



Transforming to create higher and more sustainable value



A clear purpose and strategic vision...

...with a transformation plan...

...creating higher and more sustainable value

Drive revenue growth and diversification Grow Purpose: Helping Britain Higher, more Prosper sustainable, returns Strengthen cost and Vision: UK customerand capital capital efficiency focused digital leader and generation integrated financial services provider, capitalising on new opportunities, at scale **Maximise the potential** of people, technology and data Change

Strong H1 performance and confident in continued delivery



Purpose

Helping Britain Prosper

- Strong income growth given rate environment and continued business momentum
 - Resilient customer franchise
 - Business volumes and activity remain robust
- Low risk portfolio with limited volatility; continue to see no deterioration
- Financial performance, including cost discipline, enabling enhanced guidance for 2022
- Strength of performance enabling increased capital generation and increased distributions, including higher ordinary dividend
- Strategic delivery and business model position the Group well for the future: growth strategy with significant strategic investment underway

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