Registered number: 03947280

Annual Report and Financial Statements 2025

Allianz Management Services Limited

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Company Information

Directors:	C J Holmes M F Ruf S Scott
Company Secretary:	C M Twemlow
Registered office:	15 Bishopsgate London England EC2N 3AR
Registered number:	03947280
Independent auditors:	PricewaterhouseCoopers LLP Chartered Accountants and Statutory Auditors 7 More London Riverside London SE1 2RT

The Directors present their Strategic Report for the year ended 31 December 2025.

Allianz Management Services Limited (“the Company”) is a wholly owned subsidiary of Allianz Holdings plc (“AzH”), which is itself owned by Allianz (UK) Limited (“AZ(UK)”). AZ(UK) and its subsidiaries are collectively referred to in this document as “Allianz UK”. The Company’s ultimate shareholder is Allianz Societas Europaea (“Allianz SE”), which is headquartered in Germany.

Principal activities
The Company acts as a management services provider for Allianz UK. The Company employs staff, acts as sponsoring employer for the Allianz UK defined benefit pension scheme and incurs costs on behalf of Allianz UK entities which are subsequently re-charged across Allianz UK. In return for the services provided, the Company charges a mark-up to some Allianz UK entities on their costs incurred. In addition, the Company acts as agent for the payroll service for other Allianz SE Group entities in the UK.

Business review
The results for the year are set out in the Statement of Profit and Loss and Other Comprehensive Income on page 18. The profit for the year wholly attributable to the equity holder amounted to £27,867k (2024: £12,783k). The profit for the year wholly attributable to the equity holder in the year was mainly as a result of the mark-up charged to other Allianz UK entities when expenses are re-charged.

The other comprehensive income for the year arising from the impact of changes in assumptions in the pension scheme valuation amounted to £127k (2024: £65,894k expense). For more information regarding the assumptions used, refer to note 8.

Key performance Indicators ("KPIs")
The financial KPIs monitored by the Company are profit before tax, defined benefit pension plan deficit and total equity. The profit before tax amounted to £34,671k (2024: £23,278k). At the Statement of Financial Position (“SOFP”) date, the Company had a defined benefit pension plan deficit of £15,808k (2024: £12,193k) and total equity of £937k (2024: -£27,057k).

Allianz UK monitors a number of non-financial KPIs relating to employees, energy consumption and corporate social responsibility. The annual Allianz Engagement Survey ("AES") is a valuable feedback platform and an indicator of corporate culture. Allianz UK monitors employee engagement and company culture through an Inclusive Meritocracy Index ("IMIX") which covers aspects of leadership, performance, collaboration, trust and respect. The more comprehensive Work Well Index Plus ("WWI+") covers aspects of the quality of the work environment, practices and opportunities. During the year, Allianz UK undertook a Transfer of Undertakings (Protection of Employment) (“TUPE”) transfer of employees from Liverpool Victoria General Insurance Group Limited (“LVGIG”) to the Company.

The Company's key non-financial KPIs during the year were as follows:

Employees	**2025**	**2024**
	%	**%**
IMIX	78.0	81.0
WWI+	76.0	76.0
Diversity (females in management positions)	43.9	43.5

The non-financial energy consumption KPIs monitored by the Company are included in the Non-Financial Sustainability Information Statement (“NFSIS”) on page 3.

Corporate social responsibility
Please refer to S172 Statement on page 6.

Principal risks and uncertainties
The principal risk faced by the Company is its reliance on Allianz UK for its revenue.

Future outlook
No changes in the principal activities are anticipated in the foreseeable future.

Going concern
These Financial Statements have been prepared on a going concern basis. The Board has reviewed the Company's forecasts for the next 12 months and beyond. The Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for at least 12 months from the date of signing the Financial Statements.

Non-Financial and Sustainability Information statement
The information presented here, including the sections referred to, represent our Non-Financial and Sustainability Information statement ("NFSIS") as required by sections 414CA and 414CB of the Companies Act 2006 (the "Act").

In accordance with section 414CB (4A) of the Act, the Directors of the Company have conducted a thorough evaluation of the Company's business activities and the manner in which these activities are conducted. Following this evaluation, the Directors have reasonably concluded that certain climate-related financial disclosures, specifically those outlined in subsections (2A) (e), (f), (g) and (h), are not necessary for a comprehensive understanding of the Company's business. Disclosures made are in the wider Allianz UK business context and therefore represent complementary information only.

The Directors' decision to omit these disclosures is based on several key considerations:

Nature of business: Climate-related factors have a minimal direct impact on the Company's core business operations and financial performance. The nature of the Company's services to Allianz UK, and the specific operations of the Company, indicate that climate-related risks and opportunities do not materially affect the Company in a manner that would necessitate detailed disclosure.

Operational practices: The manner in which the Company conducts its business involves processes and practices that are inherently low in climate-related risks. The Company has consistently monitored its environmental impact and has established operational protocols that mitigate potential climate-related concerns effectively.

Existing measures and controls: The Company has implemented robust environmental management systems and sustainability initiatives that address relevant climate-related considerations. These measures ensure that any potential impacts are managed proactively, further diminishing the necessity for additional detailed disclosures under the specified subsections.

The Directors believe that the omission of these specific climate-related financial disclosures does not compromise the transparency or integrity of the Company's reporting. This decision is made with the intent to maintain a focus on material information that is pertinent to stakeholders' understanding of the Company's performance and strategic direction. This explanation is provided to ensure clarity and transparency in accordance with section 414CB (4B) of the Act. The Directors remain committed to continuously reviewing and assessing the relevance of climate-related disclosures as the business and external environment evolve.

<u>Purpose and strategy</u>
The Directors consider that the climate-related risks and opportunities of the Company are integrated with those of Allianz UK.

Allianz UK's climate strategy is fully aligned with the corporate purpose statement of "We secure your future". The strategy focusses on providing insurance solutions to help customers respond and adapt to climate change and facilitate the transition to a low-carbon economy.

Allianz UK has targeted transitioning its portfolios to net-zero by 2050 and has interim targets for business operations by 2030 and for its portfolios. Allianz UK's targets are aligned with the Allianz SE Group's targets.

Allianz UK is committed to an intermediate target to reduce Greenhouse Gas ("GHG") emissions per employee by 70% as of year-end 2030, against a 2019 baseline across Scope 1, Scope 2, and selected Scope 3 emissions. Key levers for GHG emission reduction will be the areas of renewable electricity, buildings, as well as fleet, business travel, and procurement. In the area of renewable electricity, Allianz SE Group is a member of RE100, a global initiative bringing together companies committed to using 100% renewable electricity. Allianz UK has sourced 100% renewable electricity since 2023 and continues to implement energy efficiency measures.

Within Allianz UK's supply chain, the Company is actively engaging with global framework vendors that provide global services to set their own net-zero commitments and to identify opportunities to reduce emissions.

<u>Governance and Board oversight</u>
Allianz UK operates a Combined Board for AzH, Liverpool Victoria Insurance Company Limited, Highway Insurance Company Limited and Allianz Insurance plc ("AZI") (the "Combined Board"). Some Directors of the Company are also directors of the Combined Board entities. The Combined Board considers matters relevant to Allianz UK including climate related risks and opportunities, and the Company is within its scope of responsibility. Some of the Directors of the Company are also on the Combined Board. The Combined Board is ultimately responsible for the climate strategy, targets and

determining the risk appetite. Allianz UK's Risk Strategy and Appetite statement for climate risk covers both physical and transition risk and is approved by the Combined Board annually. The Combined Board routinely reviews key initiatives, risks, action plans and progress. This includes reviews and monitoring of climate change related risks and opportunities.

Decision making and operational management for climate change matters is delegated to the Allianz UK Executive Committee by the Combined Board. The Allianz UK Executive Committee is composed of the Chief Executive Officer, Chief Financial Officer ("CFO"), managing directors of business units, key function holders, including members from legal, accounting and reporting functions, as well as representatives from organisational and IT governance and has decision-making responsibility for steering, delivering and embedding the climate strategy, including identified climate risks and opportunities, supported by the Sustainability Forum and other related governance forums. The CFO is the responsible Allianz UK Executive Committee member for sustainability and leads a sustainability team to manage activity and identify opportunities. The Allianz UK Executive Committee regularly reviews and monitors progress and in 2025 actions included implementing the transition of the corporate fleet to electric vehicles ("EVs"), supporting energy-related property changes and increasing the share of EVs insured on motor portfolios. Further information on energy efficiency actions taken in the year is included in the Streamlined Energy and Carbon Reporting ("SECR") on page 9.

Executive remuneration and performance management processes include climate targets (such as GHG reduction and RE100 achievement), climate responsibilities and climate risk management. They are included in the Statements of Responsibilities for relevant individuals. Allianz UK's corporate rules and sustainability processes apply to all relevant business areas. Key processes are outlined in the Allianz Standard for Integration of Sustainability, which came into effect on 1 January 2024. In addition, the Climate Risk Standard outlines the principles and processes for managing climate risk. These include a definition for climate risk, governance arrangements, roles and responsibilities across the business and a principles based climate risk management framework. The Climate Risk Standard is being reviewed during 2026 as part of an overall review of risk standards across the Allianz UK Risk Management Framework.

<u>Climate risk management</u>
Allianz UK ensures that management of risks and opportunities resulting from climate change are embedded in our overall business plans and corporate strategy.

Allianz UK seeks to minimise the risks arising from climate change that could significantly impact the SOFP, business model, customers, or wider society. Strategic decisions will need to consider risks and opportunities, as well as potential mitigants, to address the most material climate risk exposures in the short term.

Quantitative scenario assessments and horizon-scanning exercises were performed to identify and assess climate-related risks and opportunities, which are reported regularly to the Combined Board.

Allianz UK completes an Integrated Climate Change Scenario Testing ("ICCST") exercise on a bi-annual basis to assess the quantitative risks arising from climate change. The exercise utilises Allianz SE provided tools to assess the impact of physical and transitional risks from a range of climate change for the time horizons 2030 and 2050.

The most recent analysis demonstrated that Insurance Risk impacts are expected to be lower than the Market and Credit impacts over the 2030 and 2050 horizons. This is because the Market and Credit impacts are driven by transitional risks which are more severe as they assume notable changes to the macro-economic environment. Physical risks are less pronounced. Impacts from Climate Change are not expected to be material over the business planning horizon, however, this continues to be monitored closely. The most recent ICCST analysis demonstrates that over the medium-to-long-term, impacts are expected to be material from a Market and Credit Risk perspective, if action is not taken. Across all scenarios Allianz UK has been found to be resilient.

Allianz UK takes sustainability in our own operations seriously and aims to reduce operational carbon footprint and emissions over time. Principal identified climate-related risks, over a short-to-medium (up to 2030) to long term (up to 2050) time horizon, are extreme weather, water stress and drought, transport difficulties and supply chain interruptions.

In the short-to-medium term, occupational heat stress is not assessed as a significant risk for our employees in the UK due to the nature of their work, but attention may be required in the longer term.

Climate change may require additional management attention and investment to improve cooling in workspaces and ensure data centres are resilient to increasing frequency and severity of natural disaster and weather events. In the medium-to-long term, there are opportunities to decrease energy consumption within the Allianz UK property portfolio by optimising heating and cooling systems to address identified climate change risks.

Risk management processes are in place for our business operations including analysis of climate scenarios, assessment of risks based on quantitative KPIs and portfolio monitoring. Risks are managed continuously by; updating policies and processes; setting targets and limits; and applying rigorous standards and relevant assessments to ensure there is no "greenwashing".

At a corporate level, opportunities continue to arise from climate change including transitioning the employee fleet to EVs in line with EV100, an initiative bringing together companies committed to accelerating the transition to EVs, reducing emissions from employee travel, improving climate literacy in the organisation and optimising energy usage across the property portfolio in line with hybrid working arrangements.

Climate related KPIs

Allianz UK have identified the following climate-related targets to support the overall climate strategy for our operations:

Target	Metrics Used	2025 Progress Update
65% GHG emissions reduction by year-end 2029 in Own Operations, against a 2019 baseline	Scope 1, 2 and selected scope 3 emissions(1)	A 51% reduction vs 2019 baseline was achieved in 2025
70% GHG emissions reduction by year-end 2030 in Own Operations, against a 2019 baseline	Scope 1, 2 and selected scope 3 emissions(1)	A 51% reduction vs 2019 baseline was achieved in 2025
Fully electric corporate car fleet by 2030	100% fossil-fuel-independent fleet, including battery electric vehicles ("BEVs")	In 2025 40% of the corporate fleet was made up of BEVs
Sourcing 100% renewable electricity	In line with RE100 technical criteria. Coverage of 100% of electricity use for all office buildings and data centres with renewable, low carbon sources, including green tariffs	Having achieved 100% renewable electricity in 2023, Allianz UK continued to source renewable electricity in 2025
Reduce GHG emissions from business travel by 40% per employee compared to 2019 by year-end 2025	Measured in emissions from business travel (Air, Rail, Corporate Fleet) per employee compared to a 2019 baseline	A 41% reduction vs 2019 baseline was achieved in 2025

(1) Scope 3 includes emissions from categories 3.3 and 3.6

Further information in respect of carbon emissions is included in the SECR on page 9.

The Allianz UK Executive Committee is updated at least quarterly on performance against key KPIs for Business Operations. These include:

KPIs	Metrics Used
GHG emissions in tonnes per employee, year on year reduction measured	Scope 1, 2 and selected scope 3 emissions compared to a 2019 baseline(1)
Energy (kilowatt-hour "kWh"), usage per employee, year on year reduction measured	Measured in energy consumption in kWh in our office buildings per employee compared to a 2019 baseline. Reduction through RE100 commitment
Travel emissions in tonnes per employee, year on year reduction measured	Measured in emissions from travel activities (Air, Rail, Corporate Fleet) per employee compared to a 2019 baseline. Reduction through EV100 commitment
Supplier and tender sustainability commitments	Percentage of global framework vendors in our supply chain that supply services globally that have established a public commitment to net-zero GHG emissions by 2025

(1) Scope 3 includes emissions from categories 3.3 and 3.6

Section 172(1) Companies Act 2006 Statement
Section 172(1) of the Act requires the Directors of a company to act in a way that promotes the success of the company for the benefit of its members as a whole. This statement sets out how the Directors have had regard to the matters set out in section 172(1) of the Act when performing their duties. The Directors have acted in a way that they considered, both individually and collectively, in good faith, would be most likely to promote the success of the Company for the benefit of its members, having had regard to the stakeholders set out in section 172(1)(a) to (f) of the Act in the decisions taken during the year.

The Board is responsible for setting the Company's strategic aims and ensuring that the necessary resources are in place to meet its objectives. The Board receives information from across the business in the form of Board reports and presentations when making decisions and these include information about how stakeholder interests have been considered.

The Company provides management services to Allianz UK. As a result of the governance structure, strategic decisions and matters which affect Allianz UK are considered by the Combined Board. Certain stakeholders and their interests (including employees, community and the environment) are considered at and actions concerning them determined at Allianz UK level by the Combined Board and its committees rather than at a subsidiary board level.

Customers, suppliers and other stakeholders statement
The Company's principal stakeholders are its employees, its shareholder, its service clients and its suppliers, whilst wider stakeholder interests include the environment, local communities and wider society. Details of the Company's engagement activities in relation to its stakeholders are detailed below:

Employees
As well as being the key employing entity within Allianz UK, the Company provides payroll services to certain Allianz SE Group companies (other than Allianz UK companies) in respect of their UK employees. In 2025, the Company successfully integrated c3,200 employees through the TUPE process from LVGIG, helping to streamline a number of people activities.

Senior executives engage with staff through regular townhalls to discuss important topics and answer questions raised by employees. A number of leadership conference meetings are held each year to share important messages and facilitate discussion and debate which are then cascaded throughout the organisation. Employee engagement is facilitated in a variety of ways including the AES, "pulse" surveys, virtual townhall presentations and newsletters via the employee intranet. AES results are collated for an Allianz UK-wide result and disaggregated to enable targeted action plans which are developed based on specific feedback from divisions and teams. Delivery against these actions is linked to performance objectives of the Allianz UK Executive Committee members, ensuring that employees' views are carefully considered by leadership in decision making. A WWI+ is used to measure the quality of the work environment, practices and opportunities. The Combined Board receives regular updates on employee matters including culture and AES.

Regular pay reviews ensure that employees are competitively rewarded. All of Allianz UK's people are paid at least the Living Wage Foundation rates of pay. Allianz UK is committed to reducing the gender pay gap which the Compensation & Nomination Committee of the Combined Board oversees.

Shareholders and Service Clients
The Company has regard to the interests of its immediate shareholder, AzH and other entities within the Allianz SE Group to which it provides its management services. The Company's Board has engaged regularly with and worked closely with the Combined Board and Allianz UK Executive Committee and other companies within Allianz UK to ensure that the management services provided are effective and help Allianz UK to succeed in its strategy.

Suppliers
Material supplier contracts are considered by the Combined Board on behalf of Allianz UK. In accordance with the Allianz Outsourcing and Third-Party Management Policy, the Combined Board is responsible for approving and overseeing procedures related to material contracts, as well as their ongoing monitoring and performance.

Suppliers are required to comply with the Allianz UK Vendor Code of Conduct, which sets standards in relation to ethics, labour and environmental sustainability.

In 2025, work was undertaken to support greater oversight and resilience of Allianz UK's third-party suppliers in compliance with UK legal and regulatory requirements.

Community and the Environment
Allianz UK aims to be a leader in sustainability and a committed corporate citizen. The focus is on promoting the transition to a low-carbon economy, social inclusion and ensuring the integration of sustainability into all aspects of its businesses.

During the year, the Combined Board considered the progress made delivering Allianz UK's sustainability strategy and reviewed performance against sustainability commitments and targets. The strategy aligns with the Allianz SE Sustainability strategy and net-zero transition plan.

Allianz UK strives to support communities they operate through various initiatives including grassroot sports, partnering with the Olympic and Paralympic movements, the Rugby Football Union and Barnardo's children's charity. In addition, regional offices raise donations in funds, time and skills to support local charities and communities across the country.

Board decision-making
This part of the section 172 statement describes how the Board has had regard to the Company's stakeholders and other matters to be considered under section 172(1) of the Act in some of the key decisions taken during the year.

Integration of Petios business
Section 172 considerations: *promoting the success of the Company for the benefit of the Company's members, long-term consequences of decisions*

Stakeholders: *Shareholder*

During the year the Board approved the integration of the Petios business into the Company. This decision aimed to enhance operational synergies, streamline processes, and leverage combined expertise. The integration was expected to reduce operational costs, improve market position, and ensure efficient capital deployment. In taking this decision the Board considered the interests of the shareholder by ensuring alignment with Allianz UK's objectives and promoting the long term success of the Company.

Intercompany Lending Facility Changes
Section 172 considerations: *promoting the success of the Company for the benefit of the Company's members, long-term consequences of decisions*

Stakeholders: *Shareholder, regulator, group entities*

During the year, the Board considered and approved amendments to the intercompany revolving loan facility, increasing the maximum aggregate amount from £25,000k to £50,000k. This decision was made following recommendations from the Risk Committee and was designed to enhance short-term liquidity management across Allianz UK, ensuring operational flexibility and safeguarding investment income. By enabling non-regulated entities to lend to regulated entities, the facility supports efficient capital deployment and reduces capital charges under Solvency II as it applies in the UK, aligning with regulatory expectations. The Board's decision reflected a careful balance of stakeholder interests, ensuring that Allianz UK entities have timely access to funds while maintaining prudent risk management and compliance with policies. The revised facility aimed to strengthen the financial resilience of Allianz UK, benefiting shareholders and supporting the long-term strategic objectives of Allianz UK.

On behalf of the Board

M F Ruf
Director
4 June 2026

The Directors present their Annual Report and Financial Statements for the year ended 31 December 2025.

As permitted by section 414C(11) of the Act, certain information is not included in the Directors’ Report because it has instead been shown in the Strategic Report. This information is:

- Results for the year;
- Principal activities of the Company;
- Business review and Future prospects; and
- Customers, suppliers and other key stakeholders statement.

Directors
The Directors who held office during the year, and up to the date of signing the Financial Statements, were as follows:

C J Holmes
J A Harrison (resigned 20 November 2025)
M F Ruf (appointed 1 December 2025)
S Scott (appointed 21 November 2025)
U Lange (resigned 30 November 2025)

Directors' liabilities
A qualifying third-party indemnity was in force during the financial year and at the date of approval of the Financial Statements.

Dividends
No interim dividend was paid for the year ended 31 December 2025 (2024: £nil). The Directors do not recommend the payment of a final dividend for the year ended 31 December 2025 (2024: £nil).

Going concern
The Directors, having undertaken an assessment, are confident in the Company's ability to continue as a going concern. Refer to the Strategic Report on page 2.

Employees
Equal Opportunities
The Company firmly believes that its employees are at the core of achieving its business success and it ensures that policies and procedures are tailored to ensure it attracts, develops and retains a workforce with the right skills, knowledge and behaviours for the long-term future success of the Company and Allianz UK. The approach of the Company and Allianz UK to equal opportunities are aligned. The Company believes in equality of opportunity and is committed to creating an environment where people can succeed regardless of gender, age, race, disability, religion, sexual orientation or other protected characteristics. We believe that having a strong focus on diversity and inclusion enables our organisation to better understand the customers we serve and our people. We aim to foster an inclusive environment where a valued and diverse workforce can be heard, contribute, grow and feel a sense of belonging.

The Company encourages the employment of talent from all backgrounds and abilities. As part of this, we have been granted ‘Disability confident Employer’ status by the Department for Work and Pensions. Provided a candidate has made Allianz UK aware that they are disabled and meet the minimum requirements of a vacancy, they will be offered an interview for that position. Allianz UK is dedicated to ensuring it provides reasonable workplace adjustments to meet specific needs for candidates and employees with disabilities at any point. The Company promotes diversity within its workforce and inclusion of all people. We promote the active participation of employees in staff networks to further improve inclusive working and recognise diversity.

Allianz UK consults the expertise of membership organisations in the diversity and inclusion field and has signed up publicly to selected initiatives that promote diversity and inclusion. This includes a commitment to the aims of the Race at Work Charter across Allianz UK. Employee learning and development opportunities are provided including support for achieving professional qualifications through apprenticeship standards or direct study.

Employee engagement and consultation
Employees are offered participation in a range of benefits, including participation in share schemes, which encourages involvement in Allianz SE’s performance. Eligible employees also participate in a performance related bonus scheme which is linked to both Allianz UK and the individual’s performance to incentivise achievement of the Company's strategic objectives. Throughout the Company, consultative procedures are in operation to enable management and staff to discuss matters of mutual interest. Staff are kept informed about the affairs of the Company and Allianz UK through townhalls, departmental channels, team briefings or via consultative bodies and information disseminated electronically including via regular employee newsletters and ongoing intranet news. Allianz UK engages regularly with Unite, a trade union for some staff within Allianz UK, as well as the ECF (“Employee Consultative Forum”) who exist to protect and improve employee interests. Discussions are escalated to the Combined Board and its committees as appropriate.

Pension scheme Trustee Indemnity

The Company, as principal employer of the Allianz Retirement and Death Benefits Fund ("ARDBF"), has granted a qualifying pension scheme indemnity provision (as referred to in section 236 of the Act) in respect of each of the directors of Allianz Pension Fund Trustees Limited. Such indemnity is of indefinite duration, and shall continue to be granted in respect of a Director even after the Director has ceased to hold such office.

Streamlined Energy and Carbon Reporting ("SECR")

Under the Act and SECR Regulations, 'Large' companies are required to report their annual emissions in their Directors' Report. It should be noted that the information disclosed relates to several entities within Allianz UK as this is the lowest level of granularity for which the data is collected.

The SECR statement has been prepared in line with the requirements of the SECR regulations and the relevant areas of the Greenhouse Gas ("GHG") Protocol Corporate Accounting and Reporting Standard.

A "Dual Reporting" methodology has been used to indicate emissions using UK electricity grid average emission factors (known as the "Location based" method), and also emissions using supplier specific generation emission factors (the "Market based" method). Under SECR guidelines, a similar dual reporting methodology has also been used to account for the purchase of biogas, using the natural gas emission factor for the location based method and the biogas emission factor for the relevant consumption under the market based method.

<u>"Location based" method</u>

The total energy consumption for 2025 was 7,344,404 kWh (2024: 14,118,527 kWh) equating to 3,674 tCO_2e (2024: 3,128 tCO_2e).

	2025	**2024**
Emissions from combustion of gas (Scope 1)	217 tCO_2e	492 tCO_2e
Emissions from combustion of fuel for transport purposes (Scope 1)	1,793 tCO_2e	1,716 tCO_2e
Emissions from purchased electricity (Scope 2)	263 tCO_2e	616 tCO_2e
Emissions from vehicle electricity (Scope 2)	586 tCO_2e	109 tCO_2e
Emissions from Transmission and Distribution (Scope 3)	574 tCO_2e	64 tCO_2e
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (Scope 3)	241 tCO_2e	131 tCO_2e

Carbon intensity: Emissions of tCO2e/full-time equivalent during 2025 was 0.521 tCO_2e (2024: 0.734 tCO_2e)

Allianz UK's strategy has been to purchase renewable energy backed by Renewable Electricity Guarantees of Origin ("REGO") certificates and Renewable Gas Guarantees of Origin ("RGGOs"). Through this strategy, within the above 2025 total energy consumption, the Company has sourced a total of 4,817,753 kWh (2024: 4,221,961 kWh) of REGO backed (zero emission) electricity equating to 100.00% of total electricity use and 446,616 kWh of RGGO backed biogas equating to 37.6% of total gas use.

<u>"Market based" method</u>

The total energy consumption for 2025 was 7,344,404 kWh (2024: 14,118,527 kWh) equating to 2,729 tCO_2e (2024: 2,230 tCO_2e).

	2025	**2024**
Emissions from combustion of gas (Scope 1)	136 tCO_2e	264 tCO_2e
Emissions from combustion of fuel for transport purposes (Scope 1)	1,793 tCO_2e	1,716 tCO_2e
Emissions from vehicle electricity (Scope 2)	-	109 tCO_2e
Emissions from Transmission and Distribution (Scope 3)	560 tCO_2e	10 tCO_2e
Emissions from business travel in rental cars or employee-owned vehicles where company is responsible for purchasing the fuel (Scope 3)	241 tCO_2e	131 tCO_2e

Carbon intensity: Emissions of tCO2e/full-time equivalent during 2025 was 0.387 tCO_2e (2024: 0.523 tCO_2e).

Energy Efficiency actions taken during 2025:

Allianz UK has implemented measures across its Property and Travel functions to enhance energy efficiency in its operations. In 2025, the TUPE transfer of employees and assignment of office leases between the respective management service companies within Allianz UK, enabled improved management of operational emissions attributable to all Allianz UK employees.

Across the Company's office portfolio, the Allianz Building Standards Catalogue has been applied to assess energy performance and prioritise areas for targeted energy efficiency improvements. This strategy includes installing electric vehicle charging points, donating excess office furniture to local charities and schools, and integrating new software to report consumption through utility meters. Energy-efficient LED light fittings, passive infrared controls, and individual electrical metering have been installed across office consolidations, refurbishments, and new fit outs. At the new Bishopsgate London office, air-source heat pumps have been installed to maximise energy efficiency and eliminate gas consumption.

Allianz UK has continued to transition its corporate fleet to battery-electric vehicles and improve reporting accuracy, enabling the purchase of renewable electricity for its electric vehicle fleet and continued alignment to RE100.

Within Allianz UK's supply chain, the Company is actively engaging with vendors to identify opportunities to reduce emissions.

The Company's commitment to sustainability targets is aligned with Allianz UK targets outlined in the NFSIS within the Strategic Report on page 3.

Corporate Governance Report
The Wates Corporate Governance Principles for Large Private Companies (“Wates Principles”) are supported and adopted by a number of companies within Allianz UK, however the Board continues to feel these are less appropriate for a company which primarily functions as a service company.

For the year ended 31 December 2025 the Company did not apply a corporate governance code. In accordance with The Companies (Miscellaneous Reporting) Regulations 2018, this report gives the reasons why no such code was applied and explains what arrangements for corporate governance were applied.

Corporate Structure
The Company is a wholly owned subsidiary of AzH and a part of Allianz UK. The Company is a service Company for Allianz UK and employs Allianz UK staff. The services provided in connection with employees are overseen by the Chief People and Culture Officer, who is a Director of the Company and a member of the Allianz UK Executive Committee.

The Board consists of three Directors. Two are executive directors of the Combined Board. All three Directors are members of the Allianz UK Executive Committee. The Combined Board, together with committees to which it has delegated its activities, determine the overarching strategy, culture, values, governance and controls to be applied by the Company and Allianz UK, particularly in relation to the Company's employees.

As the Directors are either a member of the Combined Board, a member of the Allianz UK Executive Committee or both, they are fully cognisant of wider Allianz UK matters applicable to the Company.

Corporate Governance Code
Given the corporate structure described above, the Company did not apply a specific corporate governance code as it operates in accordance with the internal rules, codes, values, governance and controls established by the Combined Board and its committees and which are cascaded down to, and adopted by, each Allianz UK company. It is not unusual for large corporate groups to adopt a common corporate and governance approach as this helps to ensure a consistency of ethos, values and conduct of business. Allianz UK adopts the principle of harmonised policies, codes and governance in order that its customers will receive the same high levels of service, customer centricity, honesty and integrity no matter which company they are doing business with

Some companies within Allianz UK have applied the Wates Principles to their businesses during the financial year ended 31 December 2025. Although not formally adopted by the Company, the Wates Principles have influenced the way in which the Company has conducted business, been governed and has engaged with its various stakeholders. This is because the business of the Company is inextricably linked with that of other companies within Allianz UK, and necessarily adopts the working practices of Allianz UK to ensure good governance and customer outcomes.

External Impacts
Allianz UK and the Company are acutely aware of the broader impact the business has on its various environments, its customers, employees and society in general, and adheres to and participates in Allianz SE's corporate social responsibility policies and practices. In addition, sustainability is a key objective of the business, informing what it does and in particular the goods and services it procures.

Independent Auditors
Pursuant to section 487(2) of the Act, PricewaterhouseCoopers LLP will be deemed to have been re-appointed as auditors at the end of 28 days beginning with the day on which copies of the report and Financial Statements are sent to Members.

Following the Combined Board's confirmation of its intention to appoint Ernst & Young LLP ("EY") as its next statutory auditor, EY is expected to assume the audit engagement across other Allianz UK subsidiaries including the Company. This is subject to the expected cessation of PricewaterhouseCoopers LLP holding office as statutory auditor after the conclusion of the audit for the financial year ending 31 December 2026. This anticipated change remains subject to formal Board and shareholder approval at the appropriate time.

By order of the Board

C M Twemlow
Company Secretary
4 June 2026

Statement of Directors' responsibilities in respect of the Financial Statements

The Directors are responsible for preparing the Annual Report and the Financial Statements in accordance with applicable law and regulation.

Company law requires the Directors to prepare Financial Statements for each financial year. Under that law the Directors have prepared the Financial Statements in accordance with UK-adopted international accounting standards.

Under company law, Directors must not approve the Financial Statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit and loss of the Company for that period. In preparing the Financial Statements, the Directors are required to:

- select suitable accounting policies and apply them consistently;
- state whether applicable UK-adopted international accounting standards have been followed, subject to any material departures disclosed and explained in the Financial Statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are also responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the Financial Statements comply with the Act.

The Directors are responsible for the maintenance and integrity of the Company's Financial Statements published on the Allianz UK website. Legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

Directors' confirmations

In the case of each Director in office at the date the Directors' report is approved:

- so far as the Director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

On behalf of the Board

M F Ruf
Director
4 June 2026

Independent auditors’ report to the members of Allianz Management Services Limited

Report on the audit of the financial statements

Opinion

In our opinion, Allianz Management Services Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2025 and of its profit and cash flows for the year then ended;
- have been properly prepared in accordance with UK-adopted international accounting standards; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements 2025 (the "Annual Report"), which comprise:

- the Statement of Financial Position as at 31 December 2025;
- the Statement of Profit and Loss and Other Comprehensive Income for the year then ended;
- the Statement of Changes in Equity for the year then ended;
- the Statement of Cash Flows for the year then ended; and
- the notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors’ responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC’s Ethical Standard, as applicable to other entities of public interest and we have fulfilled our other ethical responsibilities in accordance with these requirements.

To the best of our knowledge and belief, we declare that non-audit services prohibited by the FRC’s Ethical Standard were not provided.

Other than those disclosed in note 23, we have provided no non-audit services to the company in the period under audit.

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:

- Obtaining the Directors' going concern assessment and challenging the material assumptions made using our knowledge of the business and obtaining further corroborative evidence;
- Considering information obtained during the course of the audit and publicly available market information to identify any evidence that would contradict the assessment of going concern; and
- Assessing the disclosures made in respect of going concern.

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 when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements 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.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors’ report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements 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 based on these responsibilities.

With respect to the Strategic Report and Directors' Report, we also considered whether the disclosures required by the Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic Report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic Report and Directors' Report for the year ended 31 December 2025 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic Report and Directors' Report.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements

As explained more fully in the Statement of Directors' responsibilities in respect of the Financial Statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole 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 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 economic decisions of users taken on the basis of these financial statements.

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 company and industry, we identified that the principal risks of non-compliance with laws and regulations related to UK Employment Law, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006 and UK Tax Legislation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journals. Audit procedures performed by the engagement team included:

- Discussions with the Directors, management, internal audit, senior management involved in the Risk and Compliance functions and the Legal function, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing relevant meeting minutes including those of the Board of Directors;
- Engaging PwC Pension experts to examine the methodologies and assumptions used by management's experts in valuing the defined benefit pension obligation;
- Testing and challenging, where appropriate, the assumptions and judgements made by management in their significant accounting estimates;
- Identifying and testing journal entries identified as having potential indicators of fraud; and
- Designing audit procedures to incorporate unpredictability into 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 financial statements. 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 of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company or returns adequate for our audit have not been received from branches not visited by us; or
- the company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors's remuneration specified by law are not made.

We have no exceptions to report arising from this responsibility.

ANDREW BOX

Andrew Box (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London
4 June 2026

Statement of Profit and Loss and Other Comprehensive Income for the Year Ended 31 December 2025

	Note	2025 £'000	Restated 2024 £'000
Revenue[(1)]	3	958,488	739,476
Administrative expenses[(1)]	4	(922,353)	(716,518)
Operating profit		**36,135**	**22,958**
Finance income	5	2	4,791
Finance costs	6	(1,466)	(4,471)
Profit before tax		**34,671**	**23,278**
Income tax expense	7(a)	(6,804)	(10,495)
Profit for the year wholly attributable to the equity holder		**27,867**	**12,783**
Other comprehensive income/(expense) ("OCI")			
Items that will not be reclassified subsequently to profit and loss			
Gain/(loss) on pension fund	8	17	(87,859)
Tax on gain/(loss) on pension fund	7(b)	110	21,965
OCI for the year		**127**	**(65,894)**
Total comprehensive income/(expense) wholly attributable to the equity holder		**27,994**	**(53,111)**

(1) Refer to note 3

The accounting policies and notes on pages 22 to 43 are an integral part of these Financial Statements.

Statement of Changes in Equity for the Year Ended 31 December 2025

	Share capital	Accumulated losses	Total
	£'000	£'000	£'000
Balance as at 1 January 2024	**168,050**	**(141,996)**	**26,054**
Profit for the year	-	12,783	12,783
OCI	-	(65,894)	(65,894)
Balance as at 31 December 2024	**168,050**	**(195,107)**	**(27,057)**
Profit for the year	-	27,867	27,867
OCI	-	127	127
Balance as at 31 December 2025	**168,050**	**(167,113)**	**937**

The accounting policies and notes on pages 22 to 43 are an integral part of these Financial Statements.

Statement of Financial Position as at 31 December 2025

		2025	2024
Assets	Note	**£'000**	**£'000**
Deferred tax assets	7(d)(i)	-	7,607
Property, plant and equipment	9	18,641	5,334
Right of use assets	10	78,640	37,266
Intangible assets	11	34,324	19,769
Trade and other receivables	12	213,848	154,095
Cash and cash equivalents	13	15	2,263
Total assets		**345,468**	**226,334**
Equity and liabilities			
Equity			
Share capital	14	(168,050)	(168,050)
Accumulated losses		167,113	195,107
Total equity		**(937)**	**27,057**
Liabilities			
Defined benefit pension plan deficit	8	(15,808)	(12,193)
Deferred tax liabilities	7(e)	(1,498)	-
Lease liabilities	10	(77,874)	(36,287)
Current tax liabilities	7(c)	(15,605)	(12,161)
Trade and other payables	15	(226,638)	(186,446)
Provisions for other liabilities and charges	16	(7,108)	(6,304)
Total liabilities		**(344,531)**	**(253,391)**
Total equity and liabilities		**(345,468)**	**(226,334)**

The accounting policies and notes on pages 22 to 43 are an integral part of these Financial Statements.

These Financial Statements on pages 18 to 43 were approved by the Board of Directors on 4 June 2026 and signed on its behalf by:

M F Ruf
Director
4 June 2026
Allianz Management Services Limited
Registered number: 03947280

Statement of Cash Flows for the Year Ended 31 December 2025

		2025	2024
Cash flows from operating activities	Note	**£'000**	**£'000**
Profit before tax		**34,671**	**23,278**
Adjusted for			
Finance income	5	(2)	(4,791)
Interest expense on lease liabilities	6	787	499
Interest paid on loan	6	-	3,972
Net interest expense on pension benefit deficit	6	679	-
Depreciation of property, plant and equipment	9	1,261	1,227
Depreciation of right of use assets	10	13,223	10,799
Amortisation of intangible assets	11	5,432	3,916
Loss on disposal of property, plant and equipment		661	173
		56,712	**39,073**
Changes in working capital			
Increase/(decrease) in pension benefit deficit	8	2,953	(15,374)
Increase in trade and other receivables	12	(59,751)	(142,961)
(Decrease)/increase in provisions for other liabilities and charges	16	(1,296)	372
Increase in trade and other payables	15	40,192	68,790
Increase in right of use assets	10	(403)	(1,855)
Cash flows generated from/(used in) operating activities		**38,407**	**(51,955)**
Income tax received/(paid)	7(c)	5,856	(470)
Finance income		-	1,453
Net cash flows generated from/(used in) operating activities		**44,263**	**(50,972)**
Cash flows used in investing activities			
Purchase of property, plant and equipment	9	(14,568)	(3,732)
Proceeds from sale of property, plant and equipment		-	37
Intangible assets capitalised	11	(20,649)	(6,540)
Net cash flows used in investing activities		**(35,217)**	**(10,235)**
Cash flows used in financing activities			
Interest paid on loan	6	-	(3,972)
Settlement of lease liabilities	10	(11,294)	(10,154)
Net cash flows used in financing activities		**(11,294)**	**(14,126)**
Net decrease in cash and cash equivalents		**(2,248)**	**(75,333)**
Cash and cash equivalents at the beginning of the year	13	**2,263**	**77,596**
Cash and cash equivalents at end of year	13	**15**	**2,263**

The accounting policies and notes on pages 22 to 43 are an integral part of these Financial Statements.

1. ACCOUNTING POLICIES

1.1 Company and its operations
The Company is a private limited company incorporated in England and Wales and domiciled in the United Kingdom.

1.2 Statement of compliance
The Financial Statements of the Company have been prepared in accordance with UK-adopted International Accounting Standards and with the requirements of the Act as applicable to companies reporting under those standards.

1.3 Basis of preparation
The Financial Statements have been prepared on the historical cost basis except for the following items, which are measured on the following alternative basis on each reporting date:

Item	Measurement basis
Pension benefit deficit	Fair value
Lease liability	Refer to accounting policy (f)
Right of use asset	Refer to accounting policy (f)

The functional and presentational currency is British Pounds.

Going concern
These Financial Statements have been prepared on a going concern basis. Refer to the Strategic Report on page 3.

New standards and interpretations adopted by the Company
There are no new standards and interpretations affecting the Company that are mandatorily effective from 1 January 2025. The accounting policies have been consistently applied, unless a new policy has been implemented.

New standards and interpretations not yet adopted by the Company
New standards and interpretations which are not mandatorily effective have not been applied in preparing these Financial Statements. The Company does not plan to adopt these standards early; instead it will apply them from the effective date as determined by the UK Endorsement Board.

International Financial Reporting Standards (“IFRS”) 18 'Presentation and Disclosure in Financial Statements'
In April 2024, the International Accounting Standards Board (“IASB”) issued IFRS 18, which aims to improve comparability and transparency. IFRS 18 is effective for annual periods beginning on or after 1 January 2027. IFRS 18 supersedes IAS 1 ‘Presentation of Financial Statements’ and will result in major consequential amendments to IFRS Accounting Standards. IFRS 18 will not have any effect on the recognition and measurement used for the Financial Statements, however it is expected to have a significant effect on presentation and disclosure. These changes include specified categories and defined subtotals in the Statement of Profit and Loss and Other Comprehensive Income, aggregation/disaggregation and labelling of information, and disclosure of management-defined performance measures in the notes to the Financial Statements.

IFRS 18 requires retrospective application with specific transition reconciliations between restated profit and loss amounts and those previously presented under IAS 1. The Company intends to adopt IFRS 18 from 1 January 2027 and is assessing the implications of this new standard. No significant change is expected in the scope of disclosures, though the grouping and presentation of information may change.

New amendments to existing standards adopted by the Company
Amendments to IAS 21 'The Effects of Changes in Foreign Exchange Rates'
The amendments are mandatorily effective from 1 January 2025 and impact an entity when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. The Company has adopted the amendments to IAS 21 for the first time in the current year. These amendments have not had any impact on the Company.

New amendments to existing standards not yet adopted by the Company
Amendments to IFRS 7 ‘Financial Instruments: Disclosures’ and IFRS 9 'Financial Instruments'
In May 2024, the IASB issued amendments to IFRS 9 and IFRS 7, effective for annual periods beginning on or after 1 January 2026, that refine derecognition and classification rules and add targeted disclosures. Entities may deem liabilities settled via electronic payment to be discharged (and derecognised) before the settlement date when specified criteria are met. These amendments are not expected to have a material impact on the Company.

Annual Improvements to IFRS Accounting Standards — Volume 11
In July 2024, the IASB issued nine narrow scope amendments as part of its periodic maintenance, effective for annual reporting periods beginning on or after 1 January 2026. These amendments provide clarifications, simplifications, corrections and consistency improvements to IFRS 1 ‘First time Adoption of International Financial Reporting Standards’, IFRS 7 ‘Financial instruments: Disclosure’ and its Guidance on implementing IFRS 7, IFRS 9 ‘Financial Instruments’, IFRS 10 ‘Consolidated Financial Statements’, and IAS 7 ‘Statements of Cash Flows’. These amendments are not expected to have a material impact on the Company.

1.4 Summary of material accounting policy information
The Company has identified the accounting policies that are most significant to its business operations and the understanding of its results. In each case, the determination of these is fundamental to the financial results and position, and requires management to make complex judgements based on information and financial data that may change in the future periods. Since these involve the use of assumptions and subjective judgements as to future events and are subject to change, the use of different assumptions or data could produce significantly different results. For judgements made by management in the application of IFRS that have a significant effect on the Financial Statements and estimates with a significant risk of significant adjustments in the next year, refer to note 2.

The material accounting policies adopted in the preparation of the Financial Statements are set out in the following paragraphs:

(a) Revenue recognition
Revenue recognised relates to a mark-up charged on the expenses the Company handles on behalf of Allianz UK. Revenue is measured at the fair value of the consideration received. Revenue is recognised when the performance obligation has been satisfied.

The Company has one performance obligation within its revenue stream; the reallocation of expenses incurred on behalf of Allianz UK. Revenue relates to a flat rate percentage mark-up on the expenses re-allocated. This obligation is satisfied when the expenses are recharged and as such the revenue is recognised immediately.

(b) Administrative expenses
Administrative expenses incurred during the financial year are recognised as they are incurred.

(c) Income taxes
Income tax on the profit and loss for the year comprises current and deferred tax. Income tax is recognised in the Statement of Profit and Loss and Other Comprehensive Income. Current tax and deferred tax shall be recognised outside profit and loss if the tax relates to items that are recognised, in the same or a different period, outside profit and loss.

Current tax is the expected tax payable on the taxable income for the period, using tax rates enacted or substantively enacted at the SOFP date, together with adjustments to tax payable in respect of prior years.

Deferred income tax is provided in full using the liability method on all temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the SOFP date. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rates enacted or substantially enacted at the SOFP date.

Deferred tax assets are only recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. The carrying amount of deferred income tax assets are reviewed at each SOFP date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the deferred income tax asset to be utilised.

Group tax losses are utilised when available. Consideration paid for group relief is accounted for in the Financial Statements as though the payment had been made to the relevant tax authorities.

(d) Pension and other schemes
The Company sponsors the following pension schemes:

- The ARDBF - this is defined benefit only. It is operated jointly by the Company and a trustee board.
- A small unfunded top-up arrangement providing supplementary benefits to certain members of the ARDBF.
- Group Personal Pension Plan (“GPPP”) - this is defined contribution only. It is operated by Aviva.
- An unfunded post-retirement healthcare benefit.

The Company became the Principal Employer to the ARDBF on 1 September 2005. Since that date, the Company has accounted for pensions in accordance with IAS19 and the disclosures given are those required by that standard.

For the ARDBF, the cost of providing benefits is determined using the projected unit credit method. For the GPPP, the cost of providing benefits is determined as the contributions payable during the year.

Contributions payable to the ARDBF do not affect the measurement of the defined benefit deficit recognised on the SOFP on the grounds that the Company has an unconditional right to a refund, assuming the gradual settlement of ARDBF liabilities over time until all members have left. In considering this, the Company has taken into account that the Trustees do not have unilateral powers to wind up the ARDBF or modify benefits.

(e) Property, plant and equipment
Property, plant and equipment is stated at cost less accumulated depreciation and accumulated impairment losses. Such cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation
Depreciation is provided on all property, plant and equipment, at rates calculated to write off the cost, less estimated residual value based on prices prevailing at the SOFP date, of each asset evenly over its expected useful life as follows:

Asset class	Useful Life
Equipment and motor vehicles	4 years
Fixtures and fittings	5 years

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

(f) Company as a Lessee
At inception of a contract, the Company assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company recognises a right of use asset and a lease liability at the lease commencement date. The right of use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made or incentives received at or before the commencement date, plus initial direct costs incurred and an estimate of costs to dismantle, remove and restore the underlying asset and the site on which it is located.

The right of use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the asset's useful life or end of the lease term. The Company applies IAS 36 Impairment of Assets to determine whether the right of use asset is impaired.

The lease liability is initially measured at the present value of the lease payments outstanding at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate.

The lease liability is subsequently measured by reducing the carrying amount to reflect lease payments and increasing the carrying amount to reflect interest on the lease liability. The carrying amount will also be adjusted to reflect any reassessment or lease modifications specified in the standard.

(g) Intangible assets
The Company applies the cost model to account for intangible assets, and assets under construction are not amortised.

The carrying value of intangible assets is reviewed for impairment whenever events or changes in circumstances indicate the carrying value may not be recoverable. Costs associated with the development of software for internal use are capitalised only if the software is technically feasible for sale or use on completion, and the Company has both the intent and sufficient resources to complete the development. Subsequent expenditure is capitalised only if the asset can be reliably measured, will generate future economic benefits and there is an ability to use or sell the asset.

The cost of acquiring computer software is amortised on a straight-line basis over the expected life of the intangible asset. This useful life has been assessed as either 4 or 5 years.

(h) Trade and other receivables
Trade and other receivables are initially recognised and subsequently re-measured at amortised cost (“AC”) after taking into account any impairment losses. Trade and other receivables shall be derecognised when the contractual right to receive cash flows expire or when the asset is transferred.

An expected credit loss (“ECL”) provision is assessed as at the SOFP date and the carrying amount of the receivables balance is reported after deduction of any ECL.

The Company has adopted the “simplified approach” in determining the ECL. Under this approach, the ECL is calculated as the AC of the receivables multiplied by a 1 year probability of default (“PD”), an appropriate loss given default (“LGD”) and the number of days to maturity as a fraction of a year (“tenor”).

(i) Cash and cash equivalents
Cash and cash equivalents are initially recognised and subsequently re-measured at AC. Cash and cash equivalents have an original maturity of three months or less at the date of placement.

An ECL provision is assessed as at the SOFP date and the carrying amount of the cash and cash equivalents balance is reported after deduction of any ECL.

The ECL is calculated as the AC of the cash and cash equivalents multiplied by a 1 year PD, an appropriate LGD and tenor.

(j) Provisions for other liabilities and charges
A provision is recognised when the Company has a present legal or constructive obligation, as a result of a past event, which it is probable, will result in an outflow of resources and when a reliable estimate of the amount of the obligation can be made. If the effect is significant, the provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects a current market assessment for the time value of money and, where appropriate, the risk is specific to the liability.

The Company recognises a provision for onerous contracts when the expected benefits to be derived from contracts are less than the unavoidable costs of meeting the obligations under the contracts.

The Company recognises a liability and an expense for bonuses and profit-sharing based on a formula that takes into consideration the profit attributable to the shareholders after certain adjustments. The Company recognises a provision where contractually obliged or where there is a past practise that has created a constructive obligation.

(k) Trade and other payables
Trade and other payables are initially recognised and subsequently measured at AC because they are expected to be settled within 12 months and their carrying value is a reasonable approximation of fair value.

2. USE OF CRITICAL ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

The Company makes estimates, assumptions and judgements that affect the reported amounts of assets and liabilities. Estimates, assumptions and judgements are continually evaluated and based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Company does not consider any particular accounting policy or estimate to be susceptible to significant changes in estimates and assumptions.

3. REVENUE

	2025 £'000	Restated 2024 £'000
Rendering of services to related parties [1]	958,488	739,476
Total revenue	**958,488**	**739,476**

[1] The Company incurs expenses of behalf of Allianz UK. These expenses are subsequently recharged across Allianz UK. In 2024, some of these expenses were excluded from both the Company’s revenue and administrative expenses. These have been restated to reflect the nature of the arrangement as the Company is the principal and should recognise the initial expense in administrative expenses and the corresponding allocation in revenue. Revenue has been restated from £690,644k to £739,476k and administrative expenses have been restated from £667,686k to £716,518k. There is no impact on the total comprehensive expense wholly attributable to the equity holder, the Statement of Changes in Equity, the SOFP and the Statement of Cash Flows.

4. ADMINISTRATIVE EXPENSES

	2025	Restated 2024
	£'000	£'000
Depreciation of property, plant and equipment	1,261	1,227
Depreciation of right of use assets	13,223	10,799
Amortisation of intangible assets	5,432	3,916
Short term lease payments	295	37
Information technology costs (1)	263,148	226,171
Consultancy and marketing costs	58,996	48,672
Facilities and rates	19,404	19,426
Employee related costs	484,093	331,788
Donations	454	494
Travel	7,166	5,963
Services provided by Allianz SE Companies	32,243	41,647
Membership fees	3,961	4,317
Other staff related costs	25,735	13,015
Other expenses	6,942	9,046
Total administrative expenses	**922,353**	**716,518**

(1) Refer to note 3

5. FINANCE INCOME

	2025	2024
	£'000	£'000
Bank interest	2	1,453
Interest income	-	3,338
Total finance income	**2**	**4,791**

6. FINANCE COSTS

	2025	2024
	£'000	£'000
Interest expense on lease liabilities	787	499
Interest expense on loan	-	3,972
Interest expense	679	-
Total finance costs	**1,466**	**4,471**

7. INCOME TAX

(a) Income tax recognised in profit and loss

	2025	2024
	£'000	£'000
Current tax:		
In respect of the current year	4,486	11,710
In respect of prior years	(7,414)	2,620
Total current tax	**(2,928)**	**14,330**
Deferred tax:		
In respect of the current year	6,374	(3,998)
In respect of prior years	3,358	163
Total deferred tax	**9,732**	**(3,835)**
Total income tax expense	**6,804**	**10,495**

The income tax expense for the year can be reconciled to the accounting profit as follows:

	2025	2024
	£'000	£'000
Profit before tax	**34,671**	**23,278**
Income tax expense calculated at 25.0% (2024: 25.0%)	**8,668**	**5,820**
Effect of expenses not deductible for tax purposes	725	932
Effect of prior year adjustment	(4,056)	2,783
Effect of imputed transfer pricing adjustments	1,412	960
Other movements	55	-
Income tax expense recognised in profit and loss	**6,804**	**10,495**

The Organisation for Economic Cooperation and Development ("OECD") Pillar Two model rules

As a fully consolidated affiliated entity of the Allianz SE Group, the Company is within the scope of the OECD Pillar Two Model rules. Under these rules, a top-up-tax must be paid per jurisdiction for the difference between the Global Anti-Base Erosion ("GloBE") effective tax rate and the 15.0% minimum rate. Local Pillar Two legislation came into effect from 1 January 2024 in the UK, the jurisdiction in which the Company is incorporated. However, as the GloBE effective tax rate of all Allianz UK entities being situated for tax purposes in jurisdiction the UK is expected to be greater than the minimum rate of 15.0%, no additional income tax is expected for the Company. Any transitional reliefs provided by the Pillar Two regulations will be taken as far as possible to reduce compliance and reporting efforts. The Company has applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income tax legislation.

(b) Income tax recognised in OCI

	2025	2024
Current tax:	£'000	£'000
Contributions made to pension obligation through other comprehensive expense	516	(4,670)
Deferred tax:		
Remeasurement of pension obligation through other comprehensive expense	(626)	(17,295)
Total income tax recognised in OCI	**(110)**	**(21,965)**

(c) Tax received/(paid) for cash flow purposes

	2025	2024
	£'000	£'000
Current tax liabilities at 1 January	**12,161**	**3,341**
Amounts charged to profit and loss	6,804	10,495
Movements in deferred tax asset in the Statement of Profit and Loss and Other Comprehensive Income	(9,732)	3,835
Amounts charged/(credited) through OCI	516	(4,670)
Research and development tax credit	-	(370)
Tax received/(paid) during the year	5,856	(470)
Current tax liabilities at 31 December	**15,605**	**12,161**

(d) Deferred tax balances

The balance comprises temporary differences attributable to:

(i) Deferred tax assets

	2025	2024
	£'000	£'000
Defined benefit obligation ("DBO")	44,966	44,340
Pension spreading	2,671	4,006
Capital allowances	-	527
Provisions	52	26
Total deferred tax assets	**47,689**	**48,899**
Set-off deferred tax liabilities pursuant to set-off provisions	(47,689)	(41,292)
Net deferred tax assets	**-**	**7,607**

Movements in relation to deferred tax assets	DBO	Pension spreading	Capital allowances	Provisions	Total
	£'000	£'000	£'000	£'000	£'000
At 1 January 2024	**27,046**	**-**	**697**	**27**	**27,770**
(Charged)/credited					
- to profit and loss	-	4,006	(170)	(1)	3,835
- to OCI	17,294	-	-	-	17,294
At 31 December 2024	**44,340**	**4,006**	**527**	**26**	**48,899**
(Charged)/credited					
- to profit and loss	-	(1,335)	(527)	26	(1,836)
- to OCI	626	-	-	-	626
At 31 December 2025	**44,966**	**2,671**	-	**52**	**47,689**

The balance comprises temporary differences attributable to:

(ii) Deferred tax liabilities

	2025	2024
	£'000	£'000
Pension contributions	41,292	41,292
Capital allowances	7,895	-
Total deferred tax liabilities	**49,187**	**41,292**
Set-off deferred tax liabilities pursuant to set-off provisions	(47,689)	(41,292)
Net deferred tax liabilities	**1,498**	**-**

Movements in relation to deferred tax liabilities

	Capital allowances	Pension contributions	Total
	£'000	£'000	£'000
At 1 January 2024	**-**	**41,292**	**41,292**
At 31 December 2024	**-**	**41,292**	**41,292**
Charged			
- to profit and loss	7,895	-	7,895
At 31 December 2025	**7,895**	**41,292**	**49,187**

	2025	2024
	£'000	£'000
Current deferred tax asset	1,388	1,361
Non current deferred tax asset	-	6,246
Non current deferred tax liability	2,886	-

8. PENSION AND OTHER SCHEMES

The Company sponsors the following pension plans:

- The ARDBF – this is defined benefit only. It is operated jointly by the Company and a trustee board.
- A small unfunded top-up arrangement providing supplementary benefits to certain members of the ARDBF.
- A GPPP – this is defined contribution only. It is operated by Aviva.
- An unfunded post-retirement healthcare benefit.

The small unfunded post-retirement healthcare arrangement and the small unfunded top-up pension benefit arrangement have a combined IAS19 defined benefit liability at the reporting date of £3,308k (2024: £3,393k).

GPPP

The assets of the GPPP are held separately in independently administered funds.

The cost of providing benefits in the GPPP is determined as the contributions payable by the sponsor during the year, which was £34,339k (2024: £24,007k).

ARDBF

The ARDBF is a registered pension scheme under the provisions of the Finance Act 2004. It is a funded defined benefit pension scheme providing benefits for some of the Company's current and former employees.

The ARDBF is subject to the Statutory Funding Objective under the Pensions Act 2004. A valuation of the ARDBF is carried out at least once every three years to determine whether the Statutory Funding Objective is met. As part of the process, the

Company must agree with the trustee board of the ARDBF the contributions to be paid to address any shortfall against the Statutory Funding Objective.

The trustee board of the ARDBF is required by law to act in the best interests of members and is responsible for setting certain policies (e.g. investment and contribution policies). The assumptions used for funding purposes are different from those used for IAS19 purposes which are set out later in this note.

In March 2024, the ARDBF purchased a bulk annuity policy, covering the remaining uninsured members of the ARDBF. The majority of pensioner liabilities were already insured due to the partial pensioner buy-in that completed in November 2021. In March 2024, the Company paid a contribution of £21,400k to the ARDBF from an escrow account which, alongside loans from Allianz Insurance plc ("AZI") to the ARDBF and most of the remaining ARDBF invested assets, provided the necessary funds for this bulk annuity policy purchase. There were no Company contributions to the ARDBF in 2025 and no further deficit contributions are payable under the Schedule of Contributions agreed with the trustee board, although the Company remains liable to fund the running costs of the ARDBF and any additional liabilities as they arise, if they cannot be met from the ARDBF's residual assets.

An approximate split of the IAS19 defined benefit obligation by member status is as follows:

	2025	2024
Deferred members	39%	38%
Pensioner members	61%	62%
	100%	100%

Now that the vast majority of benefits in the ARDBF are insured, the financial and demographic risks are much reduced. There remain risks, including legal risks, risks of uninsured benefits (such as GMP equalisation) being higher than current estimates, and operational risks, including failure of the insurer to discharge their obligations. These risks could lead to further contributions being required.

Risks

Legal and regulatory risks
There is a risk that, in future, the ARDBF may have backdated claims or liabilities arising from future legislation, emerging practice or court judgements. In particular, in July 2024, the UK Court of Appeal upheld a ruling in the Virgin Media v NTL Pension Trustees II court case, relating to the validity of past amendments under "Section 37", and highlighting legal risks associated with past amendments.

Checks of past amendments subject to "Section 37" completed to date for the Company and the Trustee have generally revealed that scheme deed amendments were either accompanied by the relevant documentation, or there was generally a plausible explanation as to why no such confirmation would have been required. Therefore, the benefits continue to be administered, and valued, on the previous understanding of the deed and rules.

Uncertainty in uninsured benefit payments
Benefits for all members are covered by the bulk annuity policies with Aviva. However, there remain uninsured risks, including the costs of amending benefits to equalise benefits in respect of Guaranteed Minimum Pensions ("GMPs"), following a court ruling in 2018.

The balance sheet liability includes provision for the estimated future costs of removing GMP inequalities, which are not currently covered by the insurance policies. The estimated GMP equalisation costs remain highly uncertain given limitations in data and complexity of calculations, and the ultimate cost of GMP equalisation could be higher or lower.

Following the buy-in transactions, the ARDBF is undergoing a data cleanse. There is a risk that additional liabilities for post-retirement benefits are uncovered during this process, and this could lead to additional contributions being required from the Company. Additionally, the balance sheet contains estimates of the balancing refunds/payments to insurers in respect of the bulk annuity policies. The allowance for these within the balance sheet are estimates which will only be known when the data cleanse period is complete. The final amounts could therefore be significantly higher or lower than estimated currently.

Other risks
Other risks include operational risk, and counterparty risks (ie, that the risk that the insurer is unable to meet its obligations under the insurance policies).

Assumptions
The following table sets out the key IAS19 assumptions used for the ARDBF, the unfunded post-retirement medical health care arrangement and the unfunded top-up pension benefit arrangement.

The assumptions for the ARDBF no longer have a material impact on the net IAS19 position due to the insurance policies held. However, the assumptions used are provided below for completeness.

Assumptions	**2025**	**2024**	**2023**
Discount rate	5.5% pa	5.5% pa	4.5% pa
Retail Prices Index ("RPI") inflation	2.7% pa	3.1% pa	3.1% pa
Consumer Price Index ("CPI") inflation	2.3% pa	2.6% pa	2.6% pa
Life expectancy of male aged 60 at the SOFP date	26.6 years	26.3 years	26.7 years
Life expectancy of male aged 60 at the SOFP date plus 20 years	28.1 years	29.2 years	28.2 years
Life expectancy of female aged 60 at the SOFP date	29.3 years	29.2 years	29.4 years
Life expectancy of female aged 60 at the SOFP date plus 20 years	30.8 years	30.6 years	30.8 years

- Discount rate – In line with 31 December 2024, as at 31 December 2025 the Company continues to adopt the LCP Treasury Model to derive the discount rate.
- RPI inflation rate – The RPI inflation assumption is set by reference to swap market rates and reflects the duration of the pension liabilities. An inflation risk premium of 0.3% pa (in line with 31 December 2024) is deducted from the swap rate at 31 December 2025. .
- CPI inflation rate – At 31 December 2025, the CPI inflation assumption is set as the RPI assumption less a weighted average “wedge” of 0.4% pa (31 December 2024: 0.5% pa).
- Life expectancies (for both male and female, current and future) – The Company has updated the mortality assumption as at 31 December 2025 to reflect the latest available industry wide data for future improvement projections. The core parameters associated with this model are used.

	2025	**2024**	**2023**
Pension indexation in deferment (where indexed to RPI)	2.7% pa	3.1% pa	3.1% pa
Pension indexation in deferment (where indexed to CPI)	2.3% pa	2.6% pa	2.6% pa
Pension increases in payment (RPI, minimum of 3% up to maximum of 4% pa)	3.3% pa	3.4% pa	3.4% pa
Pension increases in payment (CPI, up to a maximum of 5% pa)	2.3% pa	2.6% pa	2.6% pa
Real long-term healthcare inflation	3.0% pa in excess of long-term CPI	3.0% pa in excess of long-term CPI	3.0% pa in excess of long-term CPI

At 31 December 2025, the weighted average duration of the defined benefit obligation of the ARDBF was 11.5 years (2024: 11.9 years).

The actual return on the ARDBF assets over the year was an estimated gain of £29,200k (2024: loss of £144,300k). This gain takes into account the cash flows that occurred over the year. The current allocation of the ARDBF assets is as follows:

	2025	2024	2023
	£'000	£'000	£'000
Assets with a quoted market price in an active market			
Debt instruments	-	-	365,800
Other	2,600	1,700	22,400
Assets with a quoted market price in an active market	**2,600**	**1,700**	**388,200**
Assets without a quoted market price in an active market			
Debt instruments	1,500	2,800	84,400
Property	-	-	34,400
Other	(7,700)	(3,300)	-
Insurance policy	695,100	710,600	378,500
Assets without a quoted market price in an active market	**688,900**	**710,100**	**497,300**
Total assets	**691,500**	**711,800**	**885,500**

The assets at 31 December 2025 include two buy-in insurance policies. The first of these covers part of the pensioner membership, and was completed in November 2021. The second of these covers the remaining ARDBF membership, and was transacted in March 2024.

In addition, the assets also include a property debt fund, cash fund, and allowance for a £7,100k net current liability (2024: £2,100k), which includes the scheme bank account, estimated amounts expected to be paid to and from the insurer, as well as loan repayments outstanding of £14,100k to AZI (2024: £12,600k).

None of the ARDBF assets are invested directly in the Company's own financial instruments or any property occupied by, or assets used by, the Company.

The value of the property debt fund was not available at 31 December 2025 and so the value of this fund has been taken at the most recent available date and rolled forward, adjusting for distributions and capital calls.

In respect of the ARDBF, the unfunded post-retirement medical health care arrangement and the unfunded top-up pension benefit arrangement combined, the following table shows a reconciliation from the opening balances to the closing balances for the net defined benefit deficit/(surplus) and its components over 2024 and 2025.

	DBO		Fair value of scheme assets		Net benefit deficit/(surplus)	
	2025	2024	2025	2024	2025	2024
	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 January	**723,993**	**828,513**	**(711,800)**	**(885,500)**	**12,193**	**(56,987)**
Included in profit or loss						
Interest expense/(income)	38,579	36,262	(37,900)	(39,600)	679	(3,338)
Total expense/(income) included in profit or loss	**38,579**	**36,262**	**(37,900)**	**(39,600)**	**679**	**(3,338)**
Included in OCI						
Re-measurement (gain)/loss:						
Actuarial (gain)/loss arising from:						
- demographic assumptions	1,932	(10,150)	-	-	1,932	(10,150)
- financial assumptions	(17,371)	(82,102)	-	-	(17,371)	(82,102)
- experience adjustments	6,722	(3,789)	-	-	6,722	(3,789)
- Return on plan assets excluding interest income on assets	-	-	8,700	183,900	8,700	183,900
Total (gain)/loss included in OCI	**(8,717)**	**(96,041)**	**8,700**	**183,900**	**(17)**	**87,859**
Other						
Contributions by the employer	-	-	(247)	(21,641)	(247)	(21,641)
Benefits paid	(46,547)	(44,741)	46,547	44,741	-	-
Total other	**(46,547)**	**(44,741)**	**46,300**	**23,100**	**(247)**	**(21,641)**
Administrative costs	**-**	**-**	**3,200**	**6,300**	**3,200**	**6,300**
Balance at 31 December	**707,308**	**723,993**	**(691,500)**	**(711,800)**	**15,808**	**12,193**

Under IAS 19 and IFRIC 14, if contribution requirements to a pension plan exceed the measured deficit, it may in some circumstances be necessary to record an additional liability to reflect the commitment to pay contributions. Consistent with the approach taken at previous accounting dates, no additional liability is recognised under IFRIC 14 on the grounds that a refund of any remaining surplus is available to the Company at the end of the life of the ARDBF.

The following sensitivities have been calculated to show the movement in the defined benefit obligation in the ARDBF to changes in assumptions, and assuming no other changes in market conditions and holding all other assumptions constant. Following the buy-in transaction in March 2024, the fair value of the bulk annuity policies, which cover almost all obligations, will move exactly in line with the movements in the corresponding defined benefit obligation, and so the net impact will be minimal.

Increase/(decrease) in DBO

	Increase in assumption		Decrease in assumption	
	2025	2024	2025	2024
	£’000	£’000	£’000	£’000
Discount rate (0.5% pa movement)	(36,800)	(38,900)	40,300	42,900
RPI and CPI inflation assumption (1% pa movement) (1)	57,300	60,000	(50,200)	(54,100)
Life expectancy (one-year movement)	25,100	24,600	(25,100)	(24,600)

(1) Including a consistent movement in the pension increase assumptions

9. PROPERTY, PLANT AND EQUIPMENT

	Fixtures and fittings	Equipment and motor vehicles	Total
	£'000	£'000	£'000
Cost			
At 1 January 2024	**4,404**	**173**	**4,577**
Additions	3,732	-	3,732
Disposals	(422)	(81)	(503)
At 31 December 2024	**7,714**	**92**	**7,806**
Additions	14,568	-	14,568
At 31 December 2025	**22,282**	**92**	**22,374**
Accumulated depreciation			
At 1 January 2024	**1,392**	**145**	**1,537**
Charge for year	1,208	19	1,227
Disposals	(218)	(74)	(292)
At 31 December 2024	**2,382**	**90**	**2,472**
Charge for the year	1,259	2	1,261
At 31 December 2025	**3,641**	**92**	**3,733**
Carrying amount			
At 31 December 2024	**5,332**	**2**	**5,334**
At 31 December 2025	**18,641**	**-**	**18,641**

10. LEASES

Lease agreements where the Company is lessee

Right of use assets

	Property £'000	Motor vehicles £'000	Total £'000
Cost			
At 1 January 2024	**39,802**	**23,487**	**63,289**
Additions	12,989	8,763	21,752
Disposals	-	(579)	(579)
At 31 December 2024	**52,791**	**31,671**	**84,462**
Additions	49,353	6,534	55,887
Disposals	(1,823)	(811)	(2,634)
At 31 December 2025	**100,321**	**37,394**	**137,715**
Accumulated depreciation			
At 1 January 2024	**25,247**	**11,393**	**36,640**
Charge for year	4,678	6,121	10,799
Disposals	-	(243)	(243)
At 31 December 2024	**29,925**	**17,271**	**47,196**
Charge for the year	6,539	6,684	13,223
Disposals	(1,248)	(96)	(1,344)
At 31 December 2025	**35,216**	**23,859**	**59,075**
Carrying amount			
At 31 December 2024	**22,866**	**14,400**	**37,266**
At 31 December 2025	**65,105**	**13,535**	**78,640**

Amounts recognised in Statement of Profit and Loss and Other Comprehensive Income:

	Property		Motor vehicles		Total	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Depreciation on right of use assets	6,539	4,678	6,684	6,121	13,223	10,799
Interest expense on lease liabilities	565	382	222	117	787	499
Short term lease payments	295	37	-	-	295	37

At 31 December 2025, the Company is committed to £295k for short-term leases (2024: £37k). The expenses relating to low value leases amounted to £24k (2024: £177k). The total cash outflow for leases amounted to £11,294k for the year ended 31 December 2025 (2024: £10,368k).

Lease liabilities:

	Property		Motor vehicles		Total	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Current	4,485	4,366	6,090	5,875	10,575	10,241
Non-current	59,984	17,686	7,315	8,360	67,299	26,046
Total lease liabilities	**64,469**	**22,052**	**13,405**	**14,235**	**77,874**	**36,287**

Maturity analysis – contractual undiscounted cash flows:

	Property		Motor vehicles		Total	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Year 1	4,857	4,684	6,726	6,228	11,583	10,912
Year 2	8,341	4,368	5,091	5,098	13,432	9,466
Year 3	8,528	3,630	2,700	3,223	11,228	6,853
Year 4	7,759	2,869	1,145	761	8,904	3,630
Year 5	7,439	2,158	12	-	7,451	2,158
Onwards	53,467	5,582	8	-	53,475	5,582
Total	**90,391**	**23,291**	**15,682**	**15,310**	**106,073**	**38,601**

The Company does not face any significant liquidity risk with regard to its lease liabilities.

11. INTANGIBLE ASSETS

	Assets under construction	Internally generated software development costs	Computer software	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 January 2024	**8,550**	**10,578**	**38,950**	**58,078**
Additions	4,641	1,899	-	6,540
At 31 December 2024	**13,191**	**12,477**	**38,950**	**64,618**
Additions	11,805	8,844	-	20,649
Transfers	(8,154)	8,154	-	-
Disposals	-	(3,666)	-	(3,666)
At 31 December 2025	**16,842**	**25,809**	**38,950**	**81,601**
Accumulated amortisation				
At 1 January 2024	**-**	**3,930**	**37,003**	**40,933**
Charge for the year	-	2,179	1,737	3,916
At 31 December 2024	**-**	**6,109**	**38,740**	**44,849**
Charge for the year	-	5,222	210	5,432
Disposals	-	(3,004)	-	(3,004)
At 31 December 2025	**-**	**8,327**	**38,950**	**47,277**
Carrying amount				
At 31 December 2024	**13,191**	**6,368**	**210**	**19,769**
At 31 December 2025	**16,842**	**17,482**	**-**	**34,324**

Internally generated software development costs has a remaining amortisation term of 1-5 years.

12. TRADE AND OTHER RECEIVABLES

	2025	2024
	£'000	£'000
Amounts due from related parties	188,434	136,112
Prepayments	1,379	1,648
Other receivables	23,932	16,335
Accrued income	103	-
Total trade and other receivables	**213,848**	**154,095**

Trade and other receivables approximate to fair value. All trade and other receivables are due within 12 months of the SOFP date.

The Company has concluded that the ECL model has made no significant impact on the valuation of receivables reported in the Financial Statements.

13. CASH AND CASH EQUIVALENTS

	2025	2024
	£'000	£'000
Cash and cash equivalents	15	2,263
Total cash and cash equivalents	**15**	**2,263**

The Company has concluded that the ECL model has made no significant impact on the valuation of cash and cash equivalents reported in the Financial Statements.

14. EQUITY

Share capital - allotted, called up and fully paid

	2025		2024	
	No.	£	No.	£
Ordinary shares of £1 each	168,050,001	168,050,001	168,050,001	168,050,001

The ordinary shares carry full voting rights and qualify for dividends. There are no restrictions on the repayment of capital other than as imposed by the Act.

15. TRADE AND OTHER PAYABLES

	2025	2024
	£'000	£'000
Accruals and deferred income	18,806	15,255
Amounts due to related parties	89,299	88,088
Other payables	118,533	83,103
Total trade and other payables	**226,638**	**186,446**

Trade and other payables approximate to fair value. All of the trade and other payables are payable within 12 months of the SOFP date.

16. PROVISIONS FOR OTHER LIABILITIES AND CHARGES

	Restructuring	Dilapidations	Total
	£'000	£'000	£'000
At 1 January 2024	**1,293**	**4,639**	**5,932**
Additions	-	1,665	1,665
Utilised in the year	(1,293)	-	(1,293)
At 31 December 2024	**-**	**6,304**	**6,304**
Additions	-	1,314	1,314
Utilised in the year	-	(510)	(510)
At 31 December 2025	**-**	**7,108**	**7,108**

The Company leases operational properties located throughout the UK. Within most of the agreements is a condition requiring the Company to make restorations upon the termination of a lease. The dilapidation provision has been calculated on a cost per square foot of floor area. Whilst the timing is at the end of the lease term, the amount settled and the timing of utilisation is uncertain.

17. RISK MANAGEMENT POLICIES

Capital management
The Company's capital risk is determined with reference to the requirements of Allianz UK. In managing capital, the Company seeks to maintain sufficient, but not excessive, financial strength to support the payment of dividends and the requirements of all stakeholders. The sources of capital used by the Company are total equity. At 31 December 2025 the Company had £937k (2024: £-27,057k) of total capital employed.

The Company provides management services to Allianz UK. Its operations are primarily based in Great Britain hence any risk exposure is almost entirely confined within Great Britain.

Financial risk
The key financial risk is that proceeds from the realisation of assets are insufficient to meet obligations as they fall due. The most important aspects of financial risk comprise market risk, credit risk and liquidity risk.

Market risk
Market risk is the risk that changes in market prices such as interest rates, foreign currency exchange rates and equity prices will affect the value of the Company's assets and income.

Currency risk is the risk that fluctuations in exchange rates may lead to a material change in the value of currency denominated assets or liabilities. The Company is exposed to market risk due to invoices received in currencies other than British Pounds.

At 31 December, the largest currency exposures were:

	2025	2024
Euros	**£'000**	**£'000**
Assets	15,092	20,282
Liabilities	28,383	9,987

The table below shows the sensitivity of the Company's profit and loss before tax and equity to changes in market risk factors:

	2025		2024	
	Impact on profit and loss before tax	**Impact on equity**	**Impact on profit and loss before tax**	**Impact on equity**
	£'000	**£'000**	**£'000**	**£'000**
10% increase in Euro exchange rate	(1,329)	(997)	1,029	772
10% decrease in Euro exchange rate	1,329	997	(1,029)	(772)

Credit risk
Credit risk is the risk that a counterparty will be unable to pay amounts due to the Company in full when they fall due. The Company is exposed to credit risk through its trade and other receivables and cash and cash equivalents. The Company deems the risk associated with its trade and other receivables to be low as a large proportion of receivables are due from fellow Allianz SE subsidiaries and as such are A rated. Despite the other receivables being unrated, the Company deems the associated risk to be insignificant because these amounts are due from many separate counterparties and all receivables are due within 1 year. The Company deems the risk associated with its cash and cash equivalents to be low as the cash balances are held with a financial institution with an A credit rating.

Liquidity risk
Liquidity risk is the risk that cash may not be available to pay obligations when they fall due. The Company is exposed to liquidity risk through its trade and other payables, current tax liabilities, provisions for other liabilities and charges and lease liabilities.

The Company considers the liquidity risk associated with the lease liabilities to be insignificant as this unwinds over the same lease term as the right of use asset. The Company has sufficient liquid assets to meet the lease liabilities as they fall due.

Although the Company does not have sufficient liquid assets to meet its current liabilities, the Company is able to draw down from the liquid assets held elsewhere in Allianz UK in order to meet its liabilities as they fall due. Allianz UK has sufficient assets to meet the Company's liabilities and therefore the Company deems the liquidity risk to be low.

The Company is also exposed to risk relating to the ARDBF pension fund; these risks are disclosed in note 8.

Climate risk
The climate related risks are outlined in the NFSIS on page 3 and the SECR on page 9.

18. PARENT AND ULTIMATE PARENT UNDERTAKING

The immediate parent undertaking is AzH, a company registered in England and Wales. The ultimate parent undertaking and controlling party, Allianz SE, is incorporated in Germany and is the parent of the largest and smallest group of undertakings for which consolidated group Financial Statements are drawn up and of which the Company is a member. Copies of the consolidated Allianz SE Group Financial Statements are available on request from the ultimate parent's registered address, Allianz SE, Königinstrasse 28, 80802 München, Germany.

19. CONTINGENCIES AND COMMITMENTS

The Company has entered a multi-year partnership with RFU to sponsor Twickenham Stadium, the England Rugby men's and women's teams and various community rugby programmes. The minimum contractual commitment is in excess of £100,000k (2024:£100,000k).

20. RELATED PARTY TRANSACTIONS

Transactions with and balances from or to related parties
The Company enters into transactions with fellow Allianz SE undertakings and key management personnel in the normal course of business. All transactions have been made at arm's length and details of transactions carried out during the year with related parties are as follows:

	2025 £'000	Restated 2024 £'000
Provision of services to parent	-	107
Provision of services to other related parties (1)	958,488	739,369
Interest on loan to other related parties	-	3,972
Contribution to the ARDBF	-	21,400
Loan repaid to other related parties	-	97,200
Net amounts transferred from cash pool with other related parties	3,826	-
Lease payments to other related parties	1,244	1,220

(1) Refer to note 3

Year-end balances arising from transactions carried out with related parties are as follows

	2025	2024
Due from related parties	**£'000**	**£'000**
Parent	-	1,726
Other related parties	188,434	134,386
Total due from related parties	**188,434**	**136,112**

	2025	2024
Due to related parties	**£'000**	**£'000**
Other related parties	89,299	88,088
Total due to related parties	**89,299**	**88,088**

The Company acts as a management services provider for Allianz UK. The Company employs staff, acts as sponsoring employer for the ARDBF and incurs costs on behalf of Allianz UK which are subsequently re-charged across Allianz UK. Management services are provided on a cost-plus basis, including a margin of 5% (2024: 5%).

Key management personnel
The key management personnel of the Company include all Directors. The summary of compensation for key management personnel for the year is as follows:

	2025	2024
	£'000	**£'000**
Salaries and other short term employee benefits	3,179	2,975
Post employment benefits	460	96
Termination payments	102	-
Share based payment	40	216
Total compensation of key management personnel	**3,781**	**3,287**

21. EMPLOYEE RELATED COSTS

	2025	2024
	£'000	**£'000**
Wages and salaries	396,035	279,447
Social security costs	50,236	30,481
Pension costs	37,018	21,860
ESPP	804	-
Total employee related costs	**484,093**	**331,788**

The average monthly number of employees during the year was made up as follows:

	2025	2024
	No.	**No.**
Management	1,241	673
Underwriting and claims	4,868	3,257
Finance and administration	327	329
	6,436	**4,259**

22. DIRECTORS' EMOLUMENTS

	2025	2024
	£	£
Emoluments (1)	3,780,954	3,287,459
Company pension contributions to defined contribution schemes	101,512	96,384
Number of directors accruing benefits under defined contribution scheme	4	2

(1)Emoluments include £460,484 (2024: £216,257) of payments received by two Director’s following the exercise of Restricted Stock Units (“RSUs”) under the Equity Incentive Scheme of the Company's ultimate parent company, Allianz SE.

One individual who was previously a Director and paid by the Company received payments of £614,815 (2024: £188,589) following the exercise of RSUs relating to a grant in a previous year when they were in office as a Director.

Three Directors (2024: two) were remunerated by the Company. Two Directors (2024: one) were remunerated by Allianz SE, with costs borne by the Company. These Directors provided services not only to the Company but also to other entities within Allianz UK. It is not possible to make an accurate apportionment of their remuneration in respect of their roles as a Director of the Company and, therefore, identify the highest paid Director.

23. AUDITORS' REMUNERATION

The total remuneration payable by the Company excluding VAT, to its auditors in respect of the audit of these Financial Statements, is shown below. Other services supplied pursuant to legislation were £nil (2024: £nil).

	2025	2024
	£000	£000
Fees payable to the Company's auditors and associates	118	119
Fees for non-audit services provided	55	83

24. SHARE-BASED PAYMENTS

Allianz SE Equity Incentive scheme
Members of the Allianz UK Executive Committee and other executives participate in the Allianz SE Equity incentive scheme. The scheme comprises RSUs.

RSUs constitute the right to receive the value of an Allianz SE share equivalent to the stock market price at the time of exercise. RSUs are subject to a vesting period of four years and Allianz SE exercises them uniformly for all participants.

The RSUs are virtual stocks without dividend payments and with a capped payout. The fair value is calculated by subtracting the net present value of expected future dividend payments until maturity as well as the fair value of the cap from the prevailing share price as of the valuation date. The cap is valued as a European short call option, using prevailing market data as of the valuation date. The fair value of the RSUs is expensed over the respective vesting periods.

The fair value is remeasured at each reporting period. The amount charged to the Statement of Profit and Loss and Other Comprehensive Income was £12,740k (2024: £7,937k). The liability recorded in the SOFP in respect of the RSUs as at 31 December 2025 was £24,781k (2024: £17,975k).

RSUs are allocated annually. The number of RSUs allocated to an individual is based upon a combination of Allianz SE performance against Plan, Allianz UK performance against Plan and individual performance against predefined targets, the same rules that apply throughout the Allianz SE Group. During 2025, RSUs were allocated to members of the AzH Executive Committee and other executives.

RSU plan awards granted, forfeited and exercised as of 31 December 2025

Date	Vesting period years	RSUs granted	RSUs forfeited	RSUs exercised	RSUs transferred in
March 2021	4	-	2,682	27,080	29,762
March 2022	4	-	3,954	1,433	43,759
March 2023	4	-	4,254	340	23,234
March 2024	4	23,348	3,233	947	2,439
March 2025	4	24,372	-	-	2,396

Employee Share Purchase Plan ("ESPP")
During the year, the Company offered employees the opportunity to participate in an ESPP. The ESPP allows employees to purchase shares in Allianz SE by contributing a fixed monthly amount. The Company adds £1 for every £3 contributed by the employees. The terms of the scheme specify a qualifying period of employment and employees must contribute for the entirety of the plan to receive the matching amount. The maximum amount that can be invested is 8% of annual gross base salary (excluding any variable payments), up to a maximum investment of the British Pounds equivalent of €11,500. At the end of the plan period, there is a restriction period during which employees are entitled to all benefits arising from those shares but the shares cannot be sold. At the end of the plan period, the total (employee contribution plus matching amount) for each employee is used to purchase shares in Allianz SE and these are held in trust on behalf of the employee.

As such, this transaction is a cash-settled share-based payment and the vesting period has been completed by 31 December 2025. The total expense recognised in the year was £804k (2024: £437k) and the corresponding provision held at year end is £205k (2024: £143k).

25. DIVIDENDS

No interim dividend was paid during the year ended 31 December 2025 (2024: £nil). The Directors do not recommend the payment of a final dividend for the year ended 31 December 2025 (2024: £nil).

26. SUBSEQUENT EVENTS

There have been no material subsequent events after the SOFP date.