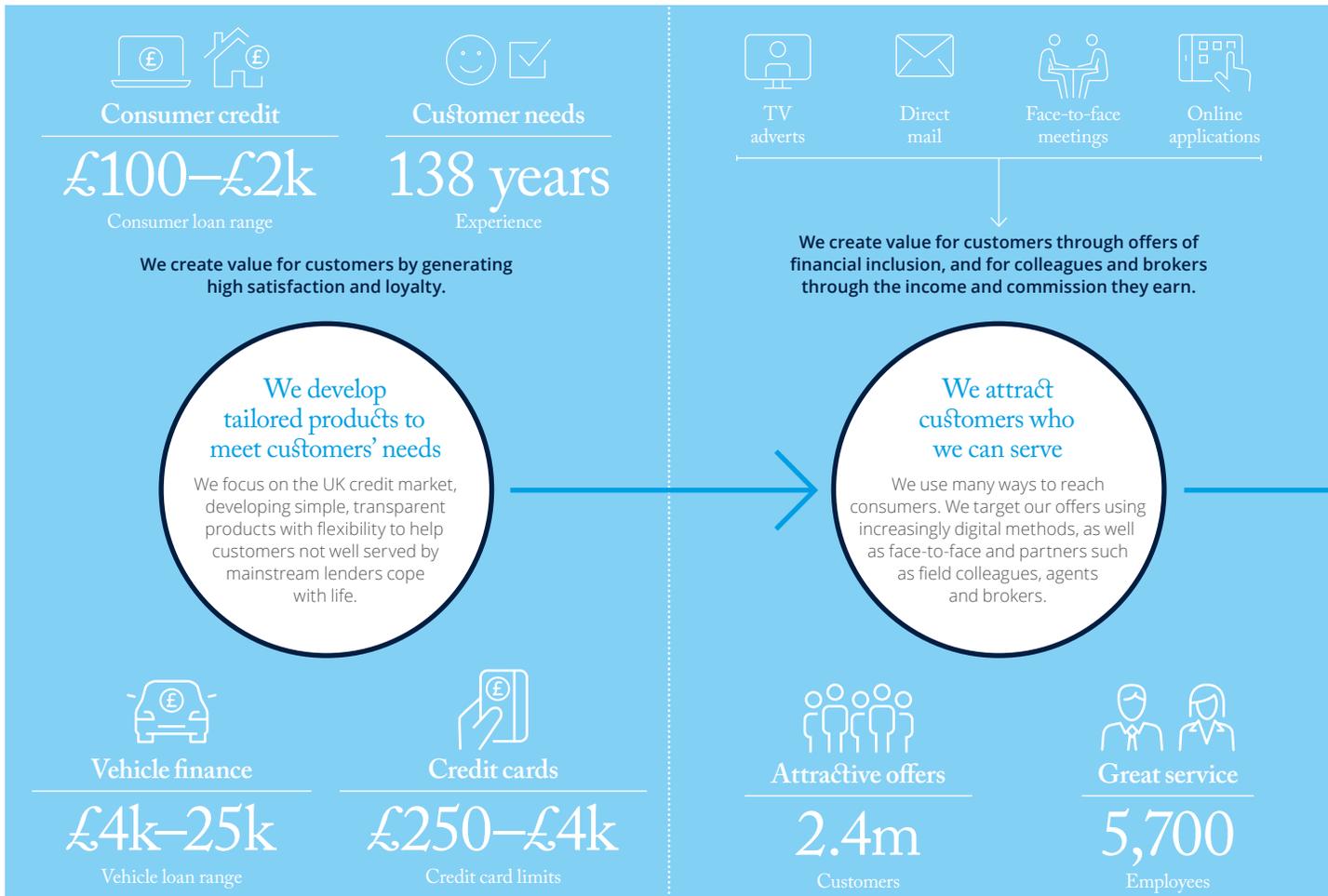


Our business model

We provide our customers with tailored and affordable products that match their specific needs, and we help them to handle the inevitable challenges that everyday life throws their way.



The resources and relationships critical to our success:



Our customers

Our 2.4 million customers are at the heart of what we do, they are the 20% of UK adults who at any one time are looking for something that mainstream lenders don't offer. We specialise in serving their needs and have adapted our business model to do so.

See more about this content [pages 36-43](#)



Regulators and government

The nature of our customer base and the market we specialise in makes the building and maintaining of open and trusting dialogue with policy makers and our key regulators (the Prudential Regulation Authority (PRA), Financial Conduct Authority (FCA) and Central Bank of Ireland (CBI) critical to a sustainable business model.

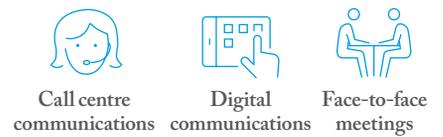
See more about this content [pages 55-56](#)



Long-term funds and capital

We secure long term, lower rate funding through strong relationships with our lending banks, depositors and investors. We generate capital to deploy in growing our business and serving more customers as well as delivering returns to shareholders.

See more about this content [pages 57-71](#)



We create value for customers by helping them minimise the impact of any difficulties in an understanding way.

We collect payments due

We offer many ways to pay in cash and remotely, maintaining frequent customer contact. We stay close to customers through call centre, digital communications and face-to-face meetings in the home.

We manage arrears and customer difficulties

We establish early contact and an ongoing dialogue with customers who have difficulties, with a sympathetic approach, to understand and offer forbearance.

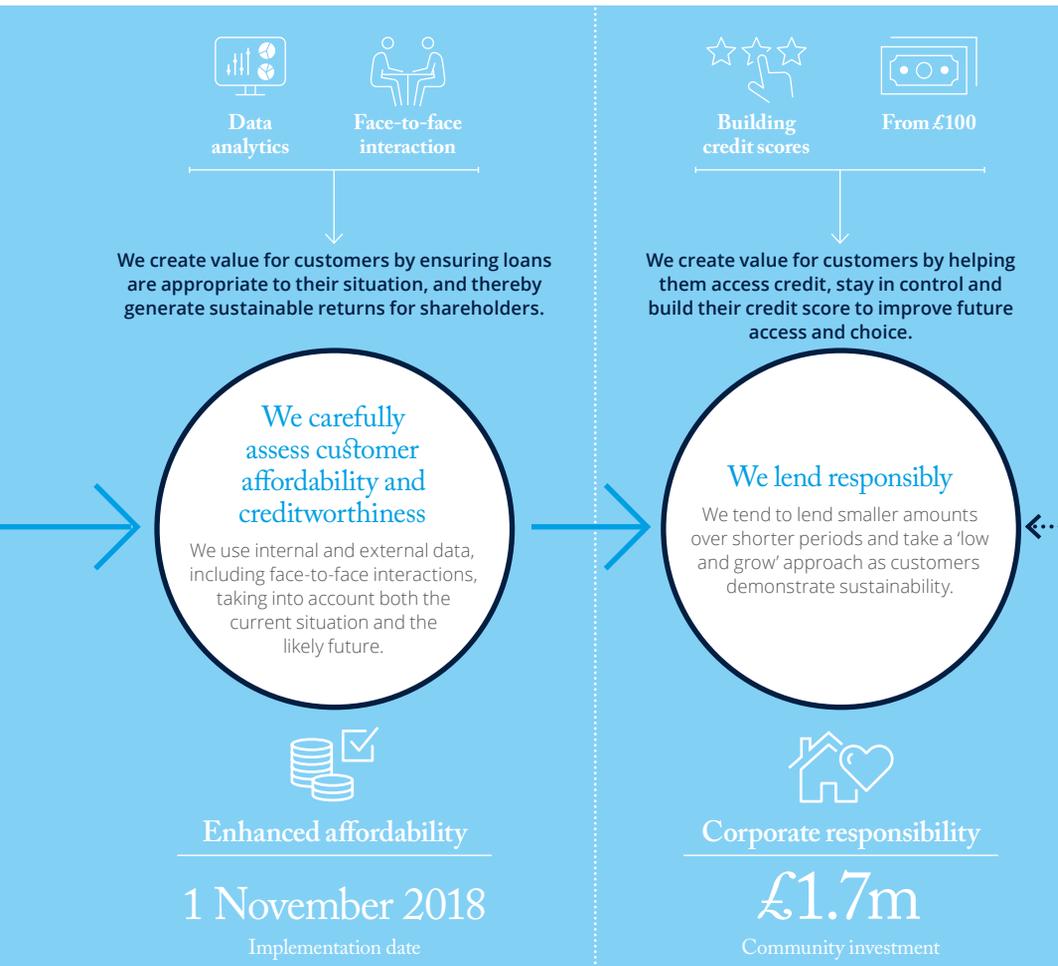
We create value for customers by helping them stay on track and adapt to life's challenges whilst building their credit score.



Sympathetic approach



Dialogue with customers



We create value for customers by ensuring loans are appropriate to their situation, and thereby generate sustainable returns for shareholders.

We create value for customers by helping them access credit, stay in control and build their credit score to improve future access and choice.



Our people

Our 5,700 people are critical to delivering our tailored and understanding business model, balancing the personal touch with the use of technology where customers increasingly want and expect it. See more about this content [pages 73-89](#)



Our communities

Our community investment strategy is aligned to our social purpose and seeks to invest in activities and initiatives which address the key factors that tend to reduce somebody's access to credit. See more about this content [pages 73-89](#)