



Customers

- ▶ Growth in core loan books of **€1.7bn**
- ▶ Continued to be the largest lender to the Irish Economy
- ▶ Continuing to develop our services, products and propositions to fully engage our customers



Profitability

- ▶ Underlying profit before tax **€1.1bn**
- ▶ All trading divisions contributing towards the Group's profitability
- ▶ Net Interest Margin **2.19%**



Capital

- ▶ Transitional CET1 ratio of **14.2%**
- ▶ Organic capital generation of **130bps**
- ▶ Fully loaded CET1 ratio of **12.3%**

Developing our customer channels, processes and propositions

We have made significant progress in transforming our customer franchises...

- Branches evolving into business development community hubs driving local commerce
- Developing direct channel infrastructure and processes
- Simplifying propositions and digitising customer journeys
- Improving the customer experience with a significant re-configuration of our products and processes during 2016

Replacing our Core Banking Platforms is the next step in building a customer-centric and efficient organisation

Customer Experience



- Simplified and seamless customer experience
- 24/7 access with real-time updates
- Personalised, interactive propositions
- Simplified self service
- Temenos partnership; access to innovation and research network

Distribution



- Omni-channel distribution platform
- Step change in analytical capabilities driving increased cross selling via tailored products and propositions
- Frontline teams identifying and delivering value in the community

Process & Cost Efficiencies



- Efficiencies from 'out-of-the-box' solutions
- Flexible, robust platforms with an open architecture
- Improvement in time to market for new products and propositions
- Non customisation; easy to extend and upgrade
- Reduce costs to maintain and change