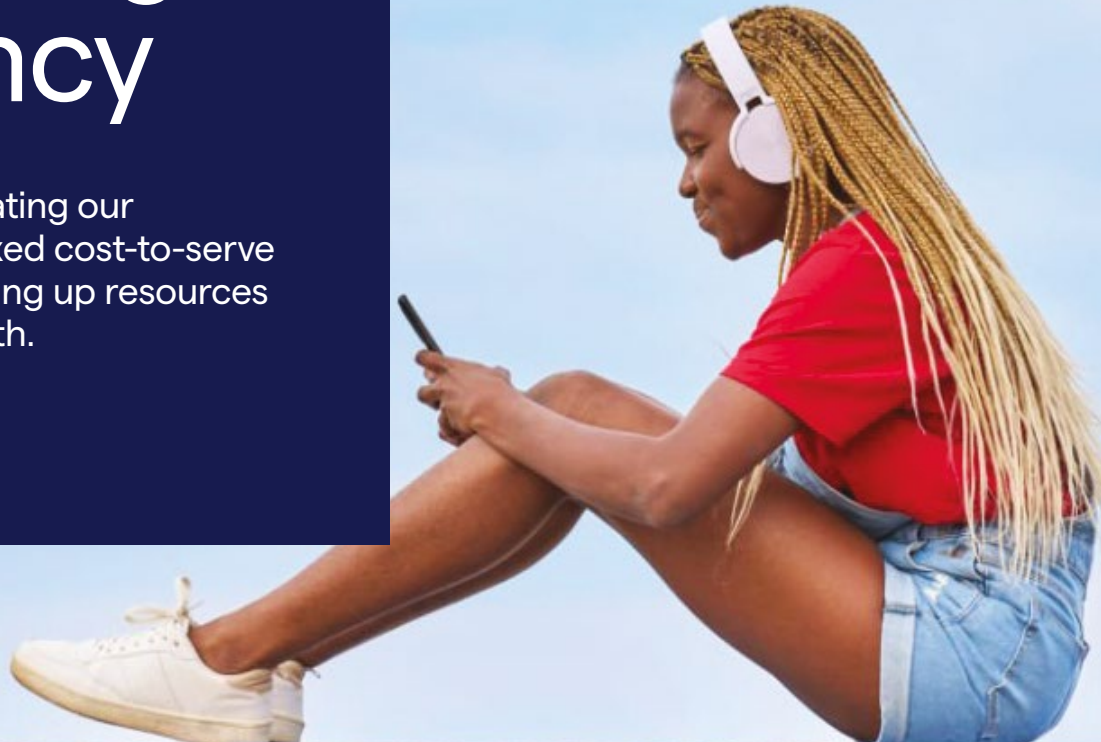


# Increasing efficiency

Our focus is on automating our workflows, reducing fixed cost-to-serve per customer and freeing up resources for investment in growth.



## Enhancing efficiency and scalability

This year, we exited multiple legacy and sandbox initiatives delivering unacceptable returns and implemented digital servicing workstreams to enhance efficiency and scalability.

In FY25, we reduced Group average new customer KYC times by 34% and increased the percentage of accounts opened with no manual intervention from 84% to 92%. Our organic fixed cost-to-serve per customer declined 7% and we are targeting further improvements over the medium term.

At the end of the first half of the year, we rolled out measures which have enabled us to convert more of our customer fee and commission income into net trading revenue. We continue to explore additional measures to further enhance conversion.



Read more  
on our **website**

# 7%

Reduction in organic fixed cost-to-serve per customer

# 34%<sup>1</sup>

Reduction in Group KYC times

<sup>1</sup> Group excluding tastytrade.

# 11%

Reduction in average Group headcount

“

Our digital servicing workstreams have delivered good early results.”

Jody Dunn, Group COO