

3

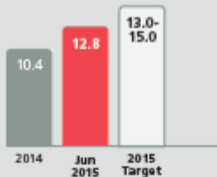
Consistent profitability and a strong balance sheet

Providing our shareholders with a sustainable return on their investment

Adjusted RoTE

We monitor return on tangible equity ('RoTE') to measure the overall profitability and sustainability of the business. We are unlikely to reach our 2015 target as we are holding more capital than we assumed when the target was set in 2012.

(%)



Cost-to-income ratio

We monitor this ratio to measure our operating efficiency. We are unlikely to reach our 2015 target given investment spend and regulatory compliance costs, which have been higher than anticipated when the target was set in 2012.

(%)

