



Ross McEwan

RBS Plan

Wednesday, 29th July 2015

RBS Plan

Ross McEwan (CEO, RBS): Well, being just over a year into the plan, I think we are doing very well against all of the objectives we set ourselves. The first of the three things we said we would do is make this a much stronger bank. Stronger by the sense of much more capital that backs this bank: we've now built it from being one of the weakest capitalised banks to now being one of the strongest capitalised banks in the UK.

The second thing we said was we would make this a much simpler bank. We would make it much simpler for our customers to operate with us; we would make it simpler for our staff to work with customers; we would make it simpler in the way we operated across so many countries and the types of business we did, and the product set. And again, I think on a scorecard we have done very, very well against that. Lots still to do, lots to do, but making really good progress there.

And the third thing is: let's just make this a much fairer bank for our customers, so that they want to do more business with us. It is predicated on our existing customers doing more business, so you have to make sure that it is a fair bank; that they feel that, having put the trust back in this bank, we will do the right thing by them.

The timeframes we set, we broke into three quite distinct areas. First was 2014, which was: sort out the capital, restructure the business, and do the very basic things that we needed to do to make this a stronger bank, first off. I gave that a big tick; we've got through 2014 and we are in much better shape, and we have proved to the market that this bank will do as it says it is going to do.

The second phase is what we are in now, it is 2015 and 2016: how do we take away some of the business that we said we were going to exit? How do we get rid of, also, some of the conduct and litigation issues that have plagued this organisation? So that is the phase we are in at the moment. At the same time, let's put most of our effort into our businesses that we are going to go for. So that is phase two.

Then the third phase is, when we have got through the 2015 and the 2016, let's put all our energies into making this a fantastic bank for our customers, our staff, and also for all of our stakeholders, including our shareholders.

So we are clearly in phase two, having done very well in phase one.

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