2025 Annual Report

Table of Contents

Consolidated Management Report

1 **Highlights** 4
- JAB at a Glance 6
- 2025 Highlights & Results 8
- Financial Highlights 10

2 **JAB Holding** 14
- Governance 16
- Team 16
- Managing Risks and Uncertainties 18

3 **JAB Consumer** 20
- About 22
- Governance 23
- Consumer Goods and Services Business 24

4 **JAB Insurance** 28
- About 30
- Governance 31
- Managing Risks and Uncertainties 31

5 **Non-Financial Reporting** 32

Consolidated Financial Statements 38
- Consolidated Statements of Financial Position 40
- Consolidated Statements of Comprehensive Income (Loss) 41
- Consolidated Statements of Changes in Stockholder's Equity 42
- Consolidated Statements of Cash Flows 44
- Notes to Consolidated Financial Statements 46

Reports of the Réviseur d'Entreprises agréé 116

Appendix 126

Please refer to these symbols throughout the report:

- A link directing to an external website
- A link back to the table of contents
- A link within the report
- Full screen

Highlights

JAB at a Glance 6
2025 Highlights & Results 8
Financial Highlights 10

A long-term approach to grow durable and resilient businesses

Highlights

JAB at a Glance

JAB Holding

With more than two centuries of heritage, we invest patient capital to grow durable and resilient businesses. We bring an ownership mindset and a performance-driven culture to steward the enduring success of our businesses.

JAB Holding is a partner-led investment firm backed by generational capital. With more than $70 billion in assets, we focus on long-term value creation across our portfolio of consumer and life insurance businesses.

We are guided by a conservative financial policy and committed to maintaining strong investment-grade ratings.

Page 20

JAB Consumer

JAB Consumer, in partnership with JAB Consumer Partners S.C.A., SICAR (JCP), invests in resilient consumer goods and services businesses with strong cash flow dynamics. Our approach is shaped by a deep understanding of consumer behavior and a focus on high-quality businesses that are built to perform across economic cycles.

Page 28

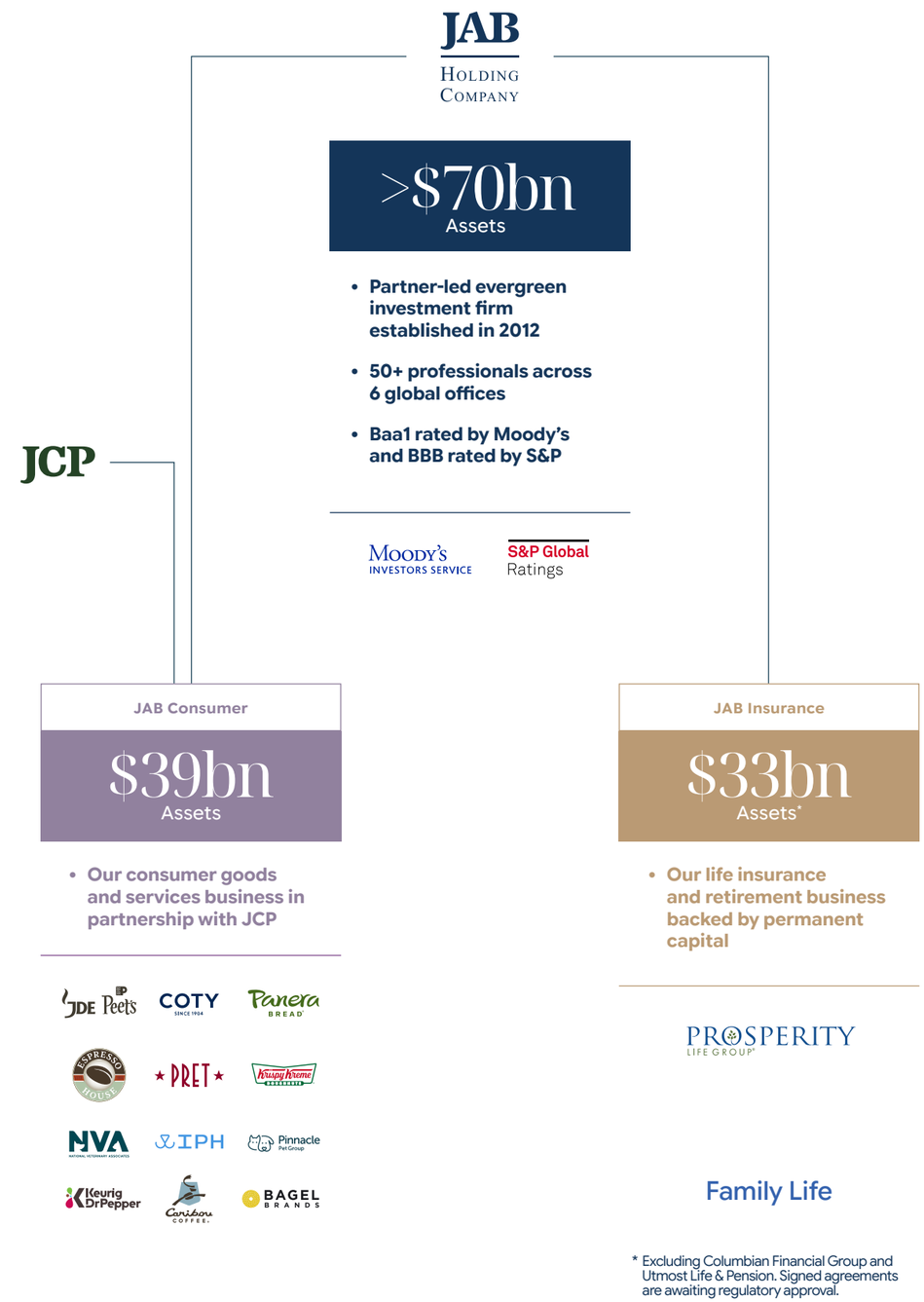
JAB Insurance

JAB Insurance invests in life insurance, annuity, and retirement businesses supported by integrated insurance and reinsurance capabilities. Our long-term strategy aligns investments with policyholder obligations and focuses on compounding book value through diversified organic and inorganic growth. Our life insurance companies have more than $30 billion in assets and approximately one million policyholders.

About this Report

This Report sets out JAB Holding Company S.à r.l.'s ("JAB Holding" or "JAB") consolidated results and developments in 2025, and was prepared in accordance with accounting principles generally accepted in the United States of America ("US GAAP").

Structure



* Excluding Columbian Financial Group and Utmost Life & Pension. Signed agreements are awaiting regulatory approval.

Highlights

2025 Highlights & Results

In 2025, our portfolio companies navigated a challenging consumer market characterized by a more cautious consumer, who is increasingly focused on value. Our portfolio consists of non-cyclical and cash generative businesses which are well positioned to operate in a volatile global environment.

Our pet insurance business (IPH and PPG) continued to expand globally, with gross written premium and other revenue growing close to 25% to reach over 6 million insured pets. While this marks a meaningful milestone, penetration in the United States remains below 5%, compared with around 35% in the UK, highlighting the significant long-term opportunity still ahead.

Our petcare business (NVA) delivered stable operating results, achieving low single digit revenue growth, despite persistent softness in U.S. veterinary traffic, a sector-wide trend that contributed to multiple compression. Our restaurant businesses continue to evolve. In November, Panera Bread publicly announced "Panera RISE", its transformation strategy designed to guide the next growth phase. Panera RISE is focused on four pillars: Refreshing the menu, Igniting value, Serving guests with excellence, and Expanding the network. In its value creation plan, Pret's management team has sharpened its focus back on its two most important markets – the UK and the US – and is prioritizing quality, service, and improvements in "value for money" to drive growth in guest visits and market share. Similarly, Bagel Brands, Caribou and Espresso House are making progress on their value creation plans, also shifting to an intense focus on the guest experience as the driver of profitable growth at our bakeries and coffee shops. Our investments in Coty and Krispy Kreme suffered from a sharp decline in share price, reflecting both macroeconomic pressures and company-specific challenges.

From an investment perspective, the most significant developments of the year include the public offering of approximately 150 million shares of Keurig Dr Pepper (KDP) common stock and separately, the announced sale of JDE Peet's to KDP, expected to close in early Q2 2026.

We have redeployed capital into pet insurance, life insurance, and restaurants. JAB Insurance, a core long-term growth pillar within our portfolio, acquired two US life insurance companies, Prosperity and Family Life, and announced plans to expand into Europe.

We initiated strategic transformations across our consumer portfolio, refreshed our boards and further strengthened our governance. Additionally, our leadership transition was completed with the appointments of Joachim Creus and Frank Engelen as Co-CEOs following Peter Harf's retirement. With renewed leadership and a refined strategic direction, we remain confident in our ability to build long-term value and are fully committed to supporting our consumer and insurance businesses.

Challenging consumer market driving mixed results in the portfolio

In 2025, our consumer businesses navigated a volatile macroeconomic backdrop, marked by tariffs, geopolitical tensions, and sustained pressure on consumer affordability. All of these factors reinforced a K-shaped economy in which consumers increasingly prioritized value.

While our businesses faced these headwinds, disciplined cost management, scale advantages, and operational rigor helped stabilize EBITDA. In addition, our businesses focused on topline growth by innovating their product offerings and strengthening commercial and market expansion efforts. Our prudent approach to leverage supports our businesses in mitigating operational volatility.

The impact of the challenging consumer market was not uniform across the portfolio, with certain companies being more substantially exposed than others.

JDE Peet's is a clear example of JAB's value creation model in action. Working alongside a renewed leadership team, we drove a 92.7% appreciation in the company's share price during 2025, underpinned by strong operational discipline: a rigorous pricing strategy to offset green coffee inflation, targeted efficiencies to fund brand investment, and a sharp focus on free cash flow and capital allocation. This culminated in KDP's agreement to acquire JDE Peet's for €31.85 per share, representing a 33% premium to the 90-day volume-weighted average share price prior to the announcement on August 25 2025, and crystallizing a $6 billion investment gain for JAB.

JDE Peet's

$6bn
Investment gain

The beauty sector experienced a growth slowdown, macro-economic headwinds and a broad industry re-rating. Against this market backdrop, Coty underperformed its peers. At the end of 2025, Coty appointed Markus Strobel as Executive Chairman of the Board and Interim CEO as of 1 January 2026. In March 2026, Coty announced the appointment of five new independent directors as part of a comprehensive board refreshment. Building on Coty's strong foundation, we continue to see potential for accelerated growth, strengthening our position in prestige and mass beauty, and delivering sustainable value.

Investment gains on JDE Peet's were partially offset by markdowns in the value of Coty, Krispy Kreme, and NVA, alongside a material FX headwind, with USD/EUR movements resulting in a $1.3bn unrealised net loss in 2025. As a result, net income attributable to JAB Holding totalled $810.3 million in 2025.

Successfully increasing pet insurance penetration across the globe

The challenging consumer environment is driving pet parents to seek greater financial protection and certainty. This trend is reflected in the resilient performance of the pet insurance industry, an industry that remains significantly underpenetrated and therefore presents meaningful growth potential.

In 2025, our global pet insurance businesses continued to grow worldwide, increasing policies in force by almost 20%, reaching 6 million pets as of December 2025. A disciplined approach to underwriting and an industry leading loss ratio enabled us to gain market share and drive profitability in 2025, delivering a close to 25% increase in revenue and 400% increase in operating profit.

Enhanced governance and transparency

In 2025, JAB strengthened its leadership team, led by Joachim Creus and Frank Engelen, and continued to enhance governance and oversight of its portfolio companies. We appointed José Cil as Global Head of Consumer, Anant Bhalla as Global Head of Insurance, Patricia Capel as Global Head of Human Capital, Lauren Aguiar as General Counsel and Chief Legal Officer, and Jin Chang as partner focused on insurance.

We reinforced the boards of our consumer companies by appointing additional highly qualified independent non-executive directors with deep industry, functional, and geographic expertise. We also strengthened our executive teams with the appointment of Paul Carbone (CEO of Panera Brands), Scott Kennedy (CEO of Caribou Coffee), Ken Burdick (Executive Chairman of NVA), John Bruno (CEO of NVA) and Markus Strobel (Executive Chairman and interim CEO of Coty).

We aligned governance and management incentives with long-term shareholder value creation. Under José Cil's leadership, the management teams of our consumer companies will refresh focus on driving operational and financial performance and advancing new growth opportunities.

We also established a majority-independent Board for JAB Insurance, underscoring our commitment to best-in-class corporate governance. JAB Insurance appointed industry veteran Michael Ferik as CEO of Prosperity Life Group.

JAB has further enhanced transparency through expanded and more structured investor engagement, including the introduction of global investor calls that have strengthened communication, alignment, and visibility among our investors.

JAB Insurance

Building a U.S. insurance business at-scale

In 2024, we broadened our portfolio beyond consumer goods and services by establishing JAB Insurance, a global life insurance and retirement services business. In 2025, JAB Insurance completed the acquisitions of Prosperity Life Group and Family Life. As a result, JAB Insurance has approximately $33 billion in assets and approximately one million policyholders.

JAB Insurance also announced an agreement to acquire New York-based Columbian Mutual Life Insurance Company and its Illinois-based subsidiary, Columbian Life Insurance Company. The agreement, which is subject to regulatory approvals, will take both companies out of rehabilitation to provide a stable, secure home for policyholders.

$33bn
Insurance assets

Life insurance business expansion to Europe

JAB Insurance entered into a definitive agreement to acquire the Life and Pensions business of Utmost Group plc ("ULP"), a UK-based company with more than £5 billion in assets under management serving approximately 290,000 pensioners. This acquisition establishes a strong foothold in the UK market and reflects JAB's broader strategy of targeting high-quality insurance sectors where our permanent capital model and operational capabilities create lasting value. We intend to develop ULP into a leading provider of long-term financial security solutions for UK policyholders.

Leverage and Financial Policy

JAB remains committed to preserving our strong investment grade credit ratings. As part of our updated Financial Policy and Capital Allocation Framework, we have reduced our Loan-to-Value (LTV) ceiling from 20% to 15%.

The cash proceeds from the planned sale of JDE Peet's to KDP, expected to close in early Q2 2026, will materially deleverage JAB. This lowers interest expense and the repayment of intermediate holding company debt enhances portfolio transparency. In parallel, medium-term IPOs of our private holdings will further enhance portfolio liquidity.

We intend to operate with a prudent buffer below the LTV ceiling to preserve flexibility and to absorb market volatility. We are committed to restoring the LTV to target in a timely manner following any temporary deviations caused by market fluctuations.

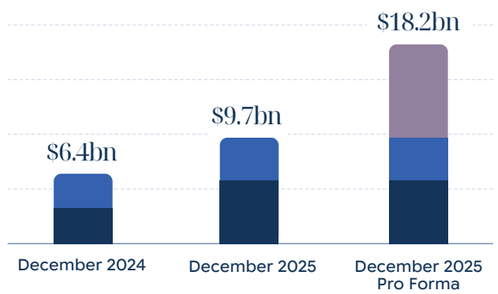
Highlights

Financial Highlights

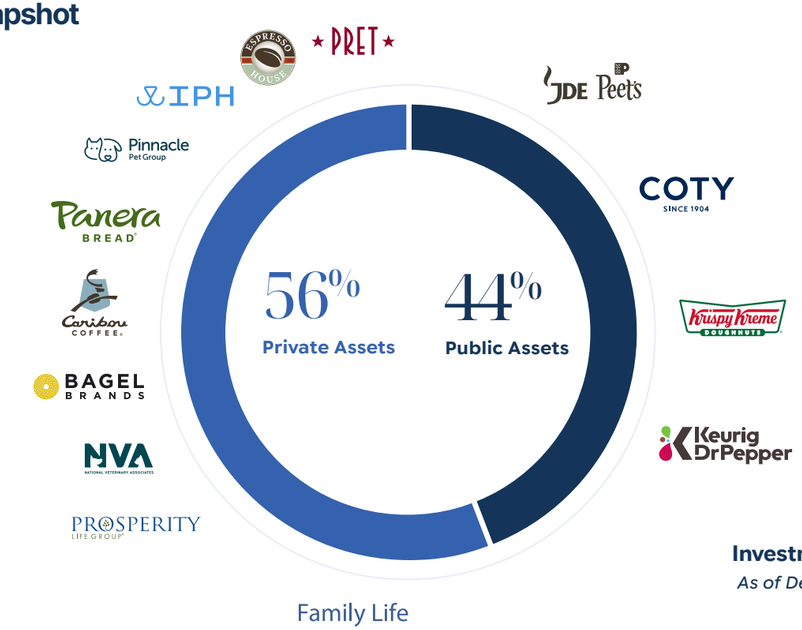
As of December 31, 2025, we held $5.8bn of cash and cash equivalents and $3.9bn of undrawn credit facilities. In addition, 44% of our investment portfolio is publicly traded on a stand-alone basis.

In August 2025, KDP announced its all cash offer to acquire JDE Peet's. Upon the transaction's expected closing in early Q2 2026, JAB will receive approximately $8.5 billion of net cash proceeds after repayment of intermediate holding company debt.

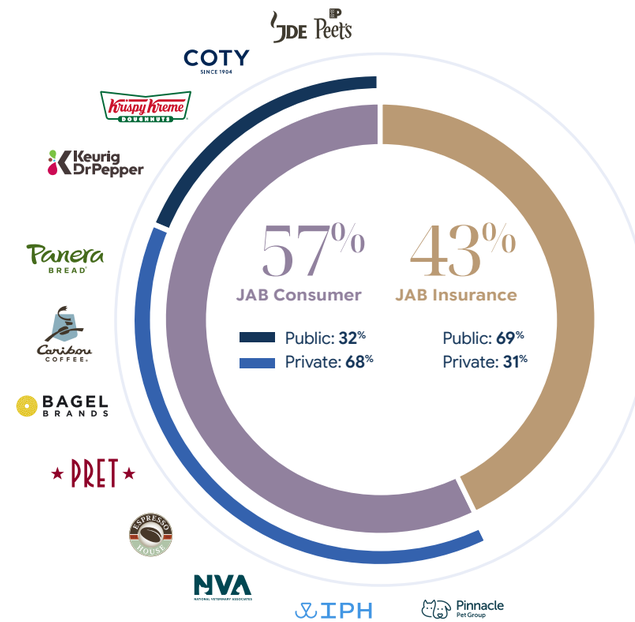
Reported Liquidity



Portfolio Snapshot

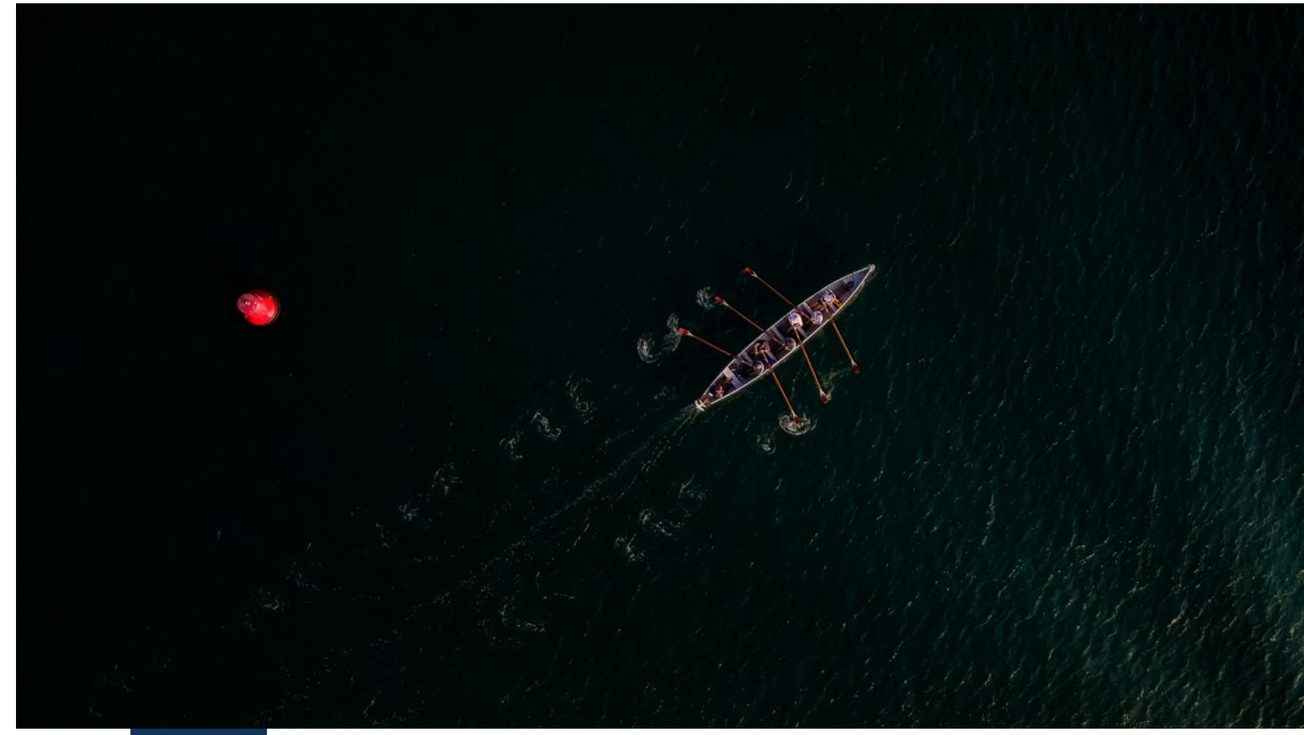


JAB Holding Investment Portfolio
As of December 31, 2025



JAB Consumer and Insurance Assets under Management [1]
As of December 31, 2025

[1] Public assets % include cash and cash equivalents.



Highlights

Loan-to-Value Ratio ("LTV")

As of December 31, 2025, our LTV ratio was 24.8% including JCP. Excluding JCP, but including the net cash proceeds of the sale of JDE Peet's to KDP, our net debt position will be $2.0bn, resulting in a pro forma stand-alone LTV ratio of 10.5%.

LTV	As Reported (US GAAP) Dec. 31, 2024 *in $bn*	As Reported (US GAAP) Dec. 31, 2025 *in $bn*	Stand-Alone LTV (Pro Forma) [1,2] Dec. 31, 2025 *in $bn*
JAB Consumer | Investments in Subsidiaries	39.0	38.2	15.0
JAB Consumer | Other Investments	0.2	0.1	0.1
JAB Insurance | Adjusted Equity Value	—	4.0	4.0
JAB Holding's Investment Portfolio	**39.2**	**42.3**	**19.1**
Cash & Cash Equivalents	3.3	0.6	9.1
Borrowings	(10.3)	(11.1)	(11.1)
JAB Holding's (Net debt)/ Cash	**(7.0)**	**(10.5)**	**(2.0)**
Loan-to-Value Ratio	**17.9%**	**24.8%**	**10.5%**

[1] Investment in Subsidiaries adjusted for NCI
[2] Reflecting net cash proceeds from announced sale of JDE Peet's to KDP

Highlights

Adjusted Equity Value and Reconciliation to GAAP

We use adjusted book value of equity to evaluate long-term value creation and to support capital allocation decisions.

Adjusted equity value represents the net asset value as reported in accordance with US GAAP, excluding the impact of accumulated other comprehensive income ("AOCI"), the cumulative fair value changes of Market Risk Benefits ("MRB") to the extent related to non-actuarial assumptions and embedded derivatives associated with our funds withheld and modified coinsurance reinsurance contracts ("DIG B36").

Adjusted Equity Value	JAB Insurance Dec. 31, 2025 *in $mm*	JAB Consumer Dec. 31, 2025 *in $mm*	TOTAL JAB Holding Dec. 31, 2025 *in $mm*	Reference to disclosure in financial statements
GAAP Book value	**4,087**	**27,314**	**31,401**	Consolidated Statements of Financial Position
Less: Accumulated other comprehensive income	(60)	-	(60)	
GAAP Book Value Excluding AOCI	**4,027**	**27,314**	**31,341**	
Less: Cumulative fair value changes of MRB related to non-actuarial assumptions [3]	6	-	6	Note 12 Policy Liabilities
Less: Cumulative fair value changes of funds withheld and modified coinsurance related derivatives [3]	(3)	-	(3)	Note 6 Derivative Instruments
Less: Non-Controlling Interest	(9)	(14,919)	(14,928)	Note 21 Equity
JAB Adjusted Equity Value	**4,021**	**12,395**	**16,416**	

[3] Net of tax impact

JAB Holding

Governance 16
Team 16
Managing Risks and Uncertainties 18

JAB Holding

Governance

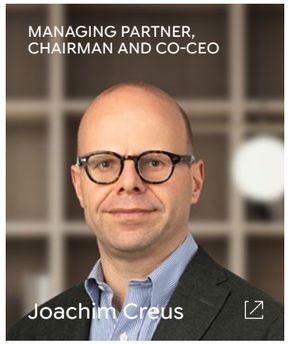
The JAB Board ("Board") is responsible for defining and monitoring JAB Holding's governance model, including the mandate of the Investment Committee and key elements of management's remuneration framework. The Board meets periodically with our leadership team.

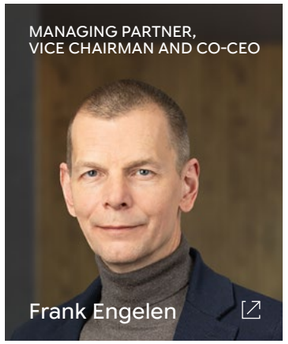
Our Investment Committee, comprised of the Managing Partners, oversees JAB Holding's investment and exit strategy. All investment and divestment decisions require unanimous approval by the Managing Partners. The Committee also sets remuneration for the broader leadership team.

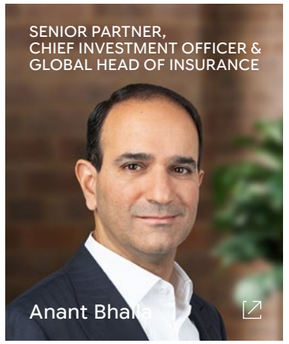
JAB Holding

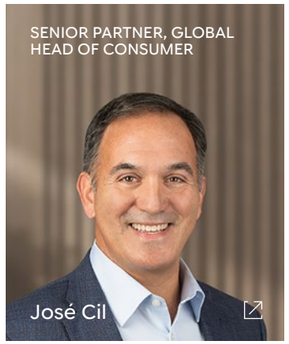
Team

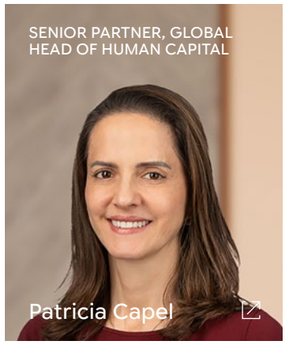
JAB is overseen by its leadership team, including our Managing Partners, Joachim Creus (Chairman & Co-CEO), and Frank Engelen (Vice Chairman & Co-CEO), together with our Partners and Managing Directors.

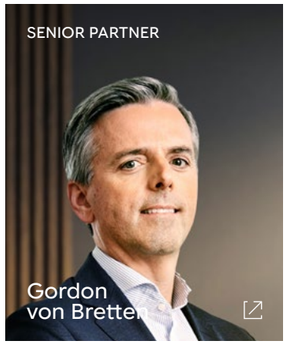


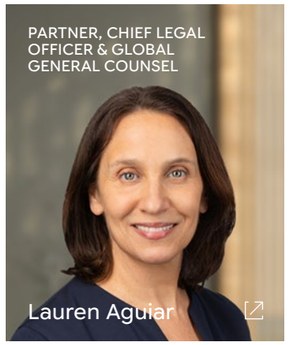


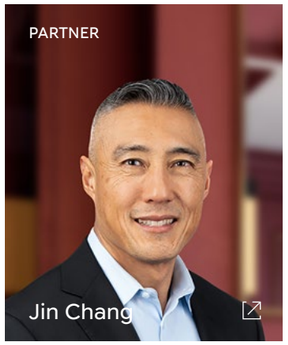


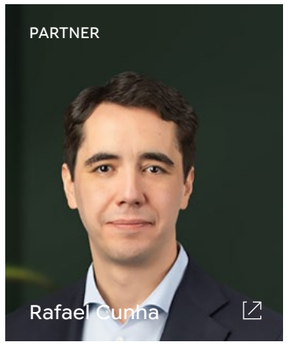


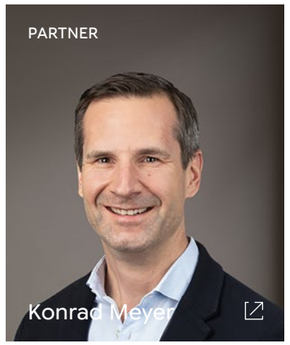












50+
Experienced Professionals

6
Offices Worldwide

We have a global team of 50+ experienced professionals across six offices in Europe and the U.S. Our portfolio companies have world-class CEOs and Executive Leadership Teams with 'skin in the game.'

Full JAB Team

JAB Holding

Managing Risks and Uncertainties

Risk management is an integral part of JAB's business and governance structure. Our risk management approach identifies and monitors risks faced by JAB, and implements remediation initiatives to ensure adherence to specific limits. Our risk management considers a broad range of stakeholders, including fixed income investors, equity investors, and the communities in which we operate.

The risk management approach and our related policies are reviewed regularly to reflect changes in market conditions and the activities of JAB.

Financial Risk Management

In managing financial risk, our objective is to maintain a level of cash flow certainty that is acceptable to our stakeholders, including equity and fixed income investors, given the expected return.

In particular, we closely monitor topics related to:

- Capital structure, financing, and liquidity
- Transactional risks
- Foreign currency and balance sheet risk
- Counterparty risk (cash, marketable securities and derivatives)
- Responsible Investing and reputation risks

Material risks and uncertainties

Our financial position is impacted by the performance of our investments, including changes in valuation. By holding controlling or anchor stakes and maintaining board representation at our portfolio companies, we oversee and influence their financial and operational performance to support our goal of generating resilient compounding investment returns.

The loss of key talent could negatively impact our operations. This risk is mitigated by investment and long-term equity incentive plans of our leadership teams, and by promoting a culture of ownership and opportunity. In this way, we continue to attract talented people with entrepreneurial mindsets and skillsets to drive long-term value creation.

Through our investing and financing activities, we are exposed to market, credit, and liquidity risks, among others. Market risks include JAB's exposure to fluctuations in market prices, including foreign exchange rates and interest rates. It is our objective to manage and mitigate these risks to acceptable levels.

Foreign exchange risk on transactions is hedged through forward contracts and other derivatives as necessary. We are exposed to volatility in equity markets, which primarily impacts the value of our public investments. This exposure is not hedged as of December 31, 2025. We actively manage our exposure to interest rate fluctuations. When exposure to fluctuations in floating rate long-term debt exceeds defined thresholds, we enter into interest rate swaps. No hedge accounting is applied on any of the derivative transactions as of December 31, 2025. Our exposure to credit risk mainly relates to cash and cash equivalents and is mitigated by transacting with counterparties with high credit ratings. Exposure to liquidity risk is limited, as sufficient liquidity is available in the form of cash and cash equivalents, and under our credit facilities.

Within our risk management framework, continued consideration is given to fraud risk. Our approach is to minimize fraud risks from the start, both internally and externally, and to continuously monitor and update our procedures to detect and, if applicable, remediate potential fraudulent events. Our Code of Conduct defines the norms and responsibilities of our team with the aim of reducing the likelihood of unethical actions and to protect JAB and its stakeholders.

Legal
JAB Insurance - Managing Risks and Uncertainties

JAB Consumer

About

JAB Consumer, in partnership with JAB Consumer Partners (JCP), invests in resilient consumer goods and services companies with strong cash flow dynamics. Our approach is shaped by a deep understanding of consumer behavior and a focus on high-quality businesses that are well-positioned across economic cycles.

The Private Placement Memorandum and Co-Investment Agreements govern the investment partnership between JAB Holding and JCP. JCP remains an independently-regulated investment fund based in Luxembourg and managed by JAB Consumer Fund Management S.a.r.l., an alternative investment fund manager ("AIFM"), which is authorized and approved by the Luxembourg financial supervisory authority, the Commission de Surveillance du Secteur Financier ("CSSF"). Any decision by the AIFM to invest or divest requires a positive recommendation from our Managing Partners.

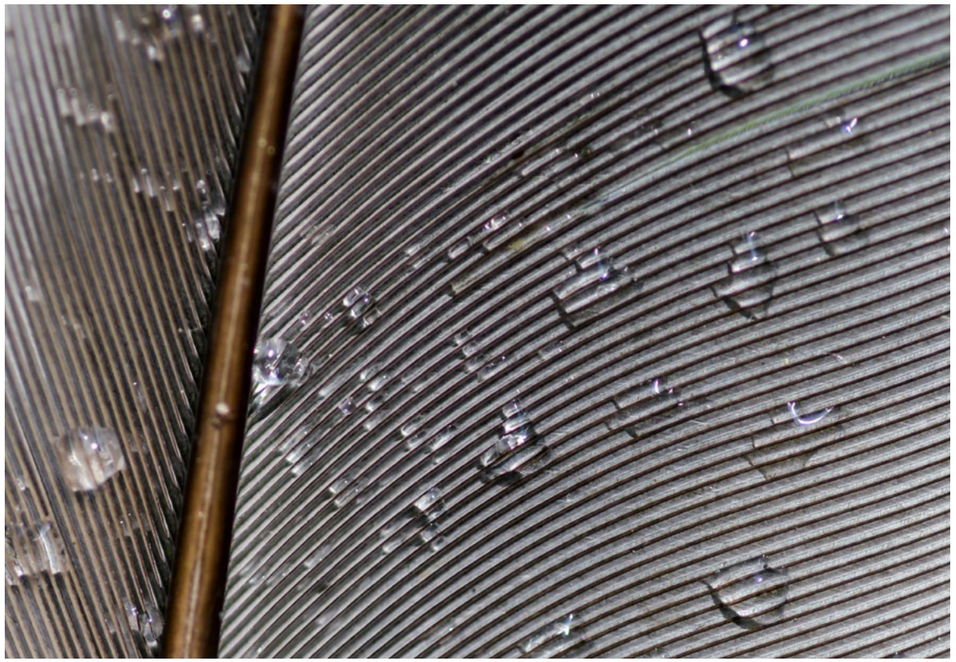
About JAB Consumer Partners (JCP)

JCP was established in 2014, driven by investors' demand to participate in JAB Holding's consumer investment strategy. JCP's limited partners include institutional investors, family offices, endowments, and other professional investors.

$17bn
Invested Capital

$23bn
Total Capital Raised

$15bn
Distributions Since 2019



JAB Consumer

Governance

Our portfolio companies are managed by their respective CEOs and executive leadership teams who hold significant investments in these businesses, resulting in strong alignment of interests. Each of our portfolio companies, private and public, is governed by a Board of Directors with an Audit Committee, and a Talent, Compensation, and Nomination Committee. The boards are comprised of independent industry experts, JAB representatives and (in many cases) an independent Chair.

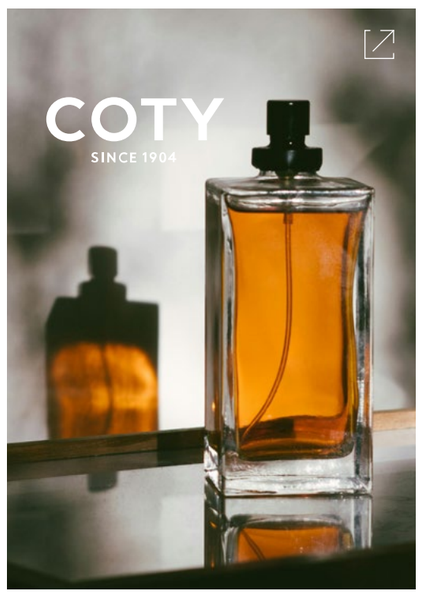
The Portfolio Management Committee, which is comprised of all JAB Partners, is responsible for overseeing our portfolio companies' strategic plans. The committee's goal is to drive strategic capital allocation and ensure sustainable financial performance over the mid- to long-term.

JAB Consumer

Consumer Goods and Services Businesses

Since the formation of JAB Holding in 2012, we have diversified our investment portfolio by expanding into different categories in the consumer goods and services sectors.

Each business has established its own business model and strategy by leveraging industry-leading brands and a tailored portfolio of products and services. These brands are distributed through a variety of channels in different geographies and, as a result, address the needs of a broad consumer base.



COTY is one of the world's largest beauty companies, with a portfolio of 50+ iconic brands across fragrance, color cosmetics, and skin and body care. COTY serves consumers around the world, selling luxury and mass market products in more than 130 countries and territories.

JDE Peet's is the world's largest pure-play coffee and tea player by revenue, with leading #1 or #2 positions in 39 markets. The company combines expertise and a unique go-to-market approach to distributing an extensive range of leading, high quality, and innovative coffee and tea products and solutions. JDE Peet's serves its customers and consumers across a large variety of channels, technologies and price points through a unique portfolio of more than 50 leading global, regional, and local brands.

Keurig Dr Pepper is a leading beverage company in North America, with a portfolio of more than 125 owned, licensed, and partner brands, and powerful distribution capabilities to provide a beverage for every need, anytime, anywhere. KDP holds leadership positions in beverage categories, including soft drinks, coffee, tea, water, juice and mixers, and has the #1 single serve coffee brewing system in the U.S. and Canada.

Krispy Kreme is one of the most beloved and well-known sweet treat brands in the world. Krispy Kreme operates in 40 countries through its unique network of fresh doughnut shops, partnerships with leading retailers, and a rapidly growing digital business with more than 15,000 points of access.

Panera Bread is a leader in the most attractive segment in food retail, differentiated by its unmatched loyalty program and dedication to serving craveable food and beverages with high quality and fresh ingredients.

The menu, crafted by chefs and bakers, features classic, comforting dishes, each with an intriguing twist. Panera is focused on improving quality and convenience, with investments in technology and operations, offering omni-channel access to Panera favorites. Panera Bread operates in 48 states, the District of Columbia and Canada with a system-wide footprint of over 2,200 bakery-cafes.

Caribou Coffee is the #1 Midwest coffee brand which, over 30+ years, has cultivated a global standard for high quality ingredients, specialty-grade coffee and sustainable practices. Today, Caribou Coffee is a global brand with community-centered coffeehouses offering handcrafted beverages and crave-worthy food to guests in almost 900 locations across 11 countries.

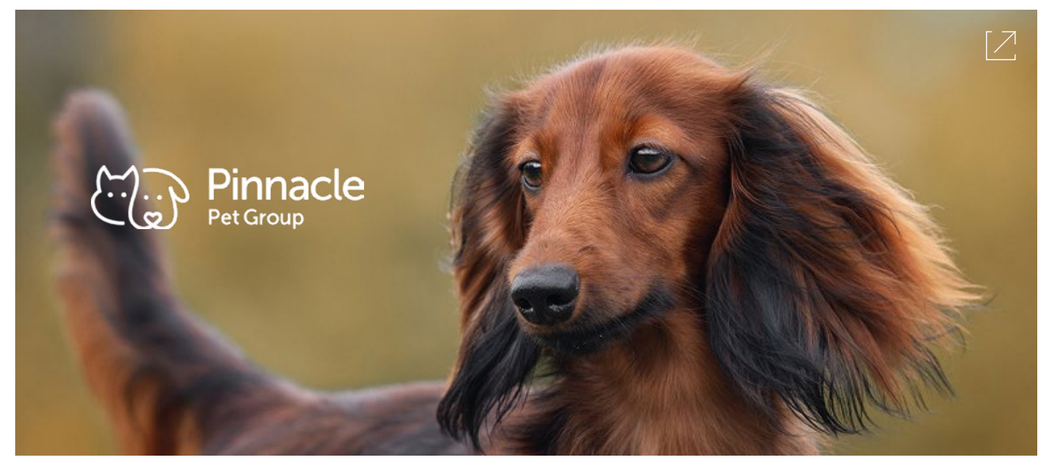
Bagel Brands operates several popular brands including Einstein Bros. Bagels, the #1 national retail bagel company in the US, Bruegger's Bagels, Noah's NY Bagels and Manhattan Bagel. With over 1,000 shops, the company specializes in fresh-baked bagels, sandwiches as well as a coffee & beverages.

Pret A Manger ("Pret") is a beloved sandwich and organic coffee chain based in the United Kingdom with an exceptionally strong international brand. Pret's sandwiches, salads, and wraps are freshly handmade each day in shop kitchens using quality ingredients, while all coffees, teas, and hot chocolates are 100% organic. Pret now operates approximately 750 shops, 40% of which are franchised, with approximately 12,500 team members in 21 markets.

Espresso House is the largest coffeehouse chain in the Nordics. The company was founded in Lund, Sweden in 1996 by Elisabet and Charles Asker and has since grown into a leading premium coffee shop with approximately 500 coffee shops across Sweden, Norway, Finland, Denmark, and Germany.

National Veterinary Associates (NVA) is a leading North American pet care organization with approx. 1,300 premier locations, delivering services across general practice and specialty & emergency veterinary hospitals, equine hospitals and pet resorts.

Established in 2021, Independence Pet Holdings ("IPH") is JAB's North American pet insurance business, managing a diverse and broad portfolio of modern pet health brands. These brands offer a range of pet insurance services, pet education, and lost pet recovery services across the U.S. and Canada. IPH operates with a full stack of resources, capital, and services that support its multi-brand and omni-channel approach, including its own insurance carriers.



Pinnacle Pet Group ("PPG") is a pure-play pan-European, multi-brand and multi-channel pet insurer with a supporting ecosystem of pet services. The company offers a complete range of pet insurance products and services, catering to animal owners, distribution partners, breeders, shelters, and veterinarians. Since its formation in 2021, PPG has successfully completed the acquisition of eight pet insurance and pet care brands.

JAB Insurance

About

JAB Insurance invests in life, annuity, and retirement businesses supported by integrated insurance and reinsurance capabilities. As we continue to build a leading global life insurance and retirement service business, our long-term strategy aligns investments with policyholder obligations and focuses on compounding book value through diversified organic and inorganic growth. Our life insurance companies have more than $30 billion in assets and approximately one million policyholders.

Helping solve a global societal need

Retiree population growth is expected to outpace the growth of the general population by a significant margin, creating demand for retirement income. This opportunity is estimated as a multi-trillion dollar shortfall in the U.S. alone. The age 65+ population is expected to increase by approximately 50% over the next 25-30 years, and around 50% of U.S. workers do not contribute to a retirement plan. More than 33% of pre-retirees worry about outliving their savings.

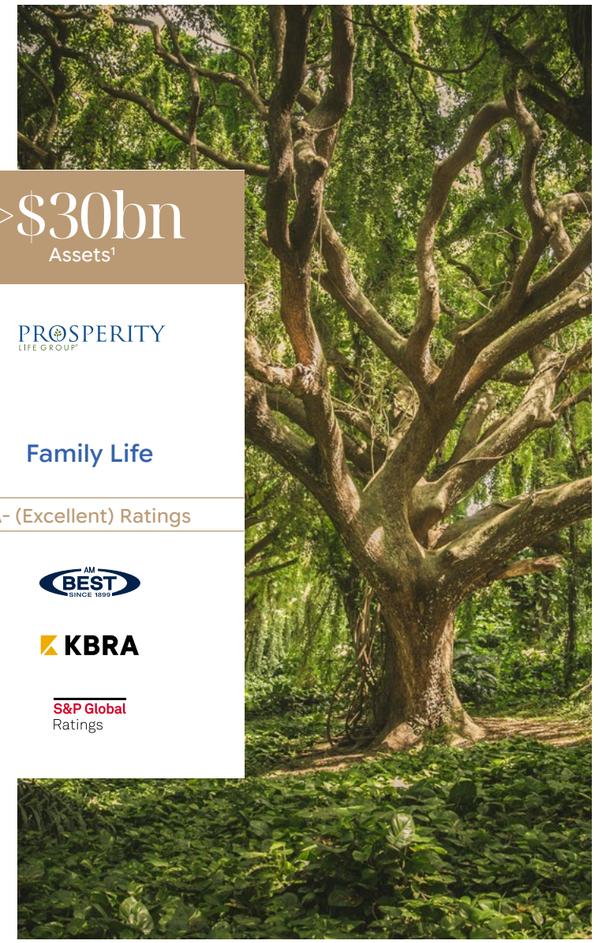
The retirement income gap is even larger globally. The United Nations estimates approximately 1.5 billion people aged 65+ worldwide by 2050, twice the number in 2019. JAB acutely recognises this dilemma and established JAB Insurance to be distinctly well positioned to service this enormous need.

Backed by permanent capital

We are evergreen investors with a long-term investment horizon. JAB's operational capital structure enables JAB Insurance to invest in better, stronger, and futureproof assets in a healthy and sustainable way, without cannibalizing long-term value creation opportunities to realize short-term financial gains. In addition, our structure allows us to unlock value and access growth pools over longer periods of time in the insurance market for our shareholders, policyholders and other stakeholders.

~1mm
policyholders

>$30bn
Assets
(December 2025)



>$30bn
Assets[1]

PROSPERITY LIFE GROUP

Family Life

A- (Excellent) Ratings

AM BEST SINCE 1899

KBRA

S&P Global Ratings

[1] Excluding Columbian Financial Group and Utmost Life & Pension. Signed agreements are awaiting regulatory approval.

JAB Insurance

Governance

>150
years of cumulative insurance and reinsurance experience

JAB Insurance is committed to best-in-class corporate governance. The JAB Insurance Board is comprised of the two Co-CEOs and CIO of JAB and four independent directors with over 150 years of cumulative insurance and reinsurance experience. The JAB Insurance Board is responsible for the company's governance, risk management, and strategy.

JAB Insurance

Managing Risks and Uncertainties

JAB Insurance operates as a core component of JAB Holding's strategy to build long-term value. Our patient equity capital aligns directly with the long-term duration of our policyholder obligations, providing a foundation of financial security and stability.

Risk Governance

We employ a comprehensive Enterprise Risk Management (ERM) framework, utilizing a "Three Lines of Defense" model overseen by the JAB Insurance Board and operating company boards to maintain capital adequacy and liquidity at levels commensurate with our target financial strength ratings.

Material Risks and Mitigation

We proactively manage our material exposures to support our investment grade profile:

- **Asset Liability Matching:** Managing the cash flow, duration and risk profile of our investments to the underlying policyholder obligations.
- **Investment Risk:** Managing interest rate, credit, and foreign currency risks through a highly diversified portfolio.
- **Insurance Risk:** Utilizing disciplined product pricing, underwriting and reinsurance to manage mortality, morbidity and policyholder behavior risks.
- **Operational Risk:** Enforcing stringent internal controls over people, processes and cybersecurity.

Financial Strength

We maintain robust capitalization and solvency metrics to support A- or better insurer financial strength (FSR) credit ratings.

Non-Financial Reporting

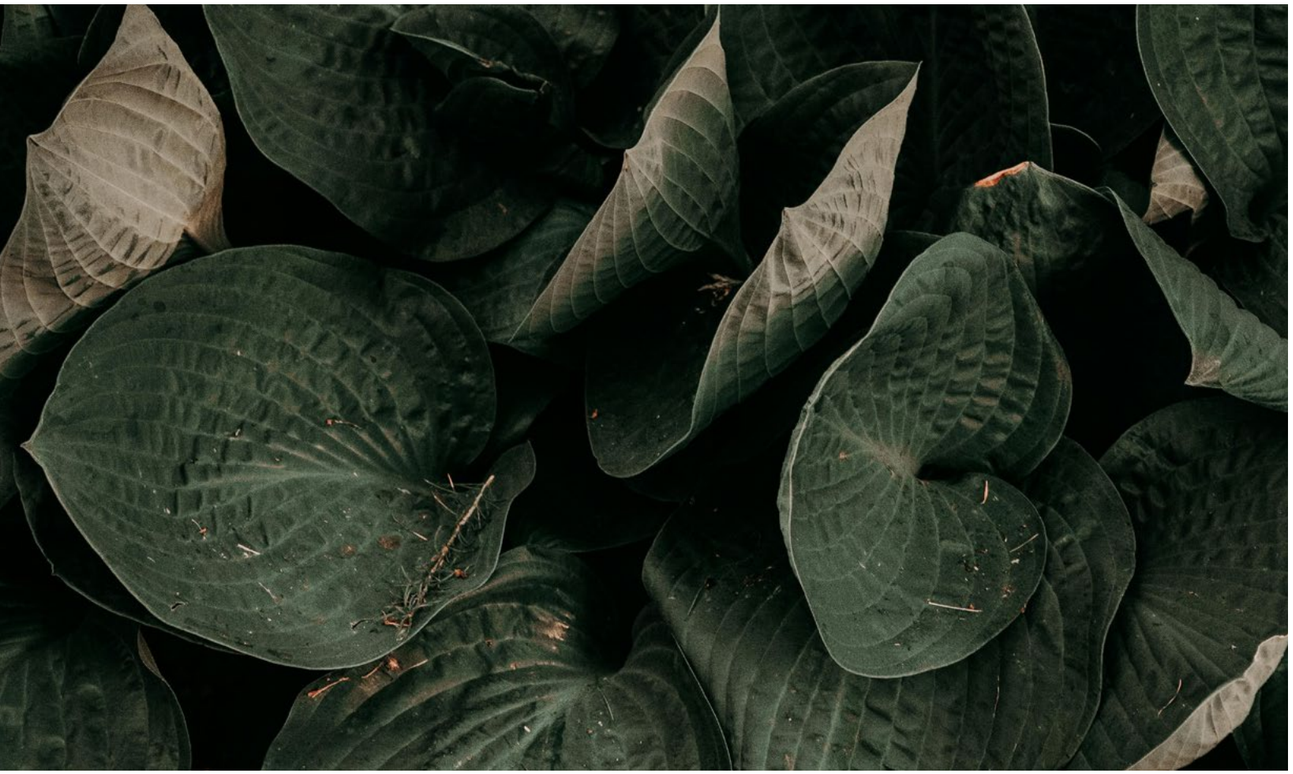
Stewarding Responsible Businesses

Our evergreen structure and investment horizon empower us to build responsible businesses that prioritize long-term value creation over short-term financial gains. We believe that sustainable value creation drives long-term success for our entire ecosystem — enhancing outcomes for our shareholders, investors, capital partners, suppliers, consumers, and other stakeholders.

For KPIs with this label, we have obtained limited assurance from KPMG Audit S.à r.l. on the 2025 KPI results. Please refer to the Report of the Réviseur d'Entreprises agréé on the Sustainability-Linked bonds (SLB) KPIs information on page 122 of this Report.

Scope of reporting

We include our consumer portfolio companies in our non-financial KPI reporting 24 months after they have been acquired, unless otherwise specified. Portfolio companies of JAB Insurance are excluded from non-financial reporting.



Non-Financial Reporting

Metrics

This page provides Governance, People and Planet KPIs we track at JAB Holding level and across our Consumer Portfolio.

People	2025
JAB Holding [1]	
Workforce	
No. of employees	57
No. of nationalities	12
Average tenure in years	7

Gender diversity

	Female	Male
Total employees	32%	68%
Partners	20%	80%
Management	15%	85%
Support	73%	27%

Pay equity - gender pay gap [4]

	Mean [2]	Median [3]
Management	18%	-2%
Support	0%	-8%

All gaps are explained by business-related factors

Training	
Training hours per employee	12
Consumer Portfolio	
Workforce	
Total FTEs [5]	~150,000
% of portfolio companies conducting an annual employee survey [6]	83%
Gender diversity [6,7]	
% of portfolio companies with ≥30% gender diversity	
Non-executive Board level	40%
Executive Leadership team	92%
Pay equity [6]	
% of the portfolio companies conducting analysis	50%

Governance	2025
JAB Holding	
Whistleblower channel	
Availability of anonymous whistleblower channel	✓
No. of complaints received	0
No. of complaints investigated and resolved	N/A
Business ethics & compliance	
Policies and programs	✓
Business ethics & compliance training	✓
Completion rate business ethics & compliance training	96%
Consumer Portfolio	
Whistleblower channel	
Availability of a whistleblower channel	100%
No. complaints investigated and resolved about the board of directors or executive leadership teams	100%
Business ethics & compliance	
Portfolio companies achieving full implementation of business ethics policies	67%

Planet	2025
JAB Holding	
GHG emissions	
Scope 1 and 2 [8]	40 tCO_2e [9, 10]
% reduction vs. 2020	29%
Renewable energy [11]	73%
Consumer Portfolio	
Scope 3.15 - GHG emissions [12]	
Scope 1 + 2 [13]	611,082 tCO_2e
Scope 1 + 2 + 3 [14]	6,473,018 tCO_2e
Approved SBTs [15]	
Based on GHG footprint	60.8%
Based on fair value	24.8%

Non-Financial Reporting

Private Markets Decarbonization Roadmap

At JAB, we recognise that our long-term business continuity fundamentally depends on a healthy planet and people, and we therefore take a measured approach to addressing climate change. Our approach has been designed to create value and strengthen resilience through proactive risk management and adaptation where required.

We are committed to supporting portfolio companies in their efforts to address climate change. This year we introduce reporting under the Private Markets Decarbonization Roadmap ("PMDR"), thereby enabling consistent tracking of decarbonization progress across the portfolio.

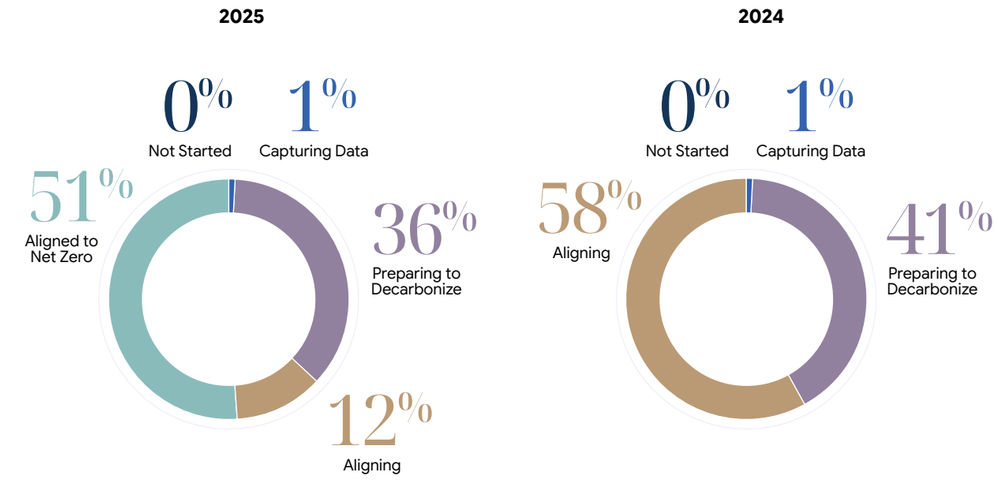
PMDR provides a structured and practical framework for assessing and managing climate performance across portfolio companies throughout the holding period. PMDR offers the flexibility needed to engage companies at their current level of decarbonization maturity while supporting their progression along a clearly defined pathway.

The PMDR defines five levels of decarbonization maturity:

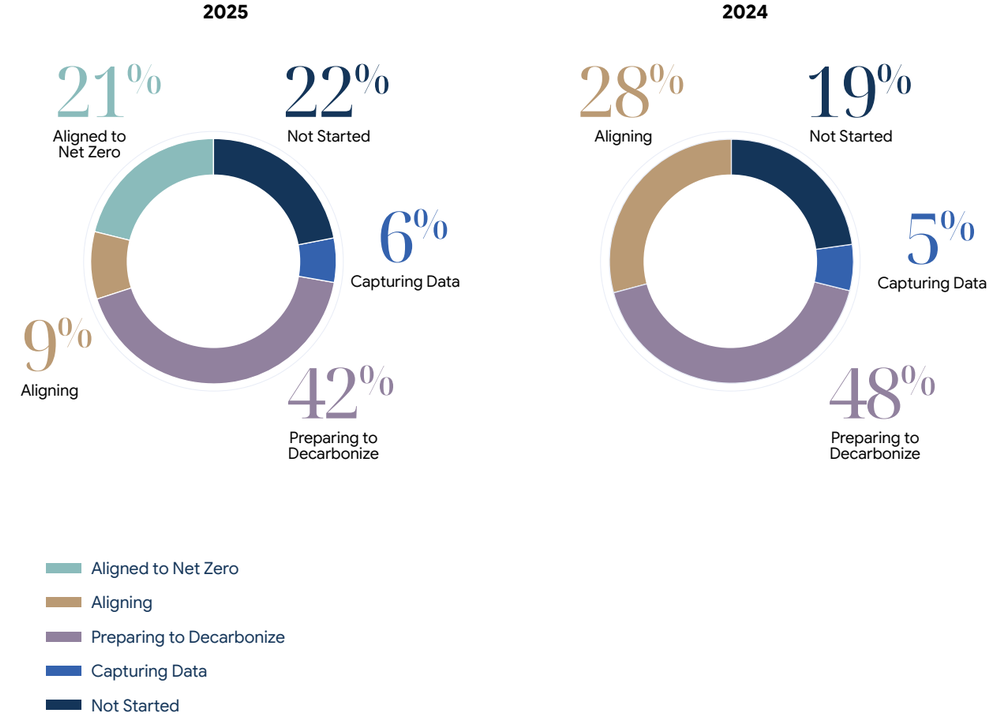
- Aligned to Net Zero
- Aligning
- Preparing to Decarbonize
- Capturing Data
- Not Started

Portfolio companies will progress along this scale at different rates depending on their respective starting points, sector characteristics, and operational readiness. We use PMDR to monitor this evolution, identify gaps, and integrate decarbonization into value creation plans where appropriate.

Financed emissions



Invested Capital



Consolidated Statements of Financial Position

Amounts in millions of USD, except where otherwise noted

	Notes	31 December, 2025	31 December, 2024
Assets			
JAB Consumer			
Cash and cash equivalents	4	649.4	3,322.1
Investments			
Investments in subsidiaries	5	38,219.0	39,024.2
Other investments	5	77.4	211.3
Loan receivables	7	3.9	4.6
Other assets	11	44.1	39.6
		38,993.8	**42,601.8**
JAB Insurance			
Cash and cash equivalents	4	5,192.5	-
Investments	5	23,670.7	-
Insurance intangible assets	9	597.0	-
Goodwill and other intangible assets	10	1,704.9	-
Reinsurance recoverables		590.0	-
Other assets	11	1,194.9	-
		32,950.0	**-**
Total assets		**71,943.8**	**42,601.8**
Liabilities and Stockholders' Equity			
Liabilities			
JAB Consumer			
Borrowings	16	11,085.5	10,259.4
Other liabilities	15	594.3	568.3
		11,679.8	**10,827.7**
JAB Insurance			
Policy liabilities	12	27,084.3	-
Borrowings	16	1,222.7	-
Reinsurance payables		279.0	-
Other liabilities	15	277.3	-
		28,863.3	**-**
Total Liabilities		**40,543.1**	**10,827.7**
Stockholders' Equity			
Common stock, ($.001 par value). 10,631,502 and 11,209,417 shares authorised, issued and outstanding as of 31 December 2025 and 31 December 2024, respectively	21	10.6	11.0
Additional paid-in capital		11,008.6	11,335.8
Retained earnings		5,393.9	4,901.9
Accumulated other comprehensive income (loss)		60.0	-
JAB Holding Company S.à r.l stockholders' equity		**16,473.1**	**16,248.7**
Non-controlling interests	21	14,927.6	15,525.4
Total stockholders' equity		**31,400.7**	**31,774.1**
Total liabilities and stockholders' equity		**71,943.8**	**42,601.8**

See accompanying notes to the consolidated financial statements

Consolidated Statements of Comprehensive Income (Loss)

Amounts in millions of USD, except where otherwise noted

	Notes	Year ended 31 December 2025	2024
Revenues			
JAB Consumer			
Dividends from investments		217.0	-
Interest income	5	192.8	184.2
		409.8	**184.2**
JAB Insurance			
Insurance revenues	14	136.4	-
Net investment income	5	392.3	-
Net investment-related gains	5	85.2	-
Other revenues		38.3	-
		652.2	**-**
Total Revenue		**1,062.0**	**184.2**
Expenses			
JAB Consumer			
Interest expenses		(346.2)	(348.5)
General & administrative expenses	18	(125.2)	(108.8)
Other expenses	18	(224.8)	(250.4)
		(696.2)	**(707.7)**
JAB Insurance			
Net policy benefits and claims	14	(404.5)	-
Market risk benefits expense		(23.7)	-
Reinsurance embedded derivative change in fair value	6	3.4	-
Amortisation of insurance and other intangibles	9, 10	(22.1)	-
Interest expenses		(61.2)	-
General & administrative and other expenses	18	(189.3)	-
		(697.4)	**-**
Total Expenses		**(1,393.6)**	**(707.7)**
Other income (loss) – JAB Consumer			
Net gain (loss) from investments	5	1,207.6	(10,070.3)
Foreign exchange gain (loss)		(1,332.7)	631.8
Total Other income (loss)		**(125.1)**	**(9,438.5)**
Loss before income taxes		**(456.7)**	**(9,962.0)**
Income tax expense (benefit)	17	(8.7)	13.5
Net loss		**(448.0)**	**(9,975.5)**
Of which attributable to JAB Holding Company S.à.r.l		810.3	(9,338.3)
Of which attributable to non-controlling interests		(1,258.3)	(637.2)
Other comprehensive income (loss), net of tax:			
Unrealised gains (losses) on available-for-sale securities		67.5	-
Funded status of employee benefit plans		0.3	-
Change in foreign exchange		1.6	-
Remeasurement gain (loss) on future policy benefits related to discount rate		(6.4)	-
Remeasurement gain (loss) on market risk benefits related to credit risk		(3.0)	-
Total other comprehensive income (loss), net of tax		**60.0**	**-**
Comprehensive income (loss)		**(388.0)**	**(9,975.5)**
Of which attributable to JAB Holding Company S.à r.l.		870.3	(9,338.3)
Of which attributable to non-controlling interests		(1,258.3)	(637.2)

See accompanying notes to the consolidated financial statements

Consolidated Statements of Changes in Stockholder's Equity

Amounts in millions of USD, except where otherwise noted

	Common Stock							
	Number of Shares	Par Value	Additional paid-in capital	Retained earnings (loss)	Accumulated other comprehensive income (loss)	JAB Holding Company S.à r.l stockholders' equity	Non-controlling interests	Total stockholders' equity
Balance as of 31 December 2023	**10,869,276**	**10.7**	**11,302.0**	**13,992.3**	**-**	**25,305.0**	**17,383.4**	**42,668.4**
Issue of common stock	410,224	0.4	61.3	-	-	**61.7**	-	**61.7**
Distributions and repayments to stockholders	(89,331)	(0.1)	(278.2)	-	-	**(278.3)**	-	**(278.3)**
Share-based payment transactions	19,248	-	250.7	-	-	**250.7**	-	**250.7**
Net income (loss)	-	-	-	(9,338.3)	-	**(9,338.3)**	-	**(9,338.3)**
Other comprehensive income(loss), net of tax	-	-	-	-	-	**-**	-	**-**
Transactions with non-controlling interests	-	-	-	247.9	-	**247.9**	(1,858.0)	**(1,610.1)**
Balance as of 31 December 2024	**11,209,417**	**11.0**	**11,335.8**	**4,901.9**	**-**	**16,248.7**	**15,525.4**	**31,774.1**
Issue of common stock	122,566	0.1	34.1	-	-	**34.2**	-	**34.2**
Distributions and repayments to stockholders	(686,512)	(0.5)	(443.5)	-	-	**(444.0)**	(9.6)	**(453.6)**
Share-based payment transactions	-	-	84.9	-	-	**84.9**	2.2	**87.1**
Net income (loss)	-	-	-	810.3	-	**810.3**	(1,258.3)	**(448.0)**
Other comprehensive income(loss), net of tax	-	-	-	-	60.0	**60.0**	-	**60.0**
Transactions with non-controlling interests	-	-	(2.7)	(318.3)	-	**(321.0)**	667.9	**346.9**
Balance as of 31 December 2025	**10,645,471**	**10.6**	**11,008.6**	**5,393.9**	**60.0**	**16,473.1**	**14,927.6**	**31,400.7**

See accompanying notes to the consolidated financial statements

Consolidated Statements of Cash Flows

Amounts in millions of USD, except where otherwise noted

	Year ended 31 December 2025	2024
Cash flows from operating activities		
Net loss	**(448.0)**	**(9,975.5)**
Adjustments to reconcile Net loss to net cash provided by operating activities:		
JAB Consumer		
Proceeds from sale of investments	4,492.2	4,058.0
Purchases of investments	(2,546.3)	(1,701.5)
Net (gain) loss from investments	(1,207.6)	10,070.3
Foreign exchange loss (gain)	1,332.7	(631.8)
Share-based payment expenses and other non-cash compensation	87.5	164.1
Change in operating assets and liabilities:		
Loan receivables	0.7	35.9
Other assets	(21.1)	(36.0)
Other liabilities	67.8	12.7
	2,205.9	**11,971.6**
JAB Insurance		
Net investment income and net investment-related gains (losses)	(160.0)	-
Interest credited to policyholder account balances (net of policy fees)	171.4	-
Amortisation of insurance and non-insurance intangibles	24.4	-
Deferred acquisition costs and sales inducements, net	(44.6)	-
Share-based payment expenses and other non-cash compensation	0.7	-
Change in operating assets and liabilities:		
Funds withheld assets	(0.4)	-
Insurance-related liabilities and policy-related balances	18.6	-
Other insurance-related, net	14.1	-
Other assets	(51.5)	-
Other liabilities	(89.7)	-
	(117.0)	**-**
Net cash provided by operating activities	**1,640.9**	**1,996.2**
Cash flows from investing activities		
JAB Insurance		
Proceeds from sale of investments	1,537.0	-
Purchases of investments	(1,189.4)	-
Acquisition of business, net of cash acquired	817.1	-
Other investing activities	(11.2)	-
Net cash provided by investing activities	**1,153.5**	**-**

See accompanying notes to the consolidated financial statements

Amounts in millions of USD, except where otherwise noted

	Year ended 31 December 2025	2024
Cash flows from financing activities		
JAB Consumer		
Contribution from owners of the parent	17.3	18.8
Repayment of share premium and cancellation of shares	(353.0)	(205.1)
Transactions with non-controlling interests	346.4	(90.8)
Proceeds from borrowings	728.2	785.2
Repayment of borrowings	(1,008.6)	(928.1)
Net foreign exchange derivatives	(24.2)	10.3
JAB Insurance		
Deposits received for policyholder funds	594.1	-
Maturities and withdrawals from policyholder funds	(928.6)	-
Proceeds from borrowings	1,186.4	-
Repayment of borrowings	(603.5)	-
Other	5.5	-
Net cash used in financing activities	**(40.0)**	**(409.7)**
Cash and cash equivalents at beginning of period	**3,322.1**	**1,716.5**
Net cash from (used in) operating activities	1,640.9	1,996.2
Net cash from (used in) investing activities	1,153.5	-
Net cash from (used in) financing activities	(40.0)	(409.7)
Effect of exchange rate fluctuations on cash and cash equivalents	(234.6)	19.1
Cash and cash equivalents at end of period	**5,841.9**	**3,322.1**
Reconciliation of cash, cash equivalents, and restricted cash to Consolidated Statements of Financial Position		
Cash and cash equivalents	5,841.9	3,322.1
Restricted cash included in Other assets	3.0	-
Total cash, cash equivalents, and restricted cash shown in Consolidated Statements of Cash Flows	**5,844.9**	**3,322.1**
Supplemental cash disclosures		
Cash paid for interest	375.0	310.6
Cash paid for taxes	27.1	36.5
Non-cash transactions		
Deposits on investment-type policies on funds withheld basis – JAB Insurance	8.0	-
Withdrawals on investment-type policies on funds withheld basis – JAB Insurance	95.1	-
Total non-cash operating activities	**103.1**	**-**

See accompanying notes to the consolidated financial statements

Notes to Consolidated Financial Statements

Amounts in millions of USD, except where otherwise noted

1. Organization

JAB Holding Company S.à r.l. (the "Company" or "JAB") is a company domiciled in Luxembourg. The address of the Company's registered office is 4, Rue Jean Monnet, L-2180 Luxembourg (R.C.S. Luxembourg B 164.586). The Company is a global leading investor in consumer goods and services as well as insurance services, with the ambition to develop resilient, high-performing and sustainable businesses. JAB makes long-term investments in premium brands and categories that align with shifting consumer preferences. The Company has a thorough understanding and appreciation of the next generation of consumers and a clear strategy to build out a global insurance platform. JAB's main shareholder is Joh. A. Benckiser S.à r.l.

JAB Consumer comprises entities that obtains funds from investors for the purpose of providing those investors – directly or indirectly through its consolidated subsidiaries – with investment management services. The funds are invested solely for returns from capital appreciation and investment income.

In 2024, the Company announced that it will build a global insurance platform ("JAB Insurance") in addition to its existing consumer market investment business described above ("JAB Consumer"). The operations of JAB Insurance for the year ended 31 December 2025 are a result of the Company's acquisition of the net assets of Family Life Insurance Company ("Family Life" or "FLIC"), Prosperity Life Group ("PLG"), and Prosperity Asset Management ("PAM") (collectively, PLG and PAM are referred to as "Prosperity"). The Company's acquisition of Family Life's net assets was completed on 3 April 2025 in exchange for a closing consideration of $41.0 million. The Company's acquisition of Prosperity was completed on 5 September 2025 in exchange for a closing consideration of approximately $3.3 billion. See Note 3 – "Acquisitions" for additional information.

Prosperity, through its wholly owned Bermuda exempted company and wholly owned US insurance subsidiaries, offers a wide range of insurance products including life insurance, annuities, and supplemental health insurance products, as well as reinsurance solutions, and holds licenses in 49 states, the District of Columbia, Puerto Rico, and the US Virgin Islands as of 31 December 2025.

PAM, an alternative asset manager specializing in credit and niche asset opportunities and origination platforms, was acquired as part of the Prosperity transaction and was subsequently disposed of on 31 December 2025. See Note 3 – "Acquisitions" for further information regarding the disposition of PAM.

Family Life is a Texas-domiciled life insurer, licensed to underwrite and administer life insurance, annuity, and accident and health products across several jurisdictions.

These audited consolidated financial statements (referred to hereafter as the "financial statements") as of and for the year ended 31 December 2025 and 2024 comprise the results of the Company and its subsidiaries.

The Company holds several strategic investments in controlled and non-controlled entities. The Company consolidates the following subsidiaries in which it owns less than 100% of the equity:

JAB Consumer

Company	Registered	Shareholding in %	
		31 Dec 2025	31 Dec 2024
JAB Investments S.à r.l	Luxembourg	99.9%	99.9%
Pret Panera Holdings B.V.	The Netherlands	69.7%	66.2%
Petcare G.P.	USA	38.3%	38.3%
JAB Pet Services B.V.	The Netherlands	35.0%	35.0%

JAB Insurance

Company	Registered	Shareholding in %	
		Dec. 31, 2025	Dec. 31, 2024
JAB Insurance Holdings LP	USA	99.4%	-
PAM Strategic Partners LP	USA	97.7%	-
PSP Carried Interest Partner LP	USA	97.7%	-
FCO Advisors LP	USA	61.3%	-
Foundation Credit Opportunities GP LLC	USA	61.3%	-
FIO GP LLC	USA	61.3%	-
Magenta Co-Invest LP	USA	71.4%	-
Evergreen Residential Holdings LLC	USA	42.6%	-

2. Significant accounting policies - overall

Basis of Presentation

The financial figures for the year ended 31 December 2025 and 2024 have been prepared in conformity with accounting principles generally accepted in the United States of America ("US GAAP") and reflect the consolidation of the company with the entities over which the Company exercises control.

A comparison to prior period for JAB Insurance is not provided as the Family Life and Prosperity businesses were acquired by the Company on 3 April 2025 and 5 September 2025 respectively. Results of the acquired businesses have been included in the Company's results since the acquisition date.

Certain amounts in the financial statements have been rounded for presentation purposes; as a result, totals may not equal the sum of the individual components.

Two-tiered presentation

The presentations in the Consolidated Statements of Financial Position and Consolidated Statements of Comprehensive Income reflect the significant industry diversification of the Company. The Company operates JAB Insurance as well as JAB Consumer, each of which possess distinct

characteristics. As a result, the Company presents its Consolidated Statements of Financial Position and Consolidated Statements of Comprehensive Income for the year ended 31 December 2025 in a two-tiered format, where JAB Insurance is presented separately from JAB Consumer. The Company believes that these separate presentations provide a more informative view of the consolidated financial position and results of operations than traditional aggregated presentations. If a traditional aggregate presentation were used, the Company would expect to eliminate or combine several identical or similar captions, which would condense the presentations, but would also reduce the level of information presented. Furthermore, the two-tiered presentation format is intended to enhance transparency and provide clear insights into the financial performance of each business.

Investment company accounting

Certain of the JAB Consumer subsidiaries meet the definition of investment companies under US GAAP and are therefore subject to the accounting and reporting requirements of FASB Accounting Standards Codification ("ASC") Topic 946, *Financial Services — Investment Companies* ("ASC Topic 946"). As provided under ASC Topic 946, the Company will not consolidate its investments in these subsidiaries other than controlled operating entities that provide all or substantially all of its services directly to the Company's investment activities. Rather, the Company's investment portfolio is measured at fair value in accordance with ASC Topic 946.

Insurance company accounting

Certain of the JAB Insurance subsidiaries qualify as insurance companies. These entities issue and reinsure life insurance and annuity contracts, and accordingly, they are subject to the accounting and reporting requirements of ASC Topic 944, *Financial Services — Insurance* ("ASC Topic 944"). As such, the financial statements include these subsidiaries' results which are prepared in accordance with the guidance applicable to insurance entities under ASC Topic 944.

Historical IFRS consolidated financial statements

The Company has historically prepared its consolidated financial statements in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB") and adopted by the European Union (hereinafter referred to as "IFRS Accounting Standards").

In anticipation of future acquisitions of US based insurance businesses, in 2024 the Company elected to voluntarily adopt and issue its consolidated financial statements in accordance with US GAAP as issued by the Financial Accounting Standards Board ("FASB"). The policies set out in this note have been applied in preparing the consolidated financial statements for the years ended 31 December 2025 and 2024, under US GAAP.

The differences between IFRS Accounting Standards and US GAAP as outlined below have resulted in adjustments to the comparative figures for 2024, relative to the Company's 2024 consolidated financial statements as prepared in accordance with IFRS Accounting Standards.

(i) Reclass of equity

Certain reclassifications were made to IFRS Accounting Standards naming conventions to better align with US GAAP naming conventions. These reclassifications were for presentation purposes only and had no additional effect on the financial results.

(ii) Shareholder loans

Under IFRS Accounting Standards, the Company has recognised receivables from shareholders as assets. Under US GAAP, there are limited exceptions that would allow private companies to continue to recognise the receivables as assets, these exceptions are summarized as follows:

- The receivables are short-term in nature.
- The receivables are as a result from the normal course of business.
- The frequency of the issuance of similar receivables, and prior repayment histories of such receivables.
- The receivables have fixed repayment terms and are interest-bearing or collateralized.

The Company's shareholder receivables are related to share-based compensation plans and therefore do not meet these criteria. The receivables have been reclassified as contra-equity within the Consolidated Statements of Financial Position.

(iii) Share-based compensation

Under IFRS Accounting Standards, group cash-settled share-based payment transaction in the separate financial statements of the subsidiary receiving the related goods or services when the subsidiary has no obligation to settle the transaction are accounted for as equity-settled share-based payments. In principle, US GAAP applies similar accounting policies for share-based compensation. However, under US GAAP the parent is identified as the primary economic interest holder and is therefore assumed to act in the interest of the Company. As a result, the Company will apply liability accounting (i.e., the share-based expense will be remeasured at each reporting period) for the liability-classified puttable awards that would be settled by the Company's parent company.

The effects of significant differences between the consolidated financial statements of the Company prepared under US GAAP and IFRS Accounting Standards for the year ended 31 December, 2024, are as follows:

Reconciliation of Consolidated Statement of Financial Position:

	31 December 2024				
	Amounts as reported under IFRS	**Reclass of equity** (Note (i))	**Shareholder loans** (Note (ii))	**Share-based compensation** (Note (iii))	**Amounts as reported under US GAAP**
Other assets	133.9	-	(94.3)	-	39.6
Total assets	**42,696.1**	-	**(94.3)**	-	**42,601.8**
Other liabilities	560.7	-	-	7.6	568.3
Total liabilities	**10,820.1**	-	-	**7.6**	**10,827.7**
Total equity attributable to owners of the parent company	16,343.9	(16,343.9)	-	-	0.0
Common stock	-	11.0	-	-	11.0
Additional paid-in capital	-	11,600.2	(94.3)	(170.1)	11,335.8
Retained earnings	-	4,732.7	-	169.2	4,901.9
Non-controlling interests	15,532.1	-	-	(6.7)	15,525.4
Total equity / net assets	**31,876.0**	**-**	**(94.3)**	**(7.6)**	**31,774.1**

Reconciliation of Consolidated Statement of Comprehensive Income:

Year Ended 31 December 2024

	Amounts as reported under IFRS	Reclass of equity (Note (i))	Shareholder loans (Note (ii))	Share-based compensation (Note (iii))	Amounts as reported under US GAAP
Other assets	(354.6)	-	-	104.2	(250.4)
Total expenses	**(811.9)**	-	-	**104.2**	**(707.7)**
Income (loss) before income taxes	**4.1**	-	-	**104.2**	**108.3**
Net income (loss)	**(9.4)**	-	-	**104.2**	**94.8**
Comprehensive income (loss)	**(10,079.7)**	-	-	**104.2**	**(9,975.5)**
Attributable to JAB Holding Company S.a.r.l.	(9,439.2)	-	-	100.9	(9.338.3)

Principles of consolidation

The Company consolidates entities on a variable interest or voting interest model or, if applicable, apply specialized accounting guidance for investment companies. For entities that are determined to be variable interest entities ("VIEs"), the Company consolidates those entities where the Company has both significant economics and the power to direct the activities of the entity that impact economic performance. The Company also consolidates entities that are not VIEs when the Company has a controlling financial interest as a result of majority voting control. The Company does not consolidate entities that are determined to be investments measured at fair value under ASC 946.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Assets, liabilities, income and expense of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Company gains control until the date the Company ceases to control the subsidiary.

The Company first evaluates whether it holds a variable interest in the entity. The Company consolidates a VIE if it is the primary beneficiary of the entity. The Company is deemed the primary beneficiary when it has a controlling financial interest in the VIE, which is defined as possessing both (i) the power to direct the activities of the VIE that most significantly impact the VIE's economic performance ("primary beneficiary power") and (ii) the obligation to absorb losses or the right to receive benefits from the VIE that could potentially be significant ("significant variable interest"). The Company performs the VIE and primary beneficiary assessment at inception of its involvement with a VIE and on an ongoing basis if facts and circumstances change.

The Company must apply judgment when determining whether an entity is a variable interest entity, and whether the Company should consolidate that entity. These judgments include, but are not limited to: (i) determining whether the total equity investment at risk is sufficient to permit the entity to finance its activities without additional subordinated financial support, (ii) evaluating whether the holders of equity investment at risk, as a group, can make decisions that have a significant effect on the economic performance, (iii) determining whether the equity investors have proportionate voting rights to their obligations to absorb losses or rights to receive the expected residual returns from an entity and (iv) assessing whether the equity holders have an obligation to absorb expected losses or have the right to receive the entity's residual returns.

The Company considers all relevant facts and circumstances in assessing whether it is the primary beneficiary of an entity, including the contractual arrangement with the other holders of voting rights of the entity, rights arising from other contractual arrangements and the Company's voting rights and potential voting rights. The Company reassesses whether it is the primary beneficiary of an entity if facts and circumstances indicate that there are changes in any of the elements of a primary beneficiary.

Profit or loss is attributed to the equity holders of the parent of the Company. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Company's accounting policies. All intra-group assets and liabilities, equity, income, expenses, and cash flows relating to transactions between members of the Company are eliminated in full on consolidation.

Consolidated VIEs

The Company consolidates certain VIEs in which it is determined that the Company is the primary beneficiary.

For JAB Consumer, these primarily include investment companies sponsored by JAB, whose assets largely consist of investments with minimal liabilities. These VIEs are established to pursue strategy-specific investment opportunities targeting returns through capital appreciation and investment income. Although investment strategies vary, the fundamental risks—such as potential loss of invested capital—are similar.

For JAB Insurance, the consolidated VIEs include entities that hold alternative and real-estate investments. The assets of these JAB Insurance VIEs consist primarily of investments, cash, and real-estate holdings, while related liabilities include financing arrangements and accrued operating expenses. The Company consolidates these entities because it has both (i) the power to direct the activities that most significantly affect their economic performance and (ii) the obligation to absorb losses or the right to receive benefits that could be significant to the entities.

Use of estimates

The preparation of the consolidated financial statements in conformity with US GAAP requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses, as well as the disclosure of contingent assets and liabilities at the reporting date. Actual results may differ from these estimates.

The most significant estimates for JAB Consumer include the fair value of its investments in subsidiaries and other investments, valuation of derivative financial instruments, the provision for income taxes, realisability of its deferred tax assets, goodwill and intangible assets, and the fair value associated with share-grants. The most significant estimates for JAB Insurance relate to the measurement of allowance for credit losses, determinations of other-than-temporary impairments ("OTTI"), value of business acquired ("VOBA"), deferred acquisition costs ("DAC"), deferred sales inducements ("DSI"), future policy benefits, market risk benefits ("MRBs"), and reinsurance recoverables. The Company also considers the potential effects of resolving litigated matters and valuation of instruments including embedded derivatives. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are either recognised in the period in which the estimate is revised only, or in the period of the revision and future periods, if the revision affects both current and future periods.

Cash and cash equivalents

Cash includes cash on hand and deposits held at call with banks. Cash equivalents include notional cash pool deposits, other short-term investments traded in an active market with original maturities of three months or less, and money market funds. Deposits at call with banks including notional cash pool deposits can be withdrawn within three months or less with an insignificant risk of changes in fair value and are therefore considered highly liquid financial instruments. Cash equivalents are carried at cost, plus accrued interest, which approximates fair value. Cash equivalents are held to meet short-term liquidity requirements, rather than for investment purposes.

Cash and cash equivalents were placed with quality financial institutions and could be withdrawn on short notice. The Company has not experienced any significant losses on cash equivalents and does not believe it is exposed to any significant credit risk on cash and cash equivalents.

Restricted cash

JAB Insurance holds restricted cash which consists of cash and cash equivalents maintained in regulatory trust accounts that are required to be held in accordance with applicable state insurance regulations. Restricted cash is reported in Other assets on the Consolidated Statements of Financial Position.

Derivatives Instruments

Derivative instruments are initially recognised at fair value at the transaction date and subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised within Interest expenses for JAB Consumer and Net investment-related gains (losses) for JAB Insurance on the Consolidated Statements of Comprehensive Income. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

The Company primarily purchases over-the-counter ("OTC") index options, which are derivative financial instruments, to hedge the equity return component of its index annuity and life products. The index options act as hedges to match closely the returns on the underlying index. To a lesser extent, the Company purchases derivative instruments, such as futures, to hedge various risks, including interest rate, credit, and equity markets. OTC derivative contracts are subject to a Credit Support Annex. The Credit Support Annex mitigates risk by requiring counterparties to post collateral, resulting in a lower amount of uncollateralised exposure.

The Company may enter into contracts that contain embedded derivatives. For each contract, the Company assesses whether the embedded derivative has economic characteristics clearly and closely related to the economic characteristics of the host contract and determines whether a separate instrument with the same terms would meet the definition of a derivative instrument. If the Company determines that the embedded derivative has economic characteristics that are not clearly and closely related to the economic characteristics of the host contract, and that a separate instrument with the same terms would qualify as a derivative instrument, the embedded derivative is bifurcated from the host contract and accounted for separately. Embedded derivatives are recorded with the host contract at fair value and changes in their fair value are recorded in earnings.

The Company accounts for the embedded derivatives in funds withheld contracts as total return swaps. Accordingly, the value of the derivative is equal to the unrealised gain or loss on the assets underlying the funds withheld portfolio associated with each agreement.

Fixed index products combine features associated with traditional fixed annuities and universal life contracts, with the option to have interest rates linked in part to an equity index. The equity return component of such policy contracts must be identified separately and accounted for as embedded derivatives. The embedded derivatives are recorded at fair value. The fair value of the embedded derivative component of policy benefit reserves is estimated at each valuation date by: (a) projecting policy and contract values and minimum guaranteed values over the expected lives of the policies and contracts; and (b) discounting the excess of the projected value amounts at the applicable risk free interest rates adjusted for nonperformance risk and risk margins related to those liabilities. The projections of policy and contract values are based upon best estimate assumptions for future policy growth and future policy decrements. Best estimate assumptions for future policy growth includes assumptions for the expected index credit on the next policy anniversary date which are derived from the fair values of the underlying call options purchased to fund such index credits and the expected costs of annual cost options purchased in the future to fund index credits beyond the next policy anniversary. The projections of minimum guaranteed contract values include the same best estimate assumptions for policy decrements as were used to project policy contract values.

The Company does not have any derivatives designated as hedging instruments and does not apply hedge accounting.

Fair value measurements

ASC Topic 820, Fair Value Measurement ("ASC Topic 820") clarifies that fair value is the price in a market transaction to sell an asset or transfer a liability in which the reporting entity would transact for the asset or liability; that is, the principal or most advantageous market for the asset or liability. The transaction to sell the asset or transfer the liability is a hypothetical transaction at the measurement date, considered from the perspective of a market participant that holds the asset or owes the liability.

In addition, ASC Topic 820 provides a framework for measuring fair value and establishes a three-level hierarchy for fair value measurements based upon the transparency of inputs to the valuation of an asset or liability as of the measurement date. The three levels of valuation hierarchy established by ASC Topic 820 are defined as follows:

- Level 1 – Quoted prices (unadjusted) for identical assets or liabilities in active markets.
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. Level 2 inputs include the following: (i) quoted prices for similar assets in active markets; (ii) quoted prices for identical or similar assets in markets that are not active; (iii) inputs that are derived principally from or corroborated by observable market data by correlation or other means; and (iv) inputs other than quoted prices that are observable for the assets.
- Level 3 – Unobservable inputs for the asset or liability being valued. Unobservable inputs will be used to measure fair value to the extent that observable inputs are not available and such inputs will be based on the best information available in the circumstances and reflect the Company's best estimate of what market participants would use in pricing the asset at the measurement date.

Certain assets measured using net asset value ("NAV") per share (or its equivalent) as a practical expedient are not classified within the fair value hierarchy.

JAB Consumer

JAB Consumer holds the following investments in subsidiaries in Level 1, Level 2, and Level 3 financial assets:

- Level 1 – As of 31 December 2025, the Company holds no assets in this category.
- Level 2 – As of 31 December 2025, the Company's assets in this category include JAB Indulgence B.V. and JAB Beauty B.V. which directly holds an underlying investments in the public listed companies Krispy Kreme and Coty Inc. with little or no other assets or liabilities for which no observable market data is available.
- Level 3 – As of 31 December 2025, the Company's assets in this category include investments in JAB Coffee & Beverages Holdings 3 B.V., Pret Panera IV L.P, Petcare Holding LP., JAB Pet Holdings Ltd. and JAB Ventures B.V., none of which are directly quoted in an active market. Unobservable inputs can include NTM/LTM results, peer multiples, discounted cash flows, discounted dividends ("intrinsic values") and other observable inputs include JDE Peet's and KDP share price within JAB Coffee & Beverages Holdings 3 B.V.

Valuation process: The most significant estimate inherent in the preparation of the Company's consolidated financial statements is the valuation of investments and the related amounts of unrealised appreciation and depreciations of investments recorded. The Company's investment platforms hold stakes in private and public companies (together referred to as 'underlying investments'). The valuations of the underlying investments are reviewed and approved by the respective valuation committees comprised of independent and executive board members of those underlying investments. Once the valuation committee has unanimously approved the valuations, the Company aggregates the valuations of the underlying investments in line with the investment platform structures. Other assets and liabilities are considered in the valuation, together with the aggregated underlying investments against their respective ownership stake. The platform valuations are subsequently approved by the directors of the platform investments.

JAB Consumer uses a combination of valuation techniques for its Level 3 fair value investments and utilizes an external service provider to provide estimates of fair value. The determination of the fair value of the Company's Level 3 assets requires judgment, which includes assets for which market prices are not readily available. Due to the inherent uncertainty of determining the fair value of assets that do not have a readily available market

value, the fair value of the assets may differ significantly from the values that would have been used had a readily available market value existed for such assets, and such differences could be material. Because the calculation of the Company's net asset value is based, in part, on the fair value of its assets, the Company's calculation of net asset value is subjective and could be adversely affected if the determinations regarding the fair value of its assets were materially higher than the values that the Company ultimately realises upon the disposal of such assets.

Valuation method – public companies: For underlying investments that are publicly traded (KDP, Coty, JDE Peet's and Krispy Kreme), fair value is determined by reference to the quoted market price on the reporting date.

Valuation method – private companies – intrinsic value analysis: For 31 December, 2025, the intrinsic value analysis was used for Pret Panera IV LP and JAB Pet Holdings Ltd, utilizing a "discounted cash flow" and "discounted dividend" model respectively. Intrinsic value assessments are typically supported by recent market studies prepared by strategic consulting firms combined with management's long-term value creation plan on growth, margin and cash flow. The Company calibrates the valuation outcome by comparing the relevant implied multiples to the median of those from a peer group of comparable publicly traded companies as well as precedent transactions on a case-by-case basis.

Valuation method – private companies - comparable market multiples approach: For 31 December 2025, this valuation method was used for the Petcare Holding LP. In 2024 it was the main valuation method for underlying investments which are not quoted in an active market. Under the market-multiple method, the fair value of an underlying investment is estimated by deriving a market multiple from a selected group of comparable publicly traded companies that is considered representative of the underlying investment. Determination of the peer group companies is generally based on the risk profile, growth prospect, strength of brand or brand portfolio, leverage and certain other financial characteristics (e.g. market capitalisation, EBITDA margin levels, market leadership, recession resilience, etc.).

The multiples selected are based on the median or underlying factors of the comparable publicly listed companies and are applied to the figures of the underlying investments as of December 2024. In addition, adjustments between the enterprise value and the equity value are made for financial debt, and, where relevant, for non-controlling interest and financial assets and liabilities.

In addition, underlying investments that were acquired recently, generally within the last year, of which a recent market transaction is available, can be measured at the transaction price, except where the underlying company's economic performance (e.g. operations, financial position, and liquidity) has significantly changed. As part of the analysis, the Company calibrates the price of a recent transaction by using a market approach on a case-by-case basis.

JAB Insurance

Valuation method - Investment securities: The fair value for these instruments is based on the price published by a third-party pricing service, if available. If not available, the Company measures the fair value of investments based on assumptions used by market participants in pricing the security. The most appropriate valuation methodology is selected based on the specific characteristics of the investment and is consistently applied to measure the investment's fair value. The Company's fair value measurement is based on a market approach which utilises prices and other relevant information generated by market transactions involving identical or comparable securities. Sources of inputs to the market approach include third-party pricing services, independent broker quotations, and pricing matrices. The Company uses observable and unobservable inputs in its valuation methodologies. For securities valued through third-party pricing services, the Company gains an understanding of the fair value inputs and pricing methodologies at the service provider in determining the appropriateness of the fair value measurements provided.

Observable inputs include benchmark yields, reported trades, broker-dealer quotes, issuer spreads, two-sided markets, benchmark securities, bids, offers and reference data. In addition, market indicators, and industry and economic events are monitored. For certain investments, additional inputs may be used, or some of the inputs

described above may not be applicable. For broker-quoted only investments, quotes from market makers or broker- dealers are obtained from sources recognised to be market participants. In order to validate the pricing information and broker-dealer quotes, the Company employs, where possible, procedures that include comparisons with similar observable positions, comparisons with subsequent sales and discussions with brokers as well as observations of general market movements for those security classes. For those securities trading in less liquid or illiquid markets with limited or no pricing information, the Company relies on its third-party investment manager to provide valuations, which the Company subsequently reviews independently for reasonableness.

Generally, the Company does not adjust prices received from third parties; however, the Company does analyze the third-party pricing services' valuation methodologies and related inputs and performs additional evaluation to determine the appropriate level within the fair value hierarchy.

Valuation method - Funds withheld assets, Funds withheld liabilities and Modified coinsurance: The fair value of embedded derivatives associated with funds withheld reinsurance treaties and modified coinsurance treaties is determined based upon a total return swap methodology with reference to the fair value of the investments held by the ceding company that support the Company's funds withheld at interest asset. The fair value of the underlying assets assumed and ceded is determined based on assumptions, methodologies and valuation techniques determined in a consistent manner with the Company's general account assets and are generally based on market observable inputs using market valuation methodologies. The embedded derivative related to funds withheld assumed is recorded in Investments on the Consolidated Statements of Financial Position.

Valuation method - Derivative instruments: Derivative instruments are recorded at fair value within Investments on the Consolidated Statements of Financial Position except for embedded derivatives which are recorded with the associated host contract. The fair values of derivative contracts can be affected by changes in interest rates, foreign exchange rates, commodity prices, credit spreads, market volatility, expected returns, net profit ratio, liquidity, and other factors. The Company's exchange-traded and OTC call options are valued using quoted or broker prices in active markets and are classified within Level 2 in the fair value hierarchy. **See Note 6** — "Derivative Instruments" for further details.

Valuation method - Embedded derivative related to index products: Embedded derivatives related to interest sensitive contract liabilities with fixed indexed products are classified as Level 3. The valuations include significant unobservable market inputs associated with economic assumptions and actuarial assumptions for policyholder behavior. The balances are included within Policy liabilities and Other assets on the Consolidated Statements of Financial Position.

Valuation method - MRBs: MRBs are contract features that both provide the policyholder with protection against significant capital market risk and expose JAB Insurance to more than a nominal level of that risk. An MRB entitles the policyholder to receive an amount, in addition to the account balance, upon certain events such as death, annuitization, or periodic withdrawals. This additional amount reflects protection from meaningful capital market risk. Common examples of MRBs include guaranteed minimum death benefits and guaranteed minimum income benefits, which are often found in fixed index annuities and fixed annuities.

MRBs are measured at fair value and are classified within Level 3 of the fair value hierarchy due to the significance of unobservable inputs used in their valuation. The Company's MRBs primarily relate to guaranteed minimum withdrawal and income benefits embedded in fixed indexed annuity contracts, which provide policyholders with protection from adverse capital-market performance.

Business Combinations

The Company accounts for business combinations using the acquisition method of accounting in accordance with ASC Topic 805, Business Combinations ("ASC Topic 805"). Under this method, the consideration transferred is allocated to the identifiable assets acquired and liabilities assumed based on their estimated fair values as of the acquisition date. Any excess of the consideration transferred over the fair value of the net identifiable assets acquired is recognised as goodwill. Acquisition-related costs incurred in connection with a business combination are expensed as incurred.

Foreign currency

Functional and presentation currency

The consolidated financial statements are presented in US Dollar ($), which is the Company's functional currency. Each subsidiary within the Company determines its functional currency independently. The results and financial positions in the consolidated financial statements of each company are measured using the Company's functional currency.

Foreign currency transactions and translations

Foreign currency denominated assets and liabilities are translated using the exchange rates prevailing at the end of each reporting period. The Company does not isolate the portion of the results of operations arising from the effect of changes in foreign exchange rates on investments from fluctuations arising from changes in market prices of investments held. For JAB Consumer both components are included in Net gain (loss) from investments in the Consolidated Statements of Comprehensive Income.

For JAB Insurance, foreign currency income or expenses resulting from transactions outside of the functional currency of the Company are recorded as incurred in Net investment income and other expenses on the Consolidated Statements of Comprehensive Income (Loss).

Share-based payments

Share-based payment transactions are recognised over the period in which the performance and/or service conditions are fulfilled. Equity-classified transactions are recognised as additional paid-in capital in equity, while cash-settled transactions are recognised as a liability. The Company measures all liability-classified share-based payments at intrinsic value. The intrinsic value of an option is determined by the amount, if any, by which the share price at the measurement date exceeds the strike price. If participants have a put right immediately after the vesting of a share award or upon exercise of options, the awards are liability-classified. In such cases, the Company remeasures the intrinsic value until the shares have vested or the options have been exercised, and the participant has borne the risks and rewards of equity share ownership for six months or more from the date the shares are issued. In case there exist limitations to the put right of shares and options, where it is relevant to determine the sequence through which shares and options are put, the Company applies the first-in-first-out principle. When awards are reclassified from liability to equity, the Company remeasures the liability as of the modification date and reclassifies the liability to additional paid-in capital.

Equity-classified transactions are measured at the grant date fair value of the equity instruments granted. Liability-classified transactions are remeasured at each reporting date until settled. Changes in the intrinsic value of a liability that occur during the requisite service period are recognised as compensation cost over that period. Changes in the intrinsic value of a liability that occur after the end of the requisite service period are compensation costs of the period in which the changes occur.

The cumulative expense recognised for share-based payment transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Company's best estimate of the number of instruments that will ultimately vest. For awards with a graded vesting schedule and only service conditions, each vesting tranche is treated as a separate grant, which means that the expense is recognised

over the relevant vesting period for each individual tranche. The Company estimates the number of forfeitures expected to occur over the vesting period. The impact of the revision of the estimates, if any, as well as the impact of the actual number of forfeitures, cancellations and early vesting are recognised in the Consolidated Statements of Comprehensive Income with a corresponding adjustment to equity at each reporting date.

In order to estimate expenses in connection with share-based payments, adequate measurement methods have to be adopted and adequate parameters for those measurement methods have to be determined. Those parameters comprise expected life of options,volatility, dividend yield, risk-free interest rate and assumptions on time of exercise. The estimates and underlying assumptions require judgment and are reviewed on an ongoing basis. Revisions to accounting estimates are either recognised in the period in which the estimate is revised only, or in the period of the revision and future periods, if the revision affects both current and future periods.

Borrowings

Borrowings of the Company include bonds and bank loans. These borrowings are carried at amortised cost which is comprised of the principal amount borrowed net of any unamortised discount and debt issuance costs.

Interest-bearing loans and borrowings are initially recognised at the proceeds received, net of transactions costs incurred, and are subsequently measured at amortised cost using the effective interest method. Amortised cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate.

Gains and losses are recognised in the Consolidated Statements of Comprehensive Income when the liabilities are derecognised as well as through the effective interest method amortisation process.

Income taxes

The Company accounts for income taxes in accordance with the provisions of ASC Topic 740, Income Taxes ("ASC Topic 740"), under which income taxes are provided for amounts currently payable and for amounts deferred based upon the estimated future tax effects of differences between the financial statements and tax basis of assets and liabilities given the provisions of the enacted tax law.

Because taxable income as determined in accordance with relevant tax regulations differ from US GAAP, taxable income generally differs from net income for financial reporting purposes due to temporary and permanent differences in the recognition of income and expenses. Temporary differences arise when certain items of income, expense, gains or losses are recognised in a different financial year for tax and US GAAP purposes.

The Company recognises deferred tax assets and liabilities for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax basis. Deferred tax assets and liabilities are measured using enacted income tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. Any effect on deferred tax assets and liabilities from a change in tax rates is recognised in income in the period that includes the enactment date. The Company assesses all available positive and negative evidence to estimate if the existing deferred tax assets will be realised. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Valuation allowances are used to reduce deferred tax assets to the amount likely to be realised. Valuation allowances are considered insofar it is not considered more likely than not that sufficient future taxable profits will be available to realise the deferred tax assets against.

ASC Topic 740-10 requires the evaluation of tax positions taken or expected to be taken while preparing tax returns to determine whether the tax positions are "more-likely-than-not" of being sustained by the applicable tax authorities. Tax positions not deemed to satisfy the "more-likely-than-not" threshold would be recorded as a tax benefit or expense in the current fiscal year. In accordance with the authoritative guidance on income taxes, the Company established additional provisions for income taxes when, despite the belief that tax positions are

fully supportable, there remain certain positions that do not meet the minimum probability threshold, which is a tax position that is not more likely than not to be sustained upon ultimate settlement with tax authorities assuming full knowledge of the position and all relevant facts. In the normal course of business, the Company and its subsidiaries are examined by various federal, state, foreign, and other tax authorities. The Company regularly assesses the potential outcomes of these examinations and any future examinations for the current or prior years in determining the adequacy of its provision for income taxes. The Company routinely assesses the likelihood and amount of potential adjustments and adjusts the income tax provision, the current tax liability and deferred taxes in the period in which the facts that give rise to a revision become known. The Company classifies estimated interest and penalties related to the unrecognised tax benefits as a component of the provision for income taxes in the Consolidated Statements of Comprehensive Income.

The Company is within the scope of the OECD Pillar Two model rules. Under Pillar Two legislation, the Company could be liable to pay a top-up tax for the difference between its Global Anti-Base Erosion ("GloBE") effective tax rate per jurisdiction and the 15% minimum rate. The Company has made a detailed assessment of its exposure to the Pillar Two legislation and has concluded that it is not expected to be liable for any meaningful top-up taxes under the OECD Pillar Two model rules and the Pillar Two legislation enacted in Luxembourg as of 31 December, 2025. Therefore, the Company has not accounted for a Pillar Two current tax expense in the financial statements for the year 2025.

As of 31 December 2025, the Company has recognised no amount for interest or penalties related to uncertain tax positions. Management believes that adequate provisions have been made in the consolidated financial statements for any potential assessments that may result from tax examinations and other tax related matters for all open tax years, and that based upon the timing and status of its current examinations by taxing authorities, management believes that any changes to the balance of unrecognised tax benefits occurring within the next 12 months are reasonably expected not to result in a significant change to the results of operations, financial condition, or liquidity. Income taxes for the insurance subsidiaries of the Company are accounted for under the asset and liability method. Under this method, deferred tax assets and liabilities are recognised for the estimated future tax consequences attributable to differences between the consolidated financial statement carrying amounts of existing assets and liabilities and their respective tax bases, and operating loss and tax credit carryforwards. Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognised in the Consolidated Statements of Comprehensive Income (Loss) in the period that includes the enactment date.

A valuation allowance is recorded to reduce the carrying amounts of deferred tax assets if it is more likely-than-not that such a portion of these assets will not be realised. Considerable judgment and the use of estimates are required in determining whether a valuation allowance is necessary and if so, the amount of such valuation allowance. In evaluating the need for a valuation allowance, the Company considers many factors, including: the nature and character of the deferred tax assets and liabilities; taxable income in prior carryback years; projected future income (exclusive of reversing temporary differences and carryforwards); projected future reversals of existing temporary differences; the length of time carryovers can be utilized; and any prudent and feasible tax planning strategies the Company would employ to avoid the expiration of a tax benefit

The Company recognises the effect of income tax positions only if those positions are more likely-than-not of being sustained. Recognised income tax positions are measured at the largest amount that is greater than 50% likely of being realised. Changes in recognition or measurement are reflected in the period in which such change in judgment occurs. The Company has analyzed filing positions in federal and state jurisdictions where it is required to file income tax returns, and no reserves for uncertain tax positions have been recorded in these consolidated financial statements.

United States (U.S.)

The Company owns subsidiaries subject to U.S. federal income tax at the entity level, and the related tax provision attributable to the Company's share of this income tax is reflected in the Consolidated Statements of Comprehensive Income (Loss). JAB Holdings UK Ltd. ("JAB UK") wholly owns JAB Insurance US Holdings, Inc. ("JAB Insurance US"), the lead filer for the U.S. insurance business.

On 5 September 2025, JAB UK acquired, among other equity interests, 100% of the stock of Prosperity Holding Company ("PHC"), the common parent of a life / nonlife consolidated tax group. JAB UK subsequently contributed all of the stock of PHC to JAB Insurance US. Consequently, JAB Insurance US became the new common parent of the life / nonlife consolidated tax group effective 5 September, 2025.

The Company is subject to U.S. federal income tax examinations by tax authorities for years 2021 through 2024 for material tax paying jurisdictions.

The consolidated tax group is subject to an intercompany tax sharing agreement, whereby current and deferred taxes are allocated pursuant to the consolidated tax return regulations. Under the consolidated tax return regulations, the Company has elected the "percentage method" in computing the tax liability of the members of the consolidated group. The tax liability is apportioned among the members of the consolidated group in accordance with the ratio that the portion of the consolidated taxable income attributable to each member of the consolidated group having taxable income bears to the consolidated taxable income. An additional amount shall be allocated to each member of the consolidated group equal to 100% of the excess, if any, of the separate return tax liability of such member for the tax year over the tax liability allocated and credited to the members of the consolidated group that had items of income, deduction, or credit, to which any difference is attributable.

On August 16, 2022, President Biden signed into law the Inflation Reduction Act ("Act"), which included a new corporate alternative minimum tax ("CAMT"). The Act and CAMT are effective for tax years beginning after 2022. The Act included a number of tax related provisions including: (i) a 15-percent CAMT on "adjusted financial statement income" of an "applicable corporation;" and (ii) a 1-percent excise tax on certain corporate stock buybacks. Based on available information, JAB Insurance US is not an "applicable corporation" during the year 2025 and, as a result, has determined that it and members of its consolidated group are not liable for CAMT in 2025. Therefore, the consolidated financial statements for the years ended 31 December 2025 and 2024 do not include any impacts of the CAMT.

Bermuda

The Company owns certain subsidiaries subject to Bermuda corporate income tax at the entity level and the related tax provision attributable to the Company's share of this income tax is reflected in the Consolidated Statements of Comprehensive Income (Loss). Prosperity Life Assurance Limited ("PLAL"), an authorized Class E reinsurer, operates exclusively in Bermuda and is the lead filer of a combined tax return ("Bermuda Group").

On December 27, 2023, Bermuda signed the Bermuda Corporate Income Tax Act to create a corporate income tax using a 15% statutory tax rate to align with the GloBE rules and qualify as a covered tax. The tax will be effective starting 1 January 2025 and is applicable to Bermuda tax-resident entities and permanent establishments that are part of multinational enterprise ("MNE") groups with annual revenues that exceed at least €750 million. The tax is deferred until 1 January 2030 for MNE groups with: (1) five or fewer jurisdictions outside of Bermuda; (2) net book values of tangible assets of all constituent entities does not exceed €50 million; and (3) no parent entity is required to apply an Income Inclusion Rule ("IIR") with respect to any constituent entity of the MNE Group located in Bermuda. Prior to the acquisition, the Bermuda Group qualified for tax deferral until 2030. Upon the acquisition, the Bermuda Group no longer qualified for the five-year deferral because the ultimate parent entity is subject to the IIR under Pillar Two.

Bermuda provides for an economic transition adjustment ("ETA"), which allows a Bermuda tax resident entity or Bermuda permanent establishment to establish a deferred tax asset as if the provisions of the legislation were enacted prior to 30 September 2023. A Bermuda Constituent Entity ("BCE") may elect to opt out of the ETA. By making the election, a BCE is automatically eligible for an opening tax loss carryforward ("Opening NOL"). The Company has performed an analysis of tax benefits under the ETA and Opening NOL, and management has decided to elect out of the ETA and establish an Opening NOL.

See Note 17 — "Income Tax" for further details.

Significant accounting policies – JAB Consumer

The significant accounting policies applicable to JAB Consumer businesses are described below.

Financial assets

Investments

Investments in corporate securities may consist of common stock, preferred stock, and debt of privately owned portfolio companies. Certain consolidated subsidiaries of JAB Consumer apply specialized investment company accounting in accordance with ASC Topic 946, resulting in these investments being initially recognised at fair value. At each measurement date, the Company reviews the valuation of each investment and records adjustments as necessary to reflect the expected exit value of the investment under current market conditions. Attributable transaction costs are expensed in profit or loss as incurred. Changes in the valuations of corporate securities are recognised as Net gain (loss) from investments on the Consolidated Statements of Comprehensive Income.

Loans

The Company has certain loans that were given to the management of the Company or the personal holding companies of the Company's management under its management participation plan. The Company has the intent and ability to hold the loans for the foreseeable future and recognises the loans initially at fair value plus any directly attributable transaction costs. These loans are subsequently measured at amortised cost.

Loans are assessed in accordance with ASC Topic 326, Financial Instruments – Credit Losses ("ASC Topic 326"), which includes the requirement to calculate expected credit losses under the Current Expected Credit Loss ("CECL") model. Any allowance for credit losses and any subsequent reversals are recognised in Other expenses in the Consolidated Statements of Comprehensive Income. The Company uses a discounted cash flow model in estimating expected credit losses which also takes historical loss experience, current conditions and forward-looking information into account. If the Company has determined that a loan or a portion of a loan is uncollectible, it will write off the loan through an adjustment to its CECL allowance based on the net present value of expected future cash flows. Write-offs are recorded in the period in which the loan balance is deemed uncollectible based on management's judgment.

Investment gain (loss)

All investment transactions are recorded at fair value on the trade date unless otherwise noted. Subsequent adjustments to fair value are recorded to Net gain (loss) from investments on the Consolidated Statements of Comprehensive Income, which reflects the difference between the fair value of the investments and the cost basis of the investments. Realised gains or losses are recorded upon the sale, liquidation or redemption of investments and are calculated as the difference between the net proceeds from the sale or liquidation, if any, and the cost basis of the investment. Realised gains or losses recognised in Net gain (loss) from investments includes realised gains or losses from in-kind redemptions.

Interest and dividend income

The Company generates interest income from its cash balance held with banks, including notional cash pool deposits. Interest income, including amortisation of premium and accretion of discount, is recorded on the accrual basis in accordance with the contractual terms of the agreements, to the extent that such amounts are expected to be collected.

Dividend income from investments in subsidiaries is recognised when the right to receive payment is established, typically on the ex-dividend date for quoted securities.

Significant accounting policies – JAB Insurance

The significant accounting policies applicable to JAB Insurance businesses are described below.

Investments

In the normal course of business, JAB Insurance enters into transactions involving a variety of investment types, all of which are held as part of its insurance operations and presented within Investments on the Consolidated Statements of Financial Position.

Fixed maturity securities

Investments in fixed maturity securities classified as available-for-sale ("AFS") are reported at fair value and unrealised gains or losses on these securities are included within Accumulated other comprehensive income (loss) ("AOCI").

Dividends and interest income, recorded in Net investment income (loss) on the Consolidated Statements of Comprehensive Income, are recognised when earned. Amortisation of premiums and accretion of discounts on investments in debt securities are also recorded in Net investment income (loss) on the Consolidated Statements of Comprehensive Income over the contractual terms of the investments in a manner that produces a constant effective yield. Realised gains and losses on sales of investments are recognised using the specific identification method and recorded in Net investment-related gains (losses) on the Consolidated Statements of Comprehensive Income. Purchase and sales of investments are recorded on a trade-date basis.

Fixed maturity securities include corporate bonds, government obligations, state and political subdivision obligations, and loan-backed securities which include residential mortgage-backed securities ("RMBS"), commercial mortgage-backed securities ("CMBS"), and other structured securities. Income on loan-backed and other structured securities are recognised using a constant effective yield based on anticipated cash flows and the estimated economic life of the securities. Prepayment assumptions are obtained from external sources or internal estimates. Significant changes to the cash flow assumptions from the original purchase assumptions are accounted for utilizing the prospective method.

Equity securities

Equity securities (including common stock and non-redeemable preferred stock) are carried at fair value with changes in fair value recognised in Net investment-related gains (losses) on the Consolidated Statements of Comprehensive Income while dividend income is reported in Net investment income (loss) on the Consolidated Statements of Comprehensive Income.

Mortgage loans on real estate

Mortgage loans, which include commercial and residential mortgage loans, are generally carried at unpaid principal balances, net of discounts, premiums, deferred origination fees, net of allowance for credit losses, and are collateralised. The Company recognises an allowance for credit losses within Net investment-related gains (losses) on the Consolidated Statements of Comprehensive Income at time of purchase based on estimated lifetime credit loss.

Interest income is accrued on the principal balance of the loan based on the loan's contractual interest rate to the extent it is deemed collectible and is recorded as earned in Net investment income (loss) on the Consolidated Statements of Comprehensive Income. Premiums and discounts are amortised using the effective yield method over the life of the loan and are reported in Net investment income (loss) on the Consolidated Statements of Comprehensive Income.

Investment in real estate

Investment in real estate is stated at cost less accumulated depreciation. If there is an indication that the carrying amount of the real estate may not be recoverable, then it must be tested for impairment. If the carrying amount of a real estate investment exceeds its undiscounted cash flows, an OTTI is recorded in Net investment-related gains (losses) on the Consolidated Statements of Comprehensive Income (Loss), calculated as the difference between the carrying amount and the fair value of the real estate investment. Depreciation of real estate is calculated using the straight-line method over the estimated lives of the assets. Costs of permanent improvements are depreciated over the shorter of their estimated useful lives, or the remaining estimated life of the real estate.

Certain investments in real estate are held in consolidated investment companies that account for such real estate at fair value under investment company accounting, and this specialized accounting is retained in consolidation. Changes in fair value of real estate in consolidated investment companies are recognised in Net investment income (loss) on the Consolidated Statements of Comprehensive Income.

Policy loans

Policy loans are carried at the unpaid principal balance. Interest income on such loans is recorded as earned in Net investment income (loss) on the Consolidated Statements of Comprehensive Income using the contractually agreed upon interest rate. Generally, accrued interest is capitalised on the policy's anniversary date. Valuation allowances are established only when the loan balances, including capitalised interest, exceed the cash surrender value of the underlying insurance policies. Any unpaid principal and accrued interest are deducted from the cash surrender value or the death benefit prior to settlement of the insurance policy.

Funds withheld assets

Funds withheld assets represent receivables for amounts contractually withheld by ceding companies in accordance with funds withheld and modified coinsurance reinsurance agreements in which the Company acts as the reinsurer. Generally, assets that support the net statutory reserves as defined in the treaty are withheld and legally owned by the ceding company and any excess or shortfall is settled periodically. The underlying funds withheld reinsurance agreements, which represent host contracts equivalent to debt receivables with a rate of interest equal to the book yields, contain an embedded derivative (**see Note 6** — "Derivative instruments" for further details). Investment income on funds withheld assets is equal to the interest income earned on these segregated assets and recorded in Net investment income (loss) on the Consolidated Statements of Comprehensive Income. Fees and other revenue received related to funds withheld reinsurance agreements are recorded to Other income on the Consolidated Statements of Comprehensive Income.

Funds withheld assets consist mainly of invested assets, separate accounts receivable and cash and cash equivalents retained by the ceding company. The assets are held in trust or custodial accounts that are legally segregated from other assets of the cedants. For certain funds withheld treaties, the Company is exposed to the investment performance of the underlying assets, as if the assets were directly owned by the Company. For certain modified coinsurance ("modco") treaties, the Company recognises a modco receivable representing the separate account assets which the Company do not own, but have the right to receive the associated income on through the reinsurance agreements. The risk of loss to the Company due to the insolvency of a ceding company is mitigated by the Company's contractual right to offset amounts it owes the ceding company for claims or allowances with amounts owed to the Company from the ceding company.

Other invested assets

Other invested assets primarily consist of investments in limited partnerships and limited liability companies, derivatives (**see Note 6** — "Derivative instruments" for further details), certain investments of consolidated investment companies, short-term investments, and other loans.

Interests in limited partnerships in which the Company does not have voting control or power are accounted for using the equity method of accounting, or at fair value with changes in fair value reported in Net investment income (loss) on the Consolidated Statements of Comprehensive Income. The Company's income from investments in limited partnerships and limited liability companies accounted for using the equity method is included in Net investment income (loss) on the Consolidated Statements of Comprehensive Income. In applying the equity method (including assessment for OTTI), the Company uses financial information provided by the investee, generally on a three-month lag.

Short-term investments include securities and certain money market funds with remaining maturities of one year or less, but greater than three months, at the time of purchase. These assets are reported at cost, which approximates fair value.

Other loans, which consist of real estate financing and non-mortgage related participation loans, are carried at unpaid principal balances, net of discounts, premiums, deferred origination fees, and net of allowance for credit losses. The Company closely monitors the loans with the potential for valuation allowance by considering economic conditions, volume, and collateral composition to the other loans.

Credit losses

AFS fixed maturity securities

The Company periodically evaluates its AFS investments in an unrealised loss position to determine whether the decline in fair value below the amortised cost basis is due to credit-related factors or noncredit-related factors. If management determines: (1) the Company has the intent to sell the security as of the end of the reporting period; or (2) it is more likely-than-not that a security will be required to be sold; any existing credit loss allowances for the AFS debt security are reversed and the amortised cost basis will be written down to current fair value recognised in Net investment-related gains (losses) on the Consolidated Statements of Comprehensive Income. If neither of these conditions exist, the Company evaluates whether the decline in fair value has resulted from a credit loss or other non-credit loss. Credit-related impairment is recorded as an allowance for expected credit losses through Net investment-related gains (losses), and non-credit-related impairment is recorded in Other comprehensive income ("OCI").

The Company qualitatively considers relevant facts and circumstances in evaluating whether a decline below fair value is credit-related. Relevant facts and circumstances include but are not limited to: (1) the extent to which the fair value is less than amortised cost; (2) the financial condition, near-term prospects, and long-term prospects of the issuer, including relevant industry conditions and trends; (3) with respect to structured securities, changes in forecasted cash flows after considering the quality of underlying collateral, expected prepayment speeds, current and forecasted loss severity, consideration of the payment terms of the underlying assets backing a particular security, and the payment priority within the tranche structure of the security; (4) the specific reasons that a security is in a significant unrealised loss position, including market conditions that could affect access to liquidity; (5) a downgrade in the rating for a security; and (6) failure to make scheduled payments.

If upon completion of this analysis it is determined that a potential credit loss exists, an allowance for expected credit losses is established equal to the amount by which the present value of expected cash flows is less than amortised cost, limited by the amount by which fair value is less than amortised cost. The expected cash flows are discounted at the effective interest rate implicit to the security at the date of purchase. For securities with a contractual interest rate that varies based on changes in an independent factor, such as an index or rate, the effective interest rate is calculated based on the factor as it changes over the life of the security. Inherently under the discounted cash flow model, both the timing and amount of expected cash flows affect the measurement of the allowance for expected credit losses.

The Company made an accounting policy election to exclude the accrued interest receivable from the amortised cost balance used to calculate the allowance for expected credit losses, as the Company has a policy to write off such balances in a timely manner, when they become deemed uncollectible.

The Company estimates an allowance for expected credit losses for its reinsurance recoverable balance using a probability of default approach which incorporates key inputs and assumptions regarding historical insurer liquidation rates, counterparty credit ratings, and collateral received. Liquidation rates are derived from rating agency studies covering insurers and are based on historical liquidation trends according to their respective credit ratings. Liquidation rates are applied to the net amount of the Company's credit exposure, which considers collateral arrangements such as letters of credit and trust accounts. The reinsurance recoverables allowance for expected credit losses was immaterial as of 31 December 2025.

Mortgage and other loans

The allowance for credit losses on loans represents the Company's best estimate of expected credit losses over the remaining life of a loan. The determination of the allowance considers historical credit loss experience, current conditions, and reasonable and supportable forecasts.

For loans that share similar risk characteristics, expected credit losses are measured on a pool basis. For loans that do not share similar risk characteristics, expected credit losses are measured individually. Loans subject to individual evaluation include those loans that are collateral dependent, where the borrower is experiencing financial difficulty. For these collateral dependent loans, expected credit losses are measured as the difference between the fair value of the collateral (less costs to sell, where the collateral is to be sold) and the amortised cost basis of the loan. The two segments of pooled loans are residential and commercial mortgages.

The Company's allowance methodology considers historical loss experience of large third-party database of peer institutions to calculate baseline probabilities of default and loss given default assumptions, in calculating overall historical loss-rate assumptions, at the segment-level. Historical loss-rate curves, adjusted for reasonable and supportable loss-driver forecasts, are used in the segment level discounted cash flow models to calculate general allowance for mortgage loans on real estate.

Reinsurance

The Company assumes and cedes insurance and investment contracts through various forms of reinsurance arrangement including coinsurance, modified coinsurance, and funds withheld agreements.

Reinsurance accounting is applied to business assumed and ceded where the risk transfer criteria have been met. To meet risk transfer requirements, a long-duration reinsurance contract must transfer mortality or morbidity risks and subject the reinsurer to a reasonable possibility of a significant loss. Those contracts that do not meet risk transfer requirements are accounted for using deposit accounting. Cessions under reinsurance do not discharge the Company's obligations as the primary insurer or reinsurer, unless the requirements of assumption reinsurance have been met.

Accounting for reinsurance requires the use of assumptions, particularly related to the future performance of the underlying business and the potential impact of counterparty credit risks. The Company attempts to minimize counterparties' credit risk through the structuring of the terms of the reinsurance agreements, including the use of trusts and the monitoring of credit ratings of the counterparties for signs of declining credit quality.

Assets and liabilities assumed or ceded under coinsurance, funds withheld, and modified coinsurance reinsurance agreements are presented gross on the Consolidated Statements of Financial Position. Revenues, benefits, and expenses are recorded net of amounts ceded to reinsurers. Reinsurance recoverables, including ceded claim and future policy benefit reserves and contractual balances due from ceding companies, are recognised as assets and are determined using assumptions consistent with those of the underlying policies. Reinsurance payables are the Company's obligations to reinsurers under the reinsurance agreements, which include net settlements due to ceding companies and reinsurers. For investment contracts not meeting risk transfer criteria, premiums collected are reported as deposits to policyholder funds included within Policy liabilities on the Consolidated Statements of Financial Position.

Reinsurance agreements can include commission and expense allowances, which are the costs reimbursed under the reinsurance agreements that are related to the production of new business and the maintenance of existing

reinsured policies. Commission and expense allowances are accounted for on a basis consistent with that used in accounting for the underlying reinsured contracts and the terms of the reinsurance agreements.

Reinsurance agreements do not relieve the Company from its obligations to policyholders. In the event that the reinsurers would be unable to meet their obligations, the Company is liable for the reinsured claims.

Intangible assets

The Company's intangible assets are comprised of insurance-related intangible assets, goodwill and other intangible assets.

Insurance intangible assets - VOBA

VOBA is an identifiable intangible asset that represents the estimated future profits relating to insurance and annuity contracts in force that are acquired in a business combination. VOBA is recognised when the fair value of liabilities exceeds the value of the related reserves. The fair value of liabilities is determined using best estimate assumptions as of the acquisition date, discounted at applicable risk-free interest rates and adjusted for nonperformance risk and a risk margin.

For all insurance products, VOBA is amortised on a constant-level basis over the expected life of the related business, consistent with the amortisation methodology used for DAC.

The Company evaluates the recoverability of VOBA on an annual basis. If the carrying amount of VOBA is determined to not be recoverable, an impairment charge is recognised in the current period. No such write down was necessary for the year ended 31 December 2025.

See Note 9 — "Insurance intangible assets" for further details.

Insurance intangible assets - DAC and DSI

Costs that are directly related to the successful acquisition of new and renewal insurance and reinsurance contracts, including traditional life, universal life, and deferred annuity products, are deferred as DAC. DAC primarily includes commissions and ceding commissions paid, as well as a portion of employee compensation costs related to underwriting, policy issuance and processing, and medical inspection. Premium bonuses and bonus interest credited to contracts in the first contract year are deferred as DSI. These costs have been deferred and recorded as an asset in Insurance intangibles on the Consolidated Statements of Financial Position.

The cohorts and assumptions used for the amortisation of DAC and DSI are consistent with those used in estimating the related liabilities for these contracts. These costs are capitalised and amortised by cohort on a constant level basis based on policy count. The Company conducts a review of valuation assumptions relative to current experience and management expectations on an annual basis. To the extent that expectations change as a result of this review, valuation assumptions are updated, and the impact is reflected as retroactive adjustments in the current year's amortisation (unlocking) and is included in Amortisation of insurance and other intangibles on the Consolidated Statements of Comprehensive Income.

The Company assesses internal replacements to determine whether such modifications significantly change the contract terms. When the modification substantially changes the contract, DAC is written off immediately through income and only new deferrable expenses associated with the replacements are deferred. If the contract modifications do not substantially change the contract, DAC amortisation on the original policy will continue and any acquisition costs associated with the related modification are expensed. DAC which was written-off at the date of lapse cannot be restored when subsequently the policy is reinstated.

See Note 9 — "Insurance intangible assets" for further details.

Goodwill and intangible assets

Goodwill represents the future economic benefits arising from assets acquired in a business combination that are not individually identified and separately recognised. Intangible assets consist of trade names, developed technology, distributor relationships, and licenses. Goodwill and intangible assets with an indefinite useful life are not required to be amortised.

Impairment testing is required for goodwill and all indefinite-lived intangible assets at least on an annual basis. If certain events or circumstances are present, such as adverse changes in the business climate, the impairment test could be required more frequently.

The Company has an option to perform the goodwill impairment analysis quantitatively or qualitatively, when certain criteria are met. If, based on qualitative assessment, it is more likely than not that a reporting unit's fair value is less than its carrying amount, a quantitative test is performed. The quantitative test compares fair value to carrying value, including goodwill. If fair value exceeds carrying value, goodwill is not impaired. If carrying value exceeds fair value, an impairment loss is recorded for the difference, limited to the total amount of goodwill. Reversal of goodwill impairment losses is not allowed.

Indefinite-lived intangible assets, other than goodwill, also follow the qualitative and/or the quantitative analysis for impairment by comparing the fair value of the asset with its carrying amount. If the carrying amount of the intangible asset exceeds its fair value, an impairment loss is recognised in the amount of that excess. The Company may elect to conduct a qualitative assessment of these indefinite-lived intangible assets instead of performing the full impairment test. In doing so, the Company evaluates whether it is more likely than not that the fair value of the intangible asset is lower than its carrying amount. If the Company determines that this condition is met, it is required to perform the impairment test. If not, no additional assessment is necessary.

An intangible asset with a finite life is amortised over its useful life. Intangible assets with finite useful lives are tested for impairment when facts and circumstances indicate that the carrying amount may not be recoverable, and an impairment loss is recognised when the carrying amount of an asset exceeds the estimated undiscounted cash flows attributable to the asset. The amount of the impairment loss to be recorded is calculated by the excess of the asset's carrying value over its fair value. Fair value is generally determined by using discounted cash flow analysis which uses assumptions that a market participant would use.

Closed Block

As a result of a demutualization, a closed block was established for the benefit of holders of certain participating individual life insurance policies. The closed block assets, the future cash flows generated by such assets, and the future revenues from the policies in the closed block will only benefit the closed block policyholders.

JAB Insurance maintains a closed block associated with certain participating life insurance policies established at the time of demutualization. The Company uses the same accounting principles to account for the participating policies included in the closed block as those used prior to 8 October 2014, the date of demutualization. As a result, the closed block is accounted for using the participating contract measurement model in accordance with ASC Topic 944. Under this approach, assets and related cash flows allocated to the closed block are restricted to meeting the obligations of participating policyholders. Earnings of the closed block are recognised in income over the period the related policies remain in force, and differences between actual and expected experience are reflected through policyholder dividends or recorded as a policyholder dividend obligation ("PDO"). Many expenses related to the closed block operations are charged to operations outside the closed blocks; accordingly, the contribution from the closed blocks does not represent the actual profitability of the closed block operations. If the closed block has insufficient funds to make guaranteed policy benefit payments, such payments will be made from assets outside the closed block.

In the consolidated financial statements, closed block assets, liabilities, revenues, and expenses are presented together with all other assets, liabilities, revenues, and expenses.

See Note 13 — "Closed block" for further details.

Liability for future policy benefits, policyholder funds, and other policyholder benefits

The Company establishes and carries actuarial determined reserves that are calculated to meet its future obligations. Future policy benefits are comprised of traditional life, payout annuities with life contingencies, and accident and health insurance contracts. Traditional and limited-pay long-duration insurance products use a net premium ratio ("NPR") methodology to accrue benefit reserves and recognise benefit expenses for each annual cohort of business. The NPR, which reflects updated actuarial assumptions and experience variances, determines the portion of gross premiums allocated to future policy benefits. If benefits exceed premiums, the excess is expensed immediately. For limited-pay contracts, NPR revisions may shift amounts between benefit reserves and deferred profit liabilities. Cash flow assumptions will be updated annually during Q3 with related impacts reflected in net income.

Insurance contracts are grouped into annual cohorts and may be further divided by product features, reinsurance status, or currency. Assumptions used in calculating liabilities include discount rates, persistency, morbidity, and mortality, based on the company's experience.

Discount rates are derived from market yields on upper-medium-grade fixed income securities (See Note 12 — "Policy liabilities" for further details). The Company determines the discount rate using Bloomberg BVAL USD Corporate A+/A/A- and Financials A- yield curves with the US Treasury curve as reference. Spot and forward rates are derived using cubic spline interpolation with the last observable forward rate extended for future periods. The difference between the reserve calculated using the current discount rate and the reserve calculated using the locked-in discount rate is recorded in OCI.

Locked-in discount rates for new business are constructed based on product characteristics and expected cash flow timing, also using market yields. The Company uses a year-to-date weighted average of quarterly issuances.

Interest accretion on these liabilities is recognised as Net policy benefits and claims in the Consolidated Statements of Comprehensive Income.

Policyholder funds include dividend accumulations, supplemental contracts, funding agreements, universal life contracts, variable life, and annuities, including deferred annuities and payout annuities without life contingencies. The associated reserves generally represent the account balance before any applicable surrender charges. The Company records as revenue any amounts charged against the reserves for the cost of insurance, policy administration, and surrender penalties in Insurance revenues on the Consolidated Statements of Comprehensive Income. Any interest credited to the reserves, and any benefit payments that exceed the contract liability account balance are recorded in Remeasurement (gain) loss on future policy benefits on the Consolidated Statements of Comprehensive Income. Policyholder funds also include the liability for index features accounted for as embedded derivatives at fair value. Changes in the fair value of the embedded derivatives related to policy index features and the fair value of derivatives hedging these liabilities are recognised in Net investments gains (losses) on the Consolidated Statements of Comprehensive Income.

Liabilities for payout annuities without life contingencies are calculated as the present value of future liability cash flows discounted at contractual interest rates.

For liabilities which have excess benefits, the Company periodically revises the key assumptions used in the calculation of the liabilities, including investment yields and expected excess benefits. The effects of these changes in assumptions are recorded as Remeasurement (gain) loss on future policy benefits, on the Consolidated Statements of Comprehensive Income, in the period in which the change was made.

Other policyholder benefits are policyholder liabilities which are not considered future policy benefits or policyholder funds such as in course of settlement liabilities which represent the liability for due and unpaid claims, incurred but not reported claims which is the amount owed by the Company to all valid claimants who have had a covered loss but have not yet reported, advanced premiums, and liabilities for future premiums. The Company consistently estimates incurred but not yet reported losses using actuarial principles and assumptions based on historical and projected claim incidence patterns, claim size, and the expected payment period.

Policyholder dividends for participating life policies are recorded as an expense in Net policy benefits and claims on the Consolidated Statements of Comprehensive Income and are earned by the policyholders ratably over the policy year.

Market risk benefits

At contract inception, market risk benefits ("MRBs") are measured using either a non option valuation method or an option pricing valuation method, depending on whether the contract includes attributed fees at inception.

For contracts that do not include attributed fees at inception, the Company applies a non option valuation method under which the attributed fee is determined at contract issuance and generally results in an initial fair value of zero. Under this method, the attributed fee represents the portion of total contract fees and assessments collectible from the policyholder that is attributable to the MRB. The attributed fee is constrained such that it cannot exceed total collectible contract fees and assessments and cannot be less than zero. Investment margin is excluded in determining the attributed fee.

For all other contracts, the Company measures MRBs using an option pricing valuation method, which results in an initial fair value greater than zero. Under the option-based valuation method, an offset is established at inception to adjust the host contract amount for the value of the MRB.

Changes in the fair value of MRBs, except for changes related to the insurer's own credit risk, are recorded in net income within Remeasurement (gain) loss on market risk benefits. The portion of the fair-value change attributable to the Company's own credit risk is recognised in OCI. Changes in counterparty credit risk related to ceded MRBs are recorded in net income.

Premium Recognition

Premiums related to traditional life (including whole life) insurance policies are recognised as insurance revenues in the Consolidated Statements of Comprehensive Income when due from policyholders. Assumed reinsurance premiums related to insurance contracts are recognised as revenue when due from the ceding companies. Insurance fees for universal life insurance policies and deferred annuities consist of the policy charges assessed against the account balances. These charges include mortality, expense, and surrender charges.

For limited payment traditional policies, premiums are recorded as revenue, and the difference between the gross premium received and the net premium is deferred and recognised in income in a constant relationship to insurance in force.

For investment-type contracts without significant insurance risk, premiums collected are reported as deposits to Policy liabilities on the Consolidated Statements of Financial Position.

Adoption of New and Recent Accounting Standards

Targeted Improvements to the Accounting for Long-Duration Contracts (ASU 2020-11, ASU 2019-09, ASU 2018-12)

Effective 5 September 2025, concurrent with the acquisition of Prosperity, the Company did adopt ASU 2018-12, *Targeted Improvements to the Accounting for Long-Duration Contracts* ("LDTI") and its related amendments. The standard was be applied on a full retrospective basis as of the acquisition closing date.

LDTI significantly changes the accounting for long-duration insurance and investment contracts, including updated measurement of the liability for future policy benefits using current discount rates and assumptions reviewed at least annually, amortisation of DAC and VOBA on a constant-level basis over expected contract terms, and fair value measurement of MRBs with changes in fair value recognised in net income, except for changes in fair value due to instrument-specific credit risk, which are recorded in accumulated comprehensive income (loss). The standard also introduces enhanced presentation and disclosure requirements, such as disaggregated roll forwards of key balances and expanded qualitative information on significant assumptions.

As the purchase of Prosperity coincides with LDTI adoption, all impacts will be subsumed into the purchase accounting. As such, there will be no impact on Retained Earnings or Accumulated other comprehensive income (loss) due to LDTI adoption, rather the purchase accounting will incorporate these measurement updates.

Financial Instruments – Credit Losses: Purchase Loans (ASU 2025-08)

Effective 5 September 2025, concurrent with the acquisition of Prosperity, the Company will adopt ASU 2025-08, Financial Instruments—Credit Losses: Purchased Loans ("ASU 2025-08"). The guidance expands on the application of the gross-up approach to certain acquired loans that do not meet the definition of purchased credit-deteriorated ("PCD") assets, including certain purchased seasoned loans. Under the guidance, such loans are recognised at acquisition at their purchase price plus an allowance for expected credit losses, rather than recognising a Day 1 provision for credit losses through earnings.

The Company adopted ASU 2025-08 on a prospective basis. Adoption of the guidance did not have a material impact on the Company's consolidated financial statements. To the extent applicable, the effects of adoption were reflected in the accounting for acquired loans in connection with business combinations and other acquisition-related transactions.

Newly Issued But Not Yet Adopted Accounting Guidance

The Company evaluates all ASUs issued by the FASB for consideration of their applicability to its consolidated financial statements. The Company does not expect any recently issued accounting pronouncements to have a significant impact on its results of operations, financial position, or cash flow.

In December 2023, the FASB issued ASU 2023-09, Improvements to Income Tax Disclosures ("ASU 2023-09"). ASU 2023-09 includes amendments to income tax disclosures by requiring disaggregated information about an entity's effective tax rate reconciliation and income taxes paid. The ASU will be effective for private companies for fiscal years beginning after December 15, 2025.

3. Acquisitions

Acquisition of Family Life

On 3 April 2025, the Company acquired Family Life, a Texas-domiciled life insurer. This transaction was accounted for as an asset acquisition, including the purchase of fifty current insurance licenses and certificates of authority, recognised as intangible assets by the Company. Total consideration transferred was $41.1 million, consisting of assets acquired of $25.7 million in cash, $3.3 million in government bonds, and $12.1 million in intangible assets.

Acquisition of Prosperity

On 5 September 2025, the Company completed the acquisition of Prosperity, as part of its strategy to build a global life insurance platform, acquiring a 100% equity interest through its wholly-owned insurance subsidiary, JAB Holdings UK Ltd. The transaction was structured as an all-cash deal with net consideration of approximately $3.3 billion. At the closing date, JAB Holdings UK Ltd. obtained controlling interest in Prosperity, while certain individuals retained a non-controlling equity stake in certain non-insurance subsidiaries of Prosperity. In connection with the acquisition, the Company incurred $55.1 million of buyer related acquisition expenses, including legal, advisory, and other professional fees, which were expensed as incurred and recorded within general and administrative expenses

Prosperity operates as a US life and annuity insurance offering individual life, annuity, and reinsurance products through regulated insurance subsidiaries.

The Company accounted for the purchase in accordance with ASC Topic 805 as a business combination. Under this guidance, the Company recognised the fair value of assets acquired, liabilities assumed, any non-controlling interest in the acquiree and the consideration on the closing date of the acquisition.

The following table summarizes the fair values of the assets acquired and liabilities assumed as of the acquisition date:

	5 September 2025
Fair value of total consideration transferred	**3,284.8**
Recognised amounts of identifiable assets acquired and liabilities assumed:	
Cash and cash equivalents	4,198.3
Investments [1]	23,989.7
Insurance intangible assets	568.7
Other intangible assets	237.2
Reinsurance recoverables	568.0
Other assets	739.6
Policy liabilities (including market risk benefit liabilities)	27,143.1
Borrowings	638.0
Reinsurance payables	31.2
Other liabilities	661.5
Total identifiable net assets	**1,827.7**
Non-controlling interests	3.6
Goodwill [2]	**1,460.7**

[1] Includes $300.0 million of assets held for sale.

[2] Excludes goodwill attributed to the investments of assets held for sale.

The Company's initial accounting for the business combination, may require further adjustment. The provisional amounts recognised for certain assets acquired and liabilities assumed are based on information available as of the reporting date. These provisional amounts may be adjusted for up to one year after completion of the transaction to reflect new information regarding facts and circumstances that existed at the acquisition date.

On 31 December 2025, the Company sold all its interest in Prosperity Asset Management, which was designated as investments of assets held for sale at the date of acquisition, for $300.0 million. The disposal did not result in the recognition of a material gain or loss. The assets and liabilities for the disposal were primarily comprised of goodwill, cash, and payables.

4. Cash and cash equivalents

As of 31 December 2025, cash and cash equivalents of $649.4 million; (2024: $3,322.1 million) held by JAB Consumer include cash on hand of $332.0 million; (2024: $383.3 million) and cash equivalents with a maturity of less than 3 months or with short-term liquidity of $317.4 million; (2024: $2,938.9 million).

As of 31 December 2025, cash and cash equivalents of $5,192.5 million held by JAB Insurance include cash on hand of $444.0 million; and cash equivalents with a maturity of less than 3 months or with short-term liquidity of $4,748.5 million.

The Company and certain subsidiaries have set up a multi-currency notional cash pool arrangement with a financial institution in the Netherlands to manage its global liquidity. Under the arrangement cash deposits in the notional cash pool can be withdrawn within three months or less to meet short-term liquidity needs.

5. Investments

The following table provides an overview of the Company's investments at year-end:

	31 December 2025	31 December 2024
JAB Consumer		
Investments in subsidiaries	38,219.0	39,024.2
Corporate securities	-	211.3
Other Investments	77.4	-
Total Investments	**38,269.4**	**39,235.5**
JAB Insurance		
AFS fixed maturity securities	14,270.1	-
Equity securities	117.1	-
Mortgage loans on real estate	1,561.8	-
Investment in real estate	400.9	-
Policy loans	456.3	-
Funds withheld asset	5,259.6	-
Other invested assets	1,601.9	-
Total Investments	**23,670.7**	**-**

The following table presents a detailed reconciliation of the investments in the JAB Consumer platforms from the start of the period through the end of the period:

	Coffee & Beverages	Fast Casual Restaurants	Indulgence	Petcare	Pet Insurance	Beauty	Other	Total - JAB Consumer
Balance as of 31 December 2023	**16,492.7**	**8,681.6**	**980.3**	**12,820.6**	**7,047.2**	**5,457.5**	**(85.3)**	**51,394.6**
Additions/contributions	-	300.0	-	21.1	615.0	363.7	-	1,299.8
Disposals/distributions	(4,238.1)	-	-	-	-	-	-	(4,238.1)
Change in fair value	(3,789.9)	(3,875.6)	(385.7)	(221.4)	1,863.0	(2,905.7)	(116.9)	(9,432.2)
Balance as of 31 December 2024	**8,464.7**	**5,106.0**	**594.6**	**12,620.3**	**9,525.3**	**2,915.5**	**(202.2)**	**39,024.2**
Additions/contributions	-	804.6	147.0	120.4	905.6	242.0	113.8	2,333.4
Disposals/distributions	(4,434.0)	-	-	-	-	-	(161.8)	(4,595.8)
Transfers [1]	-	211.3	-	-	-	-	-	211.3
Change in fair value	6,144.1	(717.6)	(443.3)	(2,144.0)	496.7	(1,764.9)	(325.1)	1,245.9
Balance as of 31 December 2025	**10,174.8**	**5,404.3**	**298.3**	**10,596.7**	**10,927.6**	**1,392.6**	**(575.3)**	**38,219.0**

[1] Transfer in the Fast Casual Restaurants is related to securities in Panera entities that were historically presented as part of Other Investments, see separate movement table in this note.

The table below summarizes the changes in net asset value of the JAB Insurance business:

	JAB Insurance
Net Asset Value as of 31 December 2024	-
Additions/contributions	4,066.2
Disposals/distributions	-
Change in net asset value	20.5
Net Asset Value as of 31 December 2025	**4,086.7**

5.1 JAB Consumer

The Company focuses on investments in a number of different sectors. The Company does not have an explicit time horizon regarding the divestment of any particular investment; instead, the investment strategy is assessed on an on-going basis and the focus changes over time. The Company measures its investments in a subsidiary at fair value.

Coffee & beverages

As of 31 December 2025, the Company is indirectly invested in Keurig Dr Pepper Group ("KDP") and JDE Peet's ("JDEP") through its investment in JAB Coffee & Beverages Holdings 3 B.V., via its consolidated subsidiary JAB Coffee & Beverages B.V.

In 2025, the Company contributed its investment in JAB Coffee & Beverages Holdings B.V. to the newly incorporated JAB Coffee & Beverages Holdings 3 B.V. In 2025, the Company completed two secondary offerings of KDP common stock. Following the first secondary offering, the Company received $2,754.0 million of distributions, including proceeds from the sale of KDP shares. In December 2025, the Company received further distributions of $1,680.0 million related to the second secondary offering.

In 2024, the Company received $3,324.1 million of distributions, including proceeds from the sale of KDP shares and dividend income received from KDP and JDEP. Further, in 2024, the Company received $914.0 million of distributions comprising of shares of JDEP ($882.8 million) and cash ($31.2 million). Subsequently, those shares in JDEP were distributed as a final distribution to JCP.

Fast casual restaurants

As of 31 December 2025 and 2024, the Company is indirectly invested in Pret A Manger, Panera Brands and Espresso House through its investment in Pret Panera IV LP and Pret Panera III G.P., via its consolidated subsidiary Pret Panera Holdings B.V. which is held together with a non-controlling interest from JCP. Additionally, the Company has a preferred interest, additional common interests and warrants in various Panera Brands entities. As of 31 December 2025, the Company presents all its interests in the various Panera Brands entities as part of its investments in the Fast Casual Restaurants platform.

In 2025, the Company contributed its investment in Pret Panera III G.P. to the newly incorporated Pret Panera IV LP. Additionally, the Company increased its investment in Fast Casual Restaurants through acquisitions in the amount of $292.2 million from third parties.

In 2024, the Company increased its investment in Fast Casual Restaurants through an acquisition in the amount of $300.0 million from a third party.

Indulgence

As of 31 December 2025 and 2024, the Company is indirectly invested in Krispy Kreme through its investment in JAB Indulgence B.V.

Petcare

As of 31 December 2025 and 2024, the Company is indirectly invested in National Veterinary Associates Group ("NVA") through its investment in Petcare Holding LP, via its consolidated subsidiary Petcare G.P which is held together with a non-controlling interest from JCP.

In 2025, the Company acquired further shares in Petcare Holdings LP for an amount of $120.4 million.

Pet insurance

As of 31 December 2025 and 2024, the Company is indirectly invested in Independence Pet Group and Pinnacle Pet Group through its investment in JAB Pet Holdings Ltd, via its consolidated subsidiary JAB Pet Services B.V. which is held together with a non-controlling interest from JCP.

In 2025, the Company increased its investment in Pet Insurance by $905.6 million by way of a contribution in cash.

In 2024, the Company increased its investment in Pet Insurance by $615.0 million by way of a contribution in cash to close on previously announced acquisitions.

Beauty

As of 31 December 2025 and 2024, the Company is indirectly invested in Coty Inc. through its investment in JAB Beauty B.V. As of 31 December 2025 and 2024, JAB Beauty B.V. holds 51.5% and 51.8%, respectively, in Coty Inc.

In 2024, the Company increased its investment in Beauty by $363.7 million by way of contributions in cash. In August 2024, the investment in Bally International AG was sold to a third party.

Other

As of 31 December 2025 and 2024, the Company is directly and indirectly invested in several other investments in subsidiaries which are grouped into Other. This also includes an intra-group investment elimination of $759.9 million, which was not allocated to a single platform, resulting in a total amount of $575.3 million as of 31 December 2025.

The net gain (loss) and dividend income from Investments in subsidiaries is detailed below:

	Net gain (loss)		Dividend income		Total net income	
	Year ended 31 December					
	2025	**2024**	**2025**	**2024**	**2025**	**2024**
Coffee & Beverages	6,144.1	(3,789.9)	217.0	-	6,361.1	(3,789.9)
Fast Casual Restaurants	(717.6)	(3,875.6)	-	-	(717.6)	(3,875.6)
Indulgence	(443.3)	(385.7)	-	-	(443.3)	(385.7)
Petcare	(2,144.0)	(221.4)	-	-	(2,144.0)	(221.4)
Pet Insurance	496.7	1,863.0	-	-	496.7	1,863.0
Beauty	(1,764.9)	(2,905.7)	-	-	(1,764.9)	(2,905.7)
Others	(267.0)	(205.5)	-	-	(267.0)	(205.5)
Total	**1,304.0**	**(9,520.8)**	**217.0**	-	**1,521.0**	**(9,520.8)**

The movements in Corporate securities and Other investments are as follows:

	Corporate securities	Other Investments	Total
Balance as of 31 December 2023	**768.0**	**39.5**	**807.5**
Additions	1.0	83.8	84.8
Disposals [1]	(502.3)	(59.9)	(562.2)
Change in fair value	(55.4)	(398.1)	(453.4)
Balance as of 31 December 2024	**211.3**	**(334.6)**	**(123.3)**
Additions	-	-	-
Disposals	-	(25.7)	(25.7)
Transfers [2]	(211.3)	-	(211.3)
Change in fair value	-	171.0	171.0
Balance as of 31 December 2025	-	**(189.3)**	**(189.3)**
Other investments	-	77.4	77.4
Other liabilities from derivatives [3]	-	(266.7)	(266.7)

[1] Disposals of $502.3 million reflect the sale of securities to a related party.

[2] Included in investments in Fast Casual Restaurants see separate movement schedule in this note.

[3] Movement primarily relates to movement in derivative liabilities. See Note 15 – "Other liabilities" for a reconciliation to Other liabilities on the Consolidated Statements of Financial Position.

The dividend income and net gain (loss) on other investments and other liabilities measured at fair value through earnings are detailed below:

	Year ended 31 December					
	Net gain (loss)		Dividend income		Total net income	
	2025	2024	2025	2024	2025	2024
Corporate securities						
Panera Brands entities [1]	-	(55.4)	-	-	-	(55.4)
Others	(138.3)	(581.5)	23.5	-	(114.8)	(581.5)
Total	**(138.3)**	**(636.9)**	**23.5**	-	**(114.8)**	**(636.9)**

[1] Included in investments in Fast Casual Restaurants in 2025.

The net gain (loss) from investments before income taxes for JAB Consumer is detailed below:

	Year ended 31 December	
	2025	2024
Realised gain (loss) from investments	533.1	(488.8)
Unrealised gain (loss) from investments	674.5	(9,581.5)
Total net gain (loss) from investments	**1,207.6**	**(10,070.3)**

5.2 JAB Insurance

A comparison to the prior period is not provided as these amounts related to investments held by Family Life and Prosperity were acquired by JAB on 3 April 2025 and 5 September 2025, respectively. The results presented in the disclosures include results from the date of acquisition onward.

AFS fixed maturity securities

The following table represents the amortised cost, unrealised gains and loss, allowance for credit losses and fair value of the Company's AFS fixed maturity securities by asset type:

	31 December 2025				
	Cost or Amortised Cost	Unrealised Gains	Unrealised Losses	Allowance for Credit Losses	Fair Value
US government and agency	289.6	0.1	(0.2)	-	289.5
US corporate	4,228.5	31.7	(8.7)	-	4,251.5
Foreign corporate	1,492.5	11.8	(0.5)	-	1,503.8
State and municipal	790.2	33.0	(0.1)	-	823.1
CMBS	1,030.2	7.1	(2.8)	-	1,034.5
RMBS	1,230.5	13.5	(0.9)	-	1,243.1
CLO/CBO	1,697.9	4.6	(4.5)	-	1,698.0
ABS	3,449.2	18.7	(38.3)	-	3,429.6
Total AFS fixed maturity securities	**14,208.6**	**120.5**	**(56.0)**	**-**	**14,273.1**

Gross unrealised losses (including non-credit impairments) and the fair value of the Company's AFS fixed maturity securities, aggregated by investment category and length of time that individual securities have been in a continuous unrealised loss position were as follows:

	31 December 2025					
	Less than 12 Months		12 Months or Greater		Total	
	Fair Value	Unrealised Losses	Fair Value	Unrealised Losses	Fair Value	Unrealised Losses
US government and agency	273.0	(0.2)	-	-	273.0	(0.2)
US corporate	671.5	(8.7)	-	-	671.5	(8.7)
Foreign corporate	110.4	(0.5)	-	-	110.4	(0.5)
State and municipal	25.6	(0.1)	-	-	25.6	(0.1)
CMBS	157.2	(2.8)	-	-	157.2	(2.8)
RMBS	206.3	(0.9)	-	-	206.3	(0.9)
CLO/CBO	372.8	(4.5)	-	-	372.8	(4.5)
ABS	1,451.5	(38.3)	-	-	1,451.5	(38.3)
Total AFS fixed maturity securities in a continuous loss position	**3,268.3**	**(56.0)**	-	-	**3,268.3**	**(56.0)**

The Company believes the unrealised loss positions as of 31 December 2025 should not result in credit loss allowances, as there is no intention to sell these AFS fixed maturity securities, it is not more likely-than-not that

the Company will be required to sell the AFS fixed maturity securities before recovery of their amortised cost basis and the estimated future cash flows were equal to or greater than the amortised cost basis of the debt securities. Further, as of 31 December 2025, the Company had the ability to generate adequate amounts of cash from normal operations (e.g., insurance premiums and fees, investment income, and return of principal) to meet cash requirements without requiring the sale of any temporarily impaired securities.

As a result, the Company did not recognise any credit losses as an allowance in fixed income securities for the year ended 31 December 2025. The amortised cost and fair value of AFS fixed maturity securities by contractual maturity are shown below:

	31 December 2025	
	Amortised Cost	**Fair Value**
Due within one year	651.0	652.2
Over one year through five years	2,183.5	2,187.3
Over five years through ten years	1,143.4	1,149.8
Over ten years	2,822.9	2,878.6
CMBS, RMBS, CLO/CBO and ABS	7,407.8	7,405.2
Total AFS fixed maturity securities	**14,208.6**	**14,273.1**

Actual maturities may differ from contractual maturities because certain borrowers may have the right to call or prepay obligations with or without call or prepayment penalties.

Mortgage loans on real estate

Mortgage loans on real estate consist of the following:

	31 December 2025
Commercial mortgage loans	669.3
Residential mortgage loans	899.7
Total mortgage loans on real estate	**1,569.0**
Allowance for credit losses — mortgage loans	(7.2)
Total mortgage loans on real estate, net of allowances for credit losses	**1,561.8**

Changes in the allowance for credit losses on mortgage loans on real estate were immaterial for the year ended 31 December 2025.

The Company manages risk by lending only up to 80% of the estimated fair value of the underlying real estate when originating mortgage loans on real estate. As of 31 December 2025, the payment status of 97% of the mortgage loans on real estate is current.

The evaluation of mortgage loans in arrears did not indicate the need to recognise additional allowance for credit losses as of 31 December 2025.

The maximum percentage of any one loan to the value of the collateral at the time of loan, exclusive of insured, guaranteed, or purchased money mortgages, was 80%. The Company uses loan-to-value and debt-coverage ratios as credit quality indicators for its commercial mortgage loans, which were as follows:

	31 December 2025		
	GAAP Amortised Cost	**Percentage of Total**	**Debt Service Coverage Ratio**
Less than 65%	502.8	75%	4.9
65% to 74%	162.4	24%	6.8
75% to 100%	4.1	1%	4.0
Greater than 100%	-	0%	-
Total commercial mortgage loans	**669.3**	**100%**	**15.7**

The following table presents the loan performance status which the Company uses as the primary credit quality indicator for its residential mortgage loans on real estate:

	31 December 2025	
	Carrying Value	**Percentage of Total**
Performing	872.6	97%
Nonperforming	27.1	3%
Total residential mortgage loans	**899.7**	**100%**

Net investment income (loss)

The components of Net investment income (loss) were as follows:

	Year ended 31 December 2025
AFS fixed maturity securities	301.9
Equity securities	1.9
Mortgage loans on real estate	33.1
Investment in real estate	8.8
Policy loans	9.0
Net funds withheld assets and liabilities	26.6
Other invested assets	65.6
Cash and cash equivalents	3.5
Total investment income	**450.4**
Less: Investment expenses	58.1
Net investment income	**392.3**

Net investment-related gains (losses)

Net investment-related gains and losses for JAB Insurance are summarized as follows:

	Year ended 31 December 2025
AFS fixed maturity securities	2.6
Equity securities	0.9
Mortgage loans on real estate	(0.2)
Net funds withheld assets and liabilities	0.5
Derivative instruments	17.7
Other invested assets	63.7
Total net investment-related gains	**85.2**

6. Derivative instruments

JAB Consumer

The Company enters into forward exchange contracts from time to time to primarily help mitigate adverse changes from foreign exchange rates on the Company's investments and related borrowings denominated in foreign currencies. Forward exchange contracts are considered undesignated derivative instruments and hedge accounting is not applied. The Company records forward exchange contracts at inception and subsequently at fair value.

JAB Insurance

Types of derivative instruments and derivative strategies

Equity options

Equity index options are used by the Company to manage its exposure to the equity markets which impact the value of its index annuities. A portion of the interest credited to these contracts is linked to the performance of certain indices. The Company purchases and writes exchange-traded call options to economically hedge certain index exposure embedded in the annuity contracts.

Equity options are contracts which will settle in cash based on differentials in the underlying indices at the time of exercise and the strike price. In exchange-traded equity options, the Company purchases or sells a specified number of contracts, the values of which are determined by the daily market values of underlying referenced equity indices. The Company enters into equity options through a regulated trading exchange.

Embedded derivative instruments

The Company sells index annuities where the interest credited to these contracts is linked to the performance of certain equity indexes and are accounted for as embedded derivatives. These embedded derivatives are marked to market through Net policy benefits and claims on the Consolidated Statements of Comprehensive Income based on the change in value of the equity indexes.

The Company enters into reinsurance agreements on a funds withheld basis and are exposed to the investment performance of the underlying assets in the funds withheld accounts, as if the assets were directly owned. The Company also cedes business on a funds withheld basis and is exposed to embedded derivatives on the assets ceded in the funds withheld liability. Embedded derivatives in funds withheld contracts are accounted for as total return swaps. Accordingly, the value of the derivative is equal to the unrealised gains or losses on the assets

underlying the funds withheld portfolio associated with each agreement. See Note 5 — "Investments" for further details.

Primary risks managed by derivative instruments

The table below provides a summary of the gross notional amount and fair value of derivative contracts by the primary underlying risks, excluding embedded derivatives. The fair value amounts below represent the value of derivative contracts prior to taking into account the netting effects.

	31 December 2025		
		Estimated Fair Value	
	Gross Notional Amount	Assets	Liabilities
Derivatives not qualifying for hedge accounting treatment:			
Equity index options	4,501.1	120.2	-
Swaptions	6,172.0	1.3	-
Embedded derivatives			
Funds withheld assets [1]	-	3.4	-
Embedded derivative related to index products	-	5.7	138.1
Other Embedded Derivatives	-	-	20.5
Total non-qualifying hedges	**10,673.1**	**130.6**	**158.6**

[1] Included in net income for the year ended December 31, 2025 is a change in fair value of the reinsurance related embedded derivative of $3.4 million (net of tax - $2.9 million). The ending net asset, net of tax, is $2.9 million as of December 31, 2025

7. Loan receivables

Loan receivables can be detailed as follows:

	31 December 2025	31 December 2024
JAB Management	2.9	3.9
Other	1.0	0.7
Total loan receivables	**3.9**	**4.6**
Current	3.9	4.6

Receivables from JAB management relate to loans that were granted to the Company's management or personal holding companies of the Company's management as part of a management participation plan of the Company.

8. Fair value and risk management

The following tables summarize the Company's assets and liabilities measured at fair value on a recurring basis:

Amounts in millions of USD, except where otherwise noted

31 December 2025

	NAV	Level 1	Level 2	Level 3	Total
JAB Consumer					
Assets					
Investments in subsidiaries:					
Unlisted equity investments	-	-	1,690.8	36,528.2	38,219.0
Other investments	-	-	77.4	-	77.4
Cash and cash equivalents	-	649.4	-	-	649.4
Total assets at fair value	**-**	**649.4**	**1,768.2**	**36,528.2**	**38,945.8**
Liabilities					
Other investments	-	-	266.7	-	266.7
Foreign exchange contracts	-	-	-	-	-
Total liabilities at fair value	**-**	**-**	**266.7**	**-**	**266.7**
JAB Insurance					
Assets					
AFS fixed maturity securities:					
U.S. Government and Agency	-	257.8	31.7	-	289.5
US corporate	-	-	3,560.1	691.3	4,251.4
Foreign corporate	-	-	1,386.4	117.4	1,503.8
State and municipal	-	-	823.1	-	823.1
CMBS	-	-	965.1	69.4	1,034.5
RMBS	-	-	1,227.1	16.1	1,243.2
CLO/CBO	-	-	1,190.8	507.2	1,698.0
ABS	-	-	2,624.8	804.8	3,429.6
Total AFS fixed maturity securities	**-**	**257.8**	**11,809.1**	**2,206.2**	**14,273.1**
Equity securities	-	0.3	116.7	0.1	117.1
Investment in real estate	-	-	-	385.6	385.6
Funds withheld assets	2.5	61.6	4,922.6	272.9	5,259.6
Other invested assets	342.8	-	125.8	1,088.8	1,557.4
Reinsurance recoverable on MRB	-	-	-	7.0	7.0
Cash and cash equivalents	-	5,192.5	-	-	5,192.5
Restricted cash[1]	-	3.0	-	-	3.0
Total assets at fair value	**345.3**	**5,515.2**	**16,974.2**	**3,960.6**	**26,795.3**
Liabilities					
Embedded derivative related to index products[2]	-	-	-	132.4	132.4
Funds withheld liabilities[3]	-	16.3	189.5	38.8	244.6
MRB liabilities	-	-	-	359.6	359.6
Earnout payable[4]	-	-	-	20.5	20.5
Total liabilities at fair value	**-**	**16.3**	**189.5**	**551.3**	**757.1**

[1] Reported in Other assets on the Consolidated Statements of Financial Position.
[2] Amounts net of reinsurance, and reported in Policy liabilities and Reinsurance recoverables on the Consolidated Statements of Financial Position.
[3] Included in Reinsurance payables balance on the Consolidated Statements of Financial Position.
[4] Reported in Other liabilities on the Consolidated Statements of Financial Position.

Amounts in millions of USD, except where otherwise noted

31 December 2024

	NAV	Level 1	Level 2	Level 3	Total
JAB Consumer					
Assets					
Investments in subsidiaries:					
Unlisted equity investments	-	-	2,915.4	36,108.8	39,024.2
Other investments	-	-	-	211.3	211.3
Cash and cash equivalents	-	3,322.1	-	-	3,322.1
Total assets at fair value	**-**	**3,322.1**	**2,915.4**	**36,320.1**	**42,557.6**
Liabilities					
Other investments	-	-	334.6	-	334.6
Foreign exchange contracts	-	-	25.8	-	25.8
Total liabilities at fair value	**-**	**-**	**360.4**	**-**	**360.4**

The Company had no assets or liabilities measured at fair value on a nonrecurring basis as of 31 December 2025 or 2024.

The table below presents the changes during the reporting period attributable to purchases and issuances, as well as the amounts of transfers into and out of Level 3 of the fair value hierarchy for financial instruments measured at fair value on a recurring basis using significant unobservable inputs (Level 3). The Company reviews the fair value hierarchy classifications each reporting period. Transfers in levels occur due to changes in observable market data and other inputs. Any reclassifications between levels are reported using the beginning fair value for the reporting period.

	Purchases and Issuances[1]	Transfers into Level 3	Transfers out of Level 3
JAB Consumer			
Assets			
Investments in subsidiaries:			
Unlisted equity investments	2,091.4	-	(217.6)
Other investments	-	-	-
Total assets – JAB Consumer	**2,091.4**	**-**	**(217.6)**
JAB Insurance			
Assets			
AFS fixed maturity securities:			
US corporate	690.8	-	-
Foreign corporate	117.8	-	-
CMBS	65.1	-	-
RMBS	16.1	-	-
CLO/CBO	523.3	-	-
ABS	946.1	-	5.5
Total AFS fixed maturity securities	**2,359.2**	**-**	**5.5**
Equity securities	0.1	-	-
Investment in real estate	386.3	-	-
Funds withheld assets	283.1	-	-
Market risk benefit assets	5.0	-	-
Total assets – JAB Insurance	**3,033.7**	**-**	**5.5**
Total assets at fair value	**5,125.1**	**-**	**(212.1)**
JAB Insurance			
Liabilities			
Embedded derivative related to index products	130.8	-	-
Funds withheld liabilities	39.4	-	-
MRB liabilities	332.0	-	-
Earnout payable	20.2	-	-
Total liabilities at fair value	**522.4**	**-**	**-**

[1] Includes purchases through reinsurance and business combination

The following table presents quantitative information on significant internally valued Level 3 assets and liabilities:

	Fair Value			
	31 December 2025	**31 December 2024**	**Valuation Techniques**	**Unobservable Input**
JAB Consumer				
Assets				
Investments in subsidiaries	36,528.2	36,108.8	Comparable Companies Intrinsic value	EV/Sales multiples EV/EBITDA multiples P.E. multiples Implied terminal EV / Sales multiple Implied terminal EV / EBITDA multiples
JAB Insurance				
Assets				
AFS fixed maturity securities:				
US corporate bonds	0.6	-	Market comparable	Discount rate
Reinsurance recoverable on MRB	7.0	-	Discounted cash flow	Treasury curve and non-performance risk curve beyond 30 years, attributed fees
JAB Insurance				
Liabilities:				
Embedded derivative related to index products[1]	132.4	-	Option budget method	Non-performance risk Surrender rate Option budget
MRB liabilities	359.6	-	Discounted cash flow	Nonperformance risk Option budget Surrender rate Utilization rate
Earnout payable	20.5	-	Probability weighted expected return method	Discount rate and probabilities

[1] Amount is net of reinsurance, and reported in Policy liabilities and Reinsurance recoverables on the Consolidated Statements of Financial Position

JAB Consumer

JAB Consumer applies the comparable company multiple method for its investments that are valued based on a market approach using next 12 months ("NTM") multiples (31 December 2025: Petcare Holding LP; 31 December 2024: Petcare Holding LP, Pret Panera III G.P. and JAB Pet Holdings Ltd).

As of 31 December 2025, certain weightings, valuation methodologies and key performance indicators ("KPIs") used in the valuation were updated. Those changes were made as part of the Company's ongoing efforts of calibration and benchmarking.

JAB Pet Holdings Ltd. is valued as of 31 December 2025 using a dividend discount model ("DDM") as the intrinsic value method. The outcome is validated by comparing the relevant implied multiples to the median of those from a peer group of comparable publicly traded companies as well as precedent transactions on a case-by-case basis. As of 31 December 2024, the Company used a combination of a market approach using NTM multiples and the intrinsic value method, assigning a weighting of 60% of the overall valuation to market approach and 40% to intrinsic value.

The current value of NVA Holdings LP, an investment held through Petcare Holding LP, was obtained from the valuation assessment as of 30 June 2025. The concluded value continues to be relevant and appropriate for Petcare Holding LP's value as of 31 December 2025. The value as of June 30 2025 was obtained using NTM multiples (2024: two approaches: market approach using NTM multiples (60%) and intrinsic value (40%)).

The Company's investment in Pret Panera IV LP is valued as of 31 December 2025 using a discount cash flow ("DCF") model as the intrinsic value method (2024: NTM multiples). The outcome is validated by comparing the relevant implied multiples to the median of those from a peer group of comparable publicly traded companies as well as precedent transactions on a case-by-case basis.

The following weighting has been applied to determine the fair value of the investments.

31 December 2025

	Multiples			
Company	**EV/Sales**	**EV/EBITDA**	**P/E**	**Intrinsic value**
Petcare	-	100%	-	-
Pret Panera	-	-	-	100%
Pet Insurance	-	-	-	100%

31 December 2024

	Multiples			
Company	**EV/Sales**	**EV/EBITDA**	**P/E**	**Intrinsic value**
Petcare	-	60%	-	40%
Pret Panera	0-20%	80-100%	-	-
Pet Insurance	45%	-	15%	40%

The following table presents the input ranges related to the Level 3 assets that were valued using a DDM or DCF model:

Input	Range
Projection Periods	10 – 20 Years
Discount Rates	9% - 11% [1]
Terminal Growth Rates	2% - 4%

[1] Discount rates refer to either WACC or Cost of Equity

Sensitivity analysis to unobservable inputs

Changes in the valuation methodologies or assumptions could lead to different measurements of fair value. The most significant unobservable inputs are the applied multiples and inputs (including discount rates and terminal growth rates) for determination of intrinsic value. The estimated fair value would increase (decrease) if the adjusted market multiples, intrinsic value or precedent transaction prices were higher (lower). A sensitivity of 10% was applied to the market multiples and transaction prices. A sensitivity of +/- 0.5% for the discount rate and +/- 0.25% for the terminal growth rate was applied to the inputs used for determining intrinsic value.

The impacts of those sensitivities to the fair value estimate would be as follows:

	31 December 2025		31 December 2024	
Company	**Increase**	**Decrease**	**Increase**	**Decrease**
Petcare	1,511.1	(1,511.1)	1,882.4	(1,882.4)
Pret Panera	1,130.8	(915.0)	961.8	(961.8)
Pet Insurance	1,393.1	(1,131.5)	1,334.6	(1,221.5)

Risk Management

Overview of Financial Risk Factors

The Company has exposure to the following risks:
- credit risk;
- liquidity risk;
- market risk.

Moreover, the Company is subject to inherent risks due to its investment activities. The value development of the investments depends on various external and internal factors which also might lead to negative variances from the expected developments.

Information is presented about the Company's exposure to each of the above risks, the Company's objectives, policies, and processes for measuring and managing risk, and the Company's management of capital.

The Board of Managers has ultimate responsibility for the establishment and oversight of the Company's risk management framework but has delegated the responsibility for identifying and controlling risks to the Company's operative management. The Company's risk management policies are established to identify and analyze the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The risk management system is an ongoing process of

identification, measurement, monitoring and controlling risks. The Company, through its management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

JAB Consumer

Concentration risk

As of 31 December 2025, the Company's holdings in JAB Pet Holdings Ltd (Pet Insurance), Petcare Holdings LP (Petcare), and JAB Coffee & Beverages Holdings 3 B.V.(Coffee & Beverages) represented 28.6% (2024: 24.4%), 27.7% (2024: 32.3%) and 26.6% (2024: 21.7%), respectively, of the gross asset value of JAB Consumer's investments in subsidiaries. Other assets such as Pret Panera IV LP (Fast Casual Restaurants), JAB Beauty B.V.(Beauty) and JAB Indulgence B.V. (Indulgence) represented 18.6% of the gross asset value of the Company's assets. Hence, there is a concentration risk within the portfolio whereby a loss affecting a single investment may have a significant negative impact on the overall performance of the Company. There is, however, diversification within the portfolio. The Company's investments are diversified by nature of the different markets that they service, the different sales channels in which they operate, and the different products that they sell. The result is that, despite a significant proportion of the Company's investment is in a single investment, the downside risk of this concentration in fact is limited.

Credit risk

Credit risk is the risk of financial loss to the Company if a counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Company's investment in debt securities, loans receivable, other receivables, derivatives and cash and cash equivalents.

Cash and cash equivalents

The Company's cash and cash equivalents are placed with quality rated financial institutions, such that management does not expect these institutions to fail to meet repayments of amounts held in the name of the Company.

Loans and other assets

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each counterparty. Risk is limited by the Company's policy on dealing only with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from default. As all major counterparties are related parties, the risk is limited.

Derivative financial instruments

The Company's exposure to credit risk is limited, as the counterparties are banks with quality credit ratings by international rating agencies; furthermore, outstanding derivative contracts are subject to netting arrangements.

Other investments

The Company is subject to credit risk on its investments in debt securities. The credit risk relating to these assets is reflected through the measurement at fair value with changes recognised in earnings.

Guarantees

The Company's policy generally is to avoid providing financial guarantees to third parties.

Exposure to credit risk

The carrying amount of financial assets represent their maximum credit exposure. The table below contains the carrying amounts and their due dates as of 31 December 2025 and 2024:

	Due	Less than 1 year	1 to 5 years	More than 5 years	Total
31 December 2025					
Loans	-	3.9	-	-	3.9
Other assets	-	16.2	0.8	-	17.0
Cash and cash equivalents	649.4	-	-	-	649.4
	649.4	**20.1**	**0.8**	**-**	**670.3**
31 December 2024					
Loans	-	4.6	-	-	4.6
Other assets	-	38.9	0.7	-	39.6
Cash and cash equivalents	3,322.1	-	-	-	3,322.1
	3,322.1	**43.5**	**0.7**	**-**	**3,366.3**

In respect of the financial assets shown, no impairments were recognised and no financial assets were past due as of 31 December 2025 and 2024.

Liquidity and Market risk

Liquidity Risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, both under normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company has sufficient access to cash on demand including cash on hand, cash equivalents and unused credit facilities. All cash on demand is available within three months or less to meet the Company's short-term liquidity needs. Management monitors the planning of liquidity reserves and cash flows and coordinates the liquidity and due dates of financial assets and liabilities.

The table below contains the due dates of the carrying amounts as of 31 December 2025 and 2024.

	Due	Less than 1 year	1 to 5 years	More than 5 years	Total
31 December 2025					
Non-derivative liabilities					
Borrowings	-	704.6	4,761.4	5,619.5	11,085.5
Other liabilities	-	327.0	0.6	-	327.6
Total non-derivative liabilities	**-**	**1,031.6**	**4,762.0**	**5,619.5**	**11,413.1**
Derivatives	**-**	**-**	**266.7**	**-**	**266.7**
31 December 2024					
Non-derivative liabilities					
Borrowings	-	990.1	4,422.2	4,847.1	10,259.4
Other liabilities	-	189.5	3.4	0.1	193.0
Total non-derivative liabilities	**-**	**1,179.6**	**4,425.6**	**4,847.2**	**10,452.4**
Derivatives	**-**	**159.2**	**201.2**	**-**	**360.4**

Derivatives are presented at their fair value. The liquidity risk of derivatives might be subject to short-term and significant changes due to the high volatility of the fair values.

Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return. The Company buys and sells derivatives, and incurs financial liabilities, in order to manage market risks. Hedge accounting is not applied.

Exposure to currency risk

The Company invests in financial instruments and enters into transactions that are denominated in currencies other than its functional currency. Consequently, the Company is exposed to the risk that changes in foreign exchange rates may have a favorable or unfavourable effect on the fair values of its financial instruments and the fair values of its future cash flows. Exchange rate exposures are managed within approved policy parameters utilizing foreign currency forward contracts, and by buying or selling foreign currencies at spot rates when necessary to address short-term imbalances.

Exposure to interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Financial assets and liabilities exposed to interest rate risk include loans receivable and other receivables, derivative financial instruments, borrowings and cash and bank balances. The Company adopts a policy of ensuring that its exposure to changes in interest rates on borrowings, including exposures from potential transactions, is limited. Interest rate risk exposure is managed by the Company by maintaining an appropriate mix between fixed and floating rate financial instruments and, if considered appropriate, using interest rate swap contracts or other interest rate derivatives. Hedging activities are evaluated regularly to align with interest rate views and the Company's investment and risk policies.

Exposure to other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument, its issuer or factors affecting all instruments traded in the market.

Sensitivity analysis – equity price risk

The Company's exposure to changes in share prices of its Other investments was as follows:

	Carrying amount	
	31 December 2025	31 December 2024
Other Investments *presented in:*		
Other investments	77.4	-
Other liabilities	(266.7)	(334.6)
Total	**(189.3)**	**(334.6)**

A value at risk assessment has been employed to estimate sensitivity of the exposure to equity price risks for other investments and other liabilities at the end of the reporting period. The calculation employs historical statistical methods that use 6 months of market data as input. The value at risk assessment quantifies potential changes to equity price risk for a one day holding period and is calibrated to a 99% confidence level. Based on this assessment, the value at risk as per 31 December 2025 and 2024 is estimated at $58.5 million and $98.0 million, respectively.

Further, the Company has indirect exposure to equity price risk from indirectly held investments at the end of the reporting period. If share prices had been 5% higher or lower, the result for the period ended 31 December 2025 and 2024 would have increased/decreased by $785.7 million and $828.3 million, respectively, as result of changes in the fair value of the equity investments measured at fair value.

There are no further significant assets or liabilities that could be exposed to material direct market risks.

JAB Insurance

Risk Management

Interest rate risk is the potential for interest rates to change, which can cause fluctuations in the value of Investments, Policyholder liabilities, and Reinsurance recoverables and payables. Insurance assets and liabilities are further impacted by mortality, longevity, morbidity, and policyholder behavior risks. Market risk is the potential for market values to change, which can cause fluctuations in certain policyholder funds and contract charges. Credit risk is the risk that issuers of investments owned by the Company may default or that other parties may not be able to pay amounts due to the Company.

Investment securities are exposed to various risks, such as interest rate, market, and credit. Due to the level of risk associated with certain investment securities and the level of uncertainty related to changes in the value of certain investment securities, it is at least reasonably possible that changes in value, even as soon as immediately subsequent to the issuance of the consolidated financial statements, could materially affect then-current valuation as compared to the amounts as reported in the consolidated financial statements.

Concentration Risk

As of 31 December 2025, the two most significant exposures to a single issuer, other than US government and its agencies, were investments in College Ave. and Anchorage Credit Funding with fair values of $803.7 million and $355.8 million, respectively, or 3.6% and 1.6% of the combined cash, cash equivalents, and investment portfolios, respectively.

As of 31 December 2025, the two largest investment exposures to a single industry in non-structured securities were in the diversified financial service industry with a fair value of $721.2 million, or 3.2% of the combined cash, cash equivalents and investment portfolios, and in the banking industry with a fair value of $573.1 million, or 2.5% of the combined cash, cash equivalents and investment portfolios.

9. Insurance intangible assets

The following table rolls forward and reconciles the components of insurance intangible assets to the total balance reported in the Consolidated Statements of Financial Position as of 31 December 2025:

	VOBA	Other[1]	Total
Balance as of 31 December 2024	-	-	-
Additions through business combination	568.7		568.7
Capitalizations	-	44.9	44.9
Amortisation Expense	(16.3)	(0.3)	(16.6)
Balance as of 31 December 2025	**552.4**	**44.6**	**597.0**

[1] Other includes DAC and DSI

Estimated future amortisation of VOBA, net of interest, as of 31 December 2025, is as follows:

	VOBA
2026	47.4
2027	44.5
2028	42.6
2029	41.0
2030	37.1
Thereafter	339.8
Total	**552.4**

The amortisation of DAC and DSI is applied on a constant-level basis over the expected term of each cohort of contracts. Significant inputs and assumptions used in the amortisation of DAC include estimates of policy persistency and expected contract duration, as the Company amortizes DAC on a constant-level basis using policy count as the underlying measure. The assumptions applied in amortizing DAC and DSI are consistent with those used in measuring the related liability balance. When actual experience or expectations differ from those previously estimated, the Company updates its assumptions and reflects the impact as a retrospective unlocking adjustment in current-period amortisation, consistent with the guidance in ASC Topic 944. For the year ended 31 December 2025, the Company did not update any assumptions.

10. Goodwill and intangible assets

JAB Insurance

Goodwill

On 5 September 2025, the Company completed the acquisition of Prosperity and recognised goodwill of $1,460.7 million. See Note 3 – "Acquisitions" for further disclosure regarding the goodwill recorded as a result of the acquisition. The Company performed the qualitative impairment assessment of goodwill and concluded that there were no circumstances which indicated an impairment exists as of 31 December 2025.

Intangible assets

The gross carrying amount and accumulated amortisation for each identifiable intangible assets were as follows:

	Amortisation Period *(Years)*	Gross Carrying Amount	Accumulated Amortisation
License	N/A	52.3	-
Trade names	10	90.0	(3.0)
Developed technology	3 to 5	7.3	(0.7)
Distributor relationships	20	100.1	(1.8)
Total		**249.7**	**(5.5)**

The Company performed the qualitative impairment assessment of intangible assets and concluded that there were no circumstances which indicated an impairment exists as of 31 December 2025.

The Company recognised $5.5 million in intangible asset amortisation expenses for the year ended 31 December 2025.

As of 31 December 2025, expected amortisation expenses related to identifiable intangible assets for each of the next 5 years and thereafter are as follows:

	Amortisation Expenses
2026	16.5
2027	16.5
2028	15.6
2029	14.0
2030	14.0
Thereafter	115.3
Total	**191.9**

11. Other assets

Other assets can be detailed as follows:

	31 December 2025	31 December 2024
JAB Consumer		
Property, plant and equipment	16.8	20.5
Other	27.3	19.1
	44.1	**39.6**
JAB Insurance		
Accrued investment income	154.1	-
Net deferred tax asset	304.5	-
Property, plant and equipment	133.7	-
Notes receivable	300.0	-
Tax receivable	64.9	-
Due on securities	41.9	-
Prepaid expenses	29.9	-
Other	165.9	-
	1,194.9	**-**
Total other assets	**1,239.0**	**39.6**

12. Policy liabilities

The following table reflects the reconciliation of the components of policy liabilities to the total balance reported in the Consolidated Statements of Financial Position as of 31 December 2025:

	31 December 2025
Liability for future policy benefits	1,144.5
Liability for closed block [1]	907.6
Additional liability for annuitisation, death, or other insurance benefits	285.9
Policyholder account balances	18,933.4
MRB liabilities	359.6
Funding agreements and other annuity liabilities	1,438.8
Assumed reinsurance modco payable	3,656.1
Dividend accumulations, retained assets and dividend payables	134.1
Other reconciling items [2]	224.3
Total policy liabilities	**27,084.3**

[1] This balance also includes closed block liabilities, see Note 13— "Closed block" for further details.

[2] Reconciling items primarily include in course of settlement liabilities, incurred but not reported claims, advanced premiums, and liabilities for future premiums.

Liability for future policy benefits

The following reflects the Liability for Future Policy Benefits roll-forward for the year ended 31 December 2025, inclusive of DPL balances:

	Year ended 31 December 2025		
	Life	**Other [1]**	**Total**
Present value of expected net premiums			
Beginning balance at original discount rate [2]	469.0	3.1	472.1
Effect of actual to expected experience	5.0	-	5.0
Effect of changes in cash flow assumptions	(1.1)	(0.1)	(1.2)
Adjusted balance	**472.9**	**3.0**	**475.9**
Issuances	13.5	-	13.5
Interest accrual	6.7	-	6.7
Net premium collected	(19.1)	(0.2)	(19.3)
Ending balance at original discount rate	**474.0**	**2.8**	**476.8**
Effect of changes in discount rate assumptions	4.3	-	4.3
Ending balance, present value of expected net premiums	**478.3**	**2.8**	**481.1**
Present value of expected future policy benefits			
Beginning balance at original discount rate	1,126.9	492.3	1,619.2
Effect of changes in cash flow assumptions	5.0	0.3	5.3
Effect of actual to expected experience	(1.1)	(2.3)	(3.4)
Adjusted balance	**1,130.8**	**490.3**	**1,621.1**
Issuances	13.8	4.4	18.2
Interest accrual	33.3	6.7	40.0
Net premium collected	(43.9)	(21.7)	(65.6)
Ending balance at original discount rate	**1,134.0**	**479.7**	**1,613.7**
Effect of changes in discount rate assumptions	10.2	1.8	12.0
Ending balance, present value of expected future policy benefits	**1,144.2**	**481.5**	**1,625.7**
Net liability for future policy benefits	**665.8**	**478.7**	**1,144.5**
Less: Reinsurance recoverable	(182.1)	-	(182.1)
Net liability for future policy benefits, net of reinsurance recoverables	**483.7**	**478.7**	**962.4**

[1] Other includes immediate annuities

[2] Reflects balance as of Prosperity's acquisition date 5 September 5, 2025.

The following represents a breakdown of premiums and interest expense relating to future policy benefits as recognised in the Consolidated Statements of Comprehensive Income:

	31 December 2025	
	Interest expense	**Premiums**
Life	-	24.2
Other	-	0.3
Total	-	24.5

The following reflects the weighted-average duration and weighted-average interest rates of the future policy benefit as of 31 December 2025:

	31 December 2025	
	Life	**Other**
Weighted-average interest rates, original discount rate	3.5%	5.0%
Weighted-average interest rates, current discount rate	3.4%	4.9%
Weighted-average liability duration	6.6	6.2

The following table reflects the undiscounted ending balance of expected future gross premiums and expected future benefits and payments for traditional and limited-payment contracts, as of 31 December 2025:

	31 December 2025	
	Life	**Other**
Expected future benefit payments, undiscounted	1,658.5	898.2
Expected future benefit payments, discounted (original discount rate)	985.9	477.6
Expected future benefit payments, discounted (current discount rate)	996.1	481.5
Expected future gross premiums, undiscounted	937.0	3.9
Expected future gross premiums, discounted (original discount rate)	619.5	3.2
Expected future gross premiums, discounted (current discount rate)	613.9	3.2

The liability for future policy benefits reflects management's best estimates of expected experience at the measurement date. Key inputs include assumptions for mortality, persistency, morbidity, expenses, and premiums, as well as discount rates derived from observable market yields on upper-medium-grade fixed-income securities. These assumptions are developed using the Company's historical experience, industry data, and forward-looking expectations, and are reviewed at least annually. Updates to cash-flow assumptions are recognised through net income, while changes in market-based discount rates are recorded in Other comprehensive income (loss). Accordingly, as part of the annual assumption review, no assumptions were revised.

For the year ended 31 December 2025, JAB Insurance recognised a loss of $7.5 million, before tax in Comprehensive income (loss) due to changes in future policy benefits estimate from updating discount rate. During the year ended 31 December 2025, there were no changes to the methods used to determine the discount rates.

Additional liability for annuitization, death, or other insurance benefits

The following table reflect the additional liability for annuitization, death, or other insurance benefits roll-forward for the year ended 31 December 2025:

	Interest-sensitive Life	Other	Total
Beginning balance [1]	**283.0**	**-**	**283.0**
Effect of actual to expected experience	(4.1)	-	(4.1)
Effect of changes in cash flow assumptions	(1.6)	-	(1.6)
Adjusted balance	**277.3**	-	**277.3**
Issuances	1.6	-	1.6
Assessments	55.4	-	55.4
Benefits Payment	(52.2)	-	(52.2)
Interest accrual	3.8	-	3.8
Ending balance	**285.9**	-	**285.9**
Less: Reinsurance recoverable	-	-	-
Ending balance, net of reinsurance recoverables	**285.9**	-	**285.9**

[1] Reflects balance as of Prosperity's acquisition date 5 September 5, 2025.

The following reflects the amount of gross assessments and interest expense recognised for the additional liability for annuitization, death, or other insurance benefits in the Consolidated Statements of Comprehensive Income for the year ended 31 December 2025, which represents Prosperity's results since the acquisition date of September 5, 2025:

	31 December 2025	
	Assessments	**Interest expense**
Interest-sensitive Life	127.9	52.0
Other	-	-
Total	**127.9**	**52.0**

The following reflects the weighted-average duration and weighted-average interest rates of the additional liability for annuitization, death, or other insurance benefits as of 31 December 2025:

	31 December 2025	
	Interest-sensitive Life	**Other**
Weighted-average interest rates, original discount rate	4.1%	N/A
Weighted-average interest rates, current discount rate	4.1%	N/A
Weighted-average liability duration	17.8	N/A

Additional liabilities for annuitization, death, and other insurance benefits are measured using current expectations of future benefit utilization, mortality, lapse, and credited rate assumptions. Assumptions are evaluated at least annually and updated to reflect emerging experience. Revisions to expected benefits or assessments are reflected in current-period benefit expense, with the impact recognised in net income. Accordingly, no assumptions were revised as part of the annual assumption review.

Policyholder account balances

The following reflects the policyholders' account balances roll-forward for the year ended 31 December 2025 and the policyholders' account balances weighted average interest rates, net amount at risk, and cash surrender value as of that date:

	Interest-sensitive Life	Annuities	Other	Total
Beginning balance [1]	**3,390.5**	**15,752.2**	**-**	**19,142.7**
Issuances and Deposits	102.9	520.3	-	623.2
Benefit Payments, Surrenders, and Withdrawals	(137.2)	(905.5)	-	(1,042.7)
Interest credited	42.8	192.7	-	235.5
Other	(13.7)	(11.6)	-	(25.3)
Ending balance	**3,385.3**	**15,548.1**	**-**	**18,933.4**
Less: Reinsurance Recoverable	(0.3)	(251.5)		(251.8)
Ending balance, net of Reinsurance recoverable	**3,385.0**	**15,296.6**		**18,681.6**
Weighted average crediting rate	3.9%	3.7%	0%	3.7%
Net amount at risk	14,559.4	N/A	-	14,559.4
Cash surrender value	3,286.6	14,462.6	-	17,749.3

[1] Reflects balance as of Prosperity's acquisition date 5 September, 2025.

The following table represents policyholder account balances by range of guaranteed minimum crediting rates, as well as the related range of the difference between rates being credited to policyholders and the respective guaranteed minimums:

As of 31 December 2025

Account Values with Adjustable Crediting Rates Subject to Guaranteed Minimums:

Range of guaranteed minimum crediting rates:	At Guaranteed Minimum	1-49 bps Above Guaranteed Minimum	50-99 bps Above Guaranteed Minimum	100-150 bps Above Guaranteed Minimum	Greater Than 150 bps Above Guaranteed Minimum	Total
< 1.00%	286.6	-	-	0.2	21.4	308.2
1.00% - 1.99%	19.8	299.2	107.5	463.0	8,791.3	9,680.8
2.00% - 2.99%	0.8	550.1	-	-	-	550.9
3.00% - 4.00%	2,692.3	-	1.2	0.1	-	2,693.6
> 4.00%	572.4	-	-	0.1	-	572.5
Total	**3,571.9**	**849.3**	**108.7**	**463.4**	**8,812.7**	**13,806.0**
Percentage of Total	25.9%	6.2%	0.8%	3.4%	63.8%	100.0%

Market risk benefits

The following table presents the balances of and changes in MRBs related to annuities:

	31 December 2025
Balance, beginning balance, before effect of changes in the instrument-specific credit risk [1]	**330.4**
Issuances	1.8
Interest accrual	3.3
Attributed fees collected	10.5
Benefit payments	(1.6)
Effect of changes in interest rates	12.5
Effect of changes in equity markets	(4.2)
Effect of changes in equity index volatility	-
Actual policyholder behavior different from expected behavior	3.0
Effect of changes in future expected policyholder behavior	-
Effect of changes in other future expected assumptions	0.2
Balance, end of year, before effect of changes in the instrument-specific credit risk	**355.9**
Effect of changes in the instrument-specific credit risk	3.7
Balance, end of year	**359.6**
Less: Reinsurance recoverable, end of year	(7.0)
Balance, end of year, net of reinsurance	**352.6**
Net amount at risk	1,215.5
Weighted-average attained age of contract holders	70.3

[1] Reflects balance as of Prosperity's acquisition date 5 September 5, 2025.

The following table presents the composition of the MRB liabilities:

	31 December 2025
Net MRB liabilities (assets) related to market risks [1]	7.9
Net MRB liabilities (assets) related to actuarial assumptions	344.7
Total	**352.6**

[1] Included in net income for the year ended December 31, 2025 is a change in the MRB liabilities (assets) related to market risks of $7.9 million (net of tax - $6.2 million). The ending net liability, net of tax, is $6.2 million as of December 31, 2025

The fair value of MRBs is determined using valuation techniques that incorporate both observable and unobservable market data. Significant inputs include risk-free interest rates, equity market levels and volatilities, expected policyholder behavior assumptions (such as withdrawal and lapse rates), mortality, and the Company's own nonperformance risk spread determined at contract inception. These assumptions are based on current market conditions, the Company's historical experience, and expectations about future economic and behavioral trends, and are reviewed at least annually. Changes in these inputs are reflected in the fair value measurement each period, with the portion of changes related to market factors and policyholder behavior recognised in net income, and the portion attributable to the insurer's own credit risk recognised in Other comprehensive income (loss). Accordingly, as part of the annual assumption review, no assumptions were revised.

For the year ended 31 December 2025, the Company recognised a loss of $3.7 million, before tax, in Comprehensive income (loss) due to changes in MRB attributable to the Company's own credit risk.

FHLB balances

Several of the insurance subsidiaries are members of the Federal Home Loan Bank ("FHLB") of New York, FHLB of Atlanta, and FHLB of Dallas. Through its memberships, the insurance subsidiaries issued funding agreements to the FHLB of New York and FHLB of Atlanta in exchange for cash. The proceeds from these funding agreements are invested to earn a spread on the business. The funding agreements are issued through the general account and are included in Policy liabilities (including MRBs) on the Consolidated Statements of Financial Position. As of 31 December 2025, the Company had funding agreements outstanding with the FHLB in the aggregate principal amount of 387.0 million.

When a funding agreement is issued, the insurance subsidiaries are required to pledge eligible securities as collateral for each of the advances received. Eligible securities include mortgage-backed, government and agency debt instruments. Assets pledged as collateral for these funding agreements have a fair value of 1,415.6 million as of 31 December 2025.

FHLB of New York, Atlanta and Dallas memberships require the insurance subsidiaries to own member stocks and borrowing requires the purchase of activity-based stock in an amount equal to 4.25% of outstanding borrowings. Upon the event of default by the insurance subsidiaries, the FHLB of New York, Atlanta and Dallas' recovery on the collateral is limited to the amount of the insurance subsidiaries' liability to the FHLB of New York, Atlanta and Dallas, respectively.

As of 31 December 2025, the Company's total maximum borrowing capacity under the FHLB facilities was $2,697.1 million.

Secured funding agreement

The Company has both secured and other funding agreements with unaffiliated entities. For secured funding agreements, the Company pledges collateral to back the obligations under these agreements. The outstanding balance of the secured funding agreements was $365.0 million as of 31 December, 2025. The fair value of the pledged assets which related to these agreements was $448.9 million as of 31 December, 2025, respectively. The balance of other funding agreements was $681.8 million as of 31 December, 2025. Both secured and other funding agreements are included in Policy liabilities on the Consolidated Statements of Financial Position.

13. Closed block

JAB Insurance maintains a closed block for the benefit of participating policyholders in certain individual life insurance policies established upon demutualization. Assets were allocated to the closed block in an amount expected to produce cash flows which, together with anticipated revenues from the policies included in the closed block, will provide for future policy benefits, expenses, taxes, and the continuation of dividend scales then in effect. The cash flows from these assets, along with premiums and investment income associated with the closed block policies, are used exclusively to support the obligations of those policyholders.

Earnings of the closed block are recognised in income over the period the related policies and contracts remain in force. Differences between actual experience and the assumptions underlying the closed block are reflected over time through policyholder dividends. To the extent actual cumulative earnings exceed expected cumulative earnings, the excess is recorded as a PDO to be distributed to closed block policyholders in future periods. As of 31 December 2025, the PDO balance was zero. The closed block will remain in effect until all related policies have been settled or terminated, with a current expected duration of approximately 50 years. In the event the closed block's assets are insufficient to meet its obligations, JAB Insurance would use its general account assets to satisfy the contractual benefits due to closed block policyholders.

The closed block assets and liabilities are as follows:

	31 December 2025
Closed block liabilities:	
Policy liabilities	980.7
Reinsurance payables	8.3
Other liabilities	11.2
Total closed block liabilities	**1,000.2**
Assets designated to the closed block	
Investments	704.6
Cash and cash equivalents	83.0
Reinsurance recoverables	2.7
Insurance intangible assets	134.2
Other assets	39.9
Total assets designated to the closed block	**964.4**
Excess of closed block liabilities over assets designated to the closed block	**35.8**
Amounts included in AOCI	
Unrealised investment gains on available-for-sale securities, net of income tax	5.8
Allocated to the policyholder dividend obligation, net of income tax	-
Total amount included in AOCI	**5.8**
Maximum future earnings to be recognised from closed block assets and liabilities	**30.0**

Information regarding the closed block revenues and expenses is as follows:

	Year ended 31 December 2025
Revenues	
Insurance revenues	6.7
Net investment income (loss)	13.7
Net investment-related gains (losses)	0.2
Other revenues	-
Total revenues	**20.6**
Benefits and expenses	
Policy benefits, excluding dividends	14.3
General & administrative and other expenses	2.9
Total benefits and expenses, excluding policyholder dividends	**17.2**
Closed block income (loss) before dividends and income taxes	**3.4**
Policyholder dividends	2.5
Change in policyholder dividend obligation	-
Closed block income (loss) before income taxes	**0.9**
Applicable income tax expense (benefit)	0.7
Closed block net income (loss)	**0.2**

14. Reinsurance

The Company assumes and cedes certain life, annuity, and health business from/to other insurance companies under reinsurance agreements. For ceded policies, the Company remains liable to policyholders in the event the assuming companies are unable to meet their obligations under these reinsurance agreements. The effects of reinsurance assumed and ceded on the Consolidated Statements of Comprehensive Income are summarized as follows:

	Year ended 31 December 2025
Insurance revenues:	
Direct	200.1
Assumed	0.5
Ceded	(64.2)
Net insurance revenues	**136.4**
Policy benefits and claims:	
Direct	353.5
Assumed	94.5
Ceded	(43.5)
Net policy benefits and claims	**404.5**

The Company obtains reinsurance from a diverse group of reinsurers and monitors concentration as well as financial strength ratings of its principal reinsurers. Excluding reinsurance ceded on a funds withheld basis for which assets supporting the reinsurance are retained on the Company's Consolidated Statements of Financial Position and the Company is not exposed to credit risk of the reinsurer, the Company's largest reinsurance exposure is with Reinsurance Group of America ("RGA"). RGA is a superior rated company in the insurance industry.

The following table outlines the Company's exposure to RGA as of and for the year ended:

	31 December 2025
Total Reinsurance recoverables balance	116.8
Total ceded face balance	3,045.5
% of total ceded premium	48.4%
% of total ceded benefits	29.7%

The Company, through National Western Life Insurance Company ("NWLIC"), has ceded certain fixed indexed annuity policies to Aspida Life Re Ltd., a Bermuda entity, on a funds withheld coinsurance basis.

Reinsurance typically provides for recapture rights on the part of the ceding company for certain events of default. Additionally, some reinsurance agreements require the reinsurer to place assets in trust accounts for the benefit of the ceding company. The required minimum assets are determined by statutory reserves, as defined by the agreements. For agreements where the Company is the reinsurer, the required minimum assets were $3,026.1 million as of 31 December 2025, including trust assets for an affiliated reinsurance agreement of $28.0 million. For agreements where the Company is the ceding company, the required minimum assets for the reinsurer were $39.9 million, including trust assets for an affiliated reinsurance agreement of $28.0 million. Although the reinsurer owns the assets placed in trust, their use is restricted based on the trust agreement terms. If the fair value of the assets in the trust declines because of impairment or other reasons, the reinsurer may be required to contribute additional assets to the trust.

15. Other liabilities

Other liabilities consist of the following:

	31 December 2025	31 December 2024
JAB Consumer		
Foreign exchange contracts	-	25.8
Accrued interest and other bank fees	147.4	134.2
Cash-settled share-based payments	11.2	10.4
Other liabilities from derivatives	266.7	334.6
Lease liability	4.0	6.0
Tax liabilities	8.5	4.4
Trade and other payables	156.5	52.9
	594.3	**568.3**
JAB Insurance		
Accounts payable and accruals	113.5	-
Accrued employee related expenses	49.3	-
Pension benefit liabilities	28.9	-
Unclaimed funds	36.0	-
Earnout payable	20.5	-
Lease liability - operating lease	17.2	-
Federal income tax payable	7.4	-
Accrued interest expense	4.5	-
	277.3	**-**
Total	**871.6**	**568.3**

JAB Consumer

The cash-settled share-based payments include those cash settled awards that the parent has the option to repurchase within 181 days of the vesting date. As of 31 December 2025 and 2024, the cash settled amounts related to these awards are 9.2 million and 7.6 million, respectively. See Note 20 – "Share-based payments" for additional details on expense from share-based payments.

Other investments relate to derivative contracts that are entered by the Company from time to time for which no hedge accounting is applied. The Company analyses value at risk per contract and manages contract duration. See Note 8 – "Fair value and risk management" for further details.

JAB Insurance

Other liabilities consist primarily of funds withheld liabilities, payroll and general expense accruals, liabilities for unclaimed funds, accrued interest, current income tax liabilities, lease liabilities, incentive compensation, and other accrued operating obligations.

16. Borrowings

Long-term borrowings

The table below presents the aggregated amount of maturities for long-term borrowings for each of the five years following 31 December 2025:

	JAB Consumer	JAB Insurance	Total
2026	705.0	19.4	724.4
2027	1,685.7	11.1	1,696.8
2028	1,919.3	-	1,919.3
2029	881.3	450.0	1,331.3
2030	300.0	750.0	1,050.0
Thereafter	5,677.3	1.0	5,678.3
Less: Deferred financing costs	(83.1)	(8.8)	(91.9)
Total borrowings	**11,085.5**	**1,222.7**	**12,308.2**

The following table summarizes the Company's debt obligations:

	31 December 2025				
	Borrowing Capacity	Borrowing Outstanding	Carrying value [1]	Fair Value	Effective Interest Rate
JAB Consumer					
Notes	N/A	9,737.3	9,668.7	9,161.0	1.0% - 5.0%
Bank loans	N/A	1,431.2	1,416.8	1,416.8	1.6% - 3.4%
Revolving credit facility	3,610	-	-	-	0.7% + Euribor / CME SOFR
JAB Insurance					
Term loan facility	750.0	750.0	745.6	750.0	2.0% +1MO SOFR
Revolving credit facility	750.0	450.0	445.6	450.0	2.0% +1MO SOFR
Other borrowings	N/A	31.5	31.5	31.5	3.5% ~ 18.0%
Total borrowings		**12,400.0**	**12,308.2**	**11,809.3**	

[1] Carrying value includes: (i) unamortized note discount (net of premium), as applicable and (ii) unamortized debt issuance costs, as applicable. Financing costs related to the issuance of the notes have been deducted from the note liability and are amortized over the life of the notes.

JAB Consumer

Repaid notes and additional issuances

The following table presents the newly issued notes as well as the notes that were repaid in 2025, consistent with the Company's overall deleveraging trajectory:

Note	Repaid Notes and Additional Issuances
Eurobond 2035	In May 2025, the Company issued long-term notes in the aggregate principal amount of €500.0 million at an interest rate of 4.375% p.a.
Eurobond 2025	In April 2025, the Company repaid notes with a remaining principal amount of €600.0 million ($682.4 million).
Eurobond 2026	In May 2025, the Company repaid notes in the principal amount of €150.0 million ($169.6 million) prior to their scheduled maturity.
Eurobond 2027	In May 2025, the Company repaid notes in the principal amount of €150.0 million ($169.6 million) prior to their scheduled maturity.

[1] Discount rates refer to either WACC or Cost of Equity

Revolving credit facility

In October 2025, the Company has renewed its revolving credit facility and has access to €2,878 billion plus $228 million undrawn credit facilities totaling $3.6 billion. As of 31 December 2025 and 2024, the Company had no outstanding balance under its credit facilities.

JAB Insurance

Term loan, revolving credit and letters of credit

On 5 September 2025, the Company completed its acquisition of Prosperity. Simultaneously, JAB Insurance US Holdings, Inc. and Prosperity entered into a $1,500.0 million credit agreement (the "Credit Agreement") with a syndicate of seventeen banks. $1,200.0 million was drawn as of 31 December 2025 and was used to repay assumed notes payable and accrued interest of Prosperity of $604.8 million, with the remaining $587.0 million applied toward the purchase price of the acquisition and $7.9 million for related transaction fees. The term loan facility and revolving credit facilities have maturity dates of 5 March 2029 and 5 September 2030, respectively.

Under the Credit Agreement, outstanding balances bear interest at a rate at the election of the borrower, either at the base rate plus the applicable margin or secured overnight financing rate ("SOFR") plus the applicable margin. Additionally, pursuant to the Credit Agreement, the Company is subject to customary covenants, including, among others, requirements that (i) the consolidated debt-to-capitalisation ratio should not exceed 35% and (ii) consolidated net worth should not be less than $2,350.0 million.

The Company was in compliance with all of its debt covenants as of 31 December 2025.

17. Income tax

The components of the provision for income tax (benefit) expense are as follows:

	31 December 2025	31 December 2024
Current income tax expense	(8.2)	12.6
Deferred tax expense	(1.6)	-
Withholding tax on dividends and finance income	1.1	0.9
Income tax expense / (benefit)	**(8.7)**	**13.5**

Income (loss) from continuing operations before income taxes during the years ended 31 December 2025 and 2024 are presented below:

	31 December 2025	31 December 2024
Domestic	(156.4)	(234.3)
Other	(300.3)	(9,727.7)
Loss before taxes	**(456.7)**	**(9,962.0)**

The statutory tax rate for Luxembourg, which is the Company's country of domicile, is 23.87%. The effective tax expense is impacted by withholding taxes and tax rates in other jurisdictions. The difference between applying the statutory income tax rate and the actual income tax expense can be reconciled as follows:

	31 December 2025	31 December 2024
Loss before income taxes	(456.7)	(9,962.0)
Loss before income taxes multiplied by rate of corporation tax in the Luxembourg (23.87%)	(109.0)	(2,377.9)
Effects of		
Tax exempt dividend income	(51.8)	-
Tax exempt (gain) / loss on investments in subsidiaries and other investments	(315.8)	2,257.1
Non-deductible interest expense	111.0	15.4
Other adjustments	300.4	111.8
Tax losses for which no deferred tax asset is recognised	95.5	28.2
	193.3	**2,412.4**
Differences for tax rates in other jurisdictions and prior year adjustments	(40.1)	0.9
Withholding taxes	1.1	(21.9)
	(39.0)	**(21.0)**
Total income tax (benefit) expense	**(8.7)**	**13.5**

The Company has made the following income tax payments, which have been disaggregated for the most significant jurisdictions:

	31 December 2025	31 December 2024
Luxembourg	0.1	-
The Netherlands	12.7	34.1
United States	13.9	0.2
Bermuda	-	-
Other	0.4	2.2
Total	**27.1**	**36.5**

The tax effects of temporary differences that give rise to significant portions of the deferred tax assets and liabilities are presented below:

	As of 31 December	
	2025	**2024**
Deferred tax assets:		
Policyholder reserves	976.0	-
Net Loss carryforwards	726.2	373.5
Net carryforward interest	679.0	262.6
Deferred policy acquisition costs	88.7	-
Policyholder dividends	6.7	-
Investments	150.2	-
Other	213.2	178.4
Total deferred tax assets before valuation allowance	**2,840.0**	**814.5**
Valuation allowance	(1,512.0)	(814.5)
Total deferred tax assets	**1,328.0**	**-**
Deferred tax liabilities:		
Net unrealised gain on securities	21.2	-
Value of business acquired	114.1	-
Reinsurance recoverables	833.2	-
Intangibles	48.1	-
Other	6.9	-
Total deferred tax liabilities	**1,023.5**	**-**
Net deferred tax asset/(liability)	**304.5**	**-**

In assessing the realisability of deferred tax assets, management considers whether it is more likely-than-not that some portion or all of the deferred tax assets will not be realised. The ultimate realisation of deferred tax assets is dependent upon the generation of future taxable income during the periods in which those temporary differences become deductible. The Company considers the scheduled reversal of deferred tax liabilities, projected future taxable income, and available tax planning strategies in making this assessment. As of December 31, 2025, the Company considered the weight of available evidence and believes that it is more likely-than-not it will not realise some portion of the deferred tax assets in future years. As such, the Company recognised a valuation allowance of $1,512,0 million related to the realisability of deferred tax assets on net tax loss carry forwards and unrealised capital losses.

Luxembourg

As of 31 December 2025, and 2024, the Company has a net tax loss carry-forward amounting to approximately $762.5 million and $607.2 million respectively which leads to a deferred tax asset of $182.0 million and $144.9 million respectively at the at the applicable statutory tax rates of 23.87% for Luxembourg. 93.3 million of the 2025 net-tax loss carry forward amount can be carried forward indefinitely and $666.2 million of these losses will expire between 31 December 2035 and 31 December 2042.

The Company has $105.2 million and $0.0 million of exceeding borrowing costs under the Luxembourg interest limitation rules available as of 31 December 2025 and 2024 respectively. This leads to a deferred tax asset of $25.1 million and $0.0 million at the applicable statutory tax rates of 23.87% for Luxembourg. Those amounts can be carried forward indefinitely.

The net deferred tax asset equals zero given that a valuation allowance is considered in full as it is not considered more likely than not that sufficient future taxable profits will be available to realise the gross deferred tax asset.

The Netherlands

JAB Holdings B.V. together with JAB Forest B.V., JAB Ventures B.V., JAB Coffee & Beverages BV, JAB Coffee & Beverages Holdings 3 BV, Acorn Holdings BV and JAB Insurance Investments BV form a fiscal unity for Dutch corporate income tax purposes. The taxable income for the Company therefore includes taxable income from non-consolidated members of the fiscal unity.

As of 31 December 2025, and 2024, the Company has a net tax loss carry-forward amounting to approximately $1,789.1 million and $885.8 million respectively which leads to a deferred tax asset of $461.6 million and $228.5 million respectively at the applicable statutory tax rates of 25.8% for The Netherlands. Those amounts can be carried forward indefinitely.

The Company has $2,534.5 million and $1,017.9 million of exceeding borrowing costs under the Dutch interest limitation rules available as of 31 December 2025 and 2024 respectively. This leads to a deferred tax asset of $653.9 million and $262.6 million at the applicable statutory tax rates of 25.8% for The Netherlands. Those amounts can be carried forward indefinitely.

As of 31 December 2025, and 2024, the Company further has a total temporary book to tax difference in the Dutch consolidated entities amounting to $679.5 million and $691.4 million respectively which leads to a deferred tax asset of $175.3 million and $178.4 million respectively at the applicable statutory tax rates of 25.8% for The Netherlands.

The net deferred tax asset equals zero given that a valuation allowance is considered in full as it is not considered more likely than not that sufficient future taxable profits will be available to realise the gross deferred tax asset.

Dividends and finance income can be subject to withholding taxes. Dividends are tax exempt under the Dutch participation exemption. Withholding taxes have been recognised as part of income tax expense, with dividend income recognised on a gross basis.

US

Many of the Company's subsidiaries operate in the U.S. and file either consolidated or separate federal income tax returns. Certain of the Company's subsidiaries also file combined, unitary and separate income tax returns in various states. The Company's subsidiaries that operate in non-U.S. jurisdictions are generally not subject to U.S. income taxes. Any potential withholding taxes that may apply when a dividend is paid by U.S. subsidiaries to the Company will be recorded through equity at the time the withholding tax is accrued and the dividend is paid.

As of 31 December 2025 and 2024, the Company has a net tax loss carry-forward amounting to approximately $207.2 million and $0 million respectively which leads to a deferred tax asset of $43.5 million and $0 million respectively at the applicable U.S. statutory tax rates of 21%.

As of 31 December 2025 and 2024, $3.2 million and $3.2 million, respectively, of these NOL carryforwards are subject to an annual utilization limitation as required by §382 of the IRC of 1986, as amended. Such NOL carryforwards will expire at various times and in varying amounts during the 2027 through 2032 tax years. The remaining NOL carryforwards in the U.S. have no expiration date as of 31 December, 2025 or 2024. The Company has the capacity and the intent to use all U.S. loss carryforwards. The Company has no tax credit carryforwards in the U.S. as of 31 December, 2025 or 2024.

Bermuda

As of 31 December 2025 and 2024, the Company has a net tax loss carry-forward amounting to approximately $260.6 million and $0.0 million respectively which could lead to a deferred tax asset of $39.1 million and $0.0 million respectively at the applicable Bermuda statutory tax rates of 15% & 0%, respectively. The Company had no capital loss carryforwards in Bermuda as of 31 December 2025 and 2024. The remaining NOL carryforwards in Bermuda have no expiration date as of 31 December, 2025 or 2024. The Company has the capacity and the intent to use all Bermuda loss carryforwards. The Company has no tax credit carryforwards in Bermuda as of 31 December, 2025 or 2024.

18. General & administrative and other expenses

JAB Consumer

General & administrative expenses can be detailed as follows:

Year ended 31 December	2025	2024
Salary and personnel related expenses	(38.8)	(34.2)
Consulting fees, service fees and others	(86.4)	(74.6)
Total general & administrative expenses	**(125.2)**	**(108.8)**

Other expenses for the years ended can be detailed as follows:

Year ended 31 December	2025	2024
Expenses from share-based payments	(87.5)	(164.1)
Other	(137.3)	(86.3)
Total other expenses	**(224.8)**	**(250.4)**

JAB Insurance

General & administrative and other expenses for JAB Insurance can be detailed as follows:

Year ended 31 December	2025
General operating expenses	(109,9)
Commission expenses	(11.4)
Licenses, taxes, and fees	(11.6)
Insurance excise tax	(1.3)
Buyer – related acquisition expenses	(55.1)
Total general & administrative and other expenses	**(189.3)**

19. Management

The Company and its investments are managed by an Investment Committee which is supported by further executives and senior managers employed by the Company or its subsidiaries. The Company's agreements with management comprise agreements on base remunerations, share-based payments, loans as well as management's investment in the Company.

Refer to Note 20 – "Share-based payments" for share-based payments transactions, of which the vast majority were with management. Loans to management are disclosed in Note 7 – "Loan Receivables".

Share transactions with Management

Year	Shares	Amount	Carrying Value
Shares issued to members of management (either in cash or exercise of options)			
2025	Class B	70,264	12.5
	Special Class S	-	
	Class PI	52,302	
2024	Class B	37,344	55.9
	Special Class S	294,503	
	Class PI	82,625	

20. Share-based payments

The Company operates different types of share-based compensation agreements with the members of the Investment Committee as well as with members of its management team and other employees.

Those arrangements include share grant agreements, share option schemes and loan funded share purchases. While most arrangements are settled in the Company's shares, there is a limited number of individual agreements, which are based on shares in other Group entities.

Further, the members of the Investment Committee as well as members of its management team and other employees of the Company and its affiliates were given the opportunity to acquire shares in the Company at fair value. See Note 19 – "Management" for further details.

Share grant agreements

The Company operates various types of share grant agreements. The entitlement to the share grants is awarded conditionally, subject to fulfilment of service conditions between the grant date and the vesting date. The share grants have graded vesting or cliff vesting features and typically vest over a service period of 5 years. The Company authorizes and grants awards individually to recipients and there are no share grants which have been authorized but not-yet-granted.

The fair value of share grants is the share price at grant date. The share price is determined based on the Company's direct and indirect investments and liabilities. Compensation cost for share grants is measured based on the fair value of the shares granted to the recipients.

For the years ended 31 December 2025 and 2024, 41,604 and 39,459 share grants were awarded, respectively. The share grants are funded by newly issued shares at the time of grant subject to claw back. The impact of service conditions is not included in the fair value measurement of the grant.

The following table illustrates the number and weighted average exercise prices of, and movements in, share awards based on the Company's shares during the year.

	31 December 2025		31 December 2024	
	Number of share awards	**Weighted average grant fair value**	**Number of share awards**	**Weighted average grant fair value**
Balance of unvested share awards at the beginning of the year	**41,663**		**18,506**	
Granted during the year	41,604	$1,766	39,459	$2,365
Forfeited during the year	(1,391)		(3,412)	
Vested during the year	(17,690)		(12,890)	
Balance of unvested share awards at end of year	**64,186**		**41,663**	

If participants have a put right towards the Company's main shareholder immediately after vesting, the share grants are liability-classified. These grants are measured on an intrinsic value basis. The Company remeasures the intrinsic value periodically and total compensation cost is updated each period to reflect the remeasured amount. The remeasurement ends when the participant has borne the risks and rewards of equity share ownership for six months or more from the date the shares vest. When share awards are reclassified from liability to equity, the Company remeasures the liability as of the modification date and reclassifies the liability to additional paid-in capital. The NAV per share as of 31 December 2025 and 2024 is $1,754 and $1,765 respectively. The NAV per share is the respective share price at which shares were issued.

Because the investment agreements concern different classes of shares the table was calculated on an adjusted basis as if all share grants comprise of the Company's Ordinary Class B shares.

The expense recognised arising from share grant agreements in 2025 and 2024 was $80.9 million and $62.2 million, respectively.

In the twelve months ended 31 December 2025 and 2024, the unrecognised expense related to share grant agreements amounts to $80.8 million and $65.5 million, respectively. For 2025 and 2024, that expense is expected to be realised over a weighted average period of 4 years and 4 years, respectively.

Share option schemes

The share options have graded vesting or cliff vesting features and they vest over a service period of 5 years. Options may be exercised at any time from the vesting date to the date of their expiry (10 years from the grant date). All options related to share-based compensation plans were granted with an exercise price (in USD) which approximates the fair value of the underlying shares at the grant date.

The grant date fair value of each option granted is estimated using the Black-Scholes option-pricing model. The weighted average fair value of the options granted for the twelve months ended 31 December 2025 and 2024 is $636 and $881, respectively. Service conditions were not included in the measurement of fair value. The agreements do not include market or performance conditions.

Similar to share grants, share option scheme participants may have a put right towards the Company's main shareholder. In such cases, the options are liability-classified, and the Company remeasures the intrinsic value until the options have been exercised and the participant has borne the risks and rewards of equity share ownership for six months or more from the date the shares are issued. When options are reclassified from liability to equity, the Company remeasures the liability as of the modification date and reclassifies the liability to additional paid-in capital.

The following table lists the weighted average inputs for the fair value measurement at the grant date for options granted during the year:

Year ended 31 December	2025	2024
Dividend yield	0.7%	0.7%
Expected volatility	35.0%	35.0%
Risk-free interest rate	3.79%	3.876%
Expected life of options	5.5 years	5.5 years
Exercise price	$1,765	$2,419
Average share price	$1,765	$2,419

The expected life of the options is based on management's estimate of the time until the award is exercised and is below the contractual life. The expected volatility is based on a peer group analysis using historical information.

The following table presents the number and weighted average exercise prices of, and movements in, share option schemes for the year ended 31 December 2025:

	31 December 2025		31 December 2024	
	Number of options	**Weighted average exercise price**	**Number of options**	**Weighted average exercise price**
Balance at beginning of year (outstanding) [1]	**1,199,945**	**2,374**	**1,242,106**	**2,478**
Granted during the year	151,404	1,765	344,710	2,419
Forfeited during the year	(74,834)	2,577	(351,728)	2,482
Expired during the year	(252,720)	2,426	-	-
Exercised during the year	-	-	(35,143)	2,299
Balance at the end of year (outstanding)	**1,023,795**	**2,257**	**1,199,945**	**2,473**
Vested and exercisable at end of year	**19,969**	**1,765**	**71,057**	**2,285**

[1] Weighted average exercise price at the beginning of the period reflects the impact of reset of the strike price of certain options, as implemented beginning of March 2025.

As of 31 December 2025 and 2024, the intrinsic value of options outstanding was $0.0 million and $0.0 million.

The weighted-average share price at the date of exercise for share options exercised during 2024 is $2,299. There were no option exercises during 2025. The Company did not receive cash from option exercises in 2025 and 2024.

The range of exercise prices for options outstanding at the end of the year 2025 and 2024 was $1,614 to $2,759 and $1,758 to $2,759, respectively. and these outstanding options have a weighted-average remaining contractual life of 6 years and 5 years, respectively. The vested and exercisable options as of 31 December 2025 and 2024 have a weighted-average remaining contractual life of 4.1 years and 4.3 years, respectively.

The expense recognised arising from share option schemes during the year ended 31 December 2025 and 2024 was $5.5 million and $120.3 million, respectively.

As of 31 December 2025 and 2024, the unrecognised expense related to share option schemes amounts to $59.3 million and $181.8 million, respectively. That expense is expected to be realised over a weighted average period of 2.8 years and 3.3 years, respectively.

Loan funded share purchase agreements

The Company offers its management the opportunity to participate in share purchase plans funded by limited-recourse loans. Those agreements are classified as a share purchase and the outstanding loan is recognised as an offset to equity if the investor carries all reasonable losses from the agreement (See **Note 21** – "Equity" for further details). Otherwise, the agreements are classified as equity-settled option-plans and the loan is not recognised as a financial asset. The classification is made on a case-by-case basis.

New loan funded share purchases classified as option-plans in the amount of 21,586 and 38,054 shares during the year ended 31 December 2025 and 2024, respectively, were realised. Further, limited-recourse loans for the purchase of 19,882 shares and 3,244 shares were settled, respectively. As of 31 December 2025 and 2024, a total of 65,069 shares and 63,365 shares, respectively, funded by limited-recourse loans in the amount of $140.3 million was accounted for as an option plan. The grant date fair value of those agreements is estimated using the Black-Scholes option-pricing model. The expected life of the underlying loans and the vesting period was estimated at five years. The expense recognised arising during 2025 and 2024 was $1.2 million and $8.5 million, respectively.

21. Equity

Common shares and additional paid-in capital

At the end of the reporting period, issued capital comprises of the following numbers of shares:

	31 December 2025		31 December 2024	
	Number by classification	**Nominal value**	**Number by classification**	**Nominal value**
Ordinary Class A shares	8,812,488	8.8	8,632,737	8.6
Ordinary Class B shares	796,747	0.8	855,414	0.9
Special Class S shares	816,902	0.8	1,517,183	1.3
Class PI shares	180,883	0.2	204,083	0.2
Treasury shares	38,451	0.0	-	-
Issued share capital	**10,645,471**	**10.6**	**11,209,417**	**11.0**

As of 31 December 2025, 10,645,471 shares have a nominal value of $1.00 (2024: 10,819,417 shares have a nominal value of $1.0 and 390,000 shares have a nominal value of $0.5).

The movement in total issued share capital at par value was as follows:

	Ordinary Class A shares	Ordinary Class B shares	Special Class S shares	Class PI shares	Treasury shares	Total par value
Year ended 31 December 2024	**8,632,737**	**855,414**	**1,322,183**	**204,083**	**-**	**11,014,417**
Shares issued for cash	-	70,264	-	52,302	-	**122,566**
Decrease in share capital	(163,636)	(3,589)	(69,191)	(75,502)	38,451	**(273,467)**
Share-based payments	-	-	-	-	-	**-**
Conversion of shares	343,387	(125,342)	(436,090)	-	-	**(218,045)**
Year ended 31 December 2025	**8,812,488**	**796,747**	**816,902**	**180,883**	**38,451**	**10,645,471**

As of 31 December 2025 and 2024, the Company holds 38,451 and none of the Company's own shares, respectively. The Company has bought back those shares for cancellation with the purpose of distributing capital to shareholders. The buyback was recognised in the shareholders' equity and no revenues and expenses were recognised in connection with these transactions. These treasury shares will be cancelled within 12 months as of 31 December 2025.

Shares issued by the Company are recognised at the proceeds or fair value received with the excess of the amount received over nominal (Par) value being credited to Additional paid-in-capital.

Share-based payments reserve is transferred to Additional paid-in-capital on expiry or exercise of options or on vesting or forfeiture of other share-based payment transactions.

Retained earnings

In 2025 and 2024, no dividend was paid to the equity shareholders.

Non-controlling interests

Non-controlling interests represent that part of the net results and net assets of a subsidiary that is attributable to interests which are not owned, directly or indirectly through subsidiaries, by the Company.

22. Commitments and contingencies

As of 31 December 2025, the Company provides no material guarantees for third parties (2024: $0). The Company is involved in routine legal and regulatory matters arising in the ordinary course of business. Management, after consultation with counsel, believes that the ultimate resolution of these matters will not have a material adverse effect on the Company's financial position, results of operations, or cash flows.

JAB Insurance

As of 31 December 2025, the Company had commitments to fund limited partnership investments totaling $260.5 million, of which $56.2 million was unfunded. The Company satisfied required deposit obligations with acceptable financial institutions through pledged eligible securities with a fair value of $35.2 million and recorded $6.0 million of assessments paid expected to be applied against future premium taxes.

JAB Insurance entered into two acquisition agreements. On November 18, 2025, the Company announced that it had entered into a definitive agreement to acquire the Life and Pensions business of Utmost Group plc ("ULP") a UK based company with more than £5 billion in assets under management serving approximately 290,000 pensioners. Additionally, on December 22, 2025 the Company announced the signing of an agreement to acquire New York-based Columbian Mutual Life Insurance Company and its Illinois-based subsidiary, Columbian Life Insurance Company. Both anticipated acquisitions are still subject to regulatory approvals.

23. Related party transactions

JAB Consumer

Agnaten SE	Ultimate parent of JAB Holding Company S.à r.l. and the majority shareholder of Joh. A. Benckiser S.à r.l. Agnaten SE established the Company and is a party in the comprehensive agreement with Lucresca SE and the Investment Committee. No transactions between the Company and Agnaten SE occurred in 2025 and 2024.
Lucresca SE	Further shareholder of Joh. A. Benckiser S.à r.l. Lucresca SE is a holding company controlled closely by members of the family of the shareholders of Agnaten SE and is non-controlling shareholder of Joh. A. Benckiser S.à r.l. Lucresca SE is a party in the comprehensive agreement with the Investment Committee. No transactions between the Company and Lucresca SE occurred in 2025 and 2024.
Joh. A. Benckiser S.à r.l.	Subsidiary of Agnaten SE. The entity is the majority shareholder of JAB Holding Company S.à r.l. The nature of any transactions relate to equity transactions, refer to **Note 20** – "Share-based payments".
JAB Service GmbH	Subsidiary of Joh. A. Benckiser S.à r.l. The nature of any transactions relates to intercompany services.
JAB Consumer Partners SCA, SICAR	JAB Consumer Partners SCA, SICAR was created to share the JAB investment strategy with third party investors. The nature of any transactions relates to return of invested capital to NCI, refer to **Note 20** – "Share-based payments".
Joh. A. Benckiser Service GmbH	Subsidiary of Agnaten SE. The nature of any transactions relates to intercompany services.
Deprea Service GmbH	Subsidiary of Joh. A. Benckiser S.à r.l. The nature of any transactions relates to intercompany services.

JAB Insurance

1823 Partners (US) LLC ("1823") and subsidiaries	1823 Provides asset management services to the Company and is considered a related party due to common management and common ownership. During the year ended 31 December 2025, the Company purchased asset management services totaling $46.0 million. Additionally, the Company entered into a secured note with a principal amount of $300.0 million as consideration for the sale of Prosperity Asset Management to 1823. The outstanding agreements between the Company and 1823 reflect customary terms and conditions.

24. Dividends and statutory information

Dividends on the Company's insurance subsidiaries' stock are paid as declared by each subsidiary's Board of Directors. Dividends can only be paid to the shareholder that is also an affiliate of the Company, generally following submission of the dividend for approval by each subsidiary's respective state department or bureau of insurance, as required. The maximum amount of ordinary dividends that can be paid to the shareholder by the subsidiaries is subject to restrictions relating to statutory surplus or net gain from operations.

Statutory capital and surplus and net income (Loss)

The following table presents, for each of the Company's insurance subsidiaries, the statutory capital and surplus and the statutory net income (loss), based on the most recent statutory financial statements filed with the subsidiary's insurance regulatory, under the rules of that jurisdiction:

	31 December 2025 **Statutory Capital and Surplus**
SHEN	78.4
SBLI	202.5
S.USA	1,147.7
Procap	124.7
NWLIC	787.8
PLAL	224.6
FLIC	24.8

As of 31 December 2025, all insurance subsidiaries held capital and surplus well in excess of regulatory requirements.

Statutory accounting principles

The US subsidiaries prepare financial statements in accordance with statutory accounting principles (SAP) prescribed or permitted by the subsidiary's respective state department or bureau of insurance, which may vary materially from GAAP. Prescribed statutory accounting practices are found in a variety of publications of the National Association of Insurance Commissioners ("NAIC"), as well as state laws, regulations, and general administrative rules. Permitted statutory accounting practices encompass all accounting practices not so prescribed. The NAIC Accounting Practices and Procedures Manual (NAIC Statutory Accounting Practices) has been adopted as a component of prescribed or permitted practices by all states in which the Company's

subsidiaries are domiciled, including the State of Virginia, the State of New York, and the State of Arizona. The principal differences between statutory financial statements and financial statements prepared in accordance with GAAP are that statutory financial statements allow for some bond portfolios to be carried at amortised cost, assets and liabilities are presented net of reinsurance, contract holder liabilities are generally valued using more conservative assumptions and certain assets are non-admitted.

The Bermuda subsidiary prepares financial statements in accordance with the financial reporting provisions of the Insurance Act 1978, amendments thereto and the Insurance Account Rules 2016 issued by the BMA. These financial statements are equal to GAAP financial statements adjusted for:

- Prudential filters that include adjustments to eliminate non-admitted assets including goodwill, prepaid assets and other similar intangible assets not considered admissible for solvency purposes and adjustments to include certain assets and liabilities that are generally off-balance sheet under general purposes reporting. These include items such as guarantees and other instruments that do not relate to the insurer's own insurance contracts.
- Directions issued by the BMA.

The Company has received a directive from the BMA which provides permission to ignore the effects of the Derivatives Implementation Group Statement 133 Implementation Issue No. B36 ("DIG B36") and to record its fixed income securities at amortised cost in the unconsolidated statutory financial statements.

25. Subsequent events

The Company evaluated events occurring subsequent to the Consolidated Statements of Financial Position date and through 26 March, 2026, the date on which these consolidated financial statements were available to be issued and determined there were no items to disclose that would have material effect on the financial condition of the Company.

Signatures

By:
Name: Joachim Creus
Title: Manager
Location: Luxembourg
Date: 26 March 2026

By:
Name: Frank Engelen
Title: Manager
Location: Luxembourg
Date: 26 March 2026

KPMG

To the Shareholders of
JAB Holding Company S.à r.l.
4, rue Jean Monnet
L-2180 Luxembourg
Luxembourg

REPORT OF THE REVISEUR D'ENTREPRISES AGREE

Opinion

We have audited the consolidated financial statements of JAB Holding Company S.à r.l. and its subsidiaries (the "Group"), which comprise the consolidated statements of financial position as at 31 December 2025, and the consolidated statements of comprehensive income (loss), consolidated statements of changes in stockholder's equity and consolidated statements of cash flows for the year ended 31 December 2025, and notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025 and of its consolidated financial performance and its consolidated cash flows for the year ended 31 December 2025 in accordance with U.S. generally accepted accounting principles.

Basis for opinion

We conducted our audit in accordance with the Law of 23 July 2016 on the audit profession ("Law of 23 July 2016") and with International Standards on Auditing ("ISAs") as adopted for Luxembourg by the Commission de Surveillance du Secteur Financier ("CSSF"). Our responsibilities under the Law of 23 July 2016 and ISAs as adopted for Luxembourg by the CSSF are further described in the « Responsibilities of "réviseur d'entreprises agréé" for the audit of the consolidated financial statements » section of our report. We are also independent of the Group in accordance with the International Code of Ethics for Professional Accountants, including International Independence Standards, issued by the International Ethics Standards Board for Accountants ("IESBA Code") as adopted for Luxembourg by the CSSF together with the ethical requirements that are relevant to our audit of the consolidated financial statements, and have fulfilled our other ethical responsibilities under those ethical requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Board of Managers is responsible for the other information. The other information comprises the information stated in the annual report including the consolidated management report but does not include the consolidated financial statements and our report of the "réviseur d'entreprises agréé" thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we

KPMG

conclude that there is a material misstatement of this other information, we are required to report this fact. We have nothing to report in this regard.

Responsibilities of the Board of Managers for the consolidated financial statements

The Board of Managers is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with U.S. generally accepted accounting principles, and for such internal control as the Board of Managers determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Managers is responsible for assessing the Group'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 Board of Managers either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the réviseur d'entreprises agréé for the audit of the consolidated financial statements

The objectives of our audit are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a report of the "réviseur d'entreprises agréé" that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Law of 23 July 2016 and with ISAs as adopted for Luxembourg by the CSSF 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 consolidated financial statements.

As part of an audit in accordance with the Law of 23 July 2016 and with ISAs as adopted for Luxembourg by the CSSF, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

— Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
— Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
— Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Managers.
— Conclude on the appropriateness of the Board of Managers' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report of the "réviseur d'entreprises agréé" to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our report of the "réviseur d'entreprises agréé". However, future events or conditions may cause the Group to cease to continue as a going concern.

KPMG

— Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
— Obtain sufficient appropriate audit evidence regarding the financial information of the entities and business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Luxembourg, 26 March 2026

KPMG Audit S.à r.l.
Cabinet de révision agréé

Yves Thorn

KPMG Audit S.à r.l.
39, Avenue John F. Kennedy
L-1855 Luxembourg

Tel.: +352 22 51 51 1
Fax: +352 22 51 71
E-mail: info@kpmg.lu
Internet: www.kpmg.lu

Independent Practitioners' Limited Assurance Report

To the Board of Managers of
JAB Holding Company S.à r.l.
4, rue Jean Monnet
L-2180 Luxembourg
Luxembourg

Report on the Company's three selected KPIs, as defined in the JAB Holding Company S.à.r.l. (the "Company") Sustainability Linked Bond Framework dated March 2022, the "Sustainability-linked bonds ("SLB") KPIs information" reported in the Annual Report ("the Report") as at 31 December 2025.

Conclusion

We have performed a limited assurance engagement on whether the Company's three selected KPIs, as defined in the JAB Holding Company Sustainability Linked Bond Framework dated March 2022, the SLB KPIs information reported in the Annual Report 2025 of JAB Holding Company S.à r.l. as at 31 December 2025 (*1.1 the absolute scope 1 and 2 GHG emissions, 1.2 the percentage of portfolio companies, by invested capital at fair value, that have set SBTi approved targets, 1.3 the percentage of portfolio companies that have at least 30% female representation in their non-executive board of directors*) has been prepared in accordance with the following Criteria:

- The Sustainability-Linked Bond Principles Voluntary Process Guidelines June 2020;
- The Greenhouse Gas Protocol for KPI 1.1;
- The SBTi's Private Equity Sector Science-Based Target Guidance for KPI 1.2;
- An internal management statement on portfolio's company board composition for KPI 1.3 as at 31.12.2025.

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the SLB KPIs information as reported in the Annual Report 2025 of JAB Holding Company S.à r.l as at 31 December 2025 is not prepared, in all material respects, in accordance with the Criteria as described above.

Our conclusion on the SLB KPIs information as reported in the Annual Report 2025 does not extend to any other information that accompanies the Annual Report 2025.

.

© 2026 KPMG Audit S.à r.l., a Luxembourg entity and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. R.C.S Luxembourg B 149133

Basis for conclusion

We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under this standard are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA)

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements (ISQM 1)*, issued by the IAASB and as adopted for Luxembourg by the Commission de Surveillance du Secteur Financier (CSSF). This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Restriction on use or distribution

Our report is solely for the purpose set forth in the above objective and is not to be used for any other purpose. Our report is solely for the use of the Management and, through the Company's website, the investors of the related Sustainability-Linked Bonds issued by JAB Holdings B.V. and unconditionally and irrevocably guaranteed by JAB Holding Company S.à r.l. ("the Investors"). The Investors can rely upon the Report at their own risks. We do not owe any duty to the Investors, whether in contract or in tort or under statute or otherwise (including in negligence) with respect to or in relation to the Report. Investors will not bring any actions, proceedings or claims against KPMG Audit S.à r.l. where the action, proceeding or claim in any way relates to or concerns the use of or reliance on the Report. We cannot be held liable to Investors for any direct nor indirect loss or damage suffered or costs incurred by them, arising out of or in connection with the use or the Report, however such loss or damage is caused.

It might not be translated, summarised, disclosed, published or transmitted electronically for any other purposes, without our prior consent.

We will agree with you the basis and timing of communications in order to communicate any matters raised during our assignment that we believe to be both important and relevant.

KPMG

Responsibilities for the SLB KPIs information:

The Management of JAB Holding Company S.à r.l. is responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the SLB KPIs information such that it is free from material misstatement, whether due to fraud or error;
- ensuring that staff involved with the preparation and presentation of the SLB KPIs information as reported in the Report are properly trained, information systems are properly updated and that any changes in reporting encompass all significant business units.
- selecting or developing suitable criteria for preparing the SLB KPIs information and appropriately referring to or describing the criteria used; and
- preventing and detecting fraud and for identifying and ensuring that JAB complies with laws and regulations applicable to its activities.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SLB KPIs information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Board of Managers of JAB Holding Company S.à r.l.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the SLB KPIs information that is sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SLB KPIs information and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- Interviews with relevant staff of JAB Holding Company S.à r.l., at the corporate and business unit level responsible for providing the information in the Report;
- Inquiries and inspection on the related processes and controls implemented;
- On a sample basis – Inspection of energy consumptions, invoices, CO2 emission factors used and all other supporting documents and information used for the calculation of scope 1 and 2 GHG emissions;
- Review of process developed along the CO2e emissions reduction pathway;
- Review of the alignment of the methodology used for calculating scope 1 and 2 GHG emissions in line with the Criteria;
- Review of portfolio companies SBTi approved targets;
- On a sample basis – Inspection of portfolio companies non-executive board of Directors composition.

KPMG

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Luxembourg, 26 March 2026

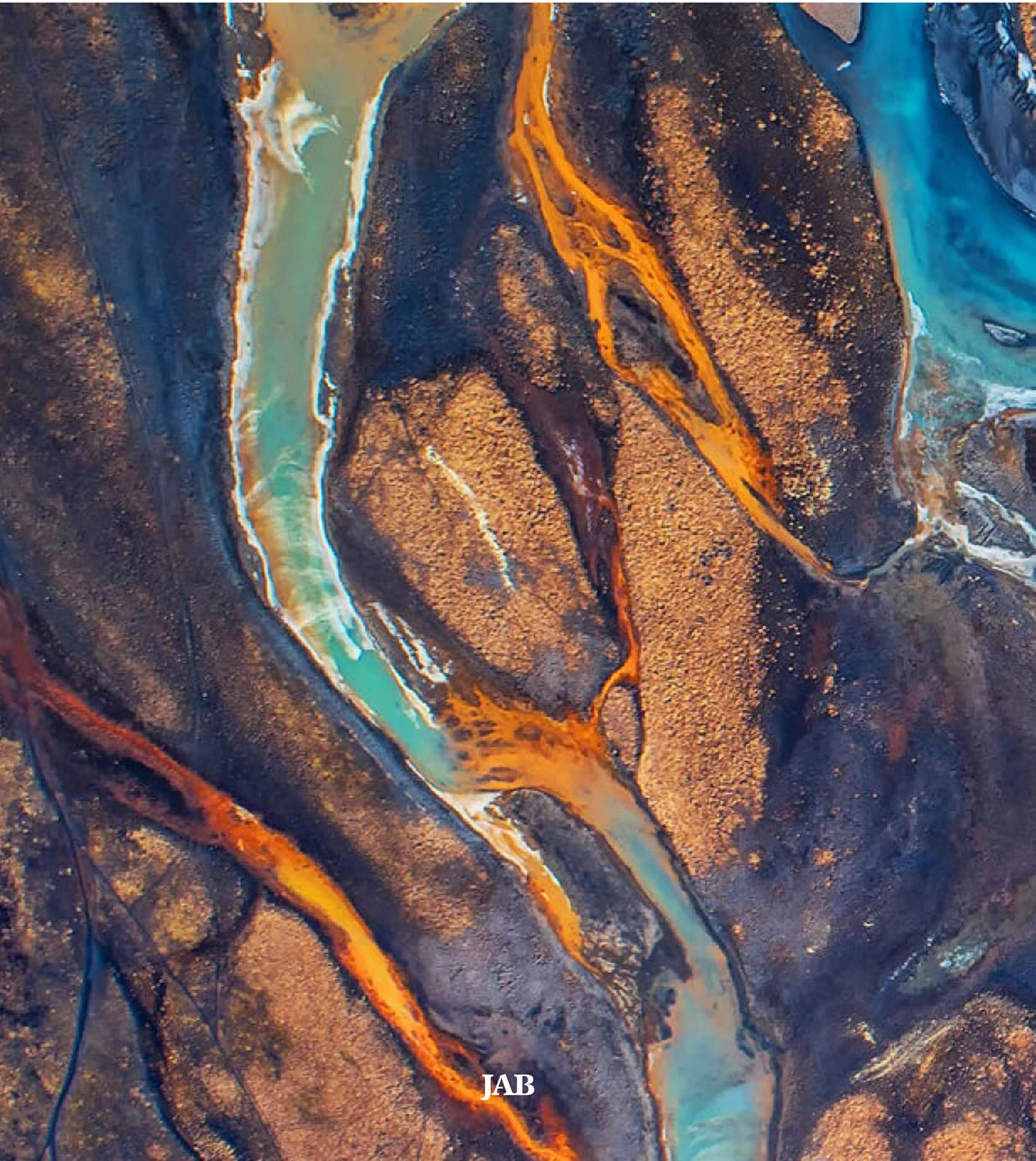
KPMG Audit S.à r.l.
Cabinet de revision agréé

Yves Thorn

Appendix

1. Footnotes

[1] The figures presented for JAB Holding Company do not include the workforce employed by the JAB Consumer Fund Management.
[2] The mean gap is calculated based on the difference between the average male pay and the average female pay per category.
[3] The median gap is calculated based on the difference between the employee in the middle of the range of male pay and the employee in the middle of the range of female pay.
[4] The figures represent the ratio of men's salary to women's. A positive number indicates men's salary is higher while negative number indicate women's salary is higher. The Pay Equity overview excludes Partners as there is no gender pay gap in this group.
[5] Total FTEs is calculated based on the FTE of all our portfolio companies, regardless of ownership percentage.
[6] % is calculated based on number of companies.
[7] The number of non-executive director positions deemed necessary to achieve the objective, shall be the number closest to the proportion of 30%.
[8] Scope 1 GHG emissions are direct emissions from natural gas consumption in our offices. Scope 2 GHG emissions are indirect emissions from the generation of purchased electricity, heat and cooling consumed in our offices.
[9] Scope 2 emissions are calculated using the market-based approach, unless supplier-specific emissions factors are unavailable, in which case the location-based approach is applied.
[10] For a minority of the GHG emissions, the 2025 data was not yet available and we used 2024 data as proxy for the calculation the GHG emissions in 2025.
[11] % is calculated based on total electricity consumption.
[12] Scope 3 category 15 refers to investment-related emissions. These emissions arise from JAB's investments in our portfolio companies. The scope 3 category 15 investments figures are calculated in line with the PCAF methodology based on JAB's proportionate share of emissions. The availability and sophistication of GHG data differs per company, influencing the data quality of our calculation. Less than 5% of the total scope 3 category 15 emissions are estimated.
[13] Scope 1 GHG emissions are direct emissions from sources that are owned or controlled by the portfolio companies. Scope 2 GHG emissions are indirect emissions from the generation of purchased or acquired electricity, steam, heat or cooling consumed by the portfolio companies.
[14] Scope 3 GHG emissions are all indirect GHG emissions (not included in scope 2 GHG emissions) that occur in the value chain of portfolio companies, including both upstream and downstream emissions.
[15] Portfolio companies for which JAB owns less than 25% of the fully diluted shares are excluded from these KPIs.


JAB