

# At Close Brothers, we are here to help people and businesses thrive over the long term.

Through our deep sector knowledge and expertise, focus on delivering excellent and specialist service, and strength of established relationships, we support our customers through the cycle. Our values of deep expertise, consistent service and long-term relationships embody our distinctive culture and customer-centric approach. Today, we are a trusted partner to SMEs, our customers and colleagues.

## Highlights

Adjusted<sup>1</sup> operating profit

£144.3 million

2024: £167.6 million

Operating profit/(loss)

£(122.4) million

2024: £132.7 million

Adjusted<sup>1</sup> basic earnings per share  
(continuing operations)

59.3p

2024: 75.8p

Basic(loss)/earnings per share  
(continuing operations)

(99.8)p

2024: 56.2p

Return on average tangible equity<sup>2, 3</sup>

7.1%

2024: 9.3%<sup>3</sup>

Customer sentiment scores

Asset Finance  
CSAT<sup>4</sup>

92%

2024: 92%

Motor Finance  
customer Net Ease

+65

2024: +72

Invoice  
Finance CSAT<sup>4</sup>

87%

2024: 86%

Savings  
online CSAT<sup>4</sup>

82%

2024: 75%

Total Scope 1  
and 2 emissions  
(market-based)

1,882 tCO<sub>2</sub>e

2024: 2,351 tCO<sub>2</sub>e

Employee  
engagement

78%

2024: 83%

1. Adjusted measures are presented on a basis consistent with prior periods and exclude any exceptional and adjusting items which do not reflect underlying trading performance. Current exceptional and adjusting items include customer remediation provisions, operational or legal costs incurred in relation to an event that is deemed to be adjusting, businesses that are held for sale, the Vehicle Hire business which is in wind-down, restructuring costs and amortisation of intangible assets on acquisition. Please refer to tables on page 52 for further details on the reconciliation between operating and adjusted measures.
2. Adjusted operating profit less tax and AT1 coupons divided by average total shareholders' equity, excluding intangible assets and AT1, for continuing operations. See note 5 on page 13 for further details.
3. Return on average tangible equity has been restated for 2024 to exclude discontinued operations.
4. Customer satisfaction score ("CSAT").