Fixed Income Investor Update

May 2025

Aldermore

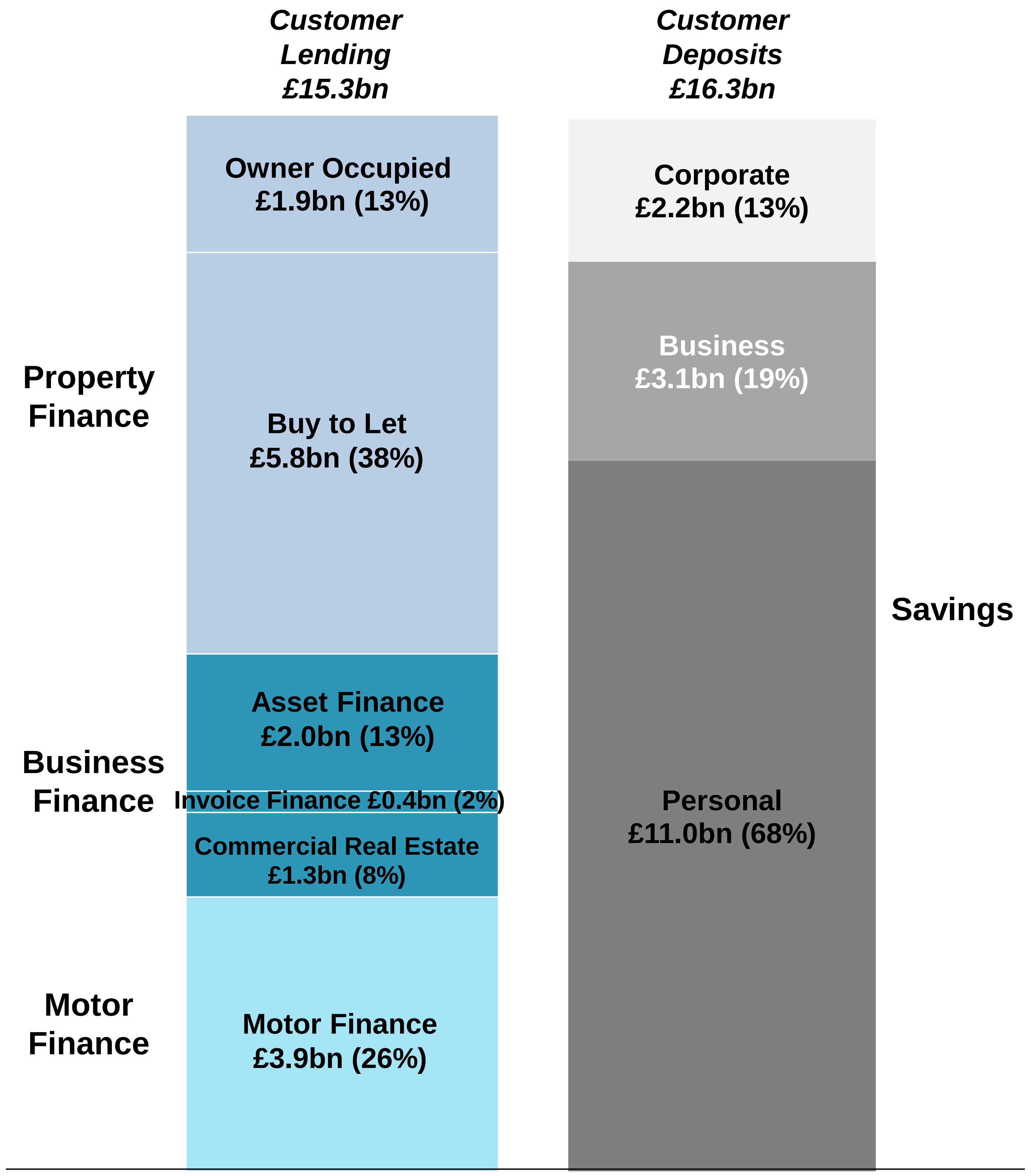
Overview & Strategy

Multi-specialist lending and savings provider

Aldermore

Organised into three lending divisions and Savings

Property Finance	Business Finance	Motor Finance	Savings
Profitably growing in existing market segments and new subsegments where we can back more people, with expansion into targeted adjacencies	Leveraging structuring skillset to focus on bigger opportunities with mid-sized enterprises	Doubling down on growth in core market and improving returns Capitalising on electric vehicle market growth and associated ecosystems	Diversifying our core offering to drive growth in the retail / SME deposit market while continuing to optimise cost of funds and liquidity profile
Buy to Let and Owner-Occupied	Asset Finance, Commercial Real Estate and Invoice Finance	Used HP and PCP Finance and Dealer Stock Funding	Personal, Business and Corporate savings
Distribution predominantly through broker network	Distribution split between direct and broker network	Strong relationships with dealer partners	Predominantly online opening and servicing
+44 Broker NPS +38 Customer NPS	+26 Broker NPS +58 Customer NPS	+76 Dealer NPS +63 Customer NPS	+67 Personal NPS +52 Business NPS



Data for the year ended 30 June 2024

Successful story of organic and inorganic growth

May 2009
Founded with backing from AnaCap Financial Partners LTD

May 2009
Acquisition of Ruffler Bank and Base Commercial Mortgages Ltd

Jul 2009
Retail deposits launched

Oct 2009
Asset Finance business launched

Nov 2009
Absolute Invoice Finance acquired

Apr 2010
Residential Mortgage business launched

Jun 2012
SME business deposits launched

Apr 2014
First securitisation in Property Finance (Oak No.1)

Mar 2015
Aldermore IPO

Aldermore
Jan 2017
Launch of the new Aldermore brand

Nov 2017
FirstRand agreement to acquire Aldermore

FirstRand
Mar 2018
Aldermore becomes part of FirstRand Group

Sep 2018
Oak No. 2 issuance

MotoNovo FINANCE
May 2019
MotoNovo integration completed

Sep 2019
Oak No. 3 issuance

Oct 2020
First Turbo transaction post-acquisition of MotoNovo Finance (Turbo 9)

Feb 2022
New Group Strategy launch

May 2023
Oak No.4 issuance

THE SUNDAY TIMES Best Places to Work 2024
2024
Recognised by Sunday Times as one of the Top 10 Best Places to Work in the UK in 2024 in the 'very big organisation' category

Jan 2025
Announced Baa2 long-term issuer rating from Moody's

Supportive ownership structure

FirstRand

LISTED HOLDING COMPANY (FIRSTRAND LIMITED, JSE: FSR)

100%

FirstRand International Limited (Guernsey)

UK Banking Holding Company

100%

~20% assets

Aldermore Group PLC

100%	100%
Aldermore	MotoNovo FINANCE
UK specialist bank	Used vehicle financing

BANK OF ENGLAND PRUDENTIAL REGULATION AUTHORITY

FCA FINANCIAL CONDUCT AUTHORITY

Source: Aldermore Group PLC Data.

OTHER WHOLLY-OWNED SUBSIDIARIES OF FIRSTRAND LTD

~80% assets

FirstRand Bank Limited	SA banking
FirstRand EMA (Pty) Ltd (FREMA)	Banking subsidiaries in broader Africa
FirstRand Investment Management Holdings Limited	Investment management activities
FirstRand Insurance Holdings (Pty) Ltd	Insurance activities
FirstRand Investment Holdings (Pty) Ltd (FRIHL)	Other activities

FirstRand[1]

- One of the largest financial services groups in Africa by market capitalisation (c.$24bn)
- Normalised total assets $129.9bn
- Normalised net asset value $10.7bn

Aldermore's investment case for FirstRand

- Attractive margins
- Diversified asset portfolio outside of FirstRand's traditional markets
- Scalable deposit franchise
- Small share of very large profit pools in the UK – opportunity to appropriately scale

Note:

- Aldermore Group PLC ("the Group") is a sister company of FirstRand Bank ("FRB") Limited.
- Aldermore is subject to standalone capital and liquidity requirements as prescribed by the PRA
- The Group sources own funding via scalable savings franchise and proven access to wholesale markets
- Aldermore's current AT1 and Tier 2 capital provided by FRB, with plans to diversify issuance

1. Data for the year ended 30 June 2024, conversion rate $1 = R18.22

Benefits to Aldermore Group of FirstRand ownership

Access to **best-in-class financial resource management** disciplines

- Product returns assessed on **marginal, and fully allocated cost** basis
- **Consistent pricing framework** and models implemented
- **Earnings volatility** and reporting developed

Close collaboration **across the group**

- Able to **tap technical resources at FirstRand** including Treasury, Risk modelling and Internal Audit
- **FirstRand supporting on key initiatives** such as BCBS239 and ESG strategy
- **Utilise FirstRand expertise to inform and refine strategies** for capital issuance and securitisations
- In **IT,** leverage **info security** expertise, **threat intelligence** and **tooling**

Stable, **strongly capitalised** and **highly liquid parent**

- FirstRand Group normalised Return on Equity of 20.1%, CET1 ratio of 13.5%[1]
- Aldermore Group current AT1 and Tier 2 **capital is internally sourced**, with plans to diversify issuance
- **Contingent liquidity lines** in place

1. Data for the year ended 30 June 2024

Significant business progress underpinned by purpose-led strategy

Purpose

To back more people to go for it, in life and business

The purpose-led strategy is delivering for all stakeholders

We have reorganised the business around the 'Modernise and Focus' strategy

Strong financial performance and disciplined balance sheet growth

Robust capital and liquidity position, including strong organic capital generation

Achieved a Moody's Baa2 long-term issuer rating with a stable outlook

Medium-term target CET1 ratio range of 13% - 14%

Medium-term Return on Equity target of 14% - 15%

Strategy is set to continue delivering a more resilient and profitable group

Less Risk

- **Reinvigoration of the Risk function** ongoing
- **Simplification** of Risk frameworks, policies and processes and supplier contracts renegotiated
- **Enhance Cyber security maturity,** breaches avoided
- **Business savings** re-platformed

More Agility

- **Rapid Property product launches**, live in <5 days (from 4 weeks)
- **New savings products –** across personal and business with pricing agility improved
- **Excellent progress made on improving legacy IT estate**, a crucial step in risk reduction and improved agility

More Efficiency

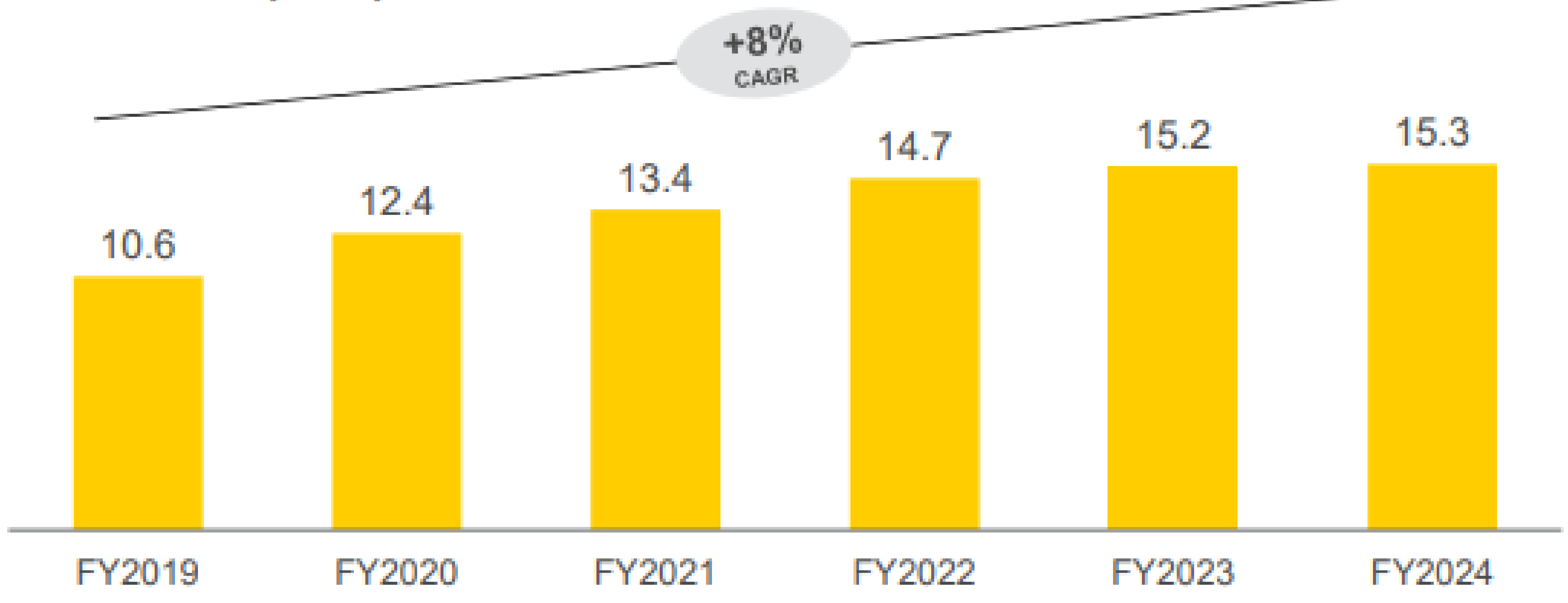
- **50 bots live** in Customer Experience, **75+FTE** capacity and transformed leadership capability
- **Doubled operational capacity** in Property
- **Focused participation**, average deal size up in Business Finance across all lines
- **Focus on improved returns** in Motor

More Growth

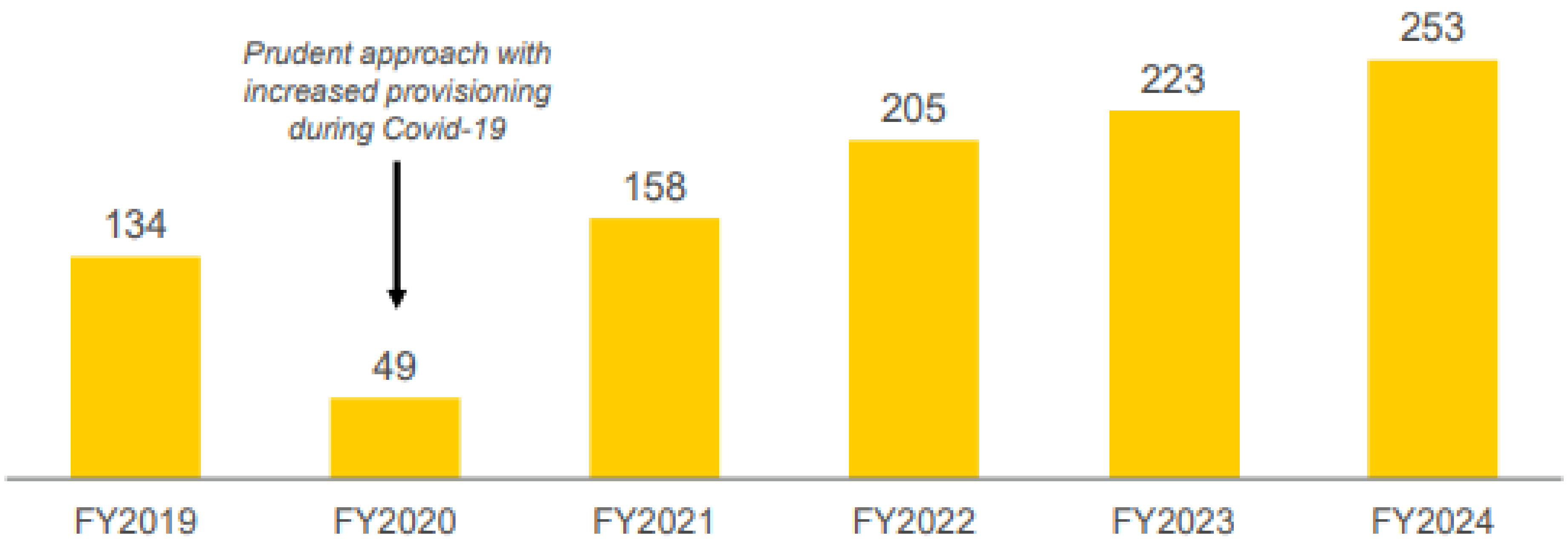
- **Diversifying funding,** new products and wider wholesale options access
- Increased focus on **core Motor segments**
- **Growth markets in Property**, including both Owner Occupied and Buy to Let
- **Business Finance expansion** in agriculture

Proven track record of sustainable and profitable growth

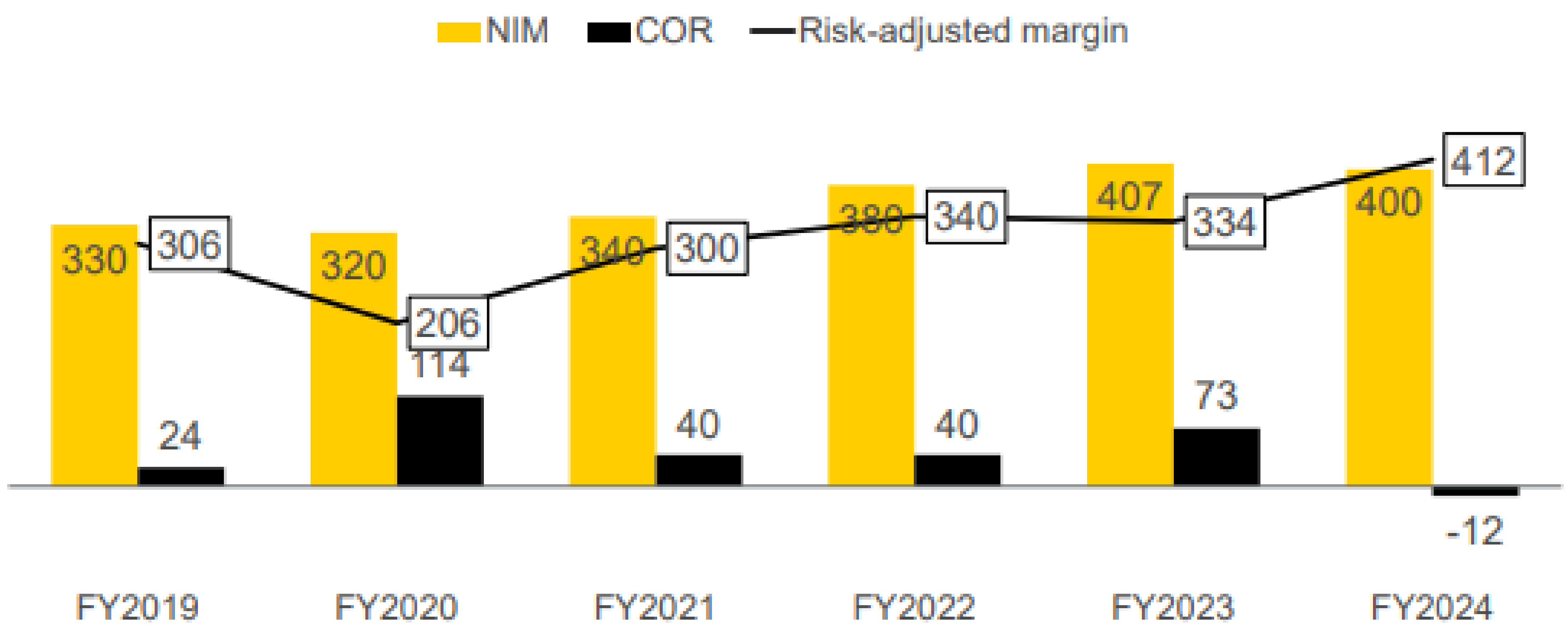
Net loans (£bn)



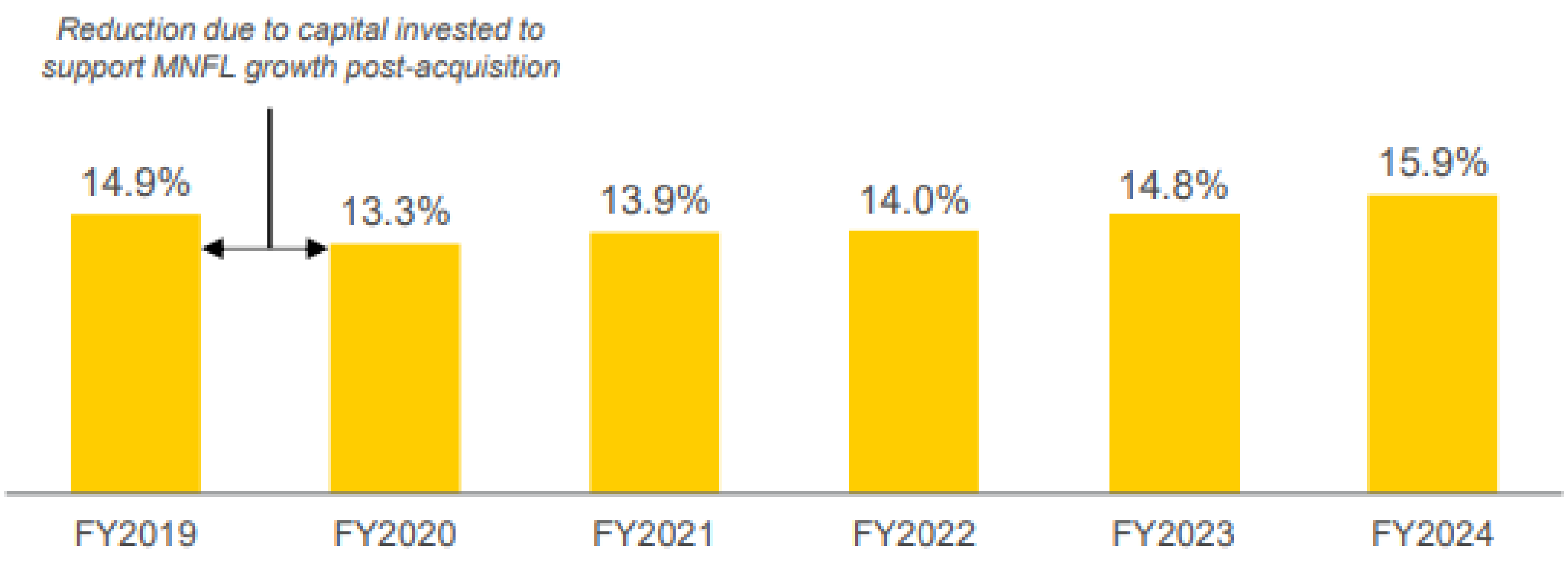
Profit before tax (£m)



Risk-adjusted margin (bps)



CET1 ratio[1] (%)



1. Calculated on an IFRS9 transitional basis

Strong financial performance and business momentum

Financial Performance Highlights
6 months to 31 December 2024

Profit Before Tax (Statutory) **£119.4m** FY24: £253.1m (+14% YoY)	Net Lending **£15.7bn** FY24: £15.3bn (+1% YoY)	Customer Deposits **£16.6bn** FY24: £16.3bn (+8% YoY)
Net Interest Margin **3.81%** FY24: 4.00% (-0.07% YoY)	Cost-to-Income ratio **55.8%** FY24: 59.9% (+10.4% YoY)	Cost of Risk **0.14%** FY24: (0.12)% (-0.85% YoY)
Liquidity Coverage Ratio **204%** FY24: 241% (-24% YoY)	CET 1 Ratio[1] **16.2%** FY24: 15.9% (+1.1% YoY)	Return On Equity **10.0%** FY24: 11.8% (-0.3% YoY)

Business Highlights

- 10% growth in BTL gross customer lending balances
- Increased market share of completions in specialist owner occupied lending
- Reshaped Asset Finance market presence, focusing on specialist car and transportation, wholesale and specialist equipment
- Winner of Car Finance Provider of the year 2024[2]
- Launched new Regular Saver and Easy Access ISA products
- New Business Savings portal launched to improve customer experience

All metrics on this slide are based on statutory results
1. CET1 ratio is IFRS 9 transitional basis
2. Awarded by 'Credit Awards'

Motor Finance – Historic commission arrangements

The MotoNovo Finance business, has operated in the motor finance market for many years, and was rebranded as MotoNovo Finance when it was still part of FirstRand Bank Limited’s London Branch (“FRBLB”) in 2012

MotoNovo Finance Limited (“MNFL”) incorporated in 2018 and became part of the Aldermore Group on 5 May 2019. Any business originated prior to 5 May 2019, together with any liabilities relating thereto, remains part of FRBLB balance sheet

On 11 January 2024, the FCA announced a diagnostic review of historic motor discretionary commission arrangements using powers it has under s.166 of the FSMA

Aldermore Group recognised a provision of £15.0m and incurred £3.0m of legal and professional costs during the financial year ended 30 June 2024 in respect of the FCA review

On 25 October 2024, the Court of Appeal issued its judgment on three appeals relating to motor finance agreements

On 22 November 2024, the two lenders to whom the Court of Appeal judgment relates (incl. FRBLB), requested permission to appeal the judgment to the UK Supreme Court, which was subsequently granted

On 11 March 2025, the FCA announced it will likely consult on an industry-wide redress scheme following the Supreme Court’s decision

Supreme Court hearing held in April 2025

Divisional Overview

Property Finance

c.43k mortgage customers and **£7.8bn** balances

>15k registered brokers

Net Promoter Score +44 for brokers and **+38** for customers, evidencing strong service

>50% of customers stay with us after maturity, with most taking a new loyalty product

Property Finance Propositions

Owner Occupied

Standard Mortgage Range (<=80% LTV)

Standard Prime Owner Occupied up to 80% LTV for purchase and re-mortgage

High LTV Mortgage Range (>80% LTV)

For first time buyers and home movers up to 95% LTV and re-mortgages up to 90% LTV[1]

Cascade – Level 1, 2 & 3

Owner Occupier L1&2 up to 95% LTV (Level 3 up to 80%) for customers who have demonstrated credit repair after an adverse life event; subject to risk-based pricing and enhanced underwriting[2]

Buy to Let

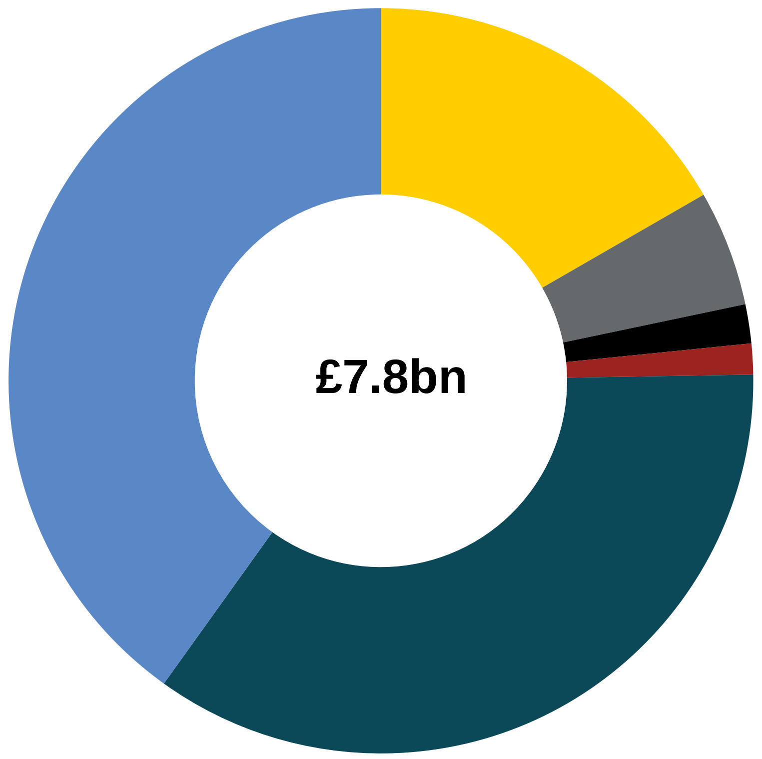
Residential Buy to Let

Single individual residential units

Specialist Buy to Let

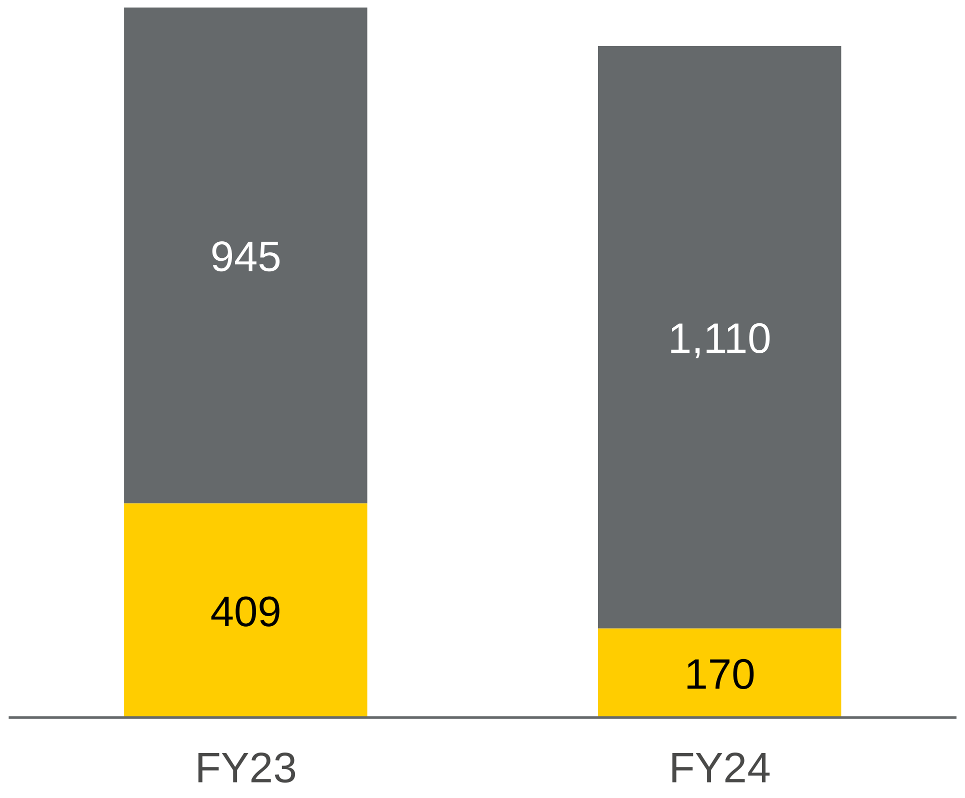
Multi-property units and/or using limited companies houses of multiple occupancy, multi-unit freeholds

Property Finance Balance Composition (FY2024)



Standard OO (17%) High LTV OO (5%)
Help to Buy (2%) Other OO (1%)
Retail BTL (35%) Specialist BTL (40%)

Gross Originations (£m)



Owner Occupied
Buy To Let

Data for the year ended 30 June 2024

1. Owner Occupied loans with an LTV over 80% (excluding fees) have a Mortgage Indemnity Guarantee (MIG).
2. The Cascade range is risk-based pricing defined by amount of adverse credit that is acceptable. We currently operate 3 levels of criteria and pricing.

Business Finance

c.30k customers and
£3.6bn balances

53% of AF business via brokers*
55% of CRE business*
11% of IF business*

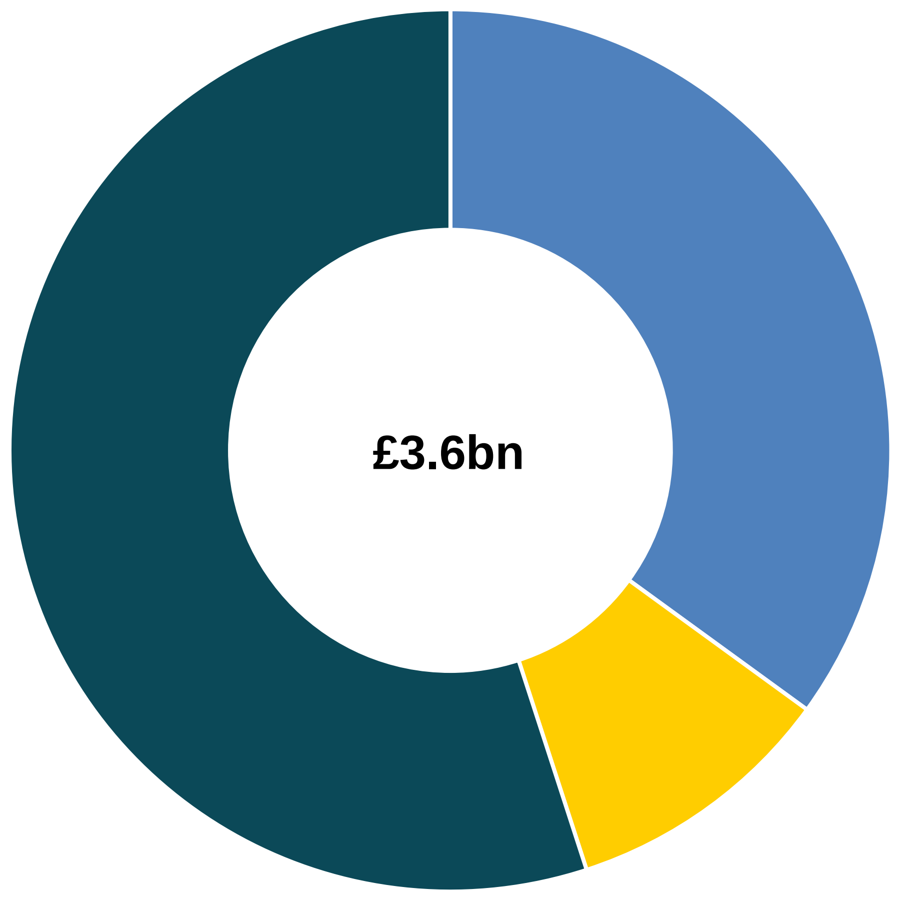
Net Promoter Score **+58** for customers and **+26** for brokers evidencing strong service

Asset Finance average customer balance **£82k**
CRE average loan size **£1.2m**
Invoice Finance average loan size **£0.8m**

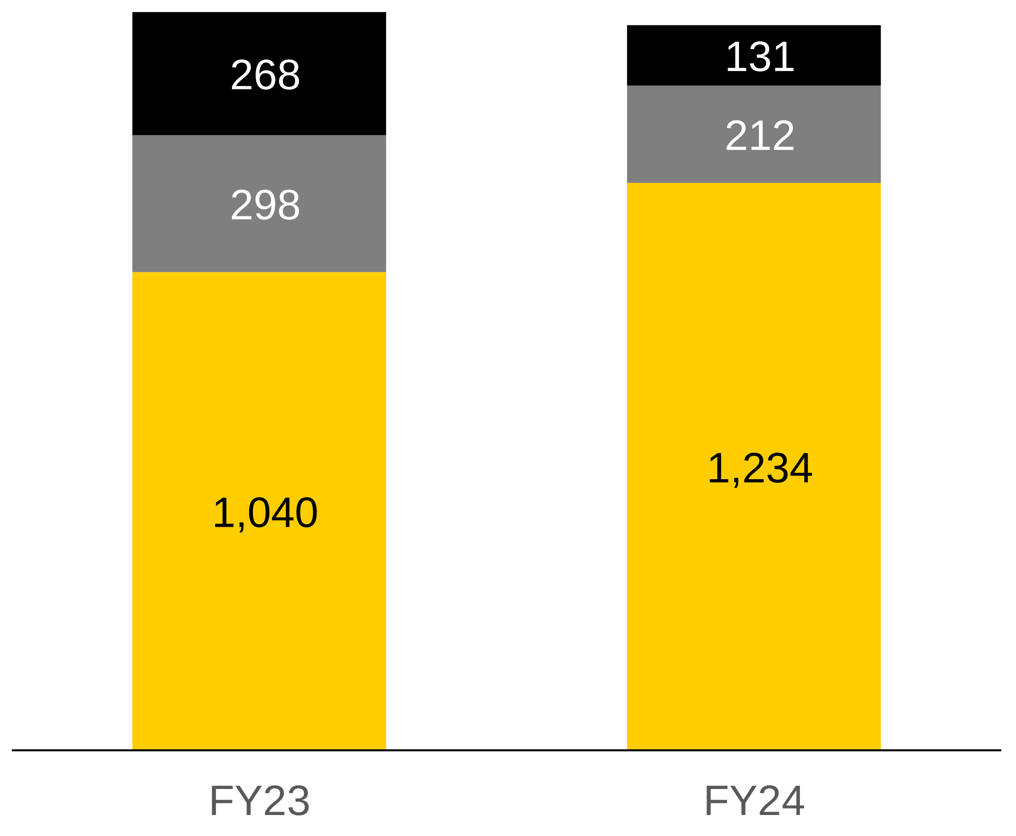
Business Finance Propositions

Asset Finance	Invoice Finance	Commercial real Estate
Wholesale	**Core IF**	**Commercial Mortgages**
Including Block financing. Expanding sector coverage now including energy & infrastructure	*Focus on Asset backed lending and invoice discounting. Managed exit from factoring ongoing*	*Primarily commercial investment and CommRes targeted at larger transaction sizes, over £3m*
Specialist cars & Transport	**Football**	**Property Development**
High value car finance and fleet lending where we are a known market leader	*Financing of player transfer and TV rights money for selected Premier league and Championship clubs*	*Exposures are aligned to sector risk appetite and limited to 15% of overall CRE portfolio*
Specialist equipment		
Targeted approach to specific sectors including construction and agriculture		

Business Finance Balance Composition (FY2024)



Gross Originations (£m)



Data for the year ended 30 June 2024

* Broker shares based on value of originations. Larger value transactions are more likely to come via direct origination (e.g. Football finance, wholesale AF deals) and therefore broker share by volume of transactions would be materially higher

Motor Finance

c.450k Motor customers, **c.1.6k** Motor dealerships, **£3.9bn** balances

83% business transacted directly through dealerships, **17%** generated through brokers

#3 in Used Car Finance
#2 in LCV Finance

Net Promoter Score +76 for Dealers and **+63** for Customers

Trustpilot "Excellent"
4.7/5

Motor Finance Propositions

Hire Purchase (HP)

Borrower owns the vehicle post the payments on the finance agreement, including the option to purchase fee

HP Balloon

A business HP agreement enabling borrowers to spread vehicle costs over 36 to 48 months to suit their budget, featuring a final balloon payment that reduces monthly repayments compared to standard HP agreements.

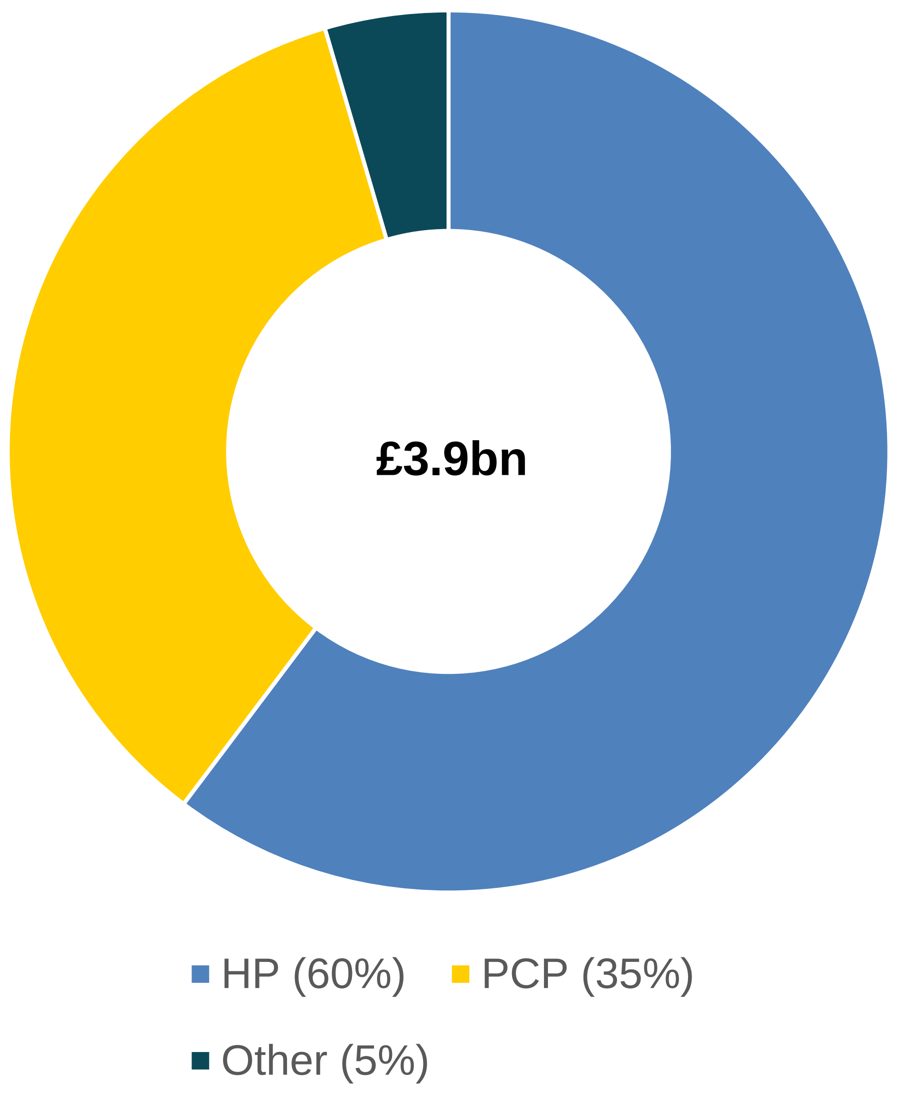
Personal Contract Purchase (PCP)

Borrower has the option to own the vehicle post the payments on the finance agreement, including the final balloon payment or Guaranteed Minimum Future Value (GMFV). Alternatively, the borrower can return the vehicle to the lender.

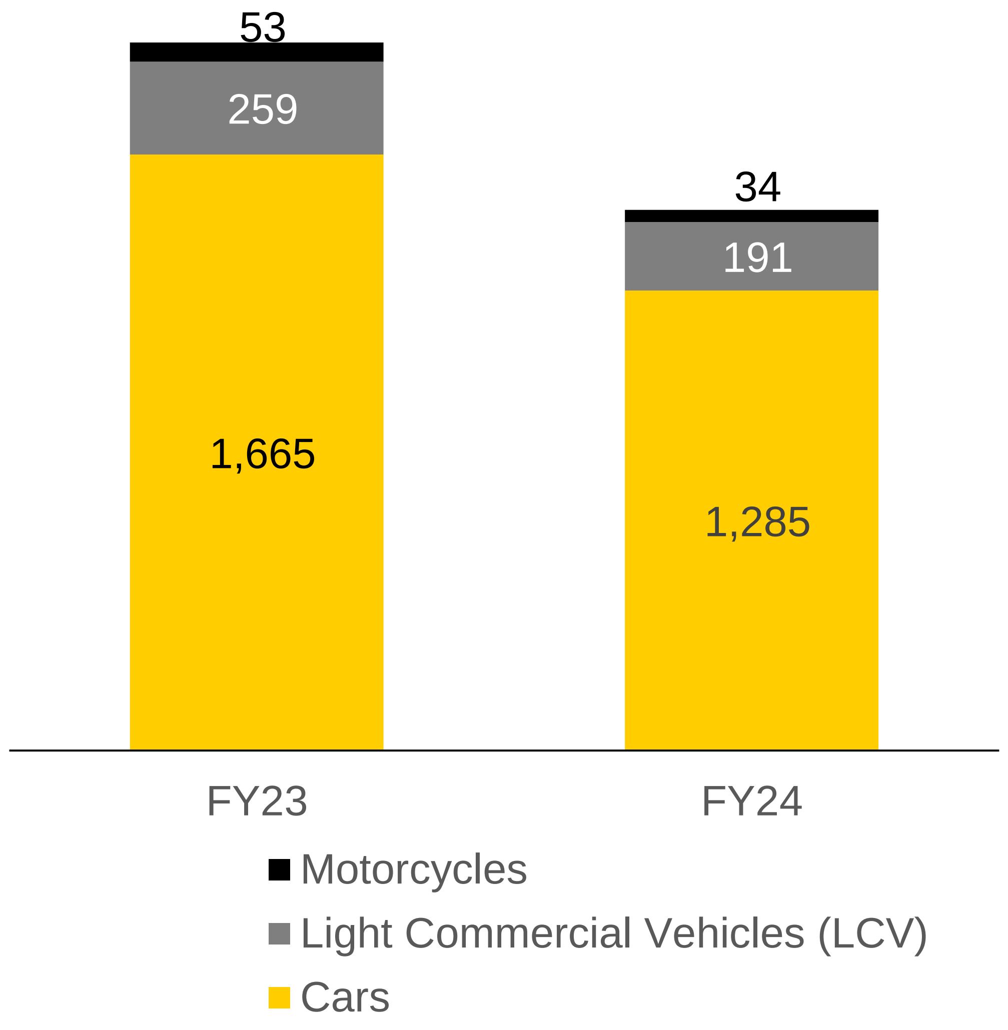
Fleet Funding

A short tenure product to help dealers by providing finance against their stocked vehicle floor plans, where lending is secured against the vehicle asset.

Motor Finance Balance Composition (FY2024)



Gross Originations (£m)



Data for the year ended 30 June 2024

Savings

£16.3bn Balances and **80%** of group funding

>80% of deposit are covered by FSCS

Trustpilot “Excellent” **4.5/5**

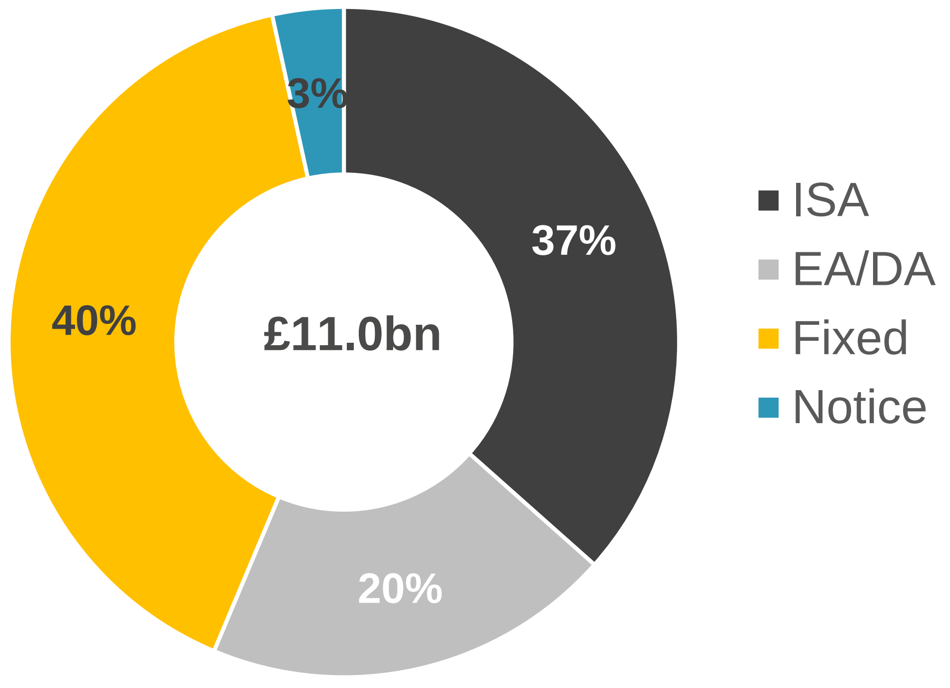
Personal
Avg. Balance: **£36k**

Business
Avg. Balance: **£85k**

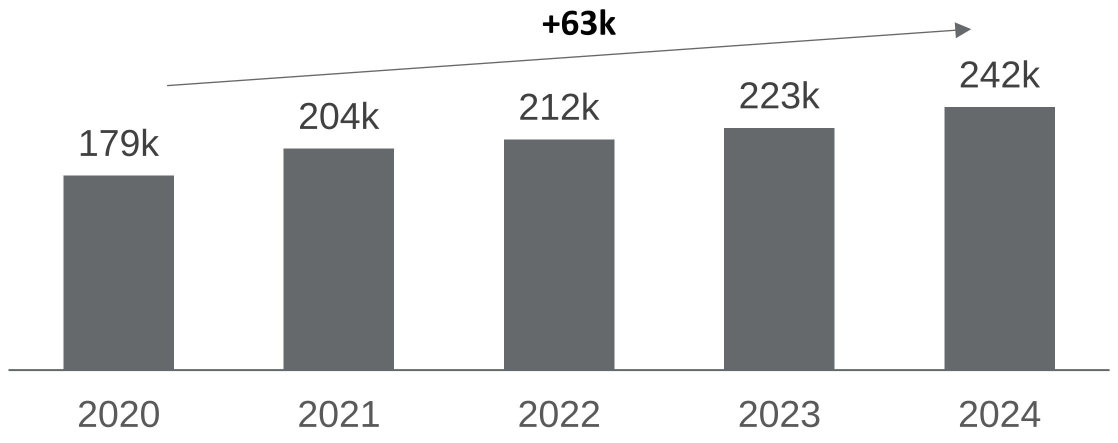
Corporate
Min. Balance: **£1m**

Personal

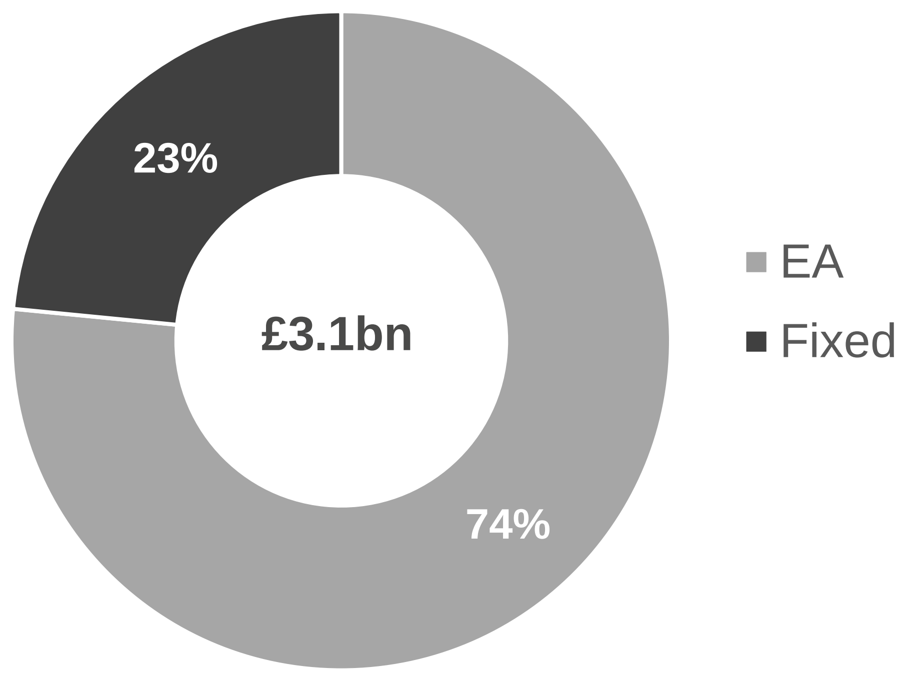
Product Suite

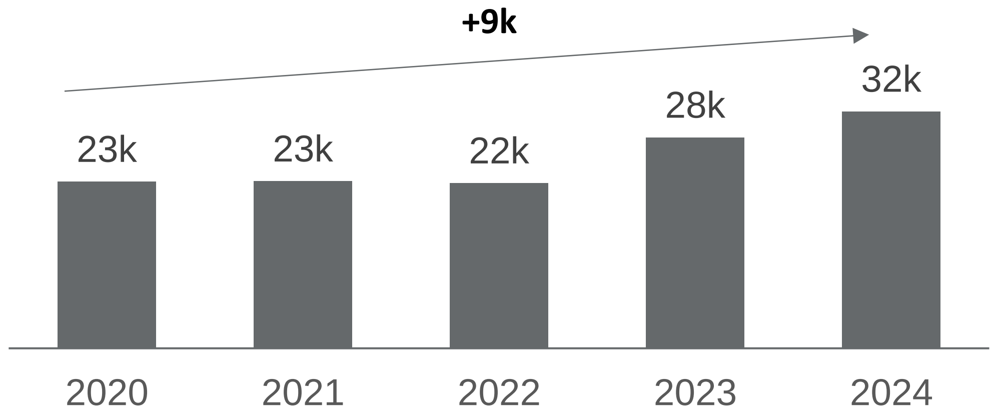


Customers

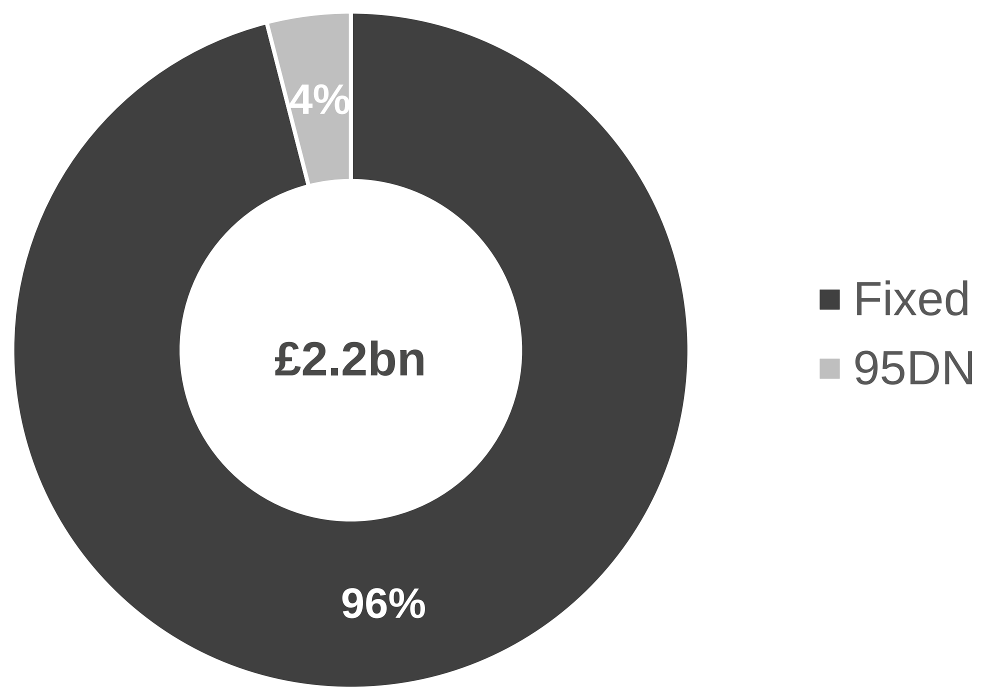


Business

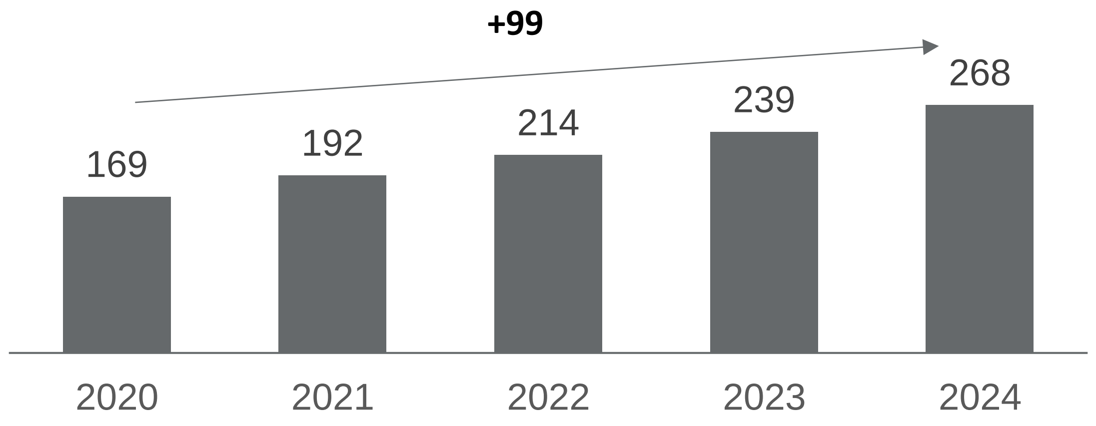




Corporate



77% of which is retail deposits sourced via deposit aggregator channels



Data for the year ended 30 June 2024

Financial Update

Robust financial performance

Group Financial Performance (£ million)	H1 2025	FY2024	FY2023
Income Statement			
Net interest income	297.1	604.3	621.0
Other operating income	(1.3)	(18.5)	43.7
Total income	**295.8**	**585.8**	**664.7**
Operating expenses	(165.2)	(351.0)	(328.9)
Impairment releases / (losses)	(11.2)	18.3	(113.3)
Profit before tax	**119.4**	**253.1**	**222.5**
Key Performance Indicators			
Net interest margin (%)	3.81%	4.00%	4.07%
Cost / income ratio (%)	55.8%	59.9%	49.5%
Cost of risk (bps)	14bps	(12)bps	73bps
Return on equity (%)	10.0%	11.8%	12.0%

Group Balance Sheet (£ million)	Dec-24	Jun-24	Jun-23
Customer lending balances	15,711	15,337	15,167
Customer deposit balances	16,618	16,307	15,033

Group Capital and Liquidity (%)	Dec-24	Jun-24	Jun-23
CET1 ratio[1]	16.2%	15.9%	14.8%
Total capital ratio[1]	18.8%	18.4%	17.4%
Liquidity coverage ratio	204%	241%	265%

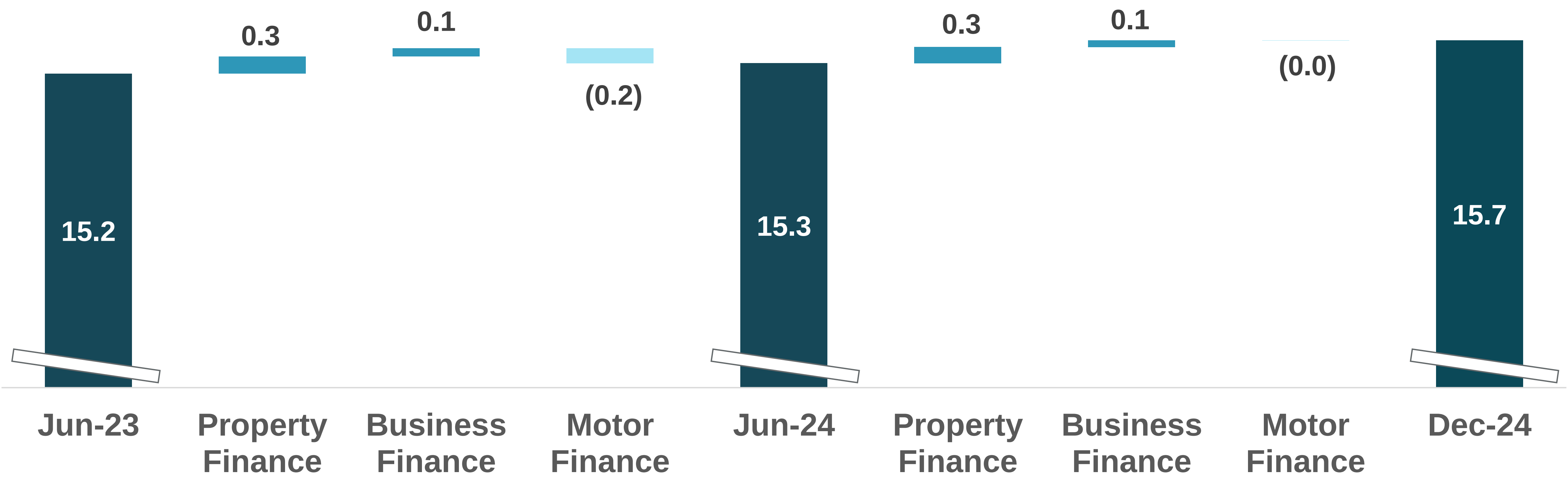
- H1 2025 Group profit before tax of £119.4m (FY24: £253.1m)
- H1 2025 Return on equity of 10.0% (FY24: 11.8%)
- Total income £297m, impacted by pressure on pricing as interest rates being to fall, with NIM reducing in the period
- Careful cost management against a backdrop of continued inflationary pressure. The Group's operating expenses also continue to reflect investment in customer and colleague experience, as well as a programme of investment in the Group's technology estate
- An impairment charge of £11m recognised, in line with expectations and reflecting the more stable economic environment

- The Group drove targeted portfolio growth in sub-segments of the market which offer attractive, through-the-cycle returns
- Customer deposits growth primarily driven by Personal Savings and Corporate franchises
- Capital and liquidity position remains robust

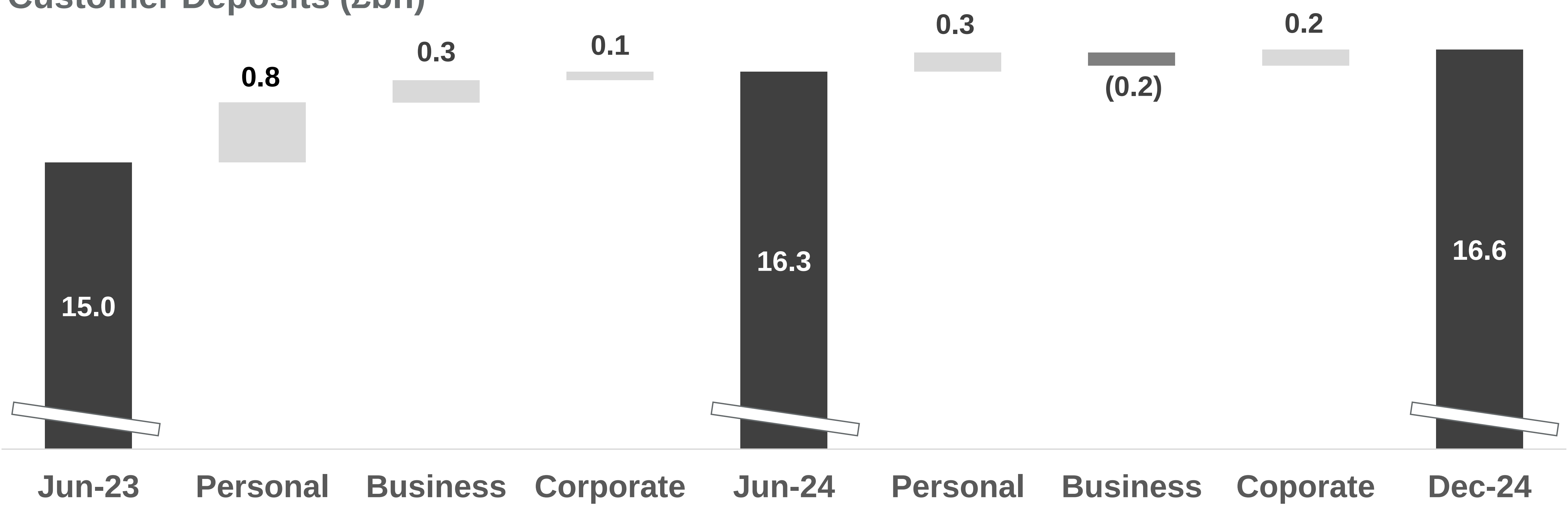
1. CET1 and Total capital ratios are presented on an IFRS9 transitional basis

Disciplined balance sheet growth

Customer Lending (£bn)



Customer Deposits (£bn)



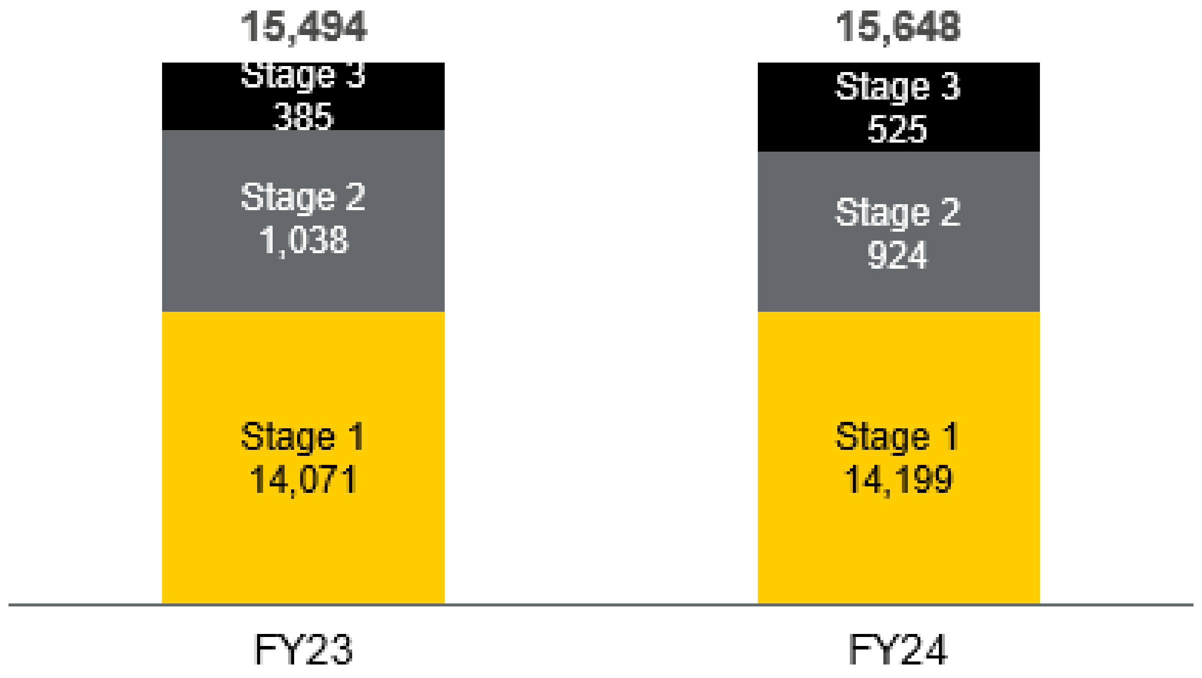
- Controlled growth in lending, prioritising through-the-cycle returns ahead of in-year portfolio growth
- Property growth is led by Specialist Buy to Let, partly offset by a reduction in Owner Occupied that was impacted by muted purchase markets
- Targeted growth in Asset Finance, partly offset by a managed reduction in Commercial Real Estate
- Motor Finance net lending reflects a challenging market for used cars and prioritisation of returns

- Customer deposit growth supported by each of the deposit franchises
- Despite strong competition, Personal savings growth was led by strong demand for fixed rate products in a higher rate environment
- Business savings supported by the launch of a new customer platform, delivering greater processing efficiency
- Corporate deposits continue to represent an important source of funding diversification

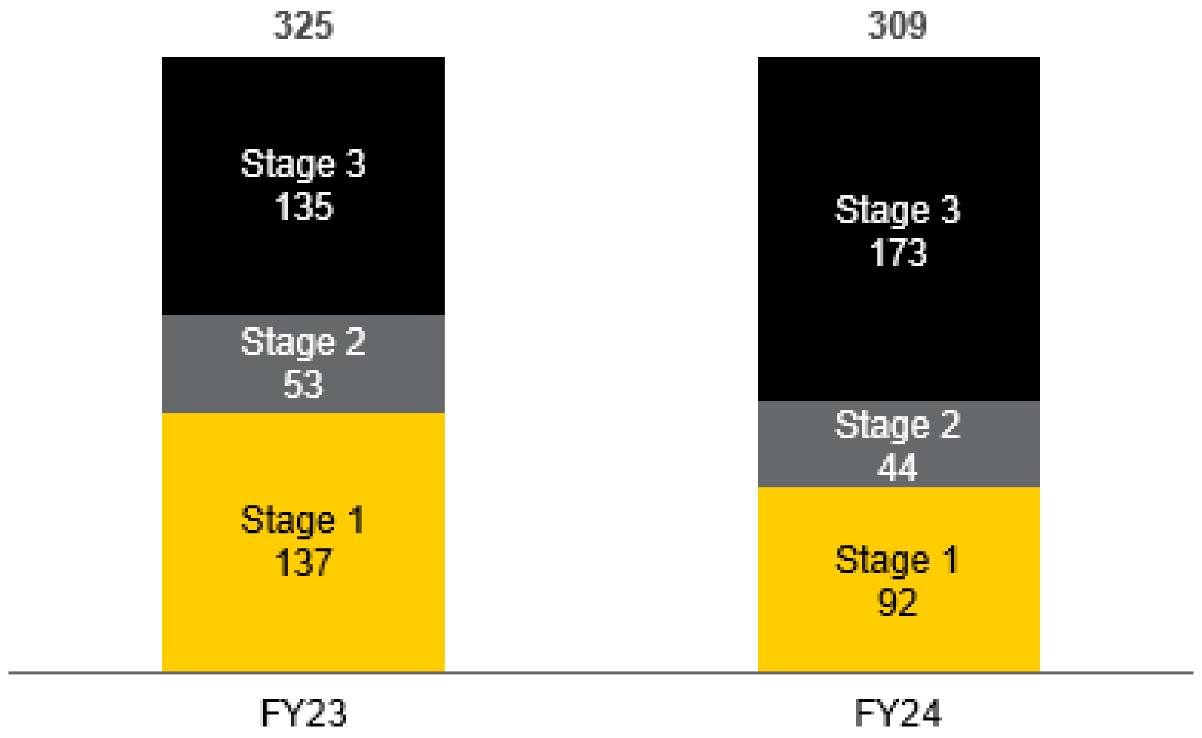
Resilient credit performance

Financial year ended (£m)	Jun-23	Jun-24
Gross Loans	**15,494**	**15,648**
Expected Credit Loss	(325)	(309)
Provision Coverage (%)	**2.1%**	**2.0%**
NPLs	388	525
NPL Ratio (%)	**2.5%**	**3.3%**
NPL Coverage (%)	**35.1%**	**32.9%**
Cost of Risk (bps)	**73**	**(12)**

Gross Loans by Stage (£m)



Expected Credit Loss Provision by Stage (£m)



- Portfolio credit performance has remained resilient despite cost-of-living pressures
- Arrears and NPLs trends are broadly in-line with expectation
- The Group's provision coverage reflects the transition through uncertain macroeconomic period
- Macroeconomic stabilisation in FY24 driving a net impairment release

Statutory view, including amounts relating to Motor Finance remediation activity

Diversified, Granular and Secured Loan Portfolio

FY24	Proportion of Net Loan Book (%)	Indexed LTV (%)	NPL (%)[1]	CoR (bps)[2]	Average Cust. Balance
Owner Occupied	13%	61%	6.7%	(24) bps	£176k
Buy to Let	38%	64%	2.6%	(42) bps	£321k
Asset Finance	13%	n/a	1.4%	4 bps	£82k
Invoice Finance	2%	n/a	1.2%	16 bps	£792k
Commercial Real Estate	8%	65%	3.7%	58 bps	£1.2m
Motor Finance	26%	92%	3.9%	2 bps	£8k

Data for the year ended 30 June 2024

All financial numbers are presented on a statutory basis

[1] NPL equates to IFRS 9 (Stage 3 ECL)

[2] Negative CoR is due to release of impairment charge in light of improved macroeconomic forecasts

Capital, Funding & Liquidity

Capital ratios are strong, with scope for stack optimisation

30 June 2024	CET1	Additional Tier 1	Tier 2	Total
Total RWAs (£m)[1]	£10,246m			
Actual Ratio (%)[2]	15.9%	--	--	18.4%
Optimised Pillar 1 (%)	4.50%	1.50%	2.00%	8.00%
Optimised Pillar 2A (%)	0.88%	0.29%	0.39%	1.56%
Regulatory Combined Buffer[3]	4.50%	--	--	4.50%
Minimum requirement (%)	**9.88%**	**--**	**--**	**14.06%**
Requirement optimised (%)	**9.88%**	**1.79%**	**2.39%**	**14.06%**
Requirement optimised (£m)	**£1,102m**	**£183m**	**£245m**	**£1,441m**
Capital Resources (£m)	**£1,627m**	**£161m**	**£100m**	**£1,888m**
Surplus / (deficit) (£m)	£525m	(£22m)	£(145)m	£447m

- Strong earnings underpin organic capital generation (£186m attributable profit for FY24, +8% on prior year)
- Strong leverage (9.7%) and capital ratios, with notable CET1 headroom above internal targets and regulatory requirements – modest RWA growth reflects muted lending balance growth
- Efficient AT1 stack, all issued internally to FirstRand Bank
- Inefficient Tier 2 stack, with scope to optimise. The Group has obtained a Moody's credit rating and established an EMTN programme, supporting future diversification of capital issuance and wholesale funding

Long Term Issuer Rating

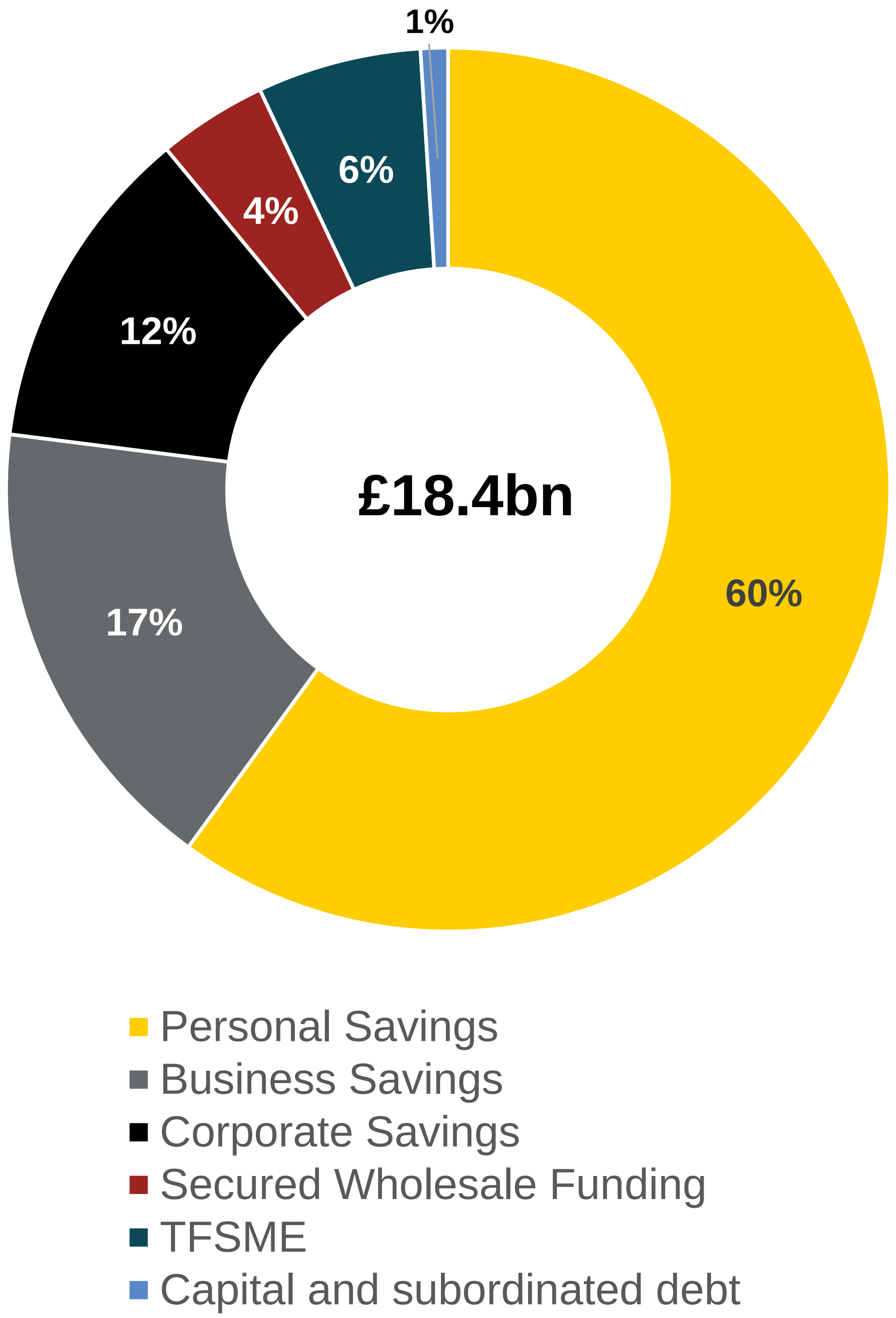
MOODY'S RATINGS

- Received Baa2 long term issuer credit rating with a stable outlook in January 2025
- Moody's ratings reflect Aldermore's:
  - Focused business model;
  - Controlled credit growth;
  - Stable profitability;
  - High provision coverage and sector diversification;
  - Adequate-risk based capitalisation and large liquidity buffers; and
  - Experienced management team

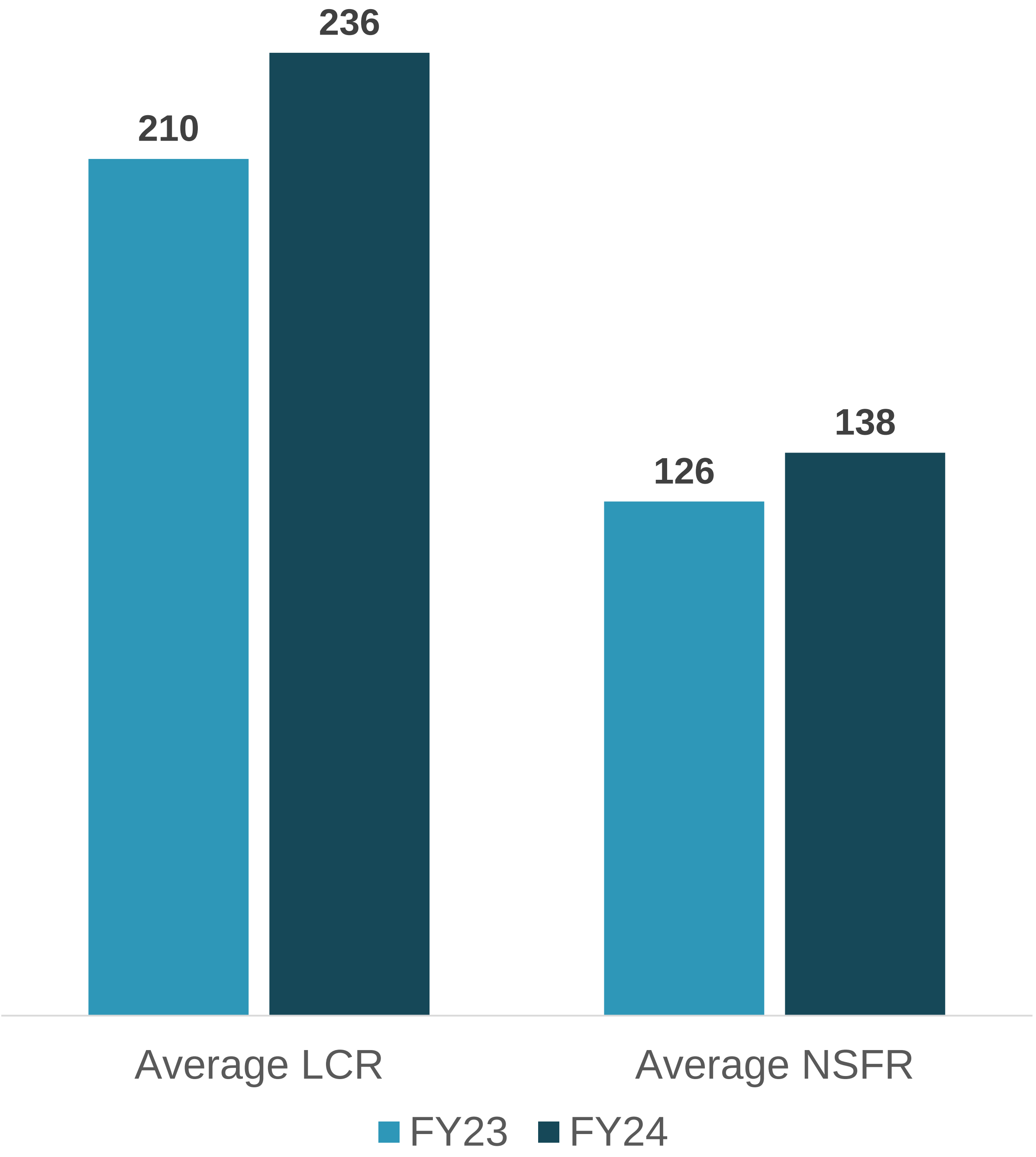
1. RWAs calculated using the regulatory Standardised Approach
2. Capital ratios are reported on an IFRS 9 transitional basis
3. Regulatory combined buffer is made up of 2.5% CCOB and 2% UK CCyB

Funding and Liquidity

Diversified funding platform, with proven access to public wholesale funding

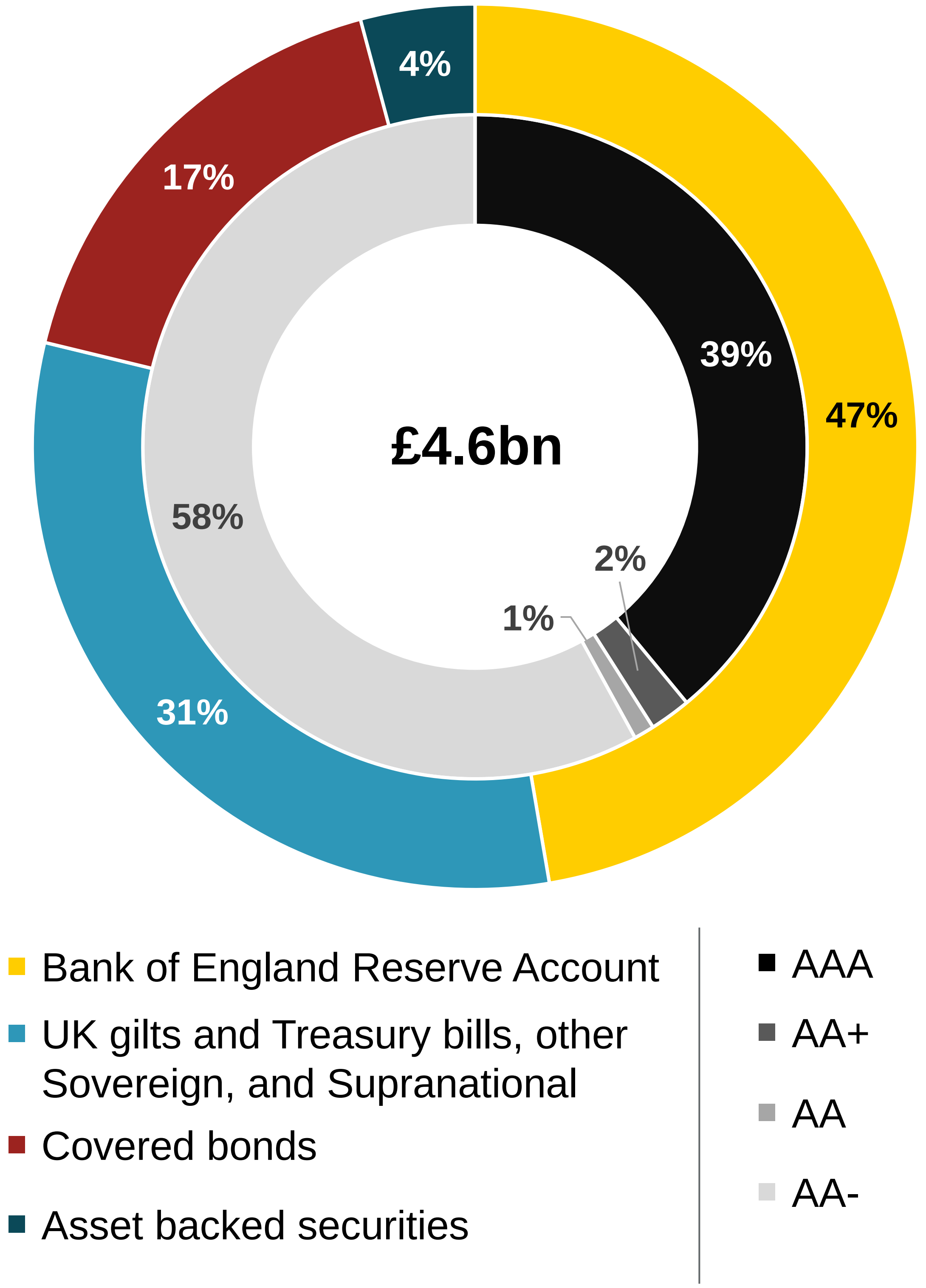


Prudently managed LCR and NSFR (%)



TFSME maturities pre-funded, with £0.5bn currently outstanding

Liquidity buffer covers c.25% of funding liabilities[1]



Data for the year ended 30 June 2024

1. Presented pre-haircut

Appendix

Experienced Leadership Team

Executive Directors

Steven Cooper CBE
CEO

Aldermore Group CEO since 2021. Former CEO at C. Hoare & Co. Before this spent 30 years at Barclays, leading several of its major businesses including Barclaycard Business Solutions, Personal Banking for UK & Europe, and UK Business Banking.

Ralph Coates
CFO

Aldermore Group CFO since May 2022. Former CFO at TSB for 5 years, Finance Director at the Bank of England, and Finance Director of Barclays UK Retail & Business Bank.

Executives

Michelle Mott
Chief Risk Officer

Joined Aldermore in February 2024 with over 20 years experience in Risk. Previously at Commonwealth Bank of Australia where she was CRO and Executive GM of the Group’s enterprise risk function from 2019.

Nick Ulycz
Chief Operating Officer

Joined Aldermore in January 2022 as Chief People Officer, but since May 2024 has taken on the role of Chief Operating Officer. Prior to this he was COO at D&G.

Danielle Soto
MD: Business Finance and Savings

Joined Aldermore in January 2022.Holding 20 years of financial services experience built at Barclays, most recently as MD for Mortgage and Premier Distribution.

Ross Dalzell
MD: Property

Joined Aldermore in October 2022. Over 20 years of Finacial Services experience. Previously at Barclays where he was MD for Business Banking Relationships.

Reg Dhanjal
General Counsel

Joined Aldermore in 2022.Over 25 years' experience advising on corporate, commercial, compliance and regulatory matters. Previously at WorldFirst, Ant Group and Partner at Pinsent Masons.

Lisa Hannah
MD: Commercial Shared Services & Group Chief of Staff & Chief People and Communications Officer

Joined Aldermore from Barclays Bank in July 2022. Holds 29 years of experience, latterly as Director of Communications.

The Motor Finance MD position is currently vacant, with recruitment in progress

Approach to ESG and Sustainability

Aldermore's ESG & Sustainability plans are action focused and align to the Aldermore strategy and purpose. The below shows chosen areas of societal impact that align to broader ambitions of aiding sustainable development within the UK market.

Our purpose

Back more people to go for it, in life and business

Our societal focus areas

Financial Inclusion	Financial Wellbeing	Climate Change	Economic Transformation
Increasing access and suitability of financial services across society in responsible and sustainable ways.	Empowering society to feel more confident about money by improving financial literacy, resilience and independence.	Enabling our partners and broader society to transition to a more sustainable economy that protects natural resources.	Using core business activities and resources to create societal benefit and opportunity.

Aligned UN Sustainable Development Goals

1 NO POVERTY	5 GENDER EQUALITY	8 GOOD JOBS AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION

Aligned UK Purpose Goals

4 Right advice and experiences	5 Open recruitment	7 Widening access to savings & credit	9 Extending enterprise	12 Building homes & sustainable communities	13 Harness the energy transition	14 Achieve equality, through diversity & inclusion

Performance highlights

- October 2022 saw us became a signatory to the United Nation's **Principles for Responsible Banking** and in March 2024 we published our first progress report.
- In September 2023 we completed our **first UK Government Climate-Related Financial Disclosure** which outlined our approach to Climate Risk, with full Net Zero roadmaps completed for operational and financed emissions in May 2024.
- In 2024, we published our third annual **'Report to Society'** detailing how our strategy and purpose is delivered through core business activities to create positive impact for stakeholders.
    - **Fostering future skills:** We invested almost £330,000 in apprenticeship development to attract, retain and develop a diverse demographic of talent.
    - **Demonstrated socio-economic impact:** Our 2023 financing assisted the £88m socio-economic impact made by Norwich City Football Club on the city and surrounding area.
    - **Introduced our first colleague sustainability training programme:** With bespoke mandatory training for all colleagues and specialist training rolled out to over 200 mid-to-senior leaders.