

Linking Executive Pay to Performance

As detailed in the future Policy table, we will introduce a greater link between Company performance and individual reward.

Pay Structure

Ken Gilmartin CEO

Maximum value £3.92m

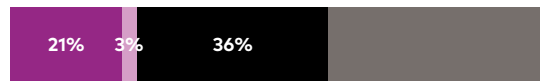
% mix
of pay



Arvind Balan CFO

Maximum value £2.57m

% mix
of pay



A full copy of the Remuneration Policy can be found at: [www.royalbank.com](#)

