

Pillar Two Net Position				
£'000	2025	2026	2027	2028
	Estimate	Estimate	Estimate	Estimate
Base Case Forecast Pillar Two	-	52,000	52,000	54,000
Hospital Financing Costs ¹	-	(15,000)	(24,000)	(28,000)
Investment in competitiveness	-	(15,000)	(15,000)	(15,000)
Implementation costs	(1,760)	(2,600)	-	-
Transfer to Reserves	-	(17,640)	(13,000)	(11,000)
Net Position	(1,760)	1,760	-	-

Table 8: Pillar Two Net Position

¹ Based on expected profile of cash flows – if it is appropriate to refinance to long-term debt earlier the profile of finance costs may change.