaries receivables	D.1.9	3	(3)	-	-
Reinsurance receivables	D.1.9	9	-	-	9
Receivables (trade, not insurance)	D.1.10	34	-	-	34
Cash and cash equivalents		89	-	-	89
Total Assets		3,675	179	(9)	3,845
Technical provisions	D.2	2,822	355	-	3,177
Derivative Liabilities	D.1.6	163	-	-	163
Debts owed to credit institutions	D.3.1	242	-	(9)	233
Insurance and intermediaries payables	D.3.2	6	(6)	-	-
Payables (trade, not insurance)	D.3.3	13	-	-	13
Subordinated debt	D.3.4	92	9	-	101
Total Liabilities		3,338	358	(9)	3,687
Excess of assets over liabilities		337	(179)	-	158

Partnership Life Assurance Company Limited: Balance Sheet

31 December 2024	Ref	Solvency II Value £'m	Valuation Adjustment £'m	Presentational Adjustment £'m	Statutory Value £'m
Goodwill	D.1.1	-	1	-	1
Intangible assets	D.1.2	-	1	-	1
Deferred tax assets	D.1.3	15	49	-	64
Financial investments					
Bonds	D.1.6	1,770	20	-	1,790
Collective investment undertakings	D.1.6	336	-	-	336
Derivative Assets	D.1.6	126	-	-	126
Deposits other than cash equivalents		101	-	(13)	88
Loans & mortgages	D.1.7	1,204	-	-	1,204
Financial investments		3,537	20	(13)	3,544
Reinsurance recoverables	D.1.8	265	56	-	321
Insurance & intermediaries receivables	D.1.9	3	(3)	-	-
Reinsurance receivables	D.1.9	9	-	-	9
Receivables (trade, not insurance)	D.1.10	34	-	-	34
Cash and cash equivalents		51	-	-	51
Total Assets		3,914	124	(13)	4,025
Technical provisions	D.2	2,907	274	-	3,181
Derivative Liabilities	D.1.7	180	-	-	180
Debts owed to credit institutions	D.3.1	247	1	(13)	235
Insurance and intermediaries payables	D.3.2	5	(5)	-	-
Payables (trade, not insurance)	D.3.3	16	-	-	16
Subordinated debt	D.3.4	185	16	-	201
Total Liabilities		3,540	286	(13)	3,813
Excess of assets over liabilities		374	(162)	-	212

D.1 Assets

Assets have been valued according to the requirements of the Solvency II Directive and related guidance, which requires that assets are recognised at the amount that they could be exchanged between knowledgeable parties in an arm's length transaction. Extensive use of market data and alternative valuation methodologies are applied for the purpose of valuation of financial assets, similar to their treatment for IFRS reporting purposes. Individual assets and liabilities are valued separately in accordance with the PRA rulebook.

The key presentation differences include the reclassification of:

- Collateral received which sits within debts owed to credit institutions. The collateral received on the IFRS balance sheet is accounted for net at a counterparty level. For Solvency II reporting, this is required to be presented gross and is therefore reclassified to deposits other than cash equivalents.
- Reinsurance recoverables as assets in Solvency II reporting, irrespective of whether a balance is in an asset or in a liability position.

For the most part, measurement of assets under Solvency II is consistent with the IFRS valuations. Details of the IFRS methodology is included within Note 1 of the Just Group ARA, JRL financial statements and PLACL financial statements. Differences in valuation methodology under Solvency II compared to IFRS are analysed below:

D.1.1 Goodwill

Goodwill is valued at nil for Solvency II purposes in accordance with the PRA rulebook.

D.1.2 Intangible assets

For Solvency II purposes, intangible assets that can be sold separately in an active market are valued at realisable value less sale costs. An active market for this purpose is one where prices can be observed. All other intangible assets are valued at nil value.

D.1.3 Deferred tax assets and liabilities

The methodologies used for Solvency II reporting and IFRS reporting are consistent, with only the impact of valuation differences resulting in adjustment to carrying amount. The principal temporary differences arise from the fair valuation of certain financial assets and liabilities, technical provisions and reinsurance recoverables, and tax losses carried forward.

The eligibility of deferred tax assets is considered in section E.1.3.

D.1.4 Property (other than for own use)

The Group's investment property is held by the Group's Jersey Property Unit Trust ("JPUT"). JRL and PLACL collectively own 100% of the units in the JPUT, resulting in the Group having a controlling interest due to its power to remove the Trustees with unanimous consent of the unit holders. Neither JRL or PLACL individually have control, therefore the assets is included within loans and mortgages in D.1.7. There is no valuation difference between IFRS and Solvency II.

D.1.5 Participations

For Just Group, the Solvency II value consists of a holding of 60% equity stake in the Guernsey Property Unit Trust ("GPUPT") measured using the equity method, non-insurance subsidiary participations valued under either the adjusted equity method or sectoral rules, and the share of net assets of all associated undertakings valued on a Solvency II basis.

Associated undertakings are accounted for applying the equity method on an IFRS valuation basis resulting in a difference between Statutory and Solvency valuation on look-through to the underlying net assets of the associate. The GPUT under IFRS includes £11m capitalised transaction costs, which are removed under Solvency II reporting basis. This valuation adjustment is netted off, within participations, against the value of the other group undertakings included in participations, principally HUB and JRML as described in the method of consolidation. Please refer to A.1 for further information on related undertakings.

D.1.6 Financial investments, Bonds, Collective investment undertakings and Derivatives

With the exception of a specific portfolio of gilts, used for the management of interest rate risk, all financial investments are measured at fair value for both Solvency II and IFRS purposes. The specific gilt portfolio is measured at amortised cost under IFRS while under Solvency II they are reported at fair values. The valuation adjustment impacted the Bonds line item, and totalled £372m (2024: £347m).

The remaining valuation difference in the Group totalling £425m (2024: £296m) primarily relates to the removal of JRSA from the scope of Solvency II reporting impacting Bonds and Collective investment undertakings.

Consistent with IFRS reporting, Just Group uses alternative valuation methods in accordance with the PRA rulebook, where values are not readily available. Further information on financial investments valuation is included in section D.4.

D.1.7 Loans and mortgages

The Solvency II valuation of loans and mortgages is consistent with IFRS reporting as described in the ARA. The majority of this balance are LTMs. In addition to LTMs, Loans and mortgages include commercial mortgages, infrastructure loans and long only real estate (commercial and residential ground rents, and income strips) with no valuation difference between both approaches.

At Group, the Solvency II result is adjusted for the deconsolidation of non-insurance subsidiaries, principally JRML and also the exclusion of JRSA, as explained in section D. Method of Consolidation.

D.1.8 Reinsurance recoverables

Reinsurance recoverables are classified as assets in Solvency II reporting, irrespective of whether a balance is in an asset or in a liability position. The risk-free discount rate used for the Solvency II valuation of reinsurance recoverables differs to that used in IFRS reporting. No matching adjustment is applied.

The amounts recoverable from reinsurance arrangements are calculated as the sum of the present value of the expected recoverable cash flows. Compared to IFRS 17, there is no associated risk adjustment or contractual service margin. The present value of the expected recoverable cash flows is calculated using the same methodology, bases and assumptions used to derive the Best Estimate Liability of the cash flows that are reinsured, as explained in section D.2 below.

Under Solvency II, the reinsurance recoverable includes an adjustment to allow for the risk of reinsurer default using the methodology prescribed by the PRA Rulebook.

Reinsurance recoverable includes reinsurance deposits, which aligned to IFRS, are not presented separately as deposits from reinsurers in the Solvency II balance sheet. Certain reinsurance collateral arrangements give rise to deposits from reinsurers that are not included in either the Solvency II or IFRS balance sheet as they do not meet the recognition criteria in either IFRS or Solvency II.

D.1.9 Insurance and intermediaries receivables and reinsurance receivables

Under IFRS, insurance receivables are included within insurance contract liabilities. Insurance receivables under Solvency II are specified in accordance with the PRA rulebook as “Amounts past-due for payment by policyholders, insurers, and other linked to insurance business, that are not included in cash inflows of technical provisions”. Insurance prepayments and receivables that are not overdue are therefore, not included in the insurance receivables line, but instead are part of the best estimate cash flow projections.

D.1.10 Receivables (trade, not insurance)

Under IFRS, a short-term receivable for which the time value of money is not material, the carrying value after adjustments for default materially represents the value at which the assets could be exchanged with knowledgeable willing parties in an arm’s length transaction and therefore meets the requirement of the Solvency II reporting.

The difference between the IFRS and Solvency II values in Just Group is due to the treatment of related undertakings as participations. Any such balances within such related undertakings are included within participations in the Solvency II balance sheet.

D.2 Technical Provisions

D.2.1 Methodology used in the calculation of Technical Provisions

Under Solvency II, technical provisions gross of reinsurance are the sum of the Best Estimate Liability (“BEL”) and Risk Margin (“RM”). Transitional Measures on Technical Provisions (D.2.6.3) then reduce such technical provisions. The Risk Margin and Transitional Measures on Technical Provision are not subject to audit and have not been audited.

BEL

BEL is calculated by projecting the expected future benefit outgoings (e.g. annuity payments), premiums and costs of maintaining such contracts. These cash flows are discounted to reflect the time value of money; the relevant discount rate is discussed further in section D.2.3.

The nature of insurance business means that the timing and, in some cases, the amount of future insurance cash flows paid to policyholders is uncertain. To allow for this uncertainty, assumptions are made using actuarial judgement, where appropriate.

The determination of future cash flows is made with reference to the contractual cash flows associated with the various products included within the ‘life annuities’ line of business.

Risk Margin (unaudited)

The RM is determined as the compensation in addition to the value of the BEL that an entity would be expected to require in order to take over and meet the insurance and reinsurance obligations over their lifetime.

A cost of capital approach is used for the calculation of the risk margin. A 4% cost of capital rate is applied to the projected SCR for non-hedgeable risks across all future years, with application of a risk tapering factor, and discounted at risk-free interest rates.

The SCR is projected by running it off in line with retained BEL (i.e. gross liabilities less reinsurance benefit liabilities). As such, PLACL and JRL use the permissible simplification Method 2: the Proportional approach (run-off in line with technical provisions).

The SCR calculations underlying the RM calculations for both PLACL and JRL are based on the Internal Model.

D.2.2 Valuation of Technical Provisions

A breakdown of Solvency II technical provisions by line of business (as defined in the PRA Rulebook) is shown in form IR.12, which is summarised in the table below. Differences between Solvency II and IFRS are included within D.2.4.

	Group		JRL		PLACL	
	Solvency £m	Statutory £m	Solvency £m	Statutory £m	Solvency £m	Statutory £m
2025						
Gross Best Estimate	28,989	27,351	26,064	24,003	2,925	2,774
RM (unaudited)	212		188		25	
Risk adjustment		1,257		1,153		102
TMTP (unaudited)	(361)		(233)		(128)	
IFRS 17 Contractual Service Margin (CSM)		2,778		2,468		301
Technical provisions - life	28,840	31,386	26,019	27,624	2,822	3,177
Investment contract liabilities		2		2		-
Technical provisions - Index-linked and unit-linked ¹	-	48	-	-	-	-
Technical provisions - Gross total amount	28,840	31,436	26,019	27,626	2,822	3,177
Reinsurance recoverable/(liability)best estimate	1,718	813	1,495	640	224	188
Reinsurance risk adjustment		905		846		55
IFRS 17 Reinsurance CSM		212		108		98
Technical provisions - Net of reinsurance	27,122	29,506	24,524	26,032	2,598	2,836

¹ Index-linked technical provisions of £48m (2024: £38m) relates to JRSA. As explained in the Method of consolidation, JRSA is excluded from the Solvency II reporting basis.

	Group		JRL		PLACL	
	Solvency £m	Statutory £m	Solvency £m	Statutory £m	Solvency £m	Statutory £m
2024						
Gross Best Estimate	25,356	23,970	22,330	20,732	3,026	2,830
RM (unaudited)	194		167		27	
Risk adjustment		1,052		947		103
TMTP (unaudited)	(409)		(263)		(146)	
IFRS 17 Contractual Service Margin (CSM)		2,731		2,465		248
Technical provisions - life	25,141	27,753	22,234	24,144	2,907	3,181
Investment contract liabilities		5		5		-
Technical provisions - Index-linked and unit-linked ¹	-	38	-	-	-	-
Technical provisions - Gross total amount	25,141	27,796	22,234	24,149	2,907	3,181
Reinsurance recoverable/(liability)best estimate	1,707	838	1,442	631	265	211
Reinsurance risk adjustment		732		674		58
IFRS 17 Reinsurance CSM		403		340		61
Technical provisions - Net of reinsurance	23,434	25,823	20,792	22,504	2,642	2,851

¹ Index-linked technical provisions of £48m (2024: £38m) relates to JRSA. As explained in the Method of consolidation, JRSA is excluded from the Solvency II reporting basis.

The Group had a single line of business under Solvency II, "Life annuities", in which all of the Group's principal products are reported.

D.2.3 Key assumptions in the calculation of Technical Provisions

The key assumptions used in the calculation of technical provisions are as follows with further detail found in note 22b of the Just Group ARA:

D.2.3.1 Mortality Assumptions

Mortality assumptions have been set by reference to appropriate standard mortality tables, adjusted to reflect the future mortality experience of policyholders, medical and lifestyle evidence and views on future experience development. This assessment takes into consideration relevant industry and population studies, published research materials, and management's own industry experience.

In 2024, an explicit allowance was added to the CMI 2023 mortality model to reflect the emerging evidence of the future impacts of COVID infections and continuing and likely long-lasting disruption to healthcare services. In 2025, the scope has been extended to consider future mortality and mortality improvements in totality, investigating the likely impact of future mortality drivers in the domains of Public Health, Individual Behaviours, Health & Social Care Funding, Medical Advances and Future Developments in Technology. This research has involved longevity experts from different disciplines inside and outside the Group.

In addition, following research on the importance of historical smoking patterns and the treatment of circulatory disease to long-term differences in mortality rates and mortality improvements by gender, the same pattern of long-term mortality improvement assumptions are now used for men and women. The long-term mortality improvement rates are 1.25% p.a. at 2050, trending to 1.5% p.a. for 2060+ up to age 85, and then tapering to zero by age 110. This aligns with the definition of long-term used by the Office for National Statistics, namely 25 years.

The resulting 2025 mortality basis, derived using an expert-led mortality driver model, is equivalent across key ages to the CMI 2024 mortality model with default parameters and long-term mortality improvement assumptions of 1.5% for men and 1.25% for women. (2024: CMI 2023 model with period smoothing parameter (S_k) set to 7.0, addition to initial rates ("A") parameter set to 0%, 0% weighting to 2020-2023 mortality experience, long-term mortality improvement rates of 1.5% for males and 1.25% for females, all other parameters set to defaults; together with additional explicit mortality uplifts of +2.8% over 2025-2027, +2.3% over 2028-37 and +1.4% over 2038-54).

For 31 December 2025, projected mortality rates are lower (versus 31 December 2024) in the short term, and higher in the long term. An age-standardised mortality rate for the population of England & Wales aged 50-89 for calendar year 2025 is 1.8% lower; for calendar year 2035 it is 2.0% lower; and for 2045 it is 1.1% higher.

There has been no significant change to overall life expectancies. Cohort life expectancies for the population of England & Wales as at 31 December 2025 would be 19.8 years for men aged 65 (2024: 19.8 years) and 22.4 years for women aged 65 (2024: 22.4 years).

The standard tables which underpin the mortality assumptions are summarised in the table below.

Product Group	Entity	2025	2024
Individually underwritten Guaranteed Income for Life Solutions	JRL, PLACL	Modified E and W Population 2024 mortality experience, with mortality improvements based on expert-led mortality driver model	Modified E and W Population mortality, with CMI 2023 model mortality improvements
Defined Benefit	JRL	Modified E and W Population 2024 mortality experience, with mortality improvements based on expert-led mortality driver model. Medically underwritten unchanged from 2024	Modified E and W Population mortality, with CMI 2023 model mortality improvements. Medically underwritten: Reinsurer supplied tables underpinned by the Self-Administered Pension Scheme ("SAPS") S1 tables, with modified CMI 2009 model mortality improvements for medically underwritten business
Defined Benefit	PLACL	Modified E and W Population 2024 mortality experience, with mortality improvements based on expert-led mortality driver model	Modified E and W Population mortality, with CMI 2023 model mortality improvements
Care Plans and other annuity products	PLACL	Modified PCMA/PCFA or modified E and W Population 2024 mortality experience, with mortality improvements based on expert-led mortality driver model	Modified PCMA/PCFA or modified E and W Population mortality with CMI 2023 model mortality improvements
Protection	PLACL	Unchanged from 2024	TM/TF00 Select

D.2.3.2 Expense Assumptions

Assumptions for future costs of maintaining policies are set with reference to analysis of the existing expense base and actual fees payable under the contracts for those services outsourced. The assumptions cover both the direct and indirect costs of maintaining policies. The JRL GfL maintenance expense assumption used was £29.49 per plan (2024: £29.05), and the JRL DB maintenance assumption used was £71.83 per scheme member (2024: £71.14). The PLACL GfL maintenance expense assumption used was £41.92 per plan (2024: £40.42), and the PLACL DB maintenance assumption used was £124.17 per scheme member (2024: £119.74).

Assumptions for future policy expense levels are determined from the most recent expense analyses and incorporate an annual inflation rate allowance of 3.4% (2024: 3.7%) derived from the expected RPI and CPI implied by inflation swap rates and an additional allowance for earnings inflation.

D.2.3.3 Discount Rates

In order to calculate BEL, cash flows are discounted to reflect the time value of money. The discount rates used in Solvency II are different from IFRS:

- The Solvency II discount rate uses the PRA risk-free rates or PRA risk-free rates plus Matching Adjustment ("MA") which represents an illiquidity premium. There are certain regulatory restrictions over the assets that can be used for MA purposes (see section D.2.6.1).
- The IFRS discount rates are determined based on yields on reference portfolios of assets available to back the liabilities with a deduction of an allowance for expected and unexpected credit risk.
- Under Solvency II, the fundamental spread is removed from the asset yields to allow for default risk and cost of downgrade when determining the MA.

Approval for the MA for JRL and PLACL are included within F.3.

D.2.4 Differences to statutory IFRS reporting

In this section we consider the differences between Solvency II and IFRS for technical provisions, with reference to the table in section D.2.2 above.

Gross and reinsurance best estimates

- The projected future cash flows used for Solvency II and IFRS utilise the same standard mortality tables and consistent expense assumptions.
- The discount rate is different under IFRS and Solvency II as discussed within D.2.3.3.

Solvency II Risk margin / IFRS 17 Risk adjustment

- Under Solvency II, technical provisions include a Risk Margin, which represents a regulatory allowance for holding risk capital for all types of non-hedgeable risks. This RM is computed on a net of reinsurance basis.
- The IFRS 17 risk adjustment represents the compensation that an entity requires for bearing non-financial risks: primarily longevity risk, expense risk and operational risk directly associated with the insurance contracts. The value is computed separately for gross and reinsurance contracts. Details of the risk adjustment are included within Note 22b (vi) of the Just Group ARA

TMTP

Technical provisions are reduced by the TMTP in Solvency II, which is being used to phase in the impact of moving from Solvency I to Solvency II for business written under the Solvency I regime over a period of 16 years commencing in 2016 (see section D.2.6.3). The full value of the deduction is allocated to gross business within the Solvency II balance sheet. There is no equivalent in the IFRS valuation.

IFRS 17 Contractual Service Margin

Under IFRS 17, profits on insurance contracts are deferred in the Contractual Service Margin ("CSM") component of insurance liabilities on the balance sheet. Similarly, the cost or gain from reinsurance contracts is also spread over the life of the contracts covered by the reinsurance. There is no equivalent under Solvency II.

D.2.5 Level of uncertainty in valuation

Set out below are the main areas of uncertainty over the calculation of liabilities.

Technical provisions

The BEL corresponds to the probability-weighted average of future cash flows, taking account of the time value of money using the relevant risk-free interest rate term structure (plus a matching adjustment where applicable). Cash flows reflect estimates of how markets and the business might behave in the future given policyholder data, cash flow models and a set of assumptions.

All estimates are based on management's knowledge of current facts and circumstances, assumptions based on that knowledge, and their predictions of future events and actions. Actual results may differ from those estimates, possibly significantly. Fluctuation in the amount and/or timing of claims events is considered particularly susceptible to valuation uncertainty, such as estimating the length of time for which an annuity will be paid which requires a projection of annuitant mortality rates in excess of 20 years into the future which cannot be done with certainty.

The best estimate liability assumptions are subject to a rigorous governance process, underpinned by actuarial judgement and peer review. The scope of assumption review papers includes considering the degree of uncertainty inherent in the assumptions being reviewed.

Data governance and model governance standards are in place, which help to ensure that the cash flow models used to calculate technical provisions are fit for purpose and are managed under appropriate change control processes.

Regulatory compliance

Further to the implementation of Solvency II, the PRA has published and continues to publish supervisory statements that set out its expectations for certain aspects of prudential regulation.

The Group continues to meet the expectations of SS3/17 “Solvency II: Equity Release Mortgages”, limiting the matching adjustment available from equity release mortgages. Management regularly assesses the level of buffer above the minimum deferment rate, taking account of economics at the balance sheet date compared to those at the latest publication date of the EVT compliance parameters, and considers appropriateness of the buffer against an established framework.

At 31 December 2025, JRL and PLACL passed the PRA EVT (unaudited) with a buffer 0.21% (2024: 1.21%) and 0.53% (2024: 1.02%) respectively, over the current minimum deferment rate of 4.5% (2024: 3.5%) (allowing for property volatility of 13%, in line with the requirement for the EVT).

D.2.6 Long-term guarantee measures

Firms are required to show the impact on the Solvency II balance sheet of removing any long-term guarantee and transitional measures that they have approval to apply. These include matching adjustment, volatility adjustment and transitional measures on technical provisions within D.2.6.1, D.2.6.2 and D.2.6.3 respectively.

The impact of removing each of these measures is disclosed in the following sections and in QRT form IR.22.01 for the Group, JRL and PLACL included in section F.1 of this report.

D.2.6.1 Matching Adjustment (“MA”)

The MA is defined in the PRA rulebook as a single flat addition (spread) which can be applied to the basic risk-free interest rate term structure.

MA is applied to a large proportion of annuity business within the Group. The MA is based on the yield on the portfolio of assets that have been chosen to replicate the liability cash flows. An adjustment is made to allow for credit default and downgrade, based on inputs provided by the PRA. Reinsurance assets are valued at risk free for the purpose of the MA calculation.

The assigned assets consist primarily of corporate bonds, government bonds, derivatives, illiquid assets (including LTM) and cash. Investments denominated in foreign currencies are held alongside derivatives (cross currency swaps), which notionally transform the cash flows to GBP. Inflation swaps are held in conjunction with inflation linked bonds to hedge the cash flows of insurance obligations that are linked to inflation.

LTM notes

LTM notes are structured assets that are issued by two wholly owned special purpose vehicles. These special purpose vehicles hold a pool of LTMs, which provide the collateral for issuance of senior notes, eligible for inclusion in the matching adjustment portfolio. For the purposes of assessing the MA, it is assumed that the securitisation structure does not collapse when preparing the Group consolidated BEL and is not eliminated on consolidation. The LTM notes do not exist on the Group, JRL or PLACL Solvency II balance sheets. £521m of PLACL’s LTM notes were sold to JRL in 2025.

The key assumptions in determining the MA on LTM notes are the spread and the credit rating which is used to evaluate the risk of default and downgrade. The ratings are set using a two-step internal rating process that consists of an ECAI-consistent assessment and an NNEG Overlay assessment. The NNEG Overlay is an alternative pricing of risk based upon an option pricing technique (Black 76). This also serves as our bespoke rating assessment. The main parameters that determine the magnitude of NNEG are:

- Current house prices and future house price growth;
- Property volatility; and
- Risk-free rates.

Final note ratings are the lower of the two assessments and depend upon the fixed note cash flows and the security provided by the underlying LTMs, as collateral. The rating methodology is designed to ensure that the MA derived on LTMs is in line with PRA expectations, as set out in SS3/17.

The spread on the notes that have been included in the matching adjustment portfolio has been set taking into consideration the relevant requirements of the Solvency II regulations and guidance (as set out in section C.6.1 and section D.2.5 above). The resulting spreads on these notes are lower than the IFRS spread on the underlying LTM assets.

The ratings of the LTM notes in the MA Portfolio in JRL and PLACL have been set consistently with external ratings ranging from AAA to BB as at 31 December 2025 (31 December 2024: rating ranges from AAA to BB) for JRL and from AAA to B as at 31 December 2025 (31 December 2024: rating ranges from AAA to B) for PLACL.

Compliance with the EVT test is detailed in section D.2.5 above.

The following table sets out further information on the MA (net of reinsurance).

	JRL		PLACL	
	2025	2024	2025	2024
Matching Adjustment in bps	156bps	177bps	93bps	127bps
Value of Matching Adjustment (£m)	£4,319m	£4,301m	£171m	£264m

The MA (in bps) for JRL has decreased primarily due to the narrowing of credit spreads and an increased holding of government bonds at 31 December 2025. The increase in amount of MA reflects the impact of new business, which outweighs the effect of the spreads narrowing. For PLACL, the MA (in bps) and £ amount has decreased mainly due to the reduction in LTM holdings, which were sold to JRL to manage property risk exposure in PLACL.

The investment assets in the MA Portfolios are summarised as follows:

	JRL		PLACL	
	2025	2024	2025	2024
	£m	£m	£m	£m
LTM notes	4,308	3,591	390	852
Callable bond notes	-	89	-	-
Government bonds	5,976	2,496	380	357
Corporate bonds	7,623	8,305	1,659	1,200
Non-LTM illiquid assets	7,392	5,948	114	121
Derivatives and collateral	(1,801)	(324)	(4)	(17)
Deposits other than cash equivalents	45	-	-	-
Collective Investments Undertakings	630	326	72	158
Cash and Cash Equivalents	242	259	31	27
Total assets	24,415	20,690	2,642	2,698

In addition to the investment assets reported in the table above, the MA portfolios include:

- Reinsurance recoverables: JRL £1,097m (2024: £1,069m), PLACL £226m (2024: £271m)
- Receivables/payables: JRL £60m receivable (2024: £31m receivable), PLACL £60m payable (2024: £25m payable)

Matching Adjustment Reforms

During 2025, the PRA issued policy statement PS17/25, finalising the Matching Adjustment Investment Accelerator (MAIA) framework, which came into effect on 27 October 2025. This framework is intended to increase flexibility to deploy capital more quickly into time-sensitive

investment opportunities expected to meet MA eligibility criteria, thereby enabling MA benefit to be recognised for such assets prior to obtaining formal PRA approval. As at 31 December 2025, neither the JRL nor PLACL MA portfolios contain any assets that fall under the MAIA framework.

As part of the wider Matching Adjustment reforms introduced by the PRA, the Group is required to confirm, via an MA attestation, that the fundamental spread (“FS”) used by each company in calculating the MA “reflects compensation for all retained risks” and the “MA can be earned with a high degree of confidence”. The MA Attestation methodology resulted in a voluntary FS add-on of 1.3bps and 0.5bps (2024: 2.6bps and 0.3bps) respectively (unaudited) for JRL and PLACL as at YE25.

Another change from the reforms was the introduction of Highly Predictable (“HP”) assets which firms can include in the MA portfolio. As at YE25, neither JRL nor PLACL MA portfolio holds any HP assets (2024: Nil).

D.2.6.2 Volatility Adjustment

The Group, JRL and PLACL do not apply the Volatility Adjustment.

D.2.6.3 Transitional Measures on Technical Provisions (unaudited)

TMTP has been used to phase in the impact of moving from Solvency I to Solvency II for business written under the Solvency I regime. It reflects differences between the value of the Solvency I and Solvency II technical provisions. This also includes the introduction of the RM under Solvency II. JRL and PLACL obtained approval under written notices, please refer to F.3 for details. Since 31 December 2024, JRL and PLACL calculate TMTP via a simplification method following the Solvency UK reforms to Solvency II. The table below shows the TMTP and the tax impact on TMTP for Just Group, JRL and PLACL. The reduction in TMTP over the year was primarily due to run-off over the remaining lifetime of the TMTP.

	2025	2024
	£m	£m
TMTP in JRL	233	263
TMTP in PLACL	128	146
TMTP in Just Group plc	361	409
Tax impact of TMTP*	(90)	(102)

* The impact of tax does not allow for restrictions on the amount of the deferred tax asset that would be eligible due to capital tiering requirements.

In some of the forms (notably the IR.12), the TMTP needs to be allocated across BEL and RM. The approach taken is to allocate to RM first, with any remaining TMTP to the BEL for the line of business “Life annuities”.

D.3 Other liabilities

Other liabilities have been valued according to the requirements of the Solvency II Directive and related guidance, which requires that liabilities are recognised at the amount for which they could be transferred, or settled, between knowledgeable willing parties in an arm’s length transaction.

Details of the IFRS methodology is included within Note 1 of the Just Group ARA. Differences in valuation methodology under Solvency II compared to IFRS are analysed below:

D.3.1 Debts owed to credit institutions

For Solvency II collateral is recognised at fair value. No adjustment is made for changes in the value of own credit risk under Solvency II. The repurchase agreements in connection with the portfolio of gilts held to solely manage interest rate risk, are held at amortised cost in IFRS, however are valued at fair value under Solvency II.

D.3.2 Insurance intermediaries and reinsurance payables

As noted within section D.1, for 'Insurance and other receivables', the PRA rulebook for the Solvency II balance sheet states that balances under this heading should represent amounts that are overdue. Amounts that are not considered overdue, and are material, are adjusted for in the best estimate projected cash flows rather than reported under this Solvency II balance sheet heading.

D.3.3 Payables (trade not insurance)

Other payables primarily relate to payable to suppliers, and in the prior year, unsettled investment purchases. These are short-term payables, for which the time value of money does not have a material impact. At Group, the Solvency II result is adjusted for the deconsolidation of non-insurance subsidiaries as explained in chapter D. Method of Consolidation.

D.3.4 Subordinated debt

In the Solvency II balance sheet, subordinated debt is held at fair value with no adjustment for own credit risk and is included as capital in the own funds, whereas in IFRS, it is held at amortised cost and is included within liabilities or as shareholders fund (equity).

The fair value of issued debt is marked-to-model based on a current market premium for UK insurance entities based on a basket of listed corporate bonds and a company specific premium fixed at the time of issuance of the tranche of debt.

D.3.5 Contingent liabilities

IFRS does not allow for a contingent liability to be recognised, however requires disclosure within the accounts. The Solvency II regulations state that contingent liabilities should be recognised if considered material.

There are no material contingent liabilities recognised at 31 December 2025 (2024: nil).

D.4 Alternative methods for valuation

The Group and its UK regulated insurance entities holds certain financial and other investments and liabilities for which the markets are not active. When the markets are not active, there is generally no or limited observable market data to determine fair values. In these cases, the fair values are determined using alternative valuation techniques in accordance with the PRA rulebook.

The valuation technique is chosen with the objective of arriving at a fair value measurement which reflects the price at which an orderly transaction would take place between market participants on the measurement date. The valuation techniques include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis and option pricing models. The valuation techniques may include a number of assumptions relating to variables such as credit risk and interest rates and, for LTMs, mortality, future expenses, voluntary redemptions and house price assumptions. These assumptions can be impacted by climate change transition risk, noting, for example, investment in residential and commercial mortgages secured on properties.

The market for Just Group's external subordinated debt has been assessed as active. The internal group subordinated debt does not have a direct back-to-back relationship with the external debt and therefore has no active market to determine fair values as at 31 December 2025. In these circumstances, fair values are determined using a modelled income approach where those debt instruments are proxied to similar debt. The origination spread is calculated and rolled forward using liquid market inputs. Total financial investments and property other than for own use that are valued using Alternative Valuation methods explained above, are as follows:

2025	Group		JRL		PLACL	
	Solvency	Statutory ²	Solvency	Statutory ²	Solvency	Statutory ²
	£m	£m	£m	£m	£m	£m
Investment property ¹	29	29	-	-	-	-
Investment funds	246	246	243	243	3	3
Debt securities and other fixed income securities	6,065	6,065	5,958	5,958	106	106
Derivative financial assets	2,999	-	2,892	-	107	-
Loans secured by residential mortgages	5,999	6,015	5,466	5,466	534	534
Loans secured by commercial mortgages	1,061	1,061	944	944	116	116
Long income real estate	850	850	878	878	1	1
Infrastructure loans	857	857	857	857	-	-
Associates	101	101	101	101	-	-
Other loans	136	136	136	136	-	-
Total	18,343	15,360	17,475	14,583	867	760

2024	Group		JRL		PLACL	
	Solvency	Statutory ²	Solvency	Statutory ²	Solvency	Statutory ²
	£m	£m	£m	£m	£m	£m
Investment property ¹	27	27	-	-	-	-
Investment funds	289	289	284	284	5	5
Debt securities and other fixed income securities	4,756	4,756	4,756	4,756	-	-
Derivative financial assets	2,756	-	2,630	-	126	-
Loans secured by residential mortgages	5,610	5,610	4,531	4,531	1,079	1,079
Loans secured by commercial mortgages	809	809	684	684	125	125
Long income real estate	791	791	818	818	-	-
Infrastructure loans	1,246	1,246	1,246	1,246	-	-
Associates	107	107	107	107	-	-
Other loans	134	134	134	134	-	-
Total	16,525	13,769	15,190	12,560	1,335	1,209

1 Investment property relates to JRL and PLACL's investment in a JPUT, which is classified as long income real estate in JRL and PLACL's statutory accounts. Investment property is recognised on consolidation of the JPUT.

2. Statutory balances do not include JRSA

The valuation methods are consistent with those used in IFRS and these can be found in note 16 to the ARA. The exception relates to derivatives: On a statutory IFRS basis, the valuation method for most derivative assets is "Level 2" in the IFRS fair value hierarchy. Whereas in Solvency II, the valuation methods meet the definition of Alternative Valuation Methods.

D.5 Other information

The directors consider that the contents of this section on valuation for solvency purposes provides all material information to be provided in the SFCR.

Chapter E. Capital Management

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E. Capital Management

This section provides information on the own funds and on the components of the solvency capital. It then considers the adequacy of own funds coverage of the capital requirement. Finally, it describes the use of the Internal Model and the differences from the Standard Formula.

To the extent the disclosure in chapter E relate to risk margin, TMTP and SCR, they are not subject to external audit.

The solvency capital coverage ratio (measured as the Eligible Own Funds divided by SCR) for Just Group plc, JRL and PLACL is a key metric for the management business. The Boards of Just Group plc, JRL and PLACL have risk appetite limits and tolerances for the solvency levels and monitor them regularly. The key solvency metrics are presented in the table below:

	Group		JRL		PLACL	
	2025 £m	2024 £m	2025 £m	2024 £m	2025 £m	2024 £m
Eligible Own Funds	2,740	3,159	2,111	2,297	418	494
SCR	1,531	1,494	1,335	1,287	215	270
Excess Own Funds	1,209	1,665	776	1,010	203	224
Solvency Capital Coverage (SCR)	179%	211%	158%	178%	194%	183%

The proforma Group Solvency II Capital coverage ratio, reported in 2024, which includes the impact from the repayment of Tier 3 debt in February 2025, was 204%.

The Group and its regulated insurance subsidiaries are required to maintain eligible capital, or “Own Funds”, in excess of the value of the SCR. The SCR represents the risk capital required to be set aside to absorb 1 in 200 year stress tests of each risk type that the Group is exposed to. These risks are all aggregated with appropriate allowance for diversification benefits. The Group applies a full internal model to calculate its SCR.

Further details regarding the capital position are set out in section E.1 below.

Movement in excess own funds¹ (unaudited)

The table below analyses the movement in Excess Own Funds, broken into its constituent parts for Just Group plc:

Excess Own Funds	2025	2024
1 January³ (proforma)	1,561	1,527
Operating		
In force run-off net of TMTP amortisation	195	178
Finance cost	(54)	(48)
Group and other costs	(11)	(11)
Cash generation	130	119
New business strain ²	(116)	(71)
Development costs and other	(27)	(25)
Management actions and other items	(17)	58
Total organic capital generation	(30)	81
Non-operating		
Strategic expenditure	(73)	(17)
Dividend	(28)	(23)
Regulatory changes	-	(42)
Economic movements	(221)	49
Capital actions ³	-	(14)
31 December³	1,209	1,561

¹ All figures are net of tax and include a recalculation of TMTP where applicable

² New business strain calculated based on pricing assumptions

³ The 1st January 2025 opening excess own funds is stated on a proforma basis after the £155m Tier 3 debt repayment in February 2025. Capital actions in 2024 reflect the effect of the Tier 2 refinancing in 2024 and the February 2025 Tier 3 debt repayment. Capital actions is net of the positive effect (if any) from release of Solvency tiering restrictions.

The Group's estimated Solvency II capital coverage ratio has decreased to 179% (2024: 211%). Further analysis on the movement in excess own funds is covered in section A.2.1.1.

E.1 Own funds

E.1.1 Basic own funds

The table below shows the value and structure of Basic Own Funds by tier.

	Group		JRL		PLACL	
	2025	2024	2025	2024	2025	2024
	£m	£m	£m	£m	£m	£m
Ordinary share capital	104	104	43	43	22	22
Share premium account	95	95	36	36	-	-
Tier 1 restricted	322	322	250	250	-	-
Reconciliation reserve	1,481	1,885	1,254	1,484	289	337
Own shares (held directly)	2	3	-	-	-	-
Participations in other financial sectors	5	5	-	-	-	-
Deferred tax assets	77	-	24	-	26	15
Solvency balance sheet	2,086	2,415	1,607	1,813	337	374
Deferred tax assets	(77)	-	(24)	-	(26)	(15)
Participations in other financial sectors	(5)	(5)	-	-	-	-
Own shares and other ineligible items	(5)	(3)	-	-	-	-
Total Tier 1	1,999	2,407	1,583	1,813	311	359
Subordinated debt	659	643	504	434	92	185
Total Tier 2	659	643	504	434	92	185
Subordinated debt	-	157	-	51	-	-
Deferred tax assets	77	-	24	-	26	15
Total Tier 3	77	157	24	51	26	15
Total Basic Own Funds	2,735	3,207	2,111	2,297	429	559

E.1.2 Management of Own Funds

The management of capital in all Just Group companies, including JRL and PLACL, is governed by the Group's Capital Management Policy which describes the policies and responsibilities for managing and monitoring capital. The policy also describes the procedures for ongoing monitoring of the quality of Own Funds items as well as the forward-looking view of projected adequacy of Own Funds, and therefore their ongoing suitability for coverage of the SCR and Minimum Capital Requirements ("MCR") at entity and consolidated group levels. This ensures that the Group meets the requirements in accordance with the PRA rulebook.

The Group's objectives when managing capital for all subsidiaries are:

- to comply with the insurance capital requirements required by the regulators of the insurance markets where the Group operates. The Group's policy is to manage its capital in line with its risk appetite and in accordance with regulatory expectations;
- to safeguard the Group's ability to continue as a going concern, and to continue to write new business;
- to ensure that in all reasonably foreseeable circumstances, the Group is able to fulfil its commitment over the short term and long term to pay policyholders' benefits;
- to continue to provide returns for shareholders and benefits for other stakeholders; and
- to generate capital from in-force business, excluding economic variances, management actions, and dividends, that is greater than new business strain.

The Group regularly assesses a wide range of actions to improve the capital position and resilience of the business.

In managing its capital, stress and scenario testing is undertaken to consider the capacity to respond to a series of relevant financial, insurance, or operational shocks or changes to financial regulations should future circumstances or events differ from current assumptions. The review also considers mitigating actions available should a severe stress scenario occur, such as raising capital or varying the volumes of new business written.

E.1.3 Own funds structure

Basic Own Funds analysis

The quality of Basic Own Funds is described using the regulatory capital tiering analysis whereby Tier 1 is the highest quality and Tier 3 the lowest, based on the attributes of availability to absorb losses and sustainability of the various forms of capital funding.

Tier 1 – The majority of the basic own funds represents ordinary share capital, share premium and reconciliation reserve. Ordinary share capital is classified as unrestricted as there are no restrictions on cancellation of the Companies' dividends prior to payment, as set out in the Companies' Articles of Association.

Tier 2 – The next highest quality capital and substantially possesses the characteristics of subordination. This is made up of subordinated debt.

Tier 3 – Own funds which do not meet the definition of tiers 1 or 2. This is made up of deferred tax asset and, if applicable, subordinated debt issued in that format.

The reconciliation reserve

The reconciliation reserve represents the total excess of Solvency II assets over liabilities reduced by the Other Basic Own Funds items that have been separately identified on the IR.23 Own Funds QRT shown in F.1, the main elements being share capital and share premium.

Subordinated debt

Tier 1 unrestricted capital includes the highest quality assets with quality features such as permanence, subordination, undated, absence of redemption incentives, mandatory costs and encumbrances. The remainder of own funds is mainly represented by subordinated debt, all of which is classified as Tier 2 or Tier 3. All subordinated debt of Just Group is external, and all subordinated debt of JRL and PLACL is internal, and comprised of:

Just Group plc

Tier	Description	Issue Date	Redemption Date	Solvency II Value	
				2025 £'m	2024 £'m
1	5% £325m notes	Sep 2021	Perpetual	322	322
Total Restricted Tier 1 Capital				322	322
2	9% £250m notes (£150m principal outstanding)	Oct 2016	Oct 2026	149	144
2	8.125% £125m notes	Oct 2019	Oct 2029	115	108
2	6.875% £400m notes	Sept 2024	Mar 2035	395	391
Total Tier 2 Debt Capital				659	643
3	3.5% £155m notes	Feb 2018	Feb 2025	-	157
Total Tier 3 Debt Capital				-	157

Just Retirement Limited

Tier	Description	Issue Date	Redemption Date	Solvency II Value	
				2025 £'m	2024 £'m
1	9.75% £250m notes	Apr 2024	Perpetual	250	250
Total Restricted Tier 1 Capital				250	250
2	9% £250m notes	Oct 2016	Oct 2026	249	241
2	8.125% £25m notes	Oct 2019	Oct 2029	23	22
2	6.875% £225m notes	Oct 2025	Oct 2035	232	-
2	7% £75m notes (fully redeemed in 2025)	Oct 2020	Apr 2031	-	73
2	8.2% £100m notes (fully redeemed in 2025)	May 2020	May 2030	-	98
Total Tier 2 Debt Capital				504	434
3	5% £50m notes (fully redeemed in 2025)	Dec 2018	Feb 2025	-	51
Total Tier 3 Debt Capital				-	51

Partnership Life Assurance Company Limited

Tier	Description	Issue Date	Redemption Date	Solvency II Value	
				2025 £'m	2024 £'m
2	8.125% £100m notes	Oct 2019	Oct 2029	92	88
2	7% £100m notes (fully redeemed in 2025)	Oct 2020	Apr 2031	-	97
Total Tier 2 Debt Capital				92	185

On 7 February 2025, Group repaid the external £155m Tier 3 subordinated debt issued in February 2018. Concurrently, JRL repaid the internal £50m Tier 3 subordinated debt issued in December 2018.

On 15 October 2025, JRL repaid the internal £100m Tier 2 subordinated debt issued in May 2020 and the £75m Tier 2 subordinated debt issued in November 2020. JRL concurrently issued new internal Tier 2 subordinated debt of £225m with an interest rate of 6.875% to Group. On 15 October 2025, at first call, PLACL repaid the internal £100m Tier 2 subordinated debt issued in October 2020.

Deferred tax

The table below presents the deferred tax balances included in the Solvency II balance sheet. Deferred tax assets are treated as Tier 3 capital.

	Group		JRL		PLACL	
	2025	2024	2025	2024	2025	2024
	£m	£m	£m	£m	£m	£m
Deferred Tax Asset	77	-	24	-	26	15
Deferred Tax Liability	-	(4)	-	(36)	-	-

The deferred tax balance represents the deferred tax balance on IFRS reporting basis adjusted by the tax effect recognised on Solvency II valuation adjustments:

- The IFRS deferred tax balance includes adjustments for transitional relief on the implementation of IFRS 17 as the corporation tax basis. This transitional relief will run-off over a period of 10 years commencing on 1 January 2023; and
- All Solvency II valuation adjustments are tax effected including the TMTP adjustment, except where adjustments are in respect of ‘capital items’, notably the revaluation of the intra-group subordinated debt on the balance sheet.

As noted in section D.1.3, the measurement of deferred tax assets reflects management’s expectations, at the end of the reporting period, as to the manner in which the carrying amount of its assets and liabilities will be recovered or settled, and are therefore expected to be available as basic own-fund items in accordance with the PRA rulebook.

Transitional relief

There was no transitional relief on capital items, as the loans noted above comply with the Solvency II requirements to be counted as capital. Own funds are calculated after allowing for amortisation on transitional measures applied to technical provisions.

Consolidation of Own Funds

Details of consolidation approach can be found within section D, methods of consolidation.

Availability and transferability of own funds

The Group, JRL and PLACL balance sheets include matching portfolios of assets and liabilities (the matching adjustment portfolios). Under the regulatory capital rules, there is a restriction on the transferability of assets out of a matching adjustment portfolio and into a non-matching adjustment portfolio. There are no restrictions other than meeting the eligibility criteria on transferring assets into the matching adjustment portfolio.

The matching adjustment portfolio of assets is carefully managed to ensure that the assets are cash flow matched to the liabilities. The net asset value of matching assets less liabilities was lower than the notional Solvency Capital Requirement, in each matching adjustment portfolio, so no own fund restriction is applied.

The Group maintains an Employee Benefits Trust which holds Just Group plc shares and cash which are not considered transferable.

Dividends

The Board assessed the affordability and sustainability of a dividend with regard to the solvency position, business performance, liquidity of the business across the plan period and reviewed the outcome of various stress tests. The Board also considered the impact of the dividend decision on shareholder expectations as it relates to the Group’s dividend policy.

Following due consideration of the various matters, the Board declared a final dividend of 1.80 pence per share, which was paid to shareholders on 14 May 2025. An interim dividend was declared of 0.84 pence per share which was paid to shareholders on 15 September 2025. Dividends paid to shareholders in calendar year 2025 were £28m (2024: £23m). Given the close proximity to concluding the acquisition by BWS, the Board has not made any additional ordinary dividend declarations at year end.

Ancillary Own funds

The Group had no ancillary Own funds at 31 December 2025 or 31 December 2024.

E.1.4 Eligible regulatory own funds to meet SCR and MCR

		Group		JRL		PLACL	
	Ref	2025 £m	2024 £m	2025 £m	2024 £m	2025 £m	2024 £m
Available own funds							
Total available own funds excluding participations in other financial sectors 1	E1.1	2,735	3,207	2,111	2,297	429	559
Total available own funds including participations in other financial sectors	E1.1	2,740	3,212				
Eligible Own Funds							
Total Eligible Own Funds to cover SCR	E1.4	2,740	3,159	2,111	2,297	418	494
Total Eligible Own Funds to cover minimum consolidated group SCR	E1.4	2,113	2,508				
Total Eligible Own Funds to cover MCR				1,686	1,900	322	372

¹ £5m Participations in other financial sectors relates to Just Retirement Money Ltd and Partnership Home Loans Ltd (2024: £5m)

Basic Own Funds of £2,735m (2024: £3,207m) excludes participations in other financial sectors of £5m (2024: £5m). Participations in other financial sectors relates to Just Retirement Money Ltd and Partnership Home Loans Ltd. These participations are included within Group Eligible Own Funds of £2,740m (2024: £3,159m). When assessing solvency against the SCR, the regulations require that Restricted Tier 1 capital is restricted to 20% of the total Tier 1 capital, with the excess treated as Tier 2. Tier 3 is restricted to 15% of SCR and the total of Tier 2 and Tier 3 is restricted to 50% of the SCR. Further restrictions are applied in circumstances where Basic Own Funds are negative, this can include the removal of the benefit of Tier 2 and Tier 3 subordinated debt.

There was no reduction for tiering restrictions at Group level (2024: £53m). JRL had no tiering restriction (2024: £nil). PLACL had a tiering restriction of £11m (2024: £65m). When assessing solvency against the MCR for JRL and PLACL, or Eligible Own Funds to cover the minimum consolidated group SCR for Group, the regulations require that Restricted Tier 1 capital is restricted to 20% of the total Tier 1 capital, with the excess treated as Tier 2, and that Tier 2 capital is restricted to 20% of the MCR. Tier 3 capital cannot be used. The eligible own funds to cover minimum consolidated group SCR in the table above is presented excluding participations in other financial sectors.

The Eligible Own Funds to cover the SCR and MCR by tier after the impact of tiering restrictions are included in the tables below:

2025	Group		JRL		PLACL	
	SCR	Minimum consolidated group SCR	SCR	MCR	SCR	MCR
Own Funds by Tier, eligible to cover:	£m	£m	£m	£m	£m	£m
Tier 1 unrestricted	1,677	1,677	1,333	1,333	311	311
Tier 1 restricted	322	322	250	250	-	-
Tier 2	659	114	504	103	92	11
Tier 3	77	-	24	-	15	-
	2,735	2,113	2,111	1,686	418	322
Participations in other financial sectors	5					
	2,740					
2024	Group		JRL		PLACL	
	SCR	Minimum consolidated group SCR	SCR	MCR	SCR	MCR
Own Funds by Tier, eligible to cover:	£m	£m	£m	£m	£m	£m
Tier 1 unrestricted	2,085	2,085	1,563	1,563	359	359
Tier 1 restricted	322	322	250	250	-	-
Tier 2	643	100	434	87	135	13
Tier 3	104	-	51	-	-	-
	3,154	2,508	2,297	1,900	494	372
Participations in other financial sectors	5					
	3,159					

E.1.5 Equity reconciliation between IFRS statutory and Solvency II valuations

The table below shows the material differences between shareholders' equity as presented in the ARA and the excess of assets over liabilities as calculated for solvency purposes presented in the Solvency II balance sheet.

	Ref	Group		JRL		PLACL	
		2025	2024	2025	2024	2025	2024
		£m	£m	£m	£m	£m	£m
Statutory accounts - Shareholder funds							
Deconsolidation of JRSA	D.1	(13)	(8)	-	-	-	-
Removal of goodwill and intangible assets	D.1	(47)	(40)	-	-	-	(2)
Technical provisions valuation difference ²	D.2.2	1,952	2,184	1,606	1,910	356	275
Other valuation differences and impact on deferred tax ²	D.1	(919)	(971)	(746)	(849)	(177)	(111)
	D.3						
Own shares	D.1	2	3	-	-	-	-
Solvency balance sheet - Excess Assets over Liabilities		2,086	2,415	1,607	1,813	337	374
Ineligible items ¹		(5)	(3)	-	-	-	-
Subordinated debt	D3.2	659	800	504	485	92	185
Available own funds		2,740	3,212	2,111	2,298	429	559
Own funds restriction		-	(53)	-	-	(11)	(65)
Eligible own funds		2,740	3,159	2,111	2,298	418	494

1. Ineligible items represents own shares held and cash within the Employee Benefits Trust
2. As explained in the Method of consolidation, JRSA is excluded from the group adjustment balances

Details surrounding the valuation differences between the statutory accounts- Shareholder funds and Solvency II excess of assets over liabilities is included within Chapter D.

E.2 Solvency Capital Requirement and Minimum Capital Requirement

Information in this section is unaudited, as it is determined applying the approved Internal Model.

E.2.1 Solvency Capital Coverage ratios

The SCR, Minimum consolidated SCR (Group) and MCR (JRL and PLACL) are quantified in the table below. Together with eligible own funds, these provide the solvency coverage ratio.

	Group		JRL		PLACL	
	SCR	Minimum consolidated SCR	SCR	MCR	SCR	MCR
	£m	£m	£m	£m	£m	£m
2025						
Eligible Own Funds	2,740	2,113	2,111	1,686	418	321
Capital Requirement	1,531	567	1,335	513	215	54
Excess Own Funds	1,209	1,546	776	1,173	203	267
Coverage ratio %	179%	373%	158%	329%	194%	590%

	Group		JRL		PLACL	
	SCR	Minimum consolidated SCR	SCR	MCR	SCR	MCR
	£m	£m	£m	£m	£m	£m
2024						
Eligible Own Funds	3,159	2,508	2,297	1,900	494	372
Capital Requirement	1,494	502	1,287	435	270	68
Excess Own Funds	1,665	2,006	1,010	1,465	224	304
Coverage ratio %	211%	499%	178%	437%	183%	551%

E.2.2 Solvency Capital Requirement

The Just Group SCR is calculated using the Internal Model, with other non-life components consolidated using Method 1-Consolidation method.

The Solvency II SCR is defined as the Value at Risk ("VaR") of the change in Basic Own Funds over a 1-year period at the 99.5% confidence level. This can be regarded as the capital required for the business to sustain a 1 in 200-year event and still be able to establish a regulatory balance sheet, including a Matching Adjustment.

The Internal Model permits diversification between the Matching Adjustment portfolio and the non-Matching adjustment portfolio and also diversification between JRL and PLACL entities for the Group SCR calculation.

The risks included in the Group's model for which capital is held are: Property; Nominal interest rate; RPI inflation; Foreign exchange rates; Credit spread; Longevity; Withdrawal; Expense; and Operational.

Risk components

A breakdown of the SCR at 31 December 2025 by risk category, as detailed in forms IR.25.04 for Group, JRL and PLACL, is summarised in the following table:

	2025			2024		
	Group	JRL	PLACL	Group	JRL	PLACL
	Internal Model £m	Internal Model £m	Internal Model £m	Internal Model £m	Internal Model £m	Internal Model £m
Market	1,528	1,394	163	1,514	1,399	215
Counterparty default ¹	57	53	-	20	20	1
Life underwriting	878	779	115	717	601	131
Operational	182	155	50	182	155	50
Other risk ²	38	38	-	38	38	-
Other adjustments	3	-	-	2	-	-
Sub-total pre-diversification	2,686	2,419	328	2,473	2,213	397
Diversification	(715)	(639)	(113)	(612)	(542)	(127)
Sub-total post-diversification	1,971	1,780	215	1,861	1,671	270
Loss absorbing capacity of deferred tax	(440)	(445)	-	(367)	(383)	-
Solvency Capital Requirement (SCR)	1,531	1,335	215	1,494	1,288	270

¹ Increase in 2025 is primarily due to modelling refinement to more appropriately present pre-diversification counterparty default capital, with offset in diversification line; 2024 result was captured post-diversification

² £38m pre-tax provision was held for the potential impact of the Ground rent reform in 2025.

Further information is included in the appendix as detailed in the forms IR.25.04 for Group, JRL and PLACL.

All Internal Model risks which are quantified as having a capital impact of more than 2.5% of the current JRL SCR are modelled within the calculation kernel.

At 31 December 2025, there are two identified risks which are included in the Internal Model but for which no capital is held: concentration risk and equity risk. These risks have been quantified as not exceeding the defined threshold.

Loss Absorbing Capacity of Deferred Tax (LACDT)

The maximum potential LACDT is calculated as 25% (long-term expected UK corporation tax rate as at 31 December 2025) of the SCR prior to LACDT deduction. The available LACDT support is made up of 25% of future sources of profit and relevant tax liabilities. This is restricted to the maximum stated above.

The potential sources contributing to LACDT support are:

- LTM equity tranche excess return: The margins that are expected to be released from the LTM securitisation as profit in the future. This is calculated as the value of equity tranche cash flows, after allowing for the liabilities held outside the matching adjustment that are not backed by other assets. The excess return is assessed in the loss scenario that produces the SCR.
- Solvency II base deferred tax asset: Deferred tax asset (DTA) on the base Solvency II balance sheet due to differences in the valuation basis between IFRS (used for tax reporting) and Solvency II. This reduces LACDT support because future profits are first used to justify the base DTA.
- Solvency II base current tax asset. This reduces LACDT and is made up of:
 - Current tax paid in the prior year: HMRC have specified that it is possible to carry-back to accounting periods ending in the 12 months prior to the valuation date. In the SCR loss scenario, the current tax charge from the previous accounting year is recovered.
 - Current tax due to be paid on current year profits: In the SCR loss scenario the year-to-date profit will be fully offset and the associated tax will no longer be paid.

- Profits on future new business: This represents the profits expected from new business to be written over the next 5 years and recognised over contract lives, after allowing for a stress scenario set in line with the expected impact following the SCR loss scenario. Expected volumes and margins are set in line with the business plan and then adjusted to reflect the revised profit over contract lives following the loss scenario.

E.2.3 Minimum consolidated Group Solvency Capital Requirement

The Minimum consolidated Group Solvency Capital Requirement is a formulaic calculation prescribed by the regulations. It is the sum of the MCR for the UK regulated insurance entities within the Group.

For each UK regulated insurance entity, the calculation compares the result of a calculation using the sum of

- defined proportions of the net of reinsurance technical provisions being 2.1% for 'Life annuities', and
- a defined proportion (0.07%) of the Capital at Risk.

	Group		JRL		PLACL	
	2025	2024	2025	2024	2025	2024
	£m	£m	£m	£m	£m	£m
Linear MCR			513	435	54	62
SCR ¹			1,335	1,287	215	270
MCR cap (45% of SCR)			601	579	97	122
MCR floor (25% of SCR)			334	322	54	68
Minimum Capital Requirement (MCR)			513	435	54	68
Group Consolidated Minimum SCR	567	503				

¹ unaudited

For JRL, the Linear MCR is greater than 25% of the SCR, therefore the MCR is equal to the Linear MCR. For PLACL, the Linear MCR is marginally greater than 25% of the SCR, therefore the MCR is equal to the Linear MCR.

E.2.4 Change in MCR and SCR over the reporting period

For JRL, the increase in MCR and SCR is mainly due to new business written partially offset by market movements over the period.

For PLACL, the decrease in SCR and MCR since the previous year primarily reflects the unwind of in-force business, the LTM portfolio sale and market movements during the period.

E.3 Use of the duration-based equity risk sub-module in the calculation of the SCR

Information in this section is unaudited, as it is determined applying the approved Internal Model.

The Group does not use the duration-based equity risk sub-module in the calculation of the SCR.

E.4 Internal model

Information in this section is unaudited, as it is determined applying the approved Internal Model.

E.4.1 Scope and purpose of Internal Model

The Internal Model is applied to all relevant areas of the Group and UK regulated insurance entities. The Internal Model is used for:

- Capital and risk reporting/monitoring/management;
- ORSA;
- Business planning/strategy formulation/short term forecasting;
- Strategic decisions;
- Pricing;
- New product development;
- Risk mitigation assessment; and
- Investment strategy assessment.

A record is maintained of the use of the Internal Model.

E.4.2 Internal Model Methodology

The SCR is defined as the VaR of the change in Basic Own Funds (“BOF”) over 1 year at the 99.5th confidence level. The SCR is derived from the probability distribution forecast produced by the Internal model which assigns probabilities to changes in the BOF over 1 year. The probability distribution forecast is derived by calibrating risk distributions for the individual risk drivers. These are then combined using a copula to produce a number of scenarios. Changes in BOF with respect to the base balance sheet are calculated in each scenario and then ranked. The SCR is the change in BOF that relates to 99.5% on the probability distribution forecast.

The SCR is calibrated to ensure that all quantifiable risks to which the Group is materially exposed are considered. The Internal Model uses a 60-year projection period, which is sufficient to capture the significant risks to the business.

The SCR is calculated on a going concern basis and anticipates new business expected to be written over the coming twelve months. With respect to existing business, it covers only unexpected losses.

E.4.3 Internal Model data appropriateness

Data is an integral part of the Internal Model, specifically in the risk quantification and aggregation parts of the process.

Risk quantification involves analysis of historical data to determine the probability distribution for the one-year variation in respect of each modelled risk. The historical data used is from market data sources, and where applicable, internal data sources. Where historical data is limited or unreliable, expert judgement is applied. All data sources used are those selected to be most appropriate by considering accuracy, granularity and completeness of the data. Where possible multiple data sources are considered to ensure that which is most appropriate is used.

Aggregation involves deriving a multivariate distribution of all the risks being modelled using a dependency structure consisting of a correlation matrix and a copula. The correlation matrix is derived using the same data sources as those used in the risk quantification process. Where expert judgement is used in this part, it is also used in setting the dependency between that risk and the others.

E.4.4 Differences between the standard formula and internal model used

The Internal Model represents a specific assessment of the risks faced by the business. The main comparisons between the Internal Model and the Standard Formula methodology are as follows:

Modelling Methodology

- The Standard Formula SCR is calculated as the VaR of the change in BOF over 1 year at the 99.5% confidence level.
 - The SCR under the Internal Model is calculated under the same definition.
- The Standard Formula calculates individual SCRs for each risk sub-module based on prescribed deterministic stresses. These individual sub-module SCR's are aggregated to give the risk module SCR using defined correlation matrices. The risk module SCR's are then aggregated to give the final SCR using another defined correlation matrix.
 - The Internal Model produces a full probability distribution forecast of the change in basic own funds ("BOF") over 1 year. This is derived by calibrating risk distributions for the individual risk drivers. These are then combined using a copula to produce a number of scenarios. Changes in BOF with respect to the base balance sheet are calculated in each scenario which are then ranked to produce the probability distribution forecast. The change in BOF that relates to 99.5% point of the distribution is the SCR.

Risk Quantification

• Longevity risk

The Internal Model longevity risk calibration uses a stochastic model to capture trend (mortality improvement) and level (current assumptions) of risk allowing for the age distribution of JRL and PLACL's policyholders and the concentrations in its risk, e.g. relating to enhanced annuities.

This is considered more appropriate to the insurance business than the Standard Formula which uses a single deterministic stress across the whole portfolio of business.

• Credit risk

The credit risk calibrations in both Standard Formula and Internal Model apply a stress across the whole spread curve, with a different stress for each issuer rating. The Internal Model calibration also allows for different stress by financial / non-financial sector and non-USD and USD denominated assets.

This is considered more appropriate than the Standard Formula's approach of a single factor. The Standard Formula stress is deterministic, whereas the Internal Model stress is defined by a distribution.

• Property risk

JRL and PLACL is exposed to property risk via the NNEG on LTM products rather than being exposed to property values directly. The Internal Model models property price volatility and house price inflation in addition to changes in property prices. This calculation is considered more appropriate than the Standard Formula approach.

• Interest Rate risk

The Standard Formula stresses define a shift up and down respectively, with the stress based on term. The Internal Model models interest rate shocks using Principal Component Analysis ("PCA"). This allows for more complex yield interactions across the whole yield curve by allowing for changes in the shape as well as level. Standard Formula prescribes a "stress-up" and "stress-down" for interest rates, with the SCR for the sub-module being the largest of the two deterministic shocks.

- **Withdrawal risk**
The Standard Formula withdrawal lapse risk module relates to the risk of withdrawal of insurance savings and life protection products. Exposure to lapse risk relates to the “prepayment” risk associated with the lifetime mortgage products which is significantly different and not directly comparable.
- **Inflation risk**
In the Internal Model, changes to the inflation curve are modelled using PCA which allows for changes in the shape and level of the inflation curve. Inflation risk is modelled for its impact on inflation linked annuities, investments and expenses. Standard Formula does not have an explicit inflation risk module, instead inflation is incorporated where appropriate amongst the other sub-risk modules.
- **Operational risk**
The Internal Model models operational risk as an empirical loss distribution, derived using internal data and assumptions regarding operational risk loss events. Additionally, the Internal Model allows for diversification between operational risk and other risks, whereas for Standard Formula the operational risk capital is added directly to the Basic SCR without allowing for diversification. This is considered more appropriate than the Standard Formula approach which calculates operational risk based on the Basic SCR and expenses, producing a single value.
- **Foreign Currency Exchange risk**
The Internal Model models foreign currency exchange rate stresses using statistical distributions, allowing for up and down movements in the exchange rate. Standard Formula prescribes a “stress-up” and “stress-down” for each foreign currency exchange rate, with the SCR for the sub-module being the largest of the two deterministic shocks.
- **Counterparty risk**
The counterparty risk calibration uses a stochastic approach to capture the credit state of each counterparty across all multi-variate risk simulations in the internal model. This is different to the Standard Formula, which models counterparty risk using a loss given counterparty default / probability of counterparty default approach. This is considered more appropriate than the Standard Formula as it captures the risk of counterparty defaults occurring across multiple counterparties and explicitly considers collateral arrangements, and the dependency structures across risks and with counterparties.
- **Diversification**
Aggregation in the Internal Model involves deriving a multivariate distribution of all the risks being modelled using a dependency structure consisting of a correlation matrix and a copula. This allows for a more appropriate modelling of diversification between risks than in the Standard Formula where a simple correlation matrix is used.

E.5 Non-compliance with the MCR and SCR

Each of the Group and its UK regulated insurance entities (JRL and PLACL) maintained sufficient capital to comply with the SCR and MCR requirements throughout the year.

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F.1 Quantitative Reporting Templates (QRTs)

F.1.1 Just Group plc

31 December 2025

Quantitative Reporting Templates

IR.02.01.02	Balance sheet
IR.05.02.01.04	Premiums, claims and expenses by country
IR.05.03.02	Life income and expenditure
IR.22.01.22	Impact of long term guarantees measures and transitionals
IR.23.01.04	Own Funds
IR.25.04.22	Solvency Capital Requirement
IR.32.01.22	Undertakings in the scope of the group

Just Group plc

IR.02.01.02

Balance sheet

£000

Assets

Intangible assets

Deferred tax assets

Pension benefit surplus

Property, plant & equipment held for own use

Investments (other than assets held for index-linked and unit-linked contracts)

Property (other than for own use)

Holdings in related undertakings, including participations

Equities

Equities - listed

Equities - unlisted

Bonds

Government Bonds

Corporate Bonds

Structured notes

Collateralised securities

Collective Investments Undertakings

Derivatives

Deposits other than cash equivalents

Other investments

Assets held for index-linked and unit-linked contracts

Loans and mortgages

Loans on policies

Loans and mortgages to individuals

Other loans and mortgages

Reinsurance recoverables from:

Non-life and health similar to non-life

Life and health similar to life, excluding index-linked and unit-linked

Life index-linked and unit-linked

Deposits to cedants

Insurance and intermediaries receivables

Reinsurance receivables

Receivables (trade, not insurance)

Own shares (held directly)

Amounts due in respect of own fund items or initial fund called up but not yet paid in

Cash and cash equivalents

Any other assets, not elsewhere shown

Total assets

	Solvency II value
	C0010
R0030	-
R0040	77,413
R0050	-
R0060	33,724
R0070	27,778,594
R0080	28,698
R0090	111,492
R0100	1,800
R0110	-
R0120	1,800
R0130	22,294,064
R0140	8,338,487
R0150	13,949,692
R0160	-
R0170	5,884
R0180	1,454,965
R0190	2,998,631
R0200	888,944
R0210	-
R0220	-
R0230	8,728,294
R0240	-
R0250	5,869,865
R0260	2,858,428
R0270	1,718,470
R0280	-
R0315	1,718,470
R0340	-
R0350	-
R0360	15,355
R0370	8,688
R0380	134,215
R0390	2,257
R0400	-
R0410	725,640
R0420	-
R0500	39,222,650

Balance sheet (continued)**£000****Liabilities**

Technical provisions - total

Technical provisions - non-life

Technical provisions - life

Best estimate - total

Best estimate - non-life

Best estimate - life

Risk margin - total

Risk margin - non-life

Risk margin - life

Transitional (TMTP) - life

Other technical provisions

Contingent liabilities

Provisions other than technical provisions

Pension benefit obligations

Deposits from reinsurers

Deferred tax liabilities

Derivatives

Debts owed to credit institutions

Financial liabilities other than debts owed to credit institutions

Insurance & intermediaries payables

Reinsurance payables

Payables (trade, not insurance)

Subordinated liabilities

Subordinated liabilities not in Basic Own Funds

Subordinated liabilities in Basic Own Funds

Any other liabilities, not elsewhere shown

Total liabilities**Excess of assets over liabilities**

	Solvency II value
	C0010
R0505	28,840,567
R0510	-
R0515	28,840,567
R0542	28,989,166
R0544	-
R0546	28,989,166
R0552	211,868
R0554	-
R0556	211,868
R0565	360,466
R0730	-
R0740	-
R0750	29,583
R0760	-
R0770	-
R0780	-
R0790	3,062,865
R0800	4,485,333
R0810	-
R0820	12,183
R0830	16,179
R0840	31,807
R0850	658,586
R0860	-
R0870	658,586
R0880	-
R0900	37,137,105
R1000	2,085,545

Just Group plc SFCR 31 December 2025

Just Group plc

IR.05.02.01.04

Premiums, claims and expenses by country

(Unaudited)

£000

Home Country
C0220

Premiums written

Gross	R1410	4,287,770
Reinsurers' share	R1420	1,228,394
Net	R1500	3,059,376

Premiums earned

Gross	R1510	4,287,770
Reinsurers' share	R1520	1,228,394
Net	R1600	3,059,376

Claims incurred

Gross	R1610	1,775,034
Reinsurers' share	R1620	1,322,281
Net	R1700	452,753

Net expenses incurred

R1900	201,332
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Just Group plc
IR.05.03.02
Life income and expenditure
(Unaudited)
£000

Insurance with profit participation	Index-linked and unit-linked insurance	Life annuities	Non-life annuities	Other life insurance	Health insurance	Total life and health
C0010	C0020	C0030	C0040	C0050	C0060	C0070

Premiums written

Gross direct business	R0010	-	-	4,287,770	-	-	-	4,287,770
Gross reinsurance accepted	R0020	-	-	-	-	-	-	-
Gross	R0030	-	-	4,287,770	-	-	-	4,287,770
Reinsurers' share	R0040	-	-	1,228,394	-	-	-	1,228,394
Net	R0050	-	-	3,059,376	-	-	-	3,059,376

Claims incurred

Gross direct business	R0110	-	-	1,775,034	-	-	-	1,775,034
Gross reinsurance accepted	R0120	-	-	-	-	-	-	-
Gross	R0130	-	-	1,775,034	-	-	-	1,775,034
Reinsurers' share	R0140	-	-	1,322,281	-	-	-	1,322,281
Net	R0150	-	-	452,753	-	-	-	452,753

Expenses incurred

Gross direct business	R0160	-	-	201,332	-	-	-	201,332
Gross reinsurance accepted	R0170	-	-	-	-	-	-	-
Gross	R0180	-	-	201,332	-	-	-	201,332
Reinsurers' share	R0190	-	-	-	-	-	-	-
Net	R0200	-	-	201,332	-	-	-	201,332

Other expenses

	R0300							97,353
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Dividends paid

	R0440							27,640
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Just Group plc

IR.22.01.22

Impact of long term guarantees measures and
transitionals

£000

	Amount with Long Term Guarantee measures and transitionals	Impact of transitional on technical provisions	Impact of transitional on interest rate	Impact of volatility adjustment set to zero	Impact of matching adjustment set to zero
	C0010	C0030	C0050	C0070	C0090
Technical provisions	R0010 28,840,567	360,466	-	-	4,490,704
Basic own funds	R0020 2,735,713	(270,350)	-	-	(3,368,028)
Eligible own funds to meet Solvency Capital Requirement	R0050 2,740,474	(331,859)	-	-	(5,577,700)
Solvency Capital Requirement	R0090 1,531,968	-	-	-	4,729,094

Just Group plc SFCR 31 December 2025

Just Group plc

IR.23.01.04

Own funds

£000

Basic own funds

	Total	Tier 1 - unrestricted	Tier 1 - restricted	Tier 2	Tier 3
	C0010	C0020	C0030	C0040	C0050
Ordinary share capital (gross of own shares)	R0010	103,870	103,870	-	
Non-available called but not paid in ordinary share capital at group level	R0020	-	-	-	
Share premium account related to ordinary share capital	R0030	94,701	94,701	-	
Initial funds, members' contributions or the equivalent basic own-fund item for mutual and mutual-type undertakings	R0040	-	-	-	
Subordinated mutual member accounts	R0050	-	-	-	
Non-available subordinated mutual member accounts at group level	R0060	-	-	-	
Surplus funds	R0070	-	-		
Non-available surplus funds at group level	R0080	-	-		
Preference shares	R0090	-	-	-	
Non-available preference shares at group level	R0100	-	-	-	
Share premium account related to preference shares	R0110	-	-	-	
Non-available share premium account related to preference shares at group level	R0120	-	-	-	
Reconciliation reserve	R0130	1,480,154	1,480,154		
Subordinated liabilities	R0140	658,586	-	658,586	
Non-available subordinated liabilities at group level	R0150	-	-	-	-
An amount equal to the value of net deferred tax assets	R0160	77,413			77,413
The amount equal to the value of net deferred tax assets not available at the group level	R0170	-			-
Other items approved by supervisory authority as basic own funds not specified above	R0180	322,390	-	322,390	-
Non available own funds related to other own funds items approved by supervisory authority	R0190	-	-	-	-
Minority interests (if not reported as part of a specific own fund item)	R0200	-	-	-	-
Non-available minority interests at group level	R0210	-	-	-	-

Own funds from the financial statements that should not be represented by the reconciliation reserve and do not meet the criteria to be classified as own funds

Own funds from the financial statements that should not be represented by the reconciliation reserve and do not meet the criteria to be classified as own funds

R0220	1,401
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Deductions

Deductions for participations where there is non-availability of information

Deduction for participations included by using D&A when a combination of methods is used

Total of non-available own fund items

Total deductions

R0250	-	-	-	-	-
R0260	-	-	-	-	-
R0270	-	-	-	-	-
R0280	-	-	-	-	-

Total basic own funds after deductions

R0290	2,735,713	1,677,325	322,390	658,586	77,413
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Ancillary own funds

Unpaid and uncalled ordinary share capital callable on demand

Unpaid and uncalled initial funds, members' contributions or the equivalent basic own fund item for mutual and mutual - type undertakings, callable on demand

Unpaid and uncalled preference shares callable on demand

A legally binding commitment to subscribe and pay for subordinated liabilities on demand

Letters of credit and guarantees

Letters of credit and guarantees - other

Supplementary members calls

Supplementary members calls - other

Non available ancillary own funds at group level

Other ancillary own funds

Total ancillary own funds

R0300	-			-	
R0310	-			-	
R0320	-			-	
R0330	-			-	
R0340	-			-	
R0350	-			-	
R0360	-			-	
R0370	-			-	
R0380	-			-	
R0390	-			-	
R0400	-			-	

Own funds of other financial sectors

Credit institutions, investment firms, financial institutions, alternative investment fund managers, UCITS management companies - total

Institutions for occupational retirement provision

Non regulated entities carrying out financial activities

Total own funds of other financial sectors

R0410	4,761	4,761	-	-	-
R0420	-	-	-	-	-
R0430	-	-	-	-	-
R0440	4,761	4,761	-	-	-

Own funds when using the D&A, exclusively or in combination of method 1

Own funds aggregated when using the D&A and combination of method

Own funds aggregated when using the D&A and combination of method net of IGT

R0450	-	-	-	-	-
R0460	-	-	-	-	-

Total available own funds to meet the consolidated group SCR (excluding own funds from other financial sector and from the undertakings included via D&A)

Total available own funds to meet the minimum consolidated group SCR

Total eligible own funds to meet the consolidated group SCR (excluding own funds from other financial sector and from the undertakings included via D&A)

Total eligible own funds to meet the minimum consolidated group SCR (group)

R0520	2,735,713	1,677,325	322,390	658,586	77,413
R0530	2,658,300	1,677,325	322,390	658,586	-
R0560	2,735,713	1,677,325	322,390	658,586	77,413
R0570	2,113,125	1,677,325	322,390	113,411	-

Consolidated Group SCR

Minimum consolidated Group SCR

Ratio of Eligible own funds to the consolidated Group SCR (excluding other financial sectors and the undertakings included via D&A)

Ratio of Eligible own funds to Minimum Consolidated Group SCR

Total eligible own funds to meet the group SCR (including own funds from other financial sector and from the undertakings included via D&A)

R0590	1,531,968				
R0610	567,057				
R0630	179%				
R0650	373%				
R0660	2,740,474	1,682,085	322,390	658,586	77,413

Just Group plc SFCR 31 December 2025

SCR for entities included with D&A method

R0670	-
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Group SCR

R0680	1,531,968
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Ratio of Eligible own funds to group SCR including other financial sectors and the undertakings included via D&A

R0690	179%
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Reconciliation reserve

C0060

Excess of assets over liabilities

R0700	2,085,545
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Own shares (held directly and indirectly)

R0710	2,257
-------	-------

Foreseeable dividends, distributions and charges

R0720	-
-------	---

Deductions for participations in financial and credit institutions

R0725	4,761
-------	-------

Other basic own fund items

R0730	598,374
-------	---------

Adjustment for restricted own fund items in respect of matching adjustment portfolios and ring fenced funds

R0740	-
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Other non available own funds

R0750	-
-------	---

Reconciliation reserve

R0760	1,480,154
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Just Group plc

IR.25.04.22

Solvency Capital Requirement

Net of loss absorbing capacity of technical provisions

(Unaudited)

£000

Market risk

Interest rate risk

Equity risk

Property risk

Spread risk

Concentration risk

Currency risk

Other market risk

Diversification within market risk

Total Market risk

	C0010
R0070	950,673
R0080	-
R0090	620,929
R0100	1,231,184
R0110	-
R0120	1,556
R0125	148,280
R0130	(1,423,666)
R0140	1,528,956

Counterparty default risk

Type 1 exposures

Type 2 exposures

Other counterparty risk

Diversification within counterparty default risk

Total Counterparty default risk

R0150	-
R0160	-
R0165	56,579
R0170	-
R0180	56,579

Life underwriting risk

Mortality risk

Longevity risk

Disability-Morbidity risk

Life-expense risk

Revision risk

Lapse risk

Life catastrophe risk

Other life underwriting risk

Diversification within life underwriting risk

Total Life underwriting risk

R0190	-
R0200	826,156
R0210	-
R0220	91,713
R0230	-
R0240	182,508
R0250	-
R0255	-
R0260	(222,446)
R0270	877,932

Health underwriting risk

Health SLT risk

Health non SLT risk

Health catastrophe risk

Other health underwriting risk

Diversification within health underwriting risk

Total Health underwriting risk

R0280	-
R0290	-
R0300	-
R0305	-
R0310	-
R0320	-

Non-life underwriting risk

Non-life premium and reserve risk (ex catastrophe risk)

Non-life catastrophe risk

Lapse risk

Other non-life underwriting risk

R0330	-
R0340	-
R0350	-
R0355	-

Diversification within non-life underwriting risk

Non-life underwriting risk

R0360	-
R0370	-

Intangible asset risk

R0400	-
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Operational and other risks

Operational risk

Other risks

Total Operational and other risks

R0422	181,899
R0424	38,000
R0430	219,899

Total before all diversification

Total before diversification between risk modules

Diversification between risk modules

Total after diversification

R0432	4,329,477
R0434	2,683,365
R0436	(715,089)
R0438	1,968,276

Loss absorbing capacity of technical provisions

Loss absorbing capacity of deferred tax

Other adjustments

Solvency capital requirement including undisclosed capital add-on

Disclosed capital add-on - excluding residual model limitation

Disclosed capital add-on - residual model limitation

Solvency capital requirement including capital add-on

R0440	-
R0450	(439,063)
R0455	-
R0460	1,529,212
R0472	-
R0474	-
R0480	1,529,212

Biting interest rate scenario

Biting life lapse scenario

R0490	increase
R0495	-

Information on other entities

Capital requirement for other financial sectors (Non-insurance capital requirements)

Credit institutions, investment firms and financial institutions, alternative investment funds managers, UCITS management companies

Institutions for occupational retirement provisions

Capital requirement for non-regulated entities carrying out financial activities

Capital requirement for non-controlled participation requirements

Capital requirement for residual undertakings

R0500	2,756
R0510	2,756
R0520	-
R0530	-
R0540	-
R0550	-

Overall SCR

Solvency capital requirement (consolidation method)

SCR for undertakings included via D and A

SCR for sub-groups included via D and A

Solvency capital requirement

R0555	1,531,968
R0560	-
R0565	-
R0570	1,531,968

Just Group plc

IR.32.01.22

Undertakings in the scope of the group

£000

Country	Identification code and type of code of the undertaking	Legal Name of the undertaking	Type of undertaking	Legal form	Category (mutual/non mutual)	Supervisory Authority
C0010	C0020	C0040	C0050	C0060	C0070	C0080
GB	LEI/5493006456YEZEELRR90	Just Group plc	Insurance holding company as defined in the Glossary part of the PRA Rulebook	Public Limited Company	Non-mutual	Prudential Regulation Authority
GB	LEI/P5SP0XPUO3I6PBITKC96	Just Retirement Limited	Life insurance undertaking	Limited Company	Non-mutual	Prudential Regulation Authority
GB	LEI/213800CBWLV4ZIFSL551	Partnership Life Assurance Company Limited	Life insurance undertaking	Limited Company	Non-mutual	Prudential Regulation Authority
GB	LEI/549300GCB0HKFJJAPE23	Just Retirement Money Limited	Credit institution, investment firm and financial institution	Limited Company	Non-mutual	Financial Conduct Authority
GB	LEI/5493003W8JS1XYTM0022	HUB Financial Solutions Limited	Other	Limited Company	Non-mutual	Financial Conduct Authority
GB	LEI/549300HSTP9B7NWRX93	Partnership Home Loans Limited	Credit institution, investment firm and financial institution	Limited Company	Non-mutual	Financial Conduct Authority
GB	LEI/CL37F72IHHVQKFJYQU50	Just Retirement (Holdings) Limited	Insurance holding company as defined in the Glossary part of the PRA Rulebook	Limited Company	Non-mutual	
GB	SC/5493006456YEZEELRR90+GB+GPUT	TP2 Unit trust	Other	Trust	Non-mutual	
GB	LEI/549300IAERQ88IEB7Q62	Just Retirement Finance plc	Other	Public Limited Company	Non-mutual	
GB	LEI/54930002RJG4POJCT414	Just Retirement Group Holdings Limited	Insurance holding company as defined in the Glossary part of the PRA Rulebook	Limited Company	Non-mutual	
GB	LEI/549300PFCWHQEK3RX50	Just Retirement Management Services Limited	Ancillary services undertaking as defined in the Glossary part of the PRA Rulebook	Limited Company	Non-mutual	
GB	LEI/549300YC1K6V4K44NH40	Just Re 1 Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300ESH04MEK1F1Q39	Just Re 2 Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300KGKT9MJVUVDI55	PLACL RE 1 Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300RC7UEKHC6E5538	PLACL RE 2 Limited	Other	Limited Company	Non-mutual	
GB	LEI/5493005H4ZZ8SSBXAQ56	HUB Acquisitions Limited	Other	Limited Company	Non-mutual	

GB	LEI/549300GSQOVFZY0HWN30	HUB Pension Solutions Limited	Other	Limited Company	Non-mutual	
GB	SC/CL37F72IHHVQKFJYQU50+GB+SPS	Spire Platform Solutions Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300XOY061F28LXY46	The Open Market Annuity Service Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300YNECUYY4YCB995	TOMAS Online Development Limited	Other	Limited Company	Non-mutual	
JE	LEI/5493000EXZL6KSS4SC88	PAG Finance Limited	Insurance holding company as defined in the Glossary part of the PRA Rulebook	Limited Company	Non-mutual	
JE	LEI/549300DOYZUFZS0VRK64	PAG Holdings Limited	Insurance holding company as defined in the Glossary part of the PRA Rulebook	Limited Company	Non-mutual	
GB	LEI/2138006K6GMGKWPFO418	Partnership Assurance Group Limited	Insurance holding company as defined in the Glossary part of the PRA Rulebook	Limited Company	Non-mutual	
GB	LEI/549300R20XQ1RR0MNC23	Partnership Group Holdings Limited	Insurance holding company as defined in the Glossary part of the PRA Rulebook	Limited Company	Non-mutual	
GB	LEI/549300KM5KU04ID09S69	Partnership Holdings Limited	Insurance holding company as defined in the Glossary part of the PRA Rulebook	Limited Company	Non-mutual	
GB	LEI/549300KI18CEVNU8JU80	Partnership Services Limited	Ancillary services undertaking as defined in the Glossary part of the PRA Rulebook	Limited Company	Non-mutual	
GI	LEI/2138003R38516O282X19	White Rock Insurance (Gibraltar) PCC Limited	Other	Protected cell company	Non-mutual	
GB	LEI/549300LMRJMK7XLKDQ49	PASPV Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300FUZHQ7I1L8V156	Payingforcare Limited	Other	Limited Company	Non-mutual	
GB	LEI/5493007FZ3IMEDQHUB80	HUB Pension Consulting (Holdings) Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300UJB05040KBQZ44	HUB Pension Consulting Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300Q6T12B1QQXPW72	Just Retirement Nominees Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300ZI5LM7ITZMZY23	Just Retirement Solutions Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300JQTR8MBMPNH544	Retire Different Limited	Other	Limited Company	Non-mutual	
GB	LEI/5493007S6CL4Q1UWOU03	JRP Nominees Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300ZQKFZQWUVPX41	Just Annuities Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300T2SSXODFKX3O83	Just Equity Release Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300PKXGOLNGFNT953	Just Direct Limited	Other	Limited Company	Non-mutual	

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GB	LEI/549300D198Z4OWXF4P82	Just Protection Limited	Other	Limited Company	Non-mutual	
GB	LEI/5493000WL98XFIGVUI18	Enhanced Retirement Limited	Other	Limited Company	Non-mutual	
GB	LEI/549300YRNMMP7K0ED70	Pension Buddy Limited	Other	Limited Company	Non-mutual	
GB	SC/5493005H4ZZ8SSBXAQ56+GB+HUBDS	HUB Digital Solutions Limited	Other	Limited Company	Non-mutual	
GB	SC/CL37F72IHHVQKFJYQU50+GB+HUBTS	HUB Transfer Solutions Limited	Other	Limited Company	Non-mutual	
GB	SC/CL37F72IHHVQKFJYQU50+GB+TAL	TOMAS Acquisitions Limited	Other	Limited Company	Non-mutual	
GB	SC/5493006456YEZEELRR90+GB+COM	Comentis Ltd	Other	Associate	Non-mutual	
GB	SC/5493006456YEZEELRR90+GB+PUT	Pineyard Unit Trust	Other	Trust	Non-mutual	
GB	SC/CL37F72IHHVQKFJYQU50+GB+IOL	Intrepid Owls Limited	Other	Limited Company	Non-mutual	

Just Group plc

IR.32.01.22

Undertakings in the scope of the group
(continued)

Legal Name of the undertaking	Criteria of influence						Inclusion in the scope of Group supervision		Group solvency calculation
	% capital share	% used for the establishment of consolidated accounts	% voting rights	Other criteria	Level of influence	Proportional share used for group solvency calculation	YES/NO	Date of decision if excluded	Method used and under method 1, treatment of the undertaking
C0040	C0180	C0190	C0200	C0210	C0220	C0230	C0240	C0250	C0260
Just Group plc							Included in the scope		Method 1: Full consolidation
Just Retirement Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
Partnership Life Assurance Company Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
Just Retirement Money Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
HUB Financial Solutions Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Partnership Home Loans Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Just Retirement (Holdings) Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
TP2 Unit trust	60%	100%	60%	0%	Dominant	60%	Included in the scope		Method 1: Adjusted equity method
Just Retirement Finance plc	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Just Retirement Group Holdings Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation

Just Retirement Management Services Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
Just Re 1 Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Just Re 2 Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
PLACL RE 1 Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
PLACL RE 2 Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
HUB Acquisitions Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
HUB Pension Solutions Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Spire Platform Solutions Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
The Open Market Annuity Service Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
TOMAS Online Development Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
PAG Finance Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
PAG Holdings Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
Partnership Assurance Group Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
Partnership Group Holdings Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
Partnership Holdings Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
Partnership Services Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Full consolidation
White Rock Insurance (Gibraltar) PCC Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
PASPV Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method

Payingforcare Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
HUB Pension Consulting (Holdings) Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
HUB Pension Consulting Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Just Retirement Nominees Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Just Retirement Solutions Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Retire Different Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
JRP Nominees Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Just Annuities Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Just Equity Release Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Just Direct Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Just Protection Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Enhanced Retirement Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Pension Buddy Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
HUB Digital Solutions Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
HUB Transfer Solutions Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
TOMAS Acquisitions Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
Comentis Ltd	13%	100%	13%	0%	Dominant	13%	Included in the scope		Method 1: Adjusted equity method
Pineyard Unit Trust	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method



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Intrepid Owls Limited	100%	100%	100%	0%	Dominant	100%	Included in the scope		Method 1: Adjusted equity method
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F.1.2 Just Retirement Limited

31 December 2025

Quantitative Reporting Templates

IR.02.01.02	Balance sheet
IR.05.02.01.04	Premiums, claims and expenses by country
IR.05.03.02	Life income and expenditure
IR.12.01.02	Life technical provisions
IR.22.01.21	Impact of long term guarantees measures and transitionals
IR.23.01.01	Own Funds
IR.25.04.21	Solvency Capital Requirement
IR.28.01.01	Minimum Capital Requirement - Only life or only non-life insurance or reinsurance activity

Just Retirement Limited

IR.02.01.02

Balance sheet

£000

Assets

Intangible assets
Deferred tax assets
Pension benefit surplus
Property, plant & equipment held for own use
Investments (other than assets held for index-linked and unit-linked contracts)
Property (other than for own use)
Holdings in related undertakings, including participations
Equities
Equities - listed
Equities - unlisted
Bonds
Government Bonds
Corporate Bonds
Structured notes
Collateralised securities
Collective Investments Undertakings
Derivatives
Deposits other than cash equivalents
Other investments
Assets held for index-linked and unit-linked contracts
Loans and mortgages
Loans on policies
Loans and mortgages to individuals
Other loans and mortgages
Reinsurance recoverables from:
Non-life and health similar to non-life
Life and health similar to life, excluding index-linked and unit-linked
Life index-linked and unit-linked
Deposits to cedants
Insurance and intermediaries receivables
Reinsurance receivables
Receivables (trade, not insurance)
Own shares (held directly)
Amounts due in respect of own fund items or initial fund called up but not yet paid in
Cash and cash equivalents
Any other assets, not elsewhere shown
Total assets

	Solvency II value
	C0010
R0030	-
R0040	23,813
R0050	-
R0060	6,096
R0070	24,848,061
R0080	-
R0090	13
R0100	-
R0110	-
R0120	-
R0130	20,062,554
R0140	7,766,227
R0150	12,290,442
R0160	-
R0170	5,884
R0180	1,112,266
R0190	2,891,261
R0200	781,968
R0210	-
R0220	-
R0230	8,210,576
R0240	-
R0250	5,424,382
R0260	2,786,195
R0270	1,494,594
R0280	-
R0315	1,494,594
R0340	-
R0350	-
R0360	12,524
R0370	-
R0380	111,939
R0390	-
R0400	-
R0410	611,866
R0420	-
R0500	35,319,470

Balance sheet (continued)**£000****Liabilities**

Technical provisions - total

Technical provisions - non-life

Technical provisions - life

Best estimate - total

Best estimate - non-life

Best estimate - life

Risk margin – total

Risk margin - non-life

Risk margin - life

Transitional (TMTP) - life

Other technical provisions

Contingent liabilities

Provisions other than technical provisions

Pension benefit obligations

Deposits from reinsurers

Deferred tax liabilities

Derivatives

Debts owed to credit institutions

Financial liabilities other than debts owed to credit institutions

Insurance & intermediaries payables

Reinsurance payables

Payables (trade, not insurance)

Subordinated liabilities

Subordinated liabilities not in Basic Own Funds

Subordinated liabilities in Basic Own Funds

Any other liabilities, not elsewhere shown

Total liabilities**Excess of assets over liabilities**

	Solvency II value
	C0010
R0505	26,018,820
R0510	-
R0515	26,018,820
R0542	26,063,866
R0544	-
R0546	26,063,866
R0552	187,884
R0554	-
R0556	187,884
R0565	232,930
R0730	-
R0740	-
R0750	500
R0760	-
R0770	-
R0780	-
R0790	2,899,396
R0800	4,243,696
R0810	-
R0820	5,933
R0830	16,179
R0840	24,350
R0850	503,705
R0860	-
R0870	503,705
R0880	-
R0900	33,712,578
R1000	1,606,892

Just Group plc SFCR 31 December 2025

Just Retirement Limited

IR.05.02.01.04

Premiums, claims and expenses by country

(Unaudited)

£000

Home Country
C0220

Premiums written

Gross	R1410	4,213,202
Reinsurers' share	R1420	1,061,391
Net	R1500	3,151,811

Premiums earned

Gross	R1510	4,213,202
Reinsurers' share	R1520	1,061,391
Net	R1600	3,151,811

Claims incurred

Gross	R1610	1,430,368
Reinsurers' share	R1620	1,124,077
Net	R1700	306,291

Net expenses incurred

	R1900	188,797
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Just Retirement Limited
IR.05.03.02
Life income and expenditure
(Unaudited)
£000

Premiums written

Gross direct business
Gross reinsurance accepted
Gross
Reinsurers' share
Net

Claims incurred

Gross direct business
Gross reinsurance accepted
Gross
Reinsurers' share
Net

Expenses incurred

Gross direct business
Gross reinsurance accepted
Gross
Reinsurers' share
Net

Other expenses

Dividends paid

	Insurance with profit participatio n	Index-linked and unit- linked insurance	Life annuities	Non-life annuities	Other life insurance	Health insurance	Total life and health
	C0010	C0020	C0030	C0040	C0050	C0060	C0070
R0010	-	-	4,213,202	-	-	-	4,213,202
R0020	-	-	-	-	-	-	-
R0030	-	-	4,213,202	-	-	-	4,213,202
R0040	-	-	1,061,391	-	-	-	1,061,391
R0050	-	-	3,151,811	-	-	-	3,151,811
R0110	-	-	1,430,368	-	-	-	1,430,368
R0120	-	-	-	-	-	-	-
R0130	-	-	1,430,368	-	-	-	1,430,368
R0140	-	-	1,124,077	-	-	-	1,124,077
R0150	-	-	306,291	-	-	-	306,291
R0160	-	-	188,797	-	-	-	188,797
R0170	-	-	-	-	-	-	-
R0180	-	-	188,797	-	-	-	188,797
R0190	-	-	-	-	-	-	-
R0200	-	-	188,797	-	-	-	188,797
R0300							92,794
R0440							-

Just Retirement Limited

IR.12.01.02

Life technical provisions

£000

Best estimate

Gross Best Estimate (direct business)

Gross Best Estimate (reinsurance accepted)

Gross Best Estimate

Total Recoverables from reinsurance/SPV and Finite Re after the adjustment for expected losses due to counterparty default

Best estimate minus recoverables from reinsurance/SPV and Finite Re

Risk margin

Amount of the transitional on Technical Provisions

TMTP - risk margin

TMTP - best estimate dynamic component

TMTP - best estimate static component

TMTP - amortisation adjustment

Transitional Measure on Technical Provisions

Technical provisions - total

	Insurance with profit participation	Index-linked and unit-linked insurance	Life annuities	Non-life annuities	Other life insurance	Health insurance	Total life and health
	C0010	C0020	C0030	C0040	C0050	C0060	C0070
R0025	-	-	26,063,866	-	-	-	26,063,866
R0026	-	-	-	-	-	-	-
R0030	-	-	26,063,866	-	-	-	26,063,866
R0080	-	-	1,494,594	-	-	-	1,494,594
R0090	-	-	24,569,272	-	-	-	24,569,272
R0100	-	-	187,884	-	-	-	187,884
R0140	-	-	70,624	-	-	-	70,624
R0150	-	-	182,869	-	-	-	182,869
R0160	-	-	-	-	-	-	-
R0170	-	-	20,563	-	-	-	20,563
R0180	-	-	232,930	-	-	-	232,930
R0200	-	-	26,018,820	-	-	-	26,018,820

Just Retirement Limited

IR.22.01.21

Impact of long term guarantees measures and
transitionals

£000

	Amount with Long Term Guarantee measures and transitionals	Impact of transitional on technical provisions	Impact of transitional on interest rate	Impact of volatility adjustment set to zero	Impact of matching adjustment set to zero
	C0010	C0030	C0050	C0070	C0090
Technical provisions	R0010 26,018,820	232,930	-	-	4,319,439
Basic own funds	R0020 2,110,596	(174,698)	-	-	(3,239,579)
Eligible own funds to meet Solvency Capital Requirement	R0050 2,110,596	(174,698)	-	-	(5,155,190)
Solvency Capital Requirement	R0090 1,335,361	-	-	-	4,391,926
Eligible own funds to meet Minimum Capital Requirement	R0100 1,685,596	(232,248)	-	-	(4,672,638)
Minimum Capital Requirement	R0110 512,588	3,408	-	-	915,826

Just Retirement Limited

IR.23.01.01

Own funds

£000

Basic own funds

	Total	Tier 1 - unrestricted	Tier 1 - restricted	Tier 2	Tier 3
	C0010	C0020	C0030	C0040	C0050
Ordinary share capital (gross of own shares)	R0010 42,900	42,900		-	
Share premium account related to ordinary share capital	R0030 36,100	36,100		-	
Initial funds, members' contributions or the equivalent basic own-fund item for mutual and mutual-type undertakings	R0040 -	-		-	
Subordinated mutual member accounts	R0050 -		-	-	-
Surplus funds	R0070 -	-			
Preference shares	R0090 -		-	-	-
Share premium account related to preference shares	R0110 -		-	-	-
Reconciliation reserve	R0130 1,254,078	1,254,078			
Subordinated liabilities	R0140 503,705		-	503,705	-
An amount equal to the value of net deferred tax assets	R0160 23,813				23,813
Other own fund items approved by the supervisory authority as basic own funds not specified above	R0180 250,000	-	250,000	-	-

Own funds from the financial statements that should not be represented by the reconciliation reserve and do not meet the criteria to be classified as Solvency II own funds

Own funds from the financial statements that should not be represented by the reconciliation reserve and do not meet the criteria to be classified as Solvency II own funds

R0220	-
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Total basic own funds

R0290	2,110,596	1,333,078	250,000	503,705	23,813
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Ancillary own funds

Unpaid and uncalled ordinary share capital callable on demand
Unpaid and uncalled initial funds, members' contributions or the equivalent basic own fund item for mutual and mutual - type undertakings, callable on demand
Unpaid and uncalled preference shares callable on demand
A legally binding commitment to subscribe and pay for subordinated liabilities on demand
Letters of credit and guarantees
Letters of credit and guarantees - other
Supplementary members calls
Supplementary members calls - other
Other ancillary own funds
Total ancillary own funds

R0300	R0300				
R0310	R0310				
R0320	R0320				-
R0330	R0330				-
R0340	R0340				
R0350	R0350				-
R0360	R0360				
R0370	R0370				-
R0390	R0390				-
R0400	R0400				-

Available and eligible own funds

Total available own funds to meet the SCR
Total available own funds to meet the MCR
Total eligible own funds to meet the SCR
Total eligible own funds to meet the MCR

R0500	2,110,596	1,333,078	250,000	503,705	23,813
R0510	2,086,783	1,333,078	250,000	503,705	
R0540	2,110,596	1,333,078	250,000	503,705	23,813
R0550	1,685,596	1,333,078	250,000	102,518	

SCR

MCR

Ratio of Eligible own funds to SCR

Ratio of Eligible own funds to MCR

R0580	1,335,361
R0600	512,588
R0620	158%
R0640	329%

Reconciliation reserve

Excess of assets over liabilities

Own shares (held directly and indirectly)

Foreseeable dividends, distributions and charges

Deductions for participations in financial and credit institutions

Other basic own fund items

Adjustment for restricted own fund items in respect of matching adjustment portfolios and ring fenced funds

Reconciliation reserve

	C0060
R0700	1,606,892
R0710	-
R0720	-
R0725	-
R0730	352,813
R0740	-
R0760	1,254,078

Just Retirement Limited**IR.25.04.21****Solvency Capital Requirement**

(Unaudited)

£000**Market risk**

Interest rate risk

Equity risk

Property risk

Spread risk

Concentration risk

Currency risk

Other market risk

Diversification within market risk

Total Market risk**C0010**

R0070	907,298
R0080	-
R0090	540,784
R0100	1,137,738
R0110	-
R0120	1,556
R0125	172,146
R0130	(1,365,481)
R0140	1,394,041

Counterparty default risk

Type 1 exposures

Type 2 exposures

Other counterparty risk

Diversification within counterparty default risk

Total Counterparty default risk

R0150	-
R0160	-
R0165	53,078
R0170	-
R0180	53,078

Life underwriting risk

Mortality risk

Longevity risk

Disability-Morbidity risk

Life-expense risk

Revision risk

Lapse risk

Life catastrophe risk

Other life underwriting risk

Diversification within life underwriting risk

Total Life underwriting risk

R0190	-
R0200	726,573
R0210	-
R0220	81,267
R0230	-
R0240	177,057
R0250	-
R0255	-
R0260	(205,822)
R0270	779,075

Health underwriting risk

Health SLT risk

Health non SLT risk

Health catastrophe risk

Other health underwriting risk

Diversification within health underwriting risk

Total Health underwriting risk

R0280	-
R0290	-
R0300	-
R0305	-
R0310	-
R0320	-

Non-life underwriting risk

Non-life premium and reserve risk (ex catastrophe risk)

Non-life catastrophe risk

Lapse risk

Other non-life underwriting risk

Diversification within non-life underwriting risk

Non-life underwriting risk

R0330	-
R0340	-
R0350	-
R0355	-
R0360	-
R0370	-

Intangible asset risk

R0400	-
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Operational and other risks

Operational risk

R0422	154,933
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Other risks

R0424	38,000
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Total Operational and other risks

R0430	192,933
--------------	---------

Total before all diversification

R0432	3,990,429
--------------	-----------

Total before diversification between risk modules

R0434	2,419,126
--------------	-----------

Diversification between risk modules

R0436	(638,645)
--------------	-----------

Total after diversification

R0438	1,780,481
--------------	-----------

Loss absorbing capacity of technical provisions

R0440	-
--------------	---

Loss absorbing capacity of deferred tax

R0450	(445,120)
--------------	-----------

Other adjustments

R0455	-
--------------	---

Solvency capital requirement including undisclosed capital add-on

R0460	1,335,361
--------------	-----------

Disclosed capital add-on - excluding residual model limitation

R0472	-
--------------	---

Disclosed capital add-on - residual model limitation

R0474	-
--------------	---

Solvency capital requirement including capital add-on

R0480	1,335,361
--------------	-----------

Biting interest rate scenario

R0490	increase
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Biting life lapse scenario

R0495	-
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Just Retirement Limited

IR.28.01.01

**Minimum Capital Requirement - Only life or only non-life insurance or reinsurance activity
£000**

Linear formula component for life insurance and reinsurance obligations

MCR_L Result

	C0040
R0200	512,588

Obligations with profit participation - guaranteed benefits
Obligations with profit participation - future discretionary benefits
Index-linked and unit-linked insurance obligations
Other life (re)insurance and health (re)insurance obligations
Total capital at risk for all life (re)insurance obligations

	Net (of reinsurance/SPV) best estimate and TP calculated as a whole	Net (of reinsurance/SPV) total capital at risk
	C0050	C0060
R0210	-	
R0220	-	
R0230	-	
R0240	24,406,966	
R0250		59,022

Overall MCR calculation

Linear MCR
SCR
MCR cap
MCR floor
Combined MCR
Absolute floor of the MCR

	C0070
R0300	512,588
R0310	1,335,361
R0320	600,912
R0330	333,840
R0340	512,588
R0350	3,500
	C0070
R0400	512,588

Minimum Capital Requirement

F.1.3 Partnership Life Assurance Company Limited

31 December 2025

Quantitative Reporting Templates

IR.02.01.02	Balance sheet
IR.05.02.01.04	Premiums, claims and expenses by country
IR.05.03.02	Life income and expenditure
IR.12.01.02	Life technical provisions
IR.22.01.21	Impact of long term guarantees measures and transitionals
IR.23.01.01	Own Funds
IR.25.04.21	Solvency Capital Requirement
IR.28.01.01	Minimum Capital Requirement - Only life or only non-life insurance or reinsurance activity

Partnership Life Assurance Company Limited

IR.02.01.02

Balance sheet

£000

Assets

Intangible assets
Deferred tax assets
Pension benefit surplus
Property, plant & equipment held for own use
Investments (other than assets held for index-linked and unit-linked contracts)
Property (other than for own use)
Holdings in related undertakings, including participations
Equities
Equities - listed
Equities - unlisted
Bonds
Government Bonds
Corporate Bonds
Structured notes
Collateralised securities
Collective Investments Undertakings
Derivatives
Deposits other than cash equivalents
Other investments
Assets held for index-linked and unit-linked contracts
Loans and mortgages
Loans on policies
Loans and mortgages to individuals
Other loans and mortgages
Reinsurance recoverables from:
Non-life and health similar to non-life
Life and health similar to life, excluding index-linked and unit-linked
Life index-linked and unit-linked
Deposits to cedants
Insurance and intermediaries receivables
Reinsurance receivables
Receivables (trade, not insurance)
Own shares (held directly)
Amounts due in respect of own fund items or initial fund called up but not yet paid in
Cash and cash equivalents
Any other assets, not elsewhere shown

Total assets

	Solvency II value
	C0010
R0030	-
R0040	26,143
R0050	-
R0060	-
R0070	2,640,158
R0080	-
R0090	-
R0100	-
R0110	-
R0120	-
R0130	2,231,510
R0140	572,260
R0150	1,659,250
R0160	-
R0170	-
R0180	194,302
R0190	107,370
R0200	106,976
R0210	-
R0220	-
R0230	650,658
R0240	-
R0250	445,484
R0260	205,175
R0270	223,877
R0280	-
R0315	223,877
R0340	-
R0350	-
R0360	2,831
R0370	8,688
R0380	33,860
R0390	-
R0400	-
R0410	88,670
R0420	-
R0500	3,674,885

Balance sheet (continued)**£000****Liabilities**

Technical provisions - total

Technical provisions - non-life

Technical provisions - life

Best estimate - total

Best estimate - non-life

Best estimate - life

Risk margin - total

Risk margin - non-life

Risk margin - life

Transitional (TMTP) - life

Other technical provisions

Contingent liabilities

Provisions other than technical provisions

Pension benefit obligations

Deposits from reinsurers

Deferred tax liabilities

Derivatives

Debts owed to credit institutions

Financial liabilities other than debts owed to credit institutions

Insurance & intermediaries payables

Reinsurance payables

Payables (trade, not insurance)

Subordinated liabilities

Subordinated liabilities not in Basic Own Funds

Subordinated liabilities in Basic Own Funds

Any other liabilities, not elsewhere shown

Total liabilities**Excess of assets over liabilities**

	Solvency II value
	C0010
R0505	2,821,748
R0510	-
R0515	2,821,748
R0542	2,925,300
R0544	-
R0546	2,925,300
R0552	23,984
R0554	-
R0556	23,984
R0565	127,536
R0730	-
R0740	-
R0750	-
R0760	-
R0770	-
R0780	-
R0790	163,469
R0800	241,638
R0810	-
R0820	6,250
R0830	-
R0840	13,116
R0850	92,020
R0860	-
R0870	92,020
R0880	-
R0900	3,338,241
R1000	336,645

Just Group plc SFCR 31 December 2025

Partnership Life Assurance Company Limited

IR.05.02.01.04

Premiums, claims and expenses by country

(Unaudited)

£000

Home Country
C0220

Premiums written

Gross	R1410	74,568
Reinsurers' share	R1420	167,003
Net	R1500	- 92,435

Premiums earned

Gross	R1510	74,568
Reinsurers' share	R1520	167,003
Net	R1600	- 92,435

Claims incurred

Gross	R1610	344,666
Reinsurers' share	R1620	198,204
Net	R1700	146,461
Net expenses incurred	R1900	12,535

Partnership Life Assurance Company
Limited

IR.05.03.02

Life income and expenditure

(Unaudited)

£000

		Insurance with profit participation	Index-linked and unit- linked insurance	Life annuities	Non-life annuities	Other life insurance	Health insurance	Total life and health
		C0010	C0020	C0030	C0040	C0050	C0060	C0070
Premiums written								
Gross direct business	R0010	-	-	74,568	-	-	-	74,568
Gross reinsurance accepted	R0020	-	-	-	-	-	-	-
Gross	R0030	-	-	74,568	-	-	-	74,568
Reinsurers' share	R0040	-	-	167,003	-	-	-	167,003
Net	R0050	-	-	(92,435)	-	-	-	(92,435)
Claims incurred								
Gross direct business	R0110	-	-	344,666	-	-	-	344,666
Gross reinsurance accepted	R0120	-	-	-	-	-	-	-
Gross	R0130	-	-	344,666	-	-	-	344,666
Reinsurers' share	R0140	-	-	198,204	-	-	-	198,204
Net	R0150	-	-	146,461	-	-	-	146,461
Expenses incurred								
Gross direct business	R0160	-	-	12,535	-	-	-	12,535
Gross reinsurance accepted	R0170	-	-	-	-	-	-	-
Gross	R0180	-	-	12,535	-	-	-	12,535
Reinsurers' share	R0190	-	-	-	-	-	-	-
Net	R0200	-	-	12,535	-	-	-	12,535
Other expenses	R0300							4,559
Dividends paid	R0440							-

Just Group plc SFCR 31 December 2025

Partnership Life Assurance Company Limited

IR.12.01.02

Life technical provisions

£000

		Insurance with profit participation	Index-linked and unit-linked insurance	Life annuities	Non-life annuities	Other life insurance	Health insurance	Total life and health
		C0010	C0020	C0030	C0040	C0050	C0060	C0070
Best estimate								
	R0025	-	-	2,925,300	-	-	-	2,925,300
Gross Best Estimate (direct business)								
Gross Best Estimate (reinsurance accepted)	R0026	-	-	-	-	-	-	-
	R0030	-	-	2,925,300	-	-	-	2,925,300
Gross Best Estimate								
Total Recoverables from reinsurance/SPV and Finite Re after the adjustment for expected losses due to counterparty default	R0080	-	-	223,877	-	-	-	223,877
	R0090	-	-	2,701,423	-	-	-	2,701,423
Best estimate minus recoverables from reinsurance/SPV and Finite Re								
	R0100	-	-	23,984	-	-	-	23,984
Risk margin								
Amount of the transitional on Technical Provisions								
TMTP - risk margin	R0140	-	-	18,465	-	-	-	18,465
TMTP - best estimate dynamic component	R0150	-	-	120,958	-	-	-	120,958
TMTP - best estimate static component	R0160	-	-	-	-	-	-	-
TMTP - amortisation adjustment	R0170	-	-	11,887	-	-	-	11,887
Transitional Measure on Technical Provisions	R0180	-	-	127,536	-	-	-	127,536
	R0200	-	-	2,821,748	-	-	-	2,821,748
Technical provisions - total								

Partnership Life Assurance Company Limited
IR.22.01.21
Impact of long term guarantees measures and
transitionals
£000

	Amount with Long Term Guarantee measures and transitionals	Impact of transitional on technical provisions	Impact of transitional on interest rate	Impact of volatility adjustment set to zero	Impact of matching adjustment set to zero
	C0010	C0030	C0050	C0070	C0090
Technical provisions	R0010 2,821,748	127,536	-	-	171,265
Basic own funds	R0020 428,664	(95,652)	-	-	(128,449)
Eligible own funds to meet Solvency Capital Requirement	R0050 417,976	(127,536)	-	-	(173,618)
Solvency Capital Requirement	R0090 214,947	-	-	-	329,838
Eligible own funds to meet Minimum Capital Requirement	R0100 321,396	(127,078)	-	-	(155,378)
Minimum Capital Requirement	R0110 54,469	2,290	-	-	79,436

Just Group plc SFCR 31 December 2025

Partnership Life Assurance Company Limited

IR.23.01.01

Own funds

£000

Basic own funds

Ordinary share capital (gross of own shares)
Share premium account related to ordinary share capital
Initial funds, members' contributions or the equivalent basic own-fund item for mutual and mutual-type undertakings
Subordinated mutual member accounts
Surplus funds
Preference shares
Share premium account related to preference shares
Reconciliation reserve
Subordinated liabilities
An amount equal to the value of net deferred tax assets
Other own fund items approved by the supervisory authority as basic own funds not specified above

	Total	Tier 1 - unrestricted	Tier 1 - restricted	Tier 2	Tier 3
	C0010	C0020	C0030	C0040	C0050
R0010	22,190	22,190		-	
R0030	-	-		-	
R0040	-	-		-	
R0050	-		-	-	-
R0070	-	-			
R0090	-		-	-	-
R0110	-		-	-	-
R0130	288,312	288,312			
R0140	92,020		-	92,020	-
R0160	26,143				26,143
R0180	-	-	-	-	-

Own funds from the financial statements that should not be represented by the reconciliation reserve and do not meet the criteria to be classified as Solvency II own funds

Own funds from the financial statements that should not be represented by the reconciliation reserve and do not meet the criteria to be classified as Solvency II own funds

R0220	-
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Total basic own funds

R0290	428,664	310,502	-	92,020	26,413
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Just Group plc SFCR 31 December 2025

Ancillary own funds

Unpaid and uncalled ordinary share capital callable on demand	
Unpaid and uncalled initial funds, members' contributions or the equivalent basic own fund item for mutual and mutual - type undertakings, callable on demand	
Unpaid and uncalled preference shares callable on demand	
A legally binding commitment to subscribe and pay for subordinated liabilities on demand	
Letters of credit and guarantees	
Letters of credit and guarantees - other	
Supplementary members calls	
Supplementary members calls - other	
Other ancillary own funds	
Total ancillary own funds	

R0300	-			-	
R0310	-			-	
R0320	-			-	-
R0330	-			-	-
R0340	-			-	
R0350	-			-	-
R0360	-			-	
R0370	-			-	-
R0390	-			-	
R0400	-			-	

Available and eligible own funds

Total available own funds to meet the SCR	
Total available own funds to meet the MCR	
Total eligible own funds to meet the SCR	
Total eligible own funds to meet the MCR	

R0500	428,664	310,502	-	92,020	26,143
R0510	402,522	310,502	-	92,020	
R0540	417,976	310,502	-	92,020	15,454
R0550	321,396	310,502	-	10,894	

SCR

MCR

Ratio of Eligible own funds to SCR

Ratio of Eligible own funds to MCR

R0580	214,947
R0600	54,469
R0620	194%
R0640	590%

Reconciliation reserve

Excess of assets over liabilities

Own shares (held directly and indirectly)

Foreseeable dividends, distributions and charges

Deductions for participations in financial and credit institutions

Other basic own fund items

Adjustment for restricted own fund items in respect of matching adjustment portfolios and ring fenced funds

Reconciliation reserve

	C0060
R0700	336,645
R0710	-
R0720	-
R0725	-
R0730	48,332
R0740	-
R0760	288,312

Partnership Life Assurance Company Limited

IR.25.04.21

Solvency Capital Requirement

(Unaudited)

£000

Market risk

Interest rate risk

Equity risk

Property risk

Spread risk

Concentration risk

Currency risk

Other market risk

Diversification within market risk

Total Market risk**C0010**

R0070	48,641
R0080	-
R0090	80,780
R0100	93,977
R0110	-
R0120	-
R0125	37,579
R0130	(97,367)
R0140	163,610

Counterparty default risk

Type 1 exposures

Type 2 exposures

Other counterparty risk

Diversification within counterparty default risk

Total Counterparty default risk

R0150	-
R0160	-
R0165	111
R0170	-
R0180	111

Life underwriting risk

Mortality risk

Longevity risk

Disability-Morbidity risk

Life-expense risk

Revision risk

Lapse risk

Life catastrophe risk

Other life underwriting risk

Diversification within life underwriting risk

Total Life underwriting risk

R0190	-
R0200	113,858
R0210	-
R0220	10,446
R0230	-
R0240	5,452
R0250	-
R0255	-
R0260	(15,050)
R0270	114,706

Health underwriting risk

Health SLT risk

Health non SLT risk

Health catastrophe risk

Other health underwriting risk

Diversification within health underwriting risk

Total Health underwriting risk

R0280	-
R0290	-
R0300	-
R0305	-
R0310	-
R0320	-

Non-life underwriting risk

Non-life premium and reserve risk (ex catastrophe risk)

Non-life catastrophe risk

Lapse risk

R0330	-
R0340	-
R0350	-

Other non-life underwriting risk	R0355	-
Diversification within non-life underwriting risk	R0360	-
Non-life underwriting risk	R0370	-
Intangible asset risk	R0400	-
Operational and other risks		
Operational risk	R0422	49,510
Other risks	R0424	-
Total Operational and other risks	R0430	49,510
Total before all diversification	R0432	440,353
Total before diversification between risk modules	R0434	327,937
Diversification between risk modules	R0436	(112,990)
Total after diversification	R0438	214,947
Loss absorbing capacity of technical provisions	R0440	-
Loss absorbing capacity of deferred tax	R0450	-
Other adjustments	R0455	-
Solvency capital requirement including undisclosed capital add-on	R0460	214,947
Disclosed capital add-on - excluding residual model limitation	R0472	-
Disclosed capital add-on - residual model limitation	R0474	-
Solvency capital requirement including capital add-on	R0480	214,947
Biting interest rate scenario	R0490	Increase
Biting life lapse scenario	R0495	-

Just Group plc SFCR 31 December 2025

Partnership Life Assurance Company Limited

IR.28.01.01

Minimum Capital Requirement - Only life or only non-life insurance or reinsurance activity £000

Linear formula component for life insurance and reinsurance obligations

MCR_L Result

	C0040
R0200	54,469

Obligations with profit participation - guaranteed benefits
Obligations with profit participation - future discretionary benefits
Index-linked and unit-linked insurance obligations
Other life (re)insurance and health (re)insurance obligations
Total capital at risk for all life (re)insurance obligations

	Net (of reinsurance/SPV) best estimate and TP calculated as a whole	Net (of reinsurance/SPV) total capital at risk
	C0050	C0060
R0210	-	
R0220	-	
R0230	-	
R0240	2,592,352	
R0250		42,656

Overall MCR calculation

Linear MCR
SCR
MCR cap
MCR floor
Combined MCR
Absolute floor of the MCR

	C0070
R0300	54,469
R0310	214,947
R0320	96,726
R0330	53,737
R0340	54,469
R0350	3,500
	C0070
R0400	54,469

Minimum Capital Requirement

F.2 Directors' statement

We acknowledge our responsibility for preparing the Solvency and Financial Condition Report of Just Group plc, including the SFCR contents for Just Retirement Limited and Partnership Life Assurance Company Limited (together the 'Companies') at 31 December 2025 in all material respects in accordance with the PRA Rules and Solvency II Regulations, and the approvals, determinations and modifications in section F.3 in each case as applicable to the Companies as at 31 December 2025.

The Directors of each of the Companies are satisfied that to the best of their knowledge and belief:

- a) throughout the financial year to 31 December 2025, the Companies have complied in all material respects with the requirements of the PRA Rules and Solvency II Regulations and with the approvals, determinations and modifications set out in section F.3 in each case as applicable to the Companies throughout such period;
- b) it is reasonable to believe that in respect of the period from 31 December 2025 to the date of the publication of the SFCR and for the remainder of the financial year to 31 December 2026, the Companies have continued to comply and that they will continue to comply with the PRA Rules and Solvency II Regulations and with the approvals, determinations and modifications referred to in paragraph (a), in each case as applicable to the Companies throughout the relevant period; and
- c) the fundamental spread used by JRL and PLACL (a separate attestation is given for each MA portfolio) in calculating the matching adjustments for the MA portfolios reflect compensation for all retained risks; and the matching adjustment can be earned with a high degree of confidence from the assets held in the relevant portfolio of assets.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the UK governing the preparation and dissemination of Solvency and Financial Condition Reports may differ from legislation in other jurisdictions.

Mark Godson
Director
Just Group plc
Just Retirement Limited
Partnership Life Assurance Company Limited

26 March 2026

F.3 Approvals, determinations and modifications

There are no determinations or modifications as at 31 December 2025. The following approvals apply for Just Group plc, JRL and PLACL at 31 December 2025:

Approval	PRA Regulated entity	PRA reference
Single Group SFCR	JRL PLACL	00005254 00005255 (effective from 31 August 2022 to 31 August 2027)
Exclusion of Just Retirement South Africa from Group supervision	JRL PLACL	00005140 00005141 (effective from 1 January 2023 to 30 June 2027)
Internal model in the calculation of the SCR	JRL	2201474 (effective from 1 January 2016)
Partial Internal Model (JRP Group Model)	JRL	2868770 (effective from 28 September 2016) 00003638 (effective from 1 December 2021)
Use of JRP Group Model for group SCR	PLACL	2868780 (effective from 28 September 2016) 00003639 (effective from 1 December 2021)
Major Model changes to an approved internal model	JRL PLACL JRL PLACL JRL PLACL	00003638 00003639 (effective from 1 December 2021) 00005610 00005669 (effective from 28 November 2022) 00008286 00008287 (effective from 5 July 2024)
Matching Adjustment	JRL JRL JRL JRL PLACL	00002069 (effective from 19 November 2020)) 00003692 (effective from 14 December 2021) 00008701 (effective 23 October 2024) 00011482 (effective 20 January 2026) 2200601 (effective 7 November 2015)

	PLACL	000008208 (effective 29 June 2024) 00011483 (effective 20 January 2026)
Volatility Adjustment	PLACL	00002249 (permission to remove application of VA from 18 December 2020)
Transitional Measure on Technical Provisions (TMTP)	JRL PLACL	2201404 (effective from 1 January 2016 to 31 December 2031) 2200963 (effective from 1 January 2016 to 31 December 2031)
Variation and Recalculation of Transitional Measure of Technical Provisions (TMTP)	JRL JRL JRL JRL JRL JRL JRL JRL PLACL PLACL PLACL PLACL PLACL PLACL PLACL PLACL PLACL	2794519 (effective from 5 August 2016) 4850478 (effective from 31 December 2017) 5446539 (effective from 31 December 2019) 00002313 (effective from 18 December 2020) 00003604 (effective from 31 December 2021) 00005070 (effective from 21 July 2022) 0005969 (effective from 6 February 2023) 00007303 (effective from 31 December 2023) 2794559 (effective from 5 August 2016) 4747961 (effective from 29 September 2017) 5349120 (effective from 18 November 2019) 5446499 (effective from 31 December 2019) 00002250 (effective from 18 December 2020) 00003610 (effective from 31 December 2021) 00005069 (effective from 21 July 2022) 00005968 (effective from 6 February 2023) 00007314 (effective from 31 December 2023)
Single ORSA document	 JRL PLACL	00008291 00008292 (effective from 30 September 2024 to 30 September 2029)
Equity accounted contingent convertible	JRL	5091854 (effective from 15 April 2019)

notes treated as restricted Tier 1	JRL	00003212 (effective from 27 September 2021)
	JRL	00007796(effective from 26 April 2024)
	PLACL	5091855 (effective from 15 April 2019)
	PLACL	00003213 (effective from 27 September 2021)
Intra-group subordinated debt treated as restricted Tier 1	JRL	5206304 (effective from 8 May 2019)
	PLACL	5206352 (effective from 8 May 2019)
Group-level ORSA assessment	JRL	00009402
	PLACL	00009403 (effective from 31 December 2024 to 30 September 2029)

F.4 Audit opinion

Report of the external independent auditors to the Directors of Just Group plc ('the Company') pursuant to Rule 4.1 (2) of the External Audit Part of the PRA Rulebook applicable to Solvency II firms

Report on the Audit of the relevant elements of the Single Group-Wide Solvency and Financial Condition Report

Opinion

Except as stated below, we have audited the following documents prepared by the Company as at 31 December 2025:

- The 'Valuation for solvency purposes' and 'Capital management' sections of the Single Group-Wide Solvency and Financial Condition Report of the Company as at 31 December 2025, (**'the Narrative Disclosures subject to audit'**);
- Group templates IR.02.01.02, IR.22.01.22, IR.23.01.04 and IR.32.01.22 (**'the Group Templates subject to audit'**); and
- Solo templates IR.02.01.02, IR.12.01.02, IR.22.01.21, IR.23.01.01 and IR.28.01.01 in respect of Just Retirement Limited ('JRL') and Partnership Life Assurance Company Limited ('PLACL') ('the Group members'), (together the **'Solo Templates subject to audit'**).

The Narrative Disclosures subject to audit, the Group Templates subject to audit and the Solo Templates subject to audit are collectively referred to as the **'relevant elements of the Single Group-Wide Solvency and Financial Condition Report'**.

We are not required to audit, nor have we audited, and as a consequence do not express an opinion on the:

- **Additions to the Fundamental Spread** - any increase made under rule 4.17 of the Matching Adjustment Part of the PRA Rulebook for Solvency II firms to the Fundamental Spread used in the calculation of the Matching Adjustment and included in the technical provisions disclosed in relevant elements of the Solvency and Financial Condition Report.
- **Other Information** which comprises:
 - Information contained within the relevant elements of the Single Group-Wide Solvency and Financial Condition Report set out above which is, or derives from the Solvency Capital Requirement, as identified in the Appendix to this report;
 - The 'Summary', 'Business and performance', 'System of governance' and 'Risk profile' elements of the Single Group-Wide Solvency and Financial Condition Report;
 - Group templates IR.05.03.02 and IR.25.04.22;
 - Solo templates IR.05.03.02 and IR.25.04.21;
 - Information calculated in accordance with the previous regime used in the calculation of the transitional measure on technical provisions, and as a consequence all information relating to the transitional measure on technical provisions as set out in the Appendix to this report;
 - The written acknowledgement by management of their responsibilities, including for the preparation of the Single Group-Wide Solvency and Financial Condition Report (**'the Responsibility Statement'**); and
 - Information which pertains to an undertaking that is not a UK Solvency II firm and has been prepared in accordance with PRA Rules other than the Reporting Part of the PRA Rulebook or UK law other than law deriving from FSMA that applies to the UK Solvency II firms (**'the sectoral information'**) as identified in the Appendix to this report.

To the extent the information subject to audit in the relevant elements of the Single Group-Wide Solvency and Financial Condition Report includes amounts that are totals, sub-totals or calculations derived from the Other Information or additions to the Fundamental Spread, we have relied without verification on the Other Information and the additions to the Fundamental Spread.

In our opinion, the information subject to audit in the relevant elements of the Single Group-Wide Solvency and Financial Condition Report of the Company as at 31 December 2025 is prepared, in all material respects, in accordance with the financial reporting provisions of the PRA Rules, as modified by relevant supervisory modifications, and as supplemented by supervisory permissions and determinations.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) including ISA (UK) 800 and ISA (UK) 805, and applicable law. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the relevant elements of the Single Group-Wide Solvency and Financial Condition Report* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the Single Group-Wide Solvency and Financial Condition Report in the UK, including the FRC's Ethical Standard as applied to public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

Our evaluation of the Directors' assessment of the Company's ability to continue to adopt the going concern basis of accounting included:

- Obtained the directors' going concern assessment and challenged the rationale for downside scenarios adopted and material assumptions made using our knowledge of the Company's and group members' (together 'the Group') business performance, review of regulatory correspondence and obtaining further corroborating evidence;
- Considered management's assessment of the regulatory solvency coverage and liquidity position in the forward looking scenarios considered;
- Assessed the impact of the factors outlined in Section E.1.2, which could erode the Group's capital resources and / or the quantum of risk to which the Group is exposed;
- Assessed liquidity of the Company and the group members, including the ability to pay policyholder obligations, suppliers and creditors as amounts fall due;
- Assessed the ability of the Company and the group members to comply with covenants; and
- Reviewed the disclosures included in the Solvency and Financial Condition Report, including the Basis of Preparation.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from the date on which the Single Group-Wide Solvency and Financial Condition Report is authorised for issue.

In auditing the Single Group-Wide Solvency and Financial Condition Report, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the Single Group-Wide Solvency and Financial Condition Report is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the Company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Emphasis of Matter - Basis of Accounting

We draw attention to the 'Valuation for solvency purposes' and 'Capital Management' sections of the Single Group-Wide Solvency and Financial Condition Report, which describe the basis of accounting. The Single Group-Wide Solvency and Financial Condition Report is prepared in compliance with the financial reporting provisions of the PRA Rules, and therefore in accordance with a special purpose financial reporting framework. The Single Group-Wide Solvency and Financial Condition Report is required to be published, and intended users include but are not limited to the Prudential Regulation Authority. As a result, the Single Group-Wide Solvency and Financial Condition Report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Other Information

The Directors are responsible for the Other Information.

Our opinion on the relevant elements of the Single Group-Wide Solvency and Financial Condition Report does not cover the Other Information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Single Group-Wide Solvency and Financial Condition Report, our responsibility is to read the Other Information and, in doing so, consider whether the Other Information is materially inconsistent with the relevant elements of the Single Group-Wide Solvency and Financial Condition Report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the relevant elements of the Single Group-Wide Solvency and Financial Condition Report or a material misstatement of the Other Information. If, based on the work we have performed, we conclude that there is a material misstatement of this Other Information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Directors for the Single Group-Wide Solvency and Financial Condition Report

The Directors are responsible for the preparation of the Single Group-Wide Solvency and Financial Condition Report in accordance with the financial reporting provisions of the PRA Rules, which have been modified by the modifications, and supplemented by the permissions and determinations made by the PRA under section 138A of FSMA and the PRA Rules, as detailed at Section F.3 of the SFCR.

The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of a Single Group-Wide Solvency and Financial Condition Report that is free from material misstatement, whether due to fraud or error.

Auditors' Responsibilities for the Audit of the relevant elements of the Single Group-Wide Solvency and Financial Condition Report

It is our responsibility to form an independent opinion as to whether the information subject to audit in the relevant elements of the Single Group-Wide Solvency and Financial Condition Report is prepared, in all material respects, in accordance with financial reporting provisions of the PRA Rules.

Our objectives are to obtain reasonable assurance about whether the relevant elements of the Single Group-Wide Solvency and Financial Condition Report are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decision making or the judgement of the users taken on the basis of the Single Group-Wide Solvency and Financial Condition Report.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in

respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the Group members and Company and industry, we identified that the principal risks of non-compliance with laws and regulations related to breaches of UK regulatory principles, such as those governed by the Prudential Regulation Authority ('PRA') and the Financial Conduct Authority ('FCA'), and we considered the extent to which non-compliance might have a material effect on the Single Group-Wide Solvency and Financial Condition Report. We also considered those laws and regulations that have a direct impact on the Single Group-Wide Solvency and Financial Condition Report such as the PRA Rulebook. We evaluated management's incentives and opportunities for fraudulent manipulation of the Single Group-Wide Solvency and Financial Condition Report (including the risk of override of controls), and determined that the principal risks were related to management bias in accounting estimates and judgemental areas. Audit procedures performed included:

- Discussions with the Board, management, Internal Audit, senior management involved in the Risk and Compliance functions, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Assessment of matters reported on the Group's whistleblowing register and the results of management's investigation of such matters where applicable;
- Reviewing correspondence with the PRA and the FCA in relation to compliance with laws and regulations;
- Meeting with the PRA supervisory team to discuss matters in relation to compliance with laws and regulations;
- Attendance at Audit Committee meetings;
- Reviewing relevant meeting minutes including those of the Board of Directors, Group Audit, Group Risk and Compliance, Investment and Remuneration Committees;
- Reviewing data regarding policyholder complaints, the Group's register of litigation and claims, Internal Audit reports, and Compliance reports in so far as they related to non-compliance with laws and regulations and fraud;
- Validating the appropriateness of journal entries identified based on our fraud risk criteria;
- Examined the appropriateness of the methodology and assumptions underlying the Best Estimate Liabilities relative to Solvency II requirements and general actuarial practice;
- Examined the appropriateness of the calculation methodology and assumptions underlying the Matching Adjustment, including the internal credit ratings of Lifetime Mortgages, relative to Solvency II requirements;
- Validating the appropriateness of adjusting entries from the IFRS to Solvency II balance sheets, including the consolidation of the Group Solvency II balance sheet; and
- Designing audit procedures to incorporate unpredictability around the nature, timing or extent of our testing.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the Single Group-Wide Solvency and Financial Condition Report. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinion, has been prepared for the Board of Directors of the Company in accordance with External Audit rule 2.1 of the Solvency II firms Sector of the PRA Rulebook and for no other purpose. We do not, in providing this report, accept or assume responsibility for any other purpose or to any other party save where expressly agreed by our prior consent in writing.

Other Matter – internal model

The Company has authority to calculate its Group Solvency Capital Requirement using an internal model ('the Group Model') approved by the Prudential Regulation Authority. The group members have authority to calculate their Solvency Capital Requirements using the Group Model approved by the Prudential Regulation Authority. In forming our opinion (and in accordance with PRA Rules), we are not required to audit the inputs to, design of, operating effectiveness of and outputs from the Group Model, or whether the Group Model is being applied in accordance with the Company's and the Group members' application or approval order.

Other Matter – Additions to the Fundamental Spread

In accordance with Rule 4.17 of the Matching Adjustment part of the PRA Rulebook, firms are permitted to increase the Fundamental Spreads where considered necessary to ensure they cover all risks retained by the Group. In forming our opinion (and in accordance with PRA Rules), we are not required to audit increases and do not report on the appropriateness of such increases to the Fundamental Spreads, if any.

Report on Other Legal and Regulatory Requirements

Sectoral Information

In our opinion, in accordance with Rule 4.2 of the External Audit Part of the PRA Rulebook, the sectoral information has been properly compiled in accordance with the relevant PRA rules and UK law relating to that undertaking from information provided by members of the group and the relevant insurance group undertaking.

Other Information

In accordance with Rule 4.1 (3) of the External Audit Part of the PRA Rulebook for Solvency II firms we are also required to consider whether the Other Information is materially inconsistent with our knowledge obtained in the audit of the relevant elements of the Solvency and Financial Condition Report and (where applicable) the audit of the Company's statutory financial statements. If, based on the work we have performed, we conclude that there is a material misstatement of this Other Information, we are required to report that fact. We have nothing to report in this regard.

The engagement partner on the audit resulting in this independent auditors' report is Philip Watson.

PricewaterhouseCoopers LLP

Chartered Accountants

7 More London Riverside

SE1 2RT

26 March 2026

Appendix – relevant elements of the Single Group-Wide Solvency and Financial Condition Report that are not subject to audit

The relevant elements of the Single Group-Wide Solvency and Financial Condition Report that are not subject to audit comprise:

- The following elements of Group template IR.02.01.02:
 - Row R0565: Transitional (TMTP) – life
 - Row R0552: Risk margin – total
 - Row R0554: Risk margin – non-life
 - Row R0556: Risk margin – life
- The following elements of Group template IR.22.01.22
 - Column C0030 – Impact of transitional on technical provisions
 - Row R0010 – Technical provisions
 - Row R0090 – Solvency Capital Requirement
- The following elements of Group template IR.23.01.04
 - Row R0020: Non-available called but not paid in ordinary share capital at group level
 - Row R0060: Non-available subordinated mutual member accounts at group level
 - Row R0080: Non-available surplus at group level
 - Row R0100: Non-available preference shares at group level
 - Row R0120: Non-available share premium account related to preference shares at group level
 - Row R0150: Non-available subordinated liabilities at group level
 - Row R0170: The amount equal to the value of net deferred tax assets not available at the group level
 - Row R0190: Non-available own funds related to other own funds items approved by supervisory authority
 - Row R0210: Non-available minority interests at group level
 - Row R0380: Non-available ancillary own funds at group level
 - Rows R0410 to R0440 – Own funds of other financial sectors
 - Row R0680: Group SCR
 - Row R0740: Adjustment for restricted own fund items in respect of matching adjustment portfolios and ring fenced funds
 - Row R0750: Other non available own funds
- The following elements of Solo template IR.02.01.02:
 - Row R0565: Transitional (TMTP) – life
 - Row R0552: Risk margin – total
 - Row R0554: Risk margin – non-life
 - Row R0556: Risk margin – life
- The following elements of Solo template IR.12.01.02
 - Row R0100: Risk margin
 - Rows R0140 to R0180: Amount of the transitional on Technical Provisions
- The following elements of Solo template IR.22.01.21
 - Column C0030 – Impact of transitional on technical provisions
 - Row R0010 – Technical provisions

- Row R0090 – Solvency Capital Requirement
- The following elements of Solo template IR.23.01.01
 - Row R0580: SCR
 - Row R0740: Adjustment for restricted own fund items in respect of matching adjustment portfolios and ring fenced funds
- The following elements of Solo template IR.28.01.01
 - Row R0310: SCR
- Elements of the Narrative Disclosures subject to audit identified as ‘unaudited’.

F.5. Cautionary statement

This Solvency and Financial Condition Report has been prepared for, and only for, the members of Just Group plc (the “Company”) as a body, and for no other persons. The Company, its Directors, employees, agents and advisers do not accept or assume responsibility to any other person to whom this document is shown or into whose hands it may come and any such responsibility or liability is expressly disclaimed.

By their nature, the statements concerning the risks and uncertainties facing the Company and its subsidiaries (the “Group”) in this Solvency and Financial Condition Report involve uncertainty since future events and circumstances can cause results and developments to differ materially from those anticipated. This Solvency and Financial Condition Report contains, and we may make other statements (verbal or otherwise) containing, forward-looking statements in relation to the current plans, goals and expectations of the Group relating to its or their future financial condition, performance, results, strategy and/or objectives (including, without limitation, climate-related plans and goals). Statements containing the words: “believes”, “intends”, “expects”, “plans”, “seeks”, “targets”, “continues” ‘future’, ‘outlook’, ‘potential’ and “anticipates” or other words of similar meaning are forward looking (although their absence does not mean that a statement is not forward looking). Forward looking statements involve risk and uncertainty because they are based on information available at the time they are made, based on assumptions and assessments made by the Company in light of its experience and its perception of historical trends, current conditions, future developments and other factors which the Company believes are appropriate. These statements relate to future events and depend on circumstances which may be or are beyond the Group’s control. For example, certain insurance risk disclosures are dependent on the Group’s choices about assumptions and models, which by their nature, are estimates. As such, although the Group believes its expectations are based on reasonable assumptions, actual future gains and losses could differ materially from those that we have estimated. Other factors which could cause actual results to differ materially from those estimated by forward-looking statements include, but are not limited to: domestic and global political, economic and business conditions (such as the longer-term impact from the COVID-19 outbreak or the impact of other infectious diseases, climate change, foreign trade policies (including the imposition of tariffs, increasing the risk of trade tensions), the conflict in the Middle East, and the continuing situation in Ukraine); asset prices; market-related risks (such as fluctuations in interest rates, exchange rates, and the performance of financial markets generally); the policies and actions of governmental and/or regulatory authorities (including, for example, new government initiatives related to taxation (including employers National Insurance contributions, capital gains tax and inheritance tax), pensions legislation and regulations or the costs of social care or climate action, particularly the transition to net zero); the impact of inflation and deflation on both market conditions and customer behaviours; and evolving advice needs; market competition; failure to efficiently and effectively respond to climate change related risks and the transition to a net zero economy; changes in assumptions in pricing and reserving for insurance business (particularly with regard to mortality and morbidity trends, gender pricing and lapse rates); risks associated with arrangements with third parties, including joint ventures and distribution partners and the timing, impact and other uncertainties associated with future acquisitions, disposals or other corporate activity undertaken by the Group and/or within relevant industries; inability of reinsurers to meet obligations or unavailability of reinsurance coverage; default of counterparties; information technology or data security breaches including cybersecurity threats and the rapid pace of technological change (including the role of artificial intelligence and machine learning); the impact of changes in capital, solvency or accounting standards; and tax and other legislation and regulations in the jurisdictions in which the Group operates (including changes in the regulatory capital requirements which the Company and its subsidiaries are subject to). As a result, the Group’s actual future financial condition, performance and results may differ materially from the plans, goals and expectations set out in the forward-looking statements.

On 31 July 2025, the boards of directors of Brookfield Wealth Solutions Ltd (“BWS”) and Just Group plc (“Just”) announced that they had reached agreement on the terms of a recommended cash offer to be made by BWS Holdings Limited (“Bidco”), a wholly owned subsidiary of BWS, to acquire the entire issued and to be issued share capital of Just (the “Acquisition”), to be implemented by way of a court-sanctioned scheme of arrangement under Part 26 of the Companies Act (the “Scheme”). Subsequently on 23 March 2026, Just Group plc announced that all requisite regulatory approvals have been received and the Sanction Hearing has been scheduled to be held on 27 March 2026; the Scheme is expected to become Effective on 1 April 2026.

The forward-looking statements are currently only as at the date of this document and reflect knowledge and information available at the date of preparation of this Solvency and Financial Condition Report. The Group undertakes no obligation to update these forward-looking statements or any other forward-looking statement it may make (whether as a result of new information, future events or otherwise), except as may be required by law.

Persons receiving this Solvency and Financial Condition Report should not place undue reliance on forward-looking statements. Past performance is not an indicator of future results. The results of the Group in this Solvency and Financial Condition Report may not be indicative, and are not an estimate, forecast or projection of, the Group’s future results. Nothing in this Solvency and Financial Condition Report should be construed as a profit forecast.

F.6. Glossary

Acquisition costs – comprise directly attributable costs incurred in the selling, underwriting and commencing of insurance contracts.

Adjusted profit/(loss) before tax represents the profit/(loss) before tax before deferral of profit in CSM.

Alternative performance measure (“APM”) - In addition to statutory IFRS performance measures, the Group has presented a number of non-statutory alternative performance measures. The Board believes that the APMs used give a useful insight into the underlying performance of the Group.

Buy-in – an exercise enabling a pension scheme to obtain an insurance contract that pays a guaranteed stream of income sufficient to cover the liabilities of a group of the scheme’s members.

Buy-out – an exercise that wholly transfers the liability for paying member benefits from the pension scheme to an insurer which then becomes responsible for paying the members directly.

Care Plan (“CP”) – a specialist insurance contract contributing to the costs of long-term care by paying a guaranteed income to a registered care provider for the remainder of a person’s life.

Cash Generation - a Solvency II APM and one of the Group’s KPIs which represents the movement in Solvency II excess own funds over the year, generated from in-force surplus, net of Group overheads and management expenses and debt interest. It excludes new business strain, strategic expenditure, development costs and other one-off expenses, economic variances, regulatory adjustments, impact of capital actions and impact of management actions and other operating items.

Confidence interval the degree of confidence that the provision for future cash flows plus the risk adjustment reserve will be adequate to meet the cost of future payments to annuitants.

Contractual Service Margin (“CSM”) represents deferred profit earned on insurance products. CSM is recognised in profit or loss over the life of the contracts.

CSM amortisation represents the net release from the CSM reserve into profit as services are provided. The figures are net of accretion (unwind of discount), and the release is computed based on the closing CSM reserve balance for the period.

Deferral of profit in CSM the total movement on CSM reserve in the year. The figure represents CSM recognised on new business, accretion of CSM (unwind of discount), transfers to CSM related to changes to future cash flows at locked-in economic assumptions, less CSM release in respect of services provided.

Defined benefit deferred (“DB deferred”) business – the part of DB de-risking transactions that relates to deferred members of a pension scheme. These members have accrued benefits in the pension scheme but have not retired yet.

Defined benefit de-risking partnering (“DB partner (funded) re”) – a DB de-risking transaction in which a reinsurer has provided reinsurance in respect of the asset and liability side risks associated with one of our DB Buy-in transactions.

Defined benefit (“DB”) pension scheme – a pension scheme, usually backed or sponsored by an employer, that pays members a guaranteed level of retirement income based on length of membership and earnings.

Defined contribution (“DC”) pension scheme – a work-based or personal pension scheme in which contributions are invested to build up a fund that can be used by the individual member to obtain retirement benefits.

De-risk/de-risking – an action carried out by the trustees of a pension scheme with the aim of transferring risks such as longevity, investment, inflation, from the sponsoring employer and scheme to a third party such as an insurer.

Development costs – Incurred relating to the generation of incremental value (extending market reach or share) in future years, from developing existing products, markets, or new developments to the Group’s technology and modelling capability, and additionally major business transformational projects related to generating incremental value in future years.

Drawdown (sales or products) – collective term for investment products including Capped Drawdown.

Equity release – products and services enabling homeowners to generate income or lump sums by accessing some of the value of the home while continuing to live in it see Lifetime mortgage.

Finance costs – Finance costs included within underlying operating profit include coupons paid on the Group’s restricted Tier 1 notes, interest payable on the Group’s Tier 2 and Tier 3 notes, facility non-utilisation fees and debt repurchase costs when incurred, and amortisation of debt issue and facility arrangement costs capitalised. Finance costs included in cash generation include coupons paid on the Group’s restricted Tier 1 notes, interest paid on the Group’s Tier 2 and Tier 3 notes, and all facility costs when incurred. Interest paid on repurchase agreements is excluded from the measure of finance costs within underlying operating profit and cash generation, as these costs are reported together with the impact of the investment assets funded by repurchase agreements.

Guaranteed Income for life (“GIFL”) – retirement income products which transfer investment and longevity risk and provide the retiree with a guarantee to pay an agreed level of income for as long as a retiree lives. On a “joint-life” basis, the policy will continue to pay a guaranteed income to a surviving spouse/partner. Just provides modern individually underwritten GIFL solutions.

IFRS profit before tax represents the profit before tax attributable to equity holders.

In-force operating profit represents profits from the in-force portfolio before investment and insurance experience variances, and assumption changes. It mainly represents expected release of risk adjustment for non-financial risk and of allowance for credit default in the period, investment returns earned on shareholder assets, together with the value of the (net) CSM amortisation.

Investment and economic movements – reflect the difference in the period between expected investment returns, based on investment and economic assumptions at the start of the period, including the target asset mix for new business, and the actual returns earned. Investment and economic profits also reflect the impact of assumption changes in future expected risk-free rates, corporate bond defaults and house price inflation and volatility.

Key performance indicators (“KPIs”) KPIs are metrics adopted by the Board which are considered to give an understanding of the Group’s underlying performance drivers. The Group’s KPIs are Retirement income sales (shareholder funded), New business profit, Underlying operating profit, IFRS profit before tax, Return on equity, Tangible net asset value per share, New business strain, Cash generation and Solvency II capital coverage ratio.

Lifetime mortgage (“LTM”) – an equity release product that allows homeowners to take out a loan secured on the value of their home, typically with the loan plus interest repaid when the homeowner has passed away or moved into long-term care.

LTM notes – structured assets issued by a wholly owned special purpose entities, Just Re1 Ltd and PLACL Re1 Ltd. These entities hold pools of lifetime mortgages, each of which provides the collateral for issuance of senior and mezzanine notes to Just Retirement Ltd and Partnership Life Assurance Group Ltd, eligible for inclusion in its matching portfolio.

Medical underwriting – the process of evaluating an individual’s current health, medical history and lifestyle factors, such as smoking, when pricing an insurance contract.

Net asset value (“NAV”) represents IFRS total equity, net of tax, and excluding equity attributable to Tier 1 noteholders.

New business margin – calculated as the new business profit divided by Retirement Income sales (shareholder funded). It provides a measure of the profitability of shareholder funded Retirement Income sales.

New business profit – represents the profit generated from new business written in the year after allowing for the establishment of reserves and for future expected cash flows, risk adjustment and incorporate expected investment returns on the target asset mix of investments to back that business plus an allowance for acquisition expenses and incremental marginal costs including overheads that are attributable to new business. The net underlying CSM increase from new business is added back as the Board considers the value of new business is significant in assessing performance.

New business strain – represents the capital strain on new business written in the year after allowing for acquisition expense allowances and the establishment of Solvency II technical provisions and Solvency Capital Requirements.

No-negative equity guarantee (“NNEG”) hedge – a derivative instrument designed to mitigate the impact of changes in property growth rates on both the regulatory and IFRS balance sheets arising from the guarantees on lifetime mortgages provided by the Group which restrict the repayment amounts to the net sales proceeds of the property on which the loan is secured.

Operating experience assumption – represents changes to cash flows in the current and future periods valued based on end-of-period economic and assumptions. This is reported prior to the deferral of profit in CSM from changes to future cash flows changes.

Organic capital generation/(consumption) – An APM that is calculated in the same way as cash generation, plus the impact of new business strain, development costs and other one-off expenses and management actions and other items.

Other Group companies’ operating results – the results of Group companies including our HUB group of companies, which provides regulated advice and companies’ intermediary services, and professional services to corporates, and corporate costs incurred by Group holding results companies.

Peppercorn rent a very low or nominal rent.

Prognosys™ – the Group’s proprietary underwriting engine, which is based on individual mortality curves derived from Just Group’s own data collected since its launch in 2004.

Regulated financial advice – personalised financial advice for retail customers by qualified advisers who are regulated by the Financial Conduct Authority.

Retail – collective term for GifL and Care Plan.

Retirement income sales (shareholder funded) a collective term for GifL, DB and Care Plan new business sales and excludes DB partner premium. Premiums are reported gross of commission paid.

Return on equity Return on equity is underlying operating profit after attributed tax for the period divided by the average tangible net asset value for the period and expressed as an annualised percentage.

Risk adjustment for non-financial risk ("RA") allowance for longevity, expense, and insurance specific operational risks representing the compensation required by the business when managing existing and pricing new business.

Secure Lifetime Income ("SLI") – a tax efficient solution for individuals who want the security of knowing they will receive a guaranteed income for life and the flexibility to make changes in the early years of the plan.

Solvency II – sets out regulatory requirements for insurance firms and groups, covering financial resources, governance and accountability, risk assessment and management, supervision, reporting and public disclosure.

Solvency II capital coverage ratio – Solvency II capital is the regulatory capital measure and is focused on by the Board in capital planning and business planning alongside the economic capital measure. It expresses the regulatory view of the available capital as a percentage of the required capital.

Solvency UK – covers the reforms to the Solvency II requirements for the UK and implemented by the PRA.

Strategic expenditure - costs that deliver major regulatory change, the implementation of major strategic investment, new product and business lines and other restructuring costs.

Tangible net asset value ("TNAV") – comprises IFRS total equity attributable to ordinary shareholders, excluding goodwill and other intangible assets, and after adding back contractual service margin, net of tax.

Tangible net asset value per share - represents tangible net asset value divided by the closing number of issued ordinary shares excluding shares held in trust.

Trustees – individuals with the legal powers to hold, control and administer the property of a trust such as a pension scheme for the purposes specified in the trust deed. Pension scheme trustees are obliged to act in the best interests of the scheme's members.

Underlying operating profit – represents new business profit, in-force operating profit, other Group companies' operating results, development costs and other, and finance costs. Underlying operating profit represents new business profit and profits from in force business excluding operating assumption changes and experience variances.

Value at Risk - a quantification of the extent of possible insurance losses within a portfolio over a specific time frame.