



# OUR 2025 BUSINESS PERFORMANCE



**NFU Mutual**  
INSURANCE | PENSIONS | INVESTMENTS

# DEAR MEMBER



Jim McLaren  
Chair

Our heritage continues to shape our deep connection to the farming community and throughout another challenging year, our agency network and Financial Advisers have been on hand to help farmers preserve what's important.

We understand the importance of quality protection, trusted relationships, and reliable service but also recognise that our role stretches beyond insurance. In 2025 we continued our charitable support through the Agency Giving Fund, NFU Mutual Charitable Trust, Community Champions Scheme and funding of The Farm Safety Foundation. You can read some of the ways we have supported our communities in our Responsible Business Report, further details can be found on the following pages.

**We focus on being an insurance company our members can rely on.** Through our network of over 280 agency offices and UK-only call centres, in 2025 we continued to help our customers get back on their feet - repairing vehicles, restoring homes, and getting farms and businesses back up and running.

We also continued to recognise and reward member loyalty through our Mutual Bonus, providing premium savings of up to 10.5% to renewing General Insurance customers.

For more than a century, our members have trusted us to be there when they need us. Maintaining that commitment requires a strong financial foundation and in 2025, the Group delivered a profit. This growth strengthens our financial position and ensures we can continue fulfilling our core purpose: paying claims and supporting our members.

NFU Mutual's purpose and values remain the foundation of our work, guiding our continued commitment to members and the communities we proudly serve. I'd like to personally thank every member for choosing NFU Mutual - the relationships we build together remain at the heart of who we are.

Jim McLaren, Chair

**£1.4bn** paid in claims

**£236m** Mutual Bonus savings to members

**£4m** charitable funding

# A MESSAGE FROM NICK TURNER



Nick Turner  
Group Chief Executive

Delivering value for our customers remains a top priority, and 2025 was a year of innovation and progress as we embraced new opportunities while staying true to our heritage. We remain committed to being a business that has a local, face-to-face presence and will continue to support our agency network while expanding our digital and direct capabilities to give customers greater choice in how they do business with us.

Continual focus on customer service and delivering the best for our members led to several notable achievements throughout 2025 including being named Which? Insurance Brand of the year for the fourth consecutive year. We're the only insurer to ever achieve this and I'm extremely proud of this independent endorsement.

**Protecting the lives and livelihoods of our customers and supporting rural communities continues to guide every decision we make.** These foundations define us as a business, and over the past year we've significantly built on our strengths while adapting to the evolving needs of our customers.

The Group delivered a strong performance in 2025, achieving a healthy profit thanks primarily to the positive performance of our global investment portfolio. Our financial strength enables us to reward member loyalty, and I'm pleased that so many chose to continue trusting us.

In 2025, we introduced our refreshed 10-year General Insurance strategy, reaffirming our commitment to meeting the evolving needs of our members throughout the decade ahead. It builds on our solid base, and our three long-term objectives stay the same. We'll continue to be a great company to do business with, grow sustainably and profitably, and be a great place to work.

Nick Turner, Group Chief Executive



**94.1%**  
policies renewed



Which? Insurance  
Brand of the Year 2025



Scan the QR code or visit [nfumutual.co.uk/agm](https://nfumutual.co.uk/agm) to watch a video of Nick discussing our 2025 performance with our Customer Services Director, Rachel Kelsall.

# SUPPORTING OUR CUSTOMERS

Doing the right thing has always been our starting point, shaping how we support and protect our customers. We believe in going beyond our clear and fair insurance offering, from rewarding loyalty and helping customers stay resilient, to supporting rural communities and championing safer living.

## ■ Rewarding customer loyalty

Unlike many other insurers, we've been rewarding our loyal General Insurance (GI) customers with a Mutual Bonus for over 20 years.

Our financial stability meant that in 2025 we could again award significant Mutual Bonus and we provided £236m of savings to our GI members to reward their loyalty. For the 12 months from 1st July 2026, Mutual Bonus rates will remain unchanged as follows:

Renewal Year	Mutual Bonus Rate
1	5.5%
2	6.5%
3	7.5%
4	8.5%
5	10.5%



## Protecting rural lives and livelihoods

We understand the realities of rural life and the challenges customers face every day. That's why we go further to provide practical support when it's needed most, while also helping communities stay safe, resilient and better prepared for the future.

Here are a few of our actions...



**Supporting our customers affected by flooding** with practical advice on how to repair and protect against future events, as well as contributing to the cost of flood-resilient repairs under our Home policies.



**Advocating for the safe use of rural roads** by educating the public on the unique hazards found on rural roads and supporting policy change to improve safety.



**Helping to tackle rural crime** by partnering with national rural crime units and funding initiatives, such as Automatic Number Plate Recognition (ANPR) camera installation in high impact locations to protect rural communities. We also run awareness campaigns that help to safeguard farmers, their families and the wider community.



**Caring for the welfare of our customers and communities** through our 2025 Agency Giving Fund, which supported 286 local charities to deliver vital services, such as food provision, hospice care and wellbeing support. A total of £2.33m was donated through the Fund in 2025.

# BUSINESS REVIEW

## Group Results

### FINANCIAL PERFORMANCE <sup>1</sup>

**£729m**

2025: £729m

2024: £360m

NFU Mutual delivered a strong 2025 performance with a profitable underwriting result as well as excellent returns on investments. This led to an overall Group profit for the year of £729m.

Our 2025 solvency ratio, which measures our ability to survive the most extreme plausible loss over the course of a year, remains high at 238% (2024: 221%).

### FUNDS UNDER MANAGEMENT <sup>2</sup>

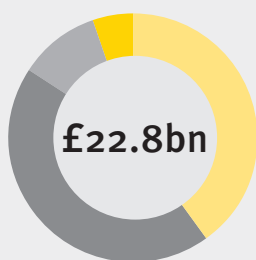
**£22.8bn**

2025: £22.8bn

2024: £20.9bn

Despite further geopolitical uncertainty, markets responded well to lower interest rates resulting in a net growth in funds under management of 8.7% (2024: 3.7%) to £22.8bn.

### FUNDS UNDER MANAGEMENT <sup>2</sup>



NFU Mutual General  
**£9.2bn** (2024: £8.3bn)

NFU Mutual Life  
**£10.2bn** (2024: £9.6bn)

OEIC Funds  
**£2.4bn** (2024: £2.0bn)

NFUMIS Pension Fund  
**£1.0bn** (2024: £1.0bn)

<sup>1</sup> Balance on the Non-Technical Account. <sup>2</sup> Value of assets covering Life and General business funds. Funds Under Management represents the value of investment on the Balance Sheet made up of General Insurance Business of £9.2bn and Life Business of £10.2bn plus policyholder investment OEICs of £2.4bn and the assets of the Company's Retirement Benefit Scheme of £1.0bn. <sup>3</sup> Overall total premium income underwritten in the year. <sup>4</sup> The balance on the Technical Account adjusted for earned Mutual Bonus and allocated investment return. <sup>5</sup> Proportion of Total Technical Charges as a percentage of earned premiums before earned Mutual Bonus and after allowing for reinsurance. Earned Mutual bonus of £234m (2024: £243m) is calculated as the mutual bonus written of £236m (2024: £238m) and the reduction in the unearned mutual bonus reserve of £2m (2024: increase £5m). <sup>6</sup> Industry measure equal to new regular annualised premium plus 10% of new single premium.

## General Insurance Business

### GROSS WRITTEN PREMIUM INCOME (GWPI) <sup>3</sup>

**£2,582m**

2025: £2,582m

2024: £2,459m

GWPI before Mutual Bonus grew by 5.0% (2024: 10.7%) to £2,582m, with strong persistency and increases to average premiums to reflect inflation.

### UNDERWRITING PROFIT <sup>4</sup>

**£314m**

2025: £314m

2024: £168m

The General Insurance business delivered a profitable underwriting result of £314m. Despite a significant weather event at the start of the year, lower claims experience and moderate weather conditions overall contributed to the result.

### COMBINED OPERATING RATIO (COR) <sup>5</sup>

**86.9%**

2025: 86.9%

2024: 92.4%

A COR below 100% indicates profitable underwriting and we remain aligned with our aim to achieve a COR of 98% over the long-term. A favourable claims experience and fewer weather events throughout the year contributed to a strong COR of 86.9%.

## Life Business

### ANNUAL PREMIUM EQUIVALENT (APE) <sup>6</sup>

**£87.0m**

2025: £87.0m

2024: £77.4m

Customers continued to seek advice throughout 2025 to help them navigate the changing financial landscape. APE rose 12.5% (2024: 15.7%) to £87.0m.

# OUR BOARD OF DIRECTORS



**Jim McLaren MBE**  
Chairman

Jim was appointed to the Board in 2012 and appointed Chairman in 2019. He is also Chair of the Nomination Committee. Jim served as President of NFU Scotland from 2007 to 2011, having served as Vice President in 2006. He was Chairman of Quality Meat Scotland Limited from 2012 to 2019 and is a former Director of Scotland's Rural College. Jim is a mixed beef and arable farmer from Perthshire in Central Scotland and a Fellow of the Royal Agricultural Societies.



**Nick Turner**  
Group Chief Executive

Nick was appointed NFU Mutual Group Chief Executive in 2021. He was appointed to the Board in 2013 and was previously Sales and Agency Director where he led the growth of the General Insurance and Life businesses. Nick joined NFU Mutual from AXA where he was Managing Director, Intermediary & Partnerships - Personal Lines. His career spans more than 40 years, largely in the fields of General Insurance, Life Assurance and Wealth Management. Nick is a former President of the Chartered Insurance Institute and was previously President of the Personal Finance Society.



**Rachel Kelsall**  
Customer Services Director

Rachel was appointed to the Board in 2023. With a focus on driving outstanding levels of customer service and satisfaction, Rachel's responsibilities include General Insurance Underwriting, Pricing, Claims, Customer Service operations at our Head Office and regional centres. Previously Head of Underwriting and Claims, Rachel has also held roles at NFU Mutual leading Pricing, Underwriting, Claims, Operations, Compliance and Finance departments.



**Richard Morley**  
Finance Director

Richard joined NFU Mutual in 2011 and was appointed to the Board in 2018. His responsibilities include Financial & Regulatory Reporting, Financial Planning & Analysis, Investments, Property and Commercial Services. He has held a variety of Finance leadership roles for Thames Water, BNP Paribas and Lloyds Banking Group. Richard is a qualified accountant (FCMA) and is a Non-Executive Director of The Institute of Agriculture & Horticulture.



**Nick Watson**  
Sales and Agency Director

Nick was appointed to the Board in 2021 as Sales and Agency Director. He has over 30 years of financial services experience including both Life and General Insurance. Nick joined NFU Mutual from AXA, where he was Commercial Distribution and Trading Director, leading their broker distribution and trading strategy in the UK Commercial market. Prior to AXA, Nick spent 13 years with Aviva, leading distribution and operations functions within GI and Life divisions. Nick has also previously led part of the Towergate MGA business and an online wholesale broking business.



**Ali Capper**  
Non-Executive Director

Ali was appointed to the Board in 2018 and is Chair of the Remuneration Committee. She is Chair of Horticulture Crop Protection Ltd, Executive Chair of British Apples and Pears, a member of the Ceres Investment Committee and the Agricultural Forum and is a Nuffield Scholar. Ali is a partner with her husband in their family farm and is also a Deputy Lieutenant for Worcestershire.

# OUR BOARD OF DIRECTORS



**Jon Bailie**  
Non-Executive Director

Jon was appointed to the Board in 2018. He is Senior Independent Director and is Chair of the Board Investment Committee and of the Board of NFU Mutual Unit Managers Limited. He has extensive investment management experience, having held senior positions at Pioneer Investments, AXA Investment Managers, Pantheon Ventures and Russell Investments. He is a Non-Executive Chair of CCLA Fund Managers and was previously a Non-Executive Director of the Pensions Infrastructure Platform.



**John Deane**  
Non-Executive Director

John was appointed to the Board in 2022. He is Chair of the With-Profits Committee and Chair of the Trustee of the Group's Staff Retirement Benefit Scheme. A Fellow of the Institute of Actuaries, John has over 40 years' experience working in listed, mutual, and private companies. John was previously Group Chief Executive Officer - Executive Director at Chesnara and held senior positions at Royal London Group, Old Mutual, and Century Life. He has also held Non-Executive Directorships with Atom Bank and Theatre-Rites.



**Alan Fairhead**  
Non-Executive Director

Alan was appointed to the Board in 2020, is Chair of the Board Risk Committee and a member of the Nominations Committee. A Chartered Insurer and Fellow of the Chartered Insurance Institute, he has over 45 years' domestic and international General Insurance experience. After a career spanning 21 years at Guardian Royal Exchange, he progressed through Zurich Insurance Group to become Global Chief Underwriting Officer. Alan was formerly an Independent Non-Executive Director of Everest Insurance (Ireland) DAC where he was also Chair of their Board Risk Committee.



**Sarah Simpson**  
Non-Executive Director

Sarah was appointed to the Board in 2024. She is Director of Simpson Farms Ltd, a Trustee at the Hannah Dairy Research Foundation, and sits on the Tarff Valley and the Scottish Government's Agriculture Reform Implementation Oversight Board. Sarah has over 20 years' experience in shaping rural policy. She spent more than a decade in senior positions at NFU Scotland and has held an advisory position with the National Council of Rural Advisers. In 2023 she was awarded a Fellowship by the Royal Agricultural Societies for her outstanding contribution to UK agriculture.



**Dave Smith**  
Non-Executive Director

Dave was appointed to the Board in 2023 and is a member of the Audit, Risk, and Remuneration Committees. He served as Managing Director of the personal and commercial lines business for Zurich Insurance Group, and also as CEO of Zurich's UK General Insurance business. Dave is currently Senior Independent Director and Chair of Risk Committee for AIG UK Ltd, and Chair of Lockton Companies LLP. He previously held Non-Executive positions with AA Insurance Services Ltd, Bupa Insurance Ltd, and Altitude plc. Dave is also a Chartered Engineer.



**Sally Williams**  
Non-Executive Director

Sally was appointed to the Board in December 2025 and is Chair of the Audit Committee. She began her career at PwC, where she qualified as a chartered accountant, and went on to hold senior roles in risk management and audit. She was Group Risk and Governance Director at Aviva, Head of Risk at National Australia Bank London, and Risk and Governance Director at Marsh UK. Sally is Chair of the Audit Committee at Lancashire Holdings, a member of the Audit and Risk Committees at Close Brothers Group, and Trustee and Chair of the Audit and Risk Committee at Ovarian Cancer Action.

# DIRECTOR REMUNERATION


NFU Mutual's remuneration policies are designed to attract and retain the management talent needed to run the business successfully. The annual and long-term incentives help to align the total remuneration package directly to the performance delivered for our members and other stakeholders.

Our incentive schemes incorporate a wide range of financial and non-financial measures which are aligned to the Company's long-term business strategy and these schemes enable all staff to share in the success of the Company.

NFU Mutual delivered a strong 2025 performance with a profitable underwriting result as well as excellent returns on investments. This led to an overall Group profit for the year.

The Group continues to focus on long-term growth and we are proud to be able to reward and support our members during both challenging and profitable years as a result. In 2025 we provided £236m in Mutual Bonus savings to our valued renewing General Insurance members.

Approval will be sought at the AGM for Non-Executive Directors' fees, relating to a 12-month period ending 31st May 2027, not exceeding £1,025,000. These fees are to be allocated, at the Board's discretion, between the Non-Executive Directors serving during that period.

 Further details of our remuneration policy can be found on our website – [nfumutual.co.uk/agm](https://nfumutual.co.uk/agm)

 To view NFU Mutual's Gender Pay Gap Report visit – [nfumutual.co.uk/about-us](https://nfumutual.co.uk/about-us)

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In 2025 we became the first UK company to win the Gallup Exceptional Workplace Award for ten consecutive years and were certified as a UK Top Employer by the Top Employers Institute for the third year running.

**Ali Capper**  
Non-Executive Director  
Chair of Remuneration Committee

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## Executive Directors' total remuneration

Executive Directors	2025 (£)					2024 (£)		
	Base	Pension <sup>1</sup>	Benefits	Annual Bonus	2023 – 2025 LTIP	2025 Total	Base	2024 Total
Nick Turner	651,584	78,190	12,571	684,747	823,302	2,250,394	632,205	1,965,789
Rachel Kelsall	273,214	32,786	14,343	211,847	169,175	701,365	240,909	585,252
Richard Morley	416,805	50,017	11,743	313,378	351,410	1,143,353	391,988	1,017,073
Nick Watson	280,221	33,627	14,323	212,199	254,964	795,334	267,193	714,769

<sup>1</sup> Cash allowance in lieu of company pension contribution.

## Non-Executive Directors' total fees and taxable expenses

Non-Executive Directors	2025 Total Fees (£)	Taxable Expenses from 1 January 2025 – 31 December 2025 (£)	2024 Total Fees (£)	Taxable Expenses from 1 January 2024 – 31 December 2024 (£)
Jon Bailie	103,601	6,171	99,463	5,404
Ali Capper	95,481	2,698	95,906	3,151
John Deane	106,481	7,302	102,313	5,056
Alan Fairhead	94,256	6,046	92,312	6,083
Jim McLaren	243,648	15,208	228,925	13,546
David Roper <sup>1</sup>	87,962	4,365	85,187	4,234
Sarah Simpson <sup>2</sup>	74,313	9,436	20,000	2,016
Dave Smith	81,544	2,932	78,781	2,014
Sally Williams <sup>3</sup>	5,169	–	–	–

<sup>1</sup> Retired from the Board 31 March 2026.

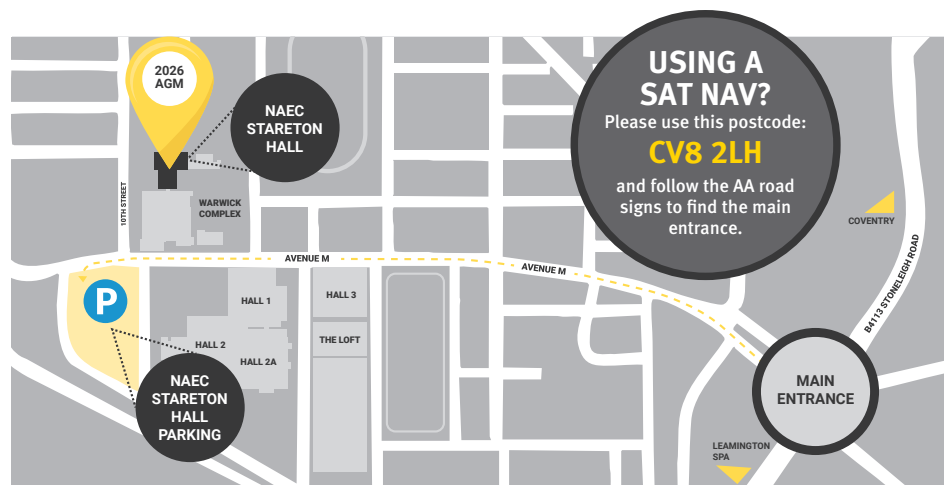
<sup>2</sup> Appointed to the Board 1 September 2024.

<sup>3</sup> Appointed to the Board 1 December 2025.


2025 Total Fees includes fees for Chairing and membership of Board Committees, and Directorships of other NFU Mutual Group Companies.


# OUR 2026 AGM


Our 2026 AGM will be held at Stareton Hall, NAEC, Stoneleigh Park, Warwickshire CV8 2LG (CV8 2LH for sat navs) at 2.30pm on Thursday 25th June 2026.




## 4 easy ways to vote

 **QR code:** Scan your personalised QR code on the front of your AGM letter.

 **In person:** Bring your voting form(s) with you and vote in person at our AGM.

 **Website:** Visit [nfumutual.co.uk/agm](https://nfumutual.co.uk/agm) and enter the voting codes provided on the front of your AGM letter.

 **Freepost:** Complete, sign, and return the voting form(s) using the freepost envelope provided in your AGM pack.

If you will be attending our AGM, we would be grateful if you could let us know by emailing [member\\_relations@nfumutual.co.uk](mailto:member_relations@nfumutual.co.uk) or calling us on **0800 072 1065**.



For the most up to date information on our AGM, including directions, scan the QR code or visit [nfumutual.co.uk/agm](https://nfumutual.co.uk/agm)

# NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of The National Farmers Union Mutual Insurance Society Limited (NFU Mutual) will be held at Stareton Hall, NAEC, Stoneleigh Park, Warwickshire CV8 2LG (CV8 2LH for sat navs) at 2.30pm on Thursday 25th June 2026 for the following purposes:

1	To receive the annual accounts and the reports of the Directors and the Auditors for the year ended 31st December 2025
2	To re-elect Jon Bailie as a Director
3	To re-elect Ali Capper as a Director
4	To re-elect John Deane as a Director
5	To re-elect Alan Fairhead as a Director
6	To re-elect Rachel Kelsall as a Director
7	To re-elect Jim McLaren as a Director
8	To re-elect Richard Morley as a Director
9	To re-elect Sarah Simpson as a Director
10	To re-elect Dave Smith as a Director
11	To re-elect Nick Turner as a Director
12	To re-elect Nick Watson as a Director
13	To elect Sally Williams as a Director
14	To fix the remuneration of the Directors
15	To approve the Directors' Remuneration Report, as set out in the Annual Report and Accounts, for the year ended 31st December 2025
16	To appoint Deloitte LLP as auditors for the financial year ending 31st December 2026
17	To authorise the Directors to fix the auditors' remuneration
<b>and for the purposes of any other business which may properly come before the meeting.</b>	

**By Order of the Board, S Johns, Company Secretary, 23rd April 2026**

## Notes

1. The annual accounts and the reports of the Directors and the Auditors for the year ended 31st December 2025 are available on NFU Mutual's website [nfumutual.co.uk](https://nfumutual.co.uk), or can be obtained by a member by ringing 0800 072 1065 or by writing to the Company Secretary, NFU Mutual, Tiddington Road, Stratford-upon-Avon, Warwickshire CV37 7BJ.

2. A member entitled to attend, speak and vote at this meeting may appoint another person as their proxy to attend, speak and vote on their behalf at the meeting.

3. A copy of this notice of meeting will be available on NFU Mutual's website at [nfumutual.co.uk/agm](https://nfumutual.co.uk/agm) from the date of this notice until the conclusion of the meeting.

The National Farmers Union Mutual Insurance Society Limited (No.11982). Registered in England. Registered Office: Tiddington Road, Stratford-upon-Avon, Warwickshire CV37 7BJ.

## Social channels

You can also reach us through our various social media channels. We're always interested to know what you're thinking.



@NFUMutual



@nfu\_mutual



SCAN ME

For more information visit:

[nfumutual.co.uk/agm](https://nfumutual.co.uk/agm)

To find out more about how we use your personal information, your rights, and to see the updated version of our privacy policy, go to [nfumutual.co.uk/privacy](https://nfumutual.co.uk/privacy)

Please also visit our website for more information on how you can protect your information online and steer clear of scams by visiting [nfumutual.co.uk/beatfinancialcrime](https://nfumutual.co.uk/beatfinancialcrime)

■ Requesting information in an alternative format:

**If you'd like this document in large print, braille, or audio, just contact us.**

If you're hard of hearing or deaf, or you have difficulty with your speech, you can contact us by using the Relay UK app on your smartphone or tablet, or by dialling 18001 before our number on your textphone.

We're committed to supporting our customers, whatever your circumstances or needs, we're here to help.

The National Farmers Union Mutual Insurance Society Limited (No.111982). Registered in England. Registered office: Tiddington Road, Stratford-upon-Avon, Warwickshire CV37 7BJ. Authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. A member of the Association of British Insurers.

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AGM-BRO/04/26



**NFU Mutual**

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