

NEWS RELEASE

1 MARCH 2021

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JUST GROUP PLC DIRECTORATE CHANGE

Just Group plc ("Just", the "Group"), the specialist UK financial services group focusing on attractive segments of the UK retirement income market, is pleased to announce that Kalpana Shah has been appointed to the role of Non-Executive Director. Kalpana's appointment is effective from 1 March 2021.

Kalpana brings over 25 years of business experience in the insurance and investment industry and was elected to the governing body of the Institute and Faculty of Actuaries in 2019, where she is also a member of its Audit and Risk Committee.

John Hastings-Bass, Chair, commented:

"I am pleased that Kalpana will become a Non-Executive Director of Just Group plc. She has considerable commercial and insurance experience which will benefit our Group and I look forward to welcoming her to the Board."

No further information is required to be disclosed under Listing Rule 9.6.13.

For further information, please contact:

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NOTES

Kalpana is Chair of Riverstone Managing Agency, Senior Independent Director of Riverstone Insurance (UK), and Non-Executive Director of Asta Managing Agency and Markel International.

Kalpana started her career at the London Commodity Exchange, moving into insurance as deputy to the Director of Underwriting at Groupama Gan. She was longstanding Group Chief Actuary and a Partner at Hiscox until 2016. Kalpana has Chaired and contributed to working parties for the Bank of England, Lloyd's of London, and the Bermuda Monetary Authority.

She is a senior Liveryman of the Worshipful Company of Insurers and a trustee of Unitas, a Barnet Youth Zone. Last year, she headed up a voluntary team of actuaries helping the NHS with analytics and planning in the height of the Covid-19 pandemic.