



Annual Report and Accounts 2022

Brilliant for customers every day



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Our vision is to create a world where insurance is personal, inclusive and a force for good. Our purpose is to help people carry on with their lives, giving them peace of mind now and in the future.

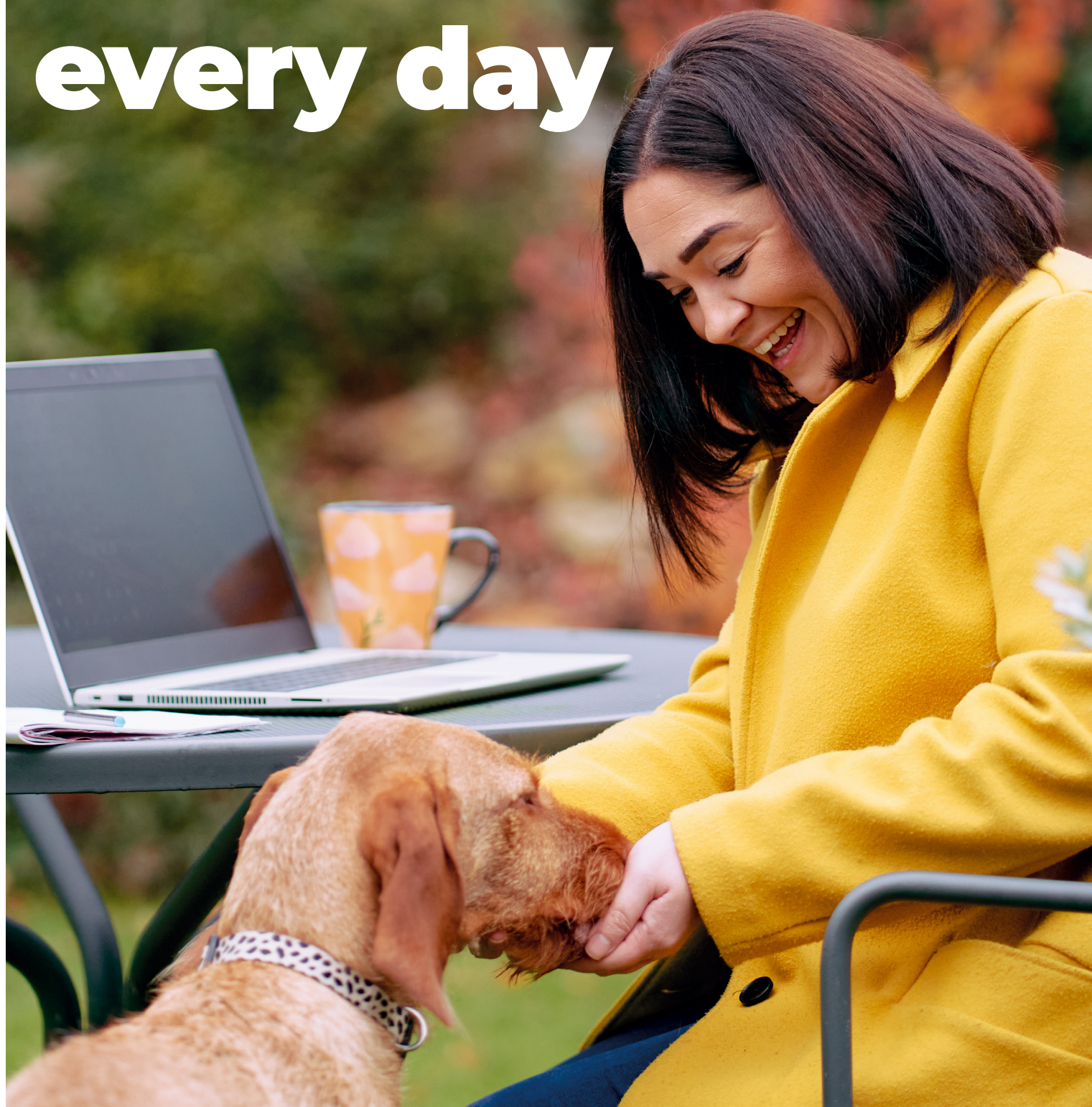
Our mission is to be brilliant for customers every day.

The Group's financial results fell significantly below expectations in 2022 as we navigated a volatile trading environment, with heightened inflation and severe weather events. In response, we are taking action to restore the Group's capital resilience and improve business performance.

Looking ahead, we believe that our customer focus, powerful brands and claims expertise can drive long-term value for customers and shareholders.

To read more about our strategy, see pages 10-11

Brilliant for customers every day



We reach customers wherever they shop and whatever their insurance needs. We want to be known for insurance excellence from point of sale through to resolving claims. By delivering easy digital-first journeys we make it simple for customers and are there for them when they need us.

We operate across four market segments, delivering value and great customer experiences.



Motor

We are Britain's leading private motor insurer, represented through our well-known brands Direct Line, Churchill, Privilege, Darwin, and also through our partners¹



Home

We are one of Britain's leading private home insurers¹, represented through our well-known brands Direct Line, Churchill, Privilege, and also through our partners¹



Rescue and other personal lines

We are one of the leading providers of rescue, including through our Green Flag brand², travel and pet insurance in the UK³



Commercial

We protect commercial businesses through our brands NIG, Direct Line for Business and Churchill

Notes:

1. © Ipsos 2023, Financial Research Survey (FRS), 6 months ended Jan 2023. 14,318 adults (aged 16+) surveyed across Great Britain with motor insurance, 13,942 with home insurance. Interviews were conducted online and via telephone, and weighted to reflect the overall profile of the adult population. Includes Direct Line, Churchill, Privilege, Darwin and partner brands: RBS and NatWest.
2. Mintel Vehicle Recovery report – September 2022.
3. Mintel Pet Insurance report – 2022.



In 2022 we made our claims process simpler – customers can now register 100% of claims types across the vast majority of our brands and partners online

See more on page 54



We are set to welcome over 600,000 new customers in H2 2023 as part of our 10-year partnership with Motability Operations

Find out more on page 41

Powerful brands



We have some of the strongest and most recognisable insurance brands in the UK. They enable customers to pick the cover that best suits them to protect their cars, homes, holidays, businesses and pets.

Our brands



We extended our EV bundle for another year to support our Direct Line motor customers making the switch to electric vehicles

See page 67



We launched a new Churchill Essentials product for motor customers

Find out more on page 53

Reaching customers however it suits them



Whether customers access our products and services digitally, through a broker, or on the phone, our aim is to provide peace of mind now and in the future. We offer insurance through the four main routes to market so customers can choose what works best for them.



Direct

Customers come to us direct because of our powerful brands and propositions which offer great value



Price comparison websites

We offer a variety of products across our brands on price comparison websites to meet different customer needs



Partnerships

We partner with a number of well-known brands to give more customers excellent insurance



Brokers

Using our established NIG broker network we meet a variety of specialist insurance needs for both large and small businesses



In 2022 our Commercial business again delivered strong growth across all channels, continuing to realise the benefits of its transformation

Find out more on page 46



We extended our partnership with NatWest Group to continue to look after close to half a million of their customers' home insurance needs until 2027

Page 43 for more detail



**We're a
force for
good**

We believe that by working sustainably we strengthen Direct Line Group for the better and create value for our customers, people, society and the planet.

Sustainability pillars



Customers

We stand for insurance excellence because positive customer outcomes mean we can grow our business



People

We stand for being a diverse and inclusive employer because attracting and retaining talented people powers our business forward



Society

We stand for being rooted in our communities because, when they flourish, so does our business



Planet

We stand for a greener planet because we're all in it together, it's our responsibility, and tackling climate change benefits our business, our people and society



Governance

We stand for a competitive and strong financial services sector because it's essential to being successful



Our 2022 Community Fund focused on building a more inclusive and equitable Britain

See more on pages 62 to 63



We became one of the first personal lines insurers in the UK to have carbon reduction plans approved by the Science Based Targets initiative

Find out more on page 66