



2025 FULL YEAR RESULTS

INVESTOR MEET
COMPANY PRESENTATION

3 MARCH 2026
3PM



Agenda



Summary of FY25 and
Strategy Update

Ian McLaughlin

Financial Guidance

Dave Watts

Conclusion

Ian

Q&A

Ian & Dave



Summary of FY25

Ian McLaughlin
Chief Executive Officer



FY25 Performance vs. Guidance

FY25 performance materially improved on FY24; achieving all points of guidance with accelerated balance growth

	FY24 Actuals	FY25 Guidance	FY25 Actuals	
Gross customer interest-earning balances ¹	£2,308m	>£2.7bn	£2,824m	✓
Net Interest Margin (NIM) ²	18.5%	>16.5%	16.8%	✓
Cost: income ratio ³	89.4%	High 50s	58.4%	✓
Statutory Return on Tangible Equity (ROTE)⁴	(32.1)%	Low single digits	2.3%	✓
Tier 1 ratio ⁵	18.8%	>17.5%	19.3%	✓

Returned to profitability and on track to deliver improved ROTE in 2026 & 2027

Accelerated balance growth and returned to profitability

Deployed capital for sustainable growth, while maintaining disciplined pricing and cost control

Significant progress on the strategic transformation of the bank

1. **Sustainably grown interest-earning balances** and optimised mix to maximise return on deployed capital.
2. **Made strong progress on the Gateway technology transformation programme**, which is substantively delivered and is on track to complete in 2026.
3. **Delivered ongoing transformation cost savings** and generated positive operating leverage.
4. **Continued customer resilience**, with strong credit quality reflecting responsible lending.
5. **Further developed our award-winning proposition** to meet customer needs.



FY25 Highlights

Improving customer proposition with enhancements to risk management

Initiatives

Customer proposition

Insightful risk management

What we have delivered

- Launched 66 new Credit Card product variants – Credit Builder and 0% promotional products.
- Expanded our flexible savings product range, including ISAs and the Snoop easy access account.
- Delivered a 12% increase in Snoop active users, including 43k Vanquis customers.
- Helped 20k customers identify £34m of annual benefit entitlements through the Fair Finance referral programme and recently launched our Vanquis Benefits Checker.
- Rebranded Vanquis as ‘the bank that’s got your back’.
- Developed new credit decisioning platform in Vehicle Finance and enhanced credit risk scorecards and affordability assessments in Credit Cards.

Key metrics

Gross customer interest-earning balances¹

£2,824m 22% ↑
(FY24: £2,308m)

Retail deposits

£2,984m 24% ↑
(FY24: £2,399m)

Customer numbers

1.77m 5% ↑
(FY24: 1.69m)

Snoop active users ('000)

328k 12% ↑
(FY24: 293k)

Vanquis customer satisfaction (CSI) score

83.7
(FY24: n/a)

FY25 Highlights

Technology transformation and operational efficiency on track

Initiatives

What we have delivered

Key metrics

Technology transformation

Operational efficiency

People

- Launched our new mobile app, improving customer experience.
- Centralised c.30 billion rows of customer data on a new IT platform.
- Delivered operational efficiency improvements across key processes through expanded use of digital tools, AI, and self-service.
 - Reduced complaint handling costs by 10% and fraud losses by 25%.
- Reduced our property footprint, including a 70%+ reduction in the office space of our Bradford headquarters.
- Improved colleague engagement, with a 73% trust score, meaning Vanquis is now certified as a Great Place to Work.

FY Technology and Operations cash investment spend

£26.5m 14% ↑
(FY24: £23.2m)

Group headcount (Full Time Equivalent)⁶

1,252 3% ↑
(FY24: 1,215)

Outsourced headcount

620 (28)% ↓
(FY24: 860)

FY transformation cost savings

£28.8m (41)% ↓
(FY24: £48.9m)

FY 'Great Place to Work' trust score (colleague engagement)

73% 13% ↑
(FY24: 60%)

Gateway is the catalyst for long-term growth & innovation

Gateway substantively delivered and will complete in 2026

Key transformation achievements to date

IT Transformation	Gateway	Strategic data platform established, c.30bn rows of data loaded
		A single view of customer data in Salesforce
		First point of contact for all inbound voice calls implemented
		New customer security model implemented
		Processing of all new complaints
		SMS services moved to Salesforce
		Webchat customer service channel launched
		New mobile app available in app stores
		First agentic AI deployed
		Other IT Transformation
	All colleagues on single Microsoft platform	
	Single HR system for all colleagues	

What we will deliver in 2026

Gateway	New credit card origination and onboarding platform
	All customers migrated to the new mobile app
	New financial crime systems (customer screening & transaction monitoring)
	Chat generally available in app, with integrated Agentic AI agents
	Key card servicing processes (fraud & disputes, card management, credit line management, collections)
	New onboarding & servicing platform for Vehicle Finance
	Continuous Tech Improvement
Expanded use of analytical assistive and agentic AI	
Additional use-cases on the new data & analytics platform	
AI tools rolled out to all colleagues	

Building a modern, efficient and scalable technology platform that enables digital first offerings, better customer engagement & accelerated speed to market for new products, features and services



Strategy Update

Ian McLaughlin



Our purpose and ambition

Serving the borrowing needs of the underserved UK adult population

Our Purpose

‘To deliver **caring banking** so our customers can make the most of life’s opportunities’.

Our Ambition

‘To be **the UK’s most trusted and inclusive specialist bank** by unlocking financial opportunity for underserved customers and helping them thrive.’



Our strategy

Reaching more customers, enabling responsible borrowing and financial resilience, and scaling efficiently to create sustainable long-term value



**Serve
More**

Reach more customers and deepen relationships across the underserved UK adult population.



**Serve
Responsibly**

Ensure our lending is affordable for customers, enabling them to build financial resilience, whilst supporting financial inclusion.



**Scale
Profitably**

Grow efficiently, optimise capital deployment and enhance long-term returns.

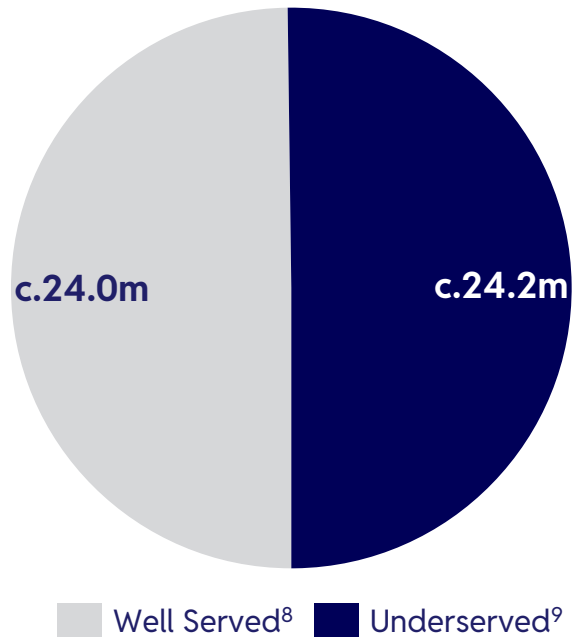


A significant and growing underserved UK adult population

Vanquis aims to serve the borrowing needs of underserved consumers and help them on a path to financial resilience

Experian analysis concludes there are **over 24 million underserved UK consumers** – over half the adult population with an active credit profile:

c.48.2m UK adult population with an active credit profile⁷



Independent research highlights why Vanquis matters:

“20.2 million adults in the UK are underserved, and a further 8.9 million are financially fragile.”
PwC & TotollyMoney (2022)

“17 million UK adults are unable to access mainstream loans or credit cards due to thin or impaired credit files. Of these, over 9 million were declined for credit in a single year, with poor credit history being the top reason at 38%”
Money and Pensions Advice Service (2023)

“More than 3 million people have borrowed from an unlicensed or unauthorised money lender in the last three years”
Fair4All Finance (2023)

“The UK’s non-prime lending market has shrunk by 34% since 2019, with loans to sub-prime borrowers down 76%.”
Financial Times (2024)

Meaningful opportunities within the underserved market via our core products, underpinning our growth plans and the longer-term opportunity

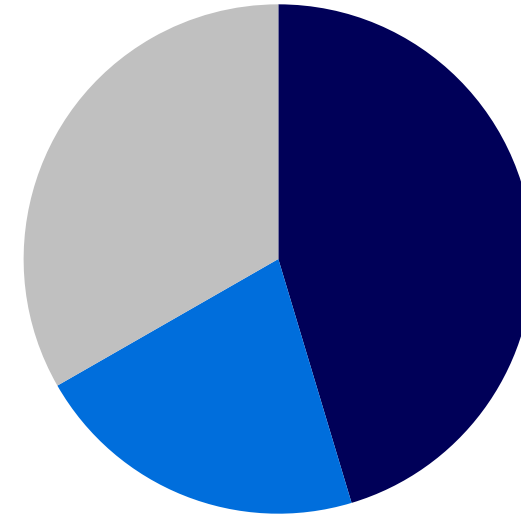
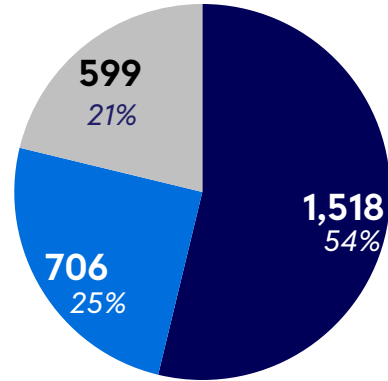
Market opportunity supports growth plans

Guiding to >£3.3bn in balances by the end of 2026, growing to >£3.7bn by 2027

2025

2027

- Credit Cards
- Vehicle Finance
- 2CM



>14%
CAGR
growth

- Balances in all products expected to grow.
- Proportion of 2CM balances expected to increase.

£2.824bn

>£3.7bn

11.0%

>9.0%

Gross customer interest-earning balances¹

Risk-adjusted margin¹⁰:

Credit Cards
Vehicle Finance
2CM

15.6%
7.4%
2.8%

Broadly similar RAM by product

Balances in all products expected to grow through to 2027. Increasing mix of 2CM expected to drive a reduction in RAM but attractive returns



Financial guidance

Dave Watts

Chief Financial Officer



Financial guidance out to 2027

Committed to delivering improved and sustainable long-term value for our shareholders

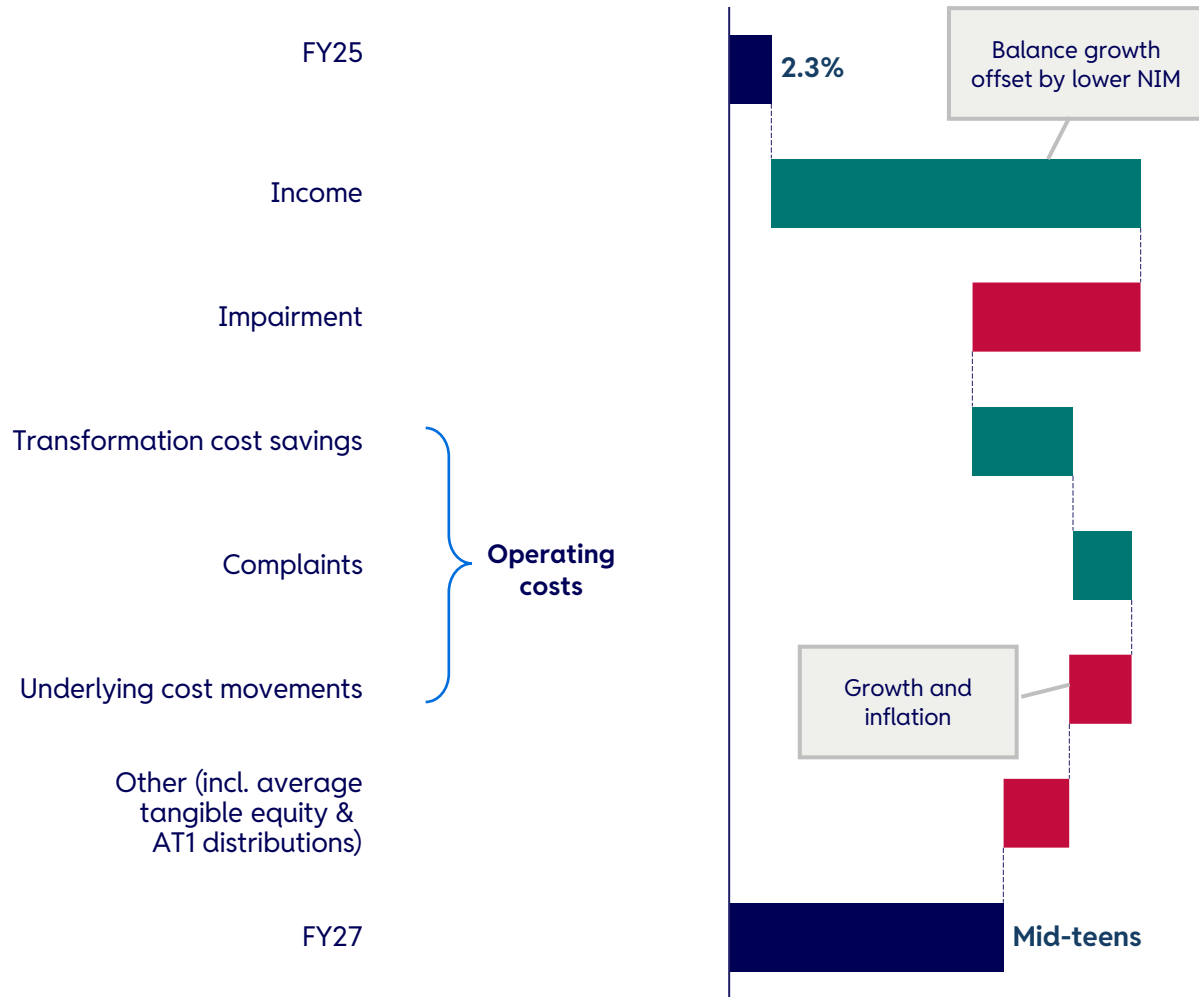
	FY25 Actuals	FY26 Guidance	FY27 Guidance
Gross customer interest-earning balances ¹	£2,824m	>£3.3bn <i>(c.£3.0bn previously)</i>	>£3.7bn
Net interest margin (NIM) ²	16.8%	c.15.5% <i>(>16% previously)</i>	c.14.5%
Risk-adjusted margin (RAM) ¹⁰	11.0%	>9.5%	>9.0%
Cost: income ratio ³	58.4%	High 40s <i>(low 50s previously)</i>	Mid 40s <i>(c.49% previously)</i>
Statutory ROTE⁴	2.3%	Low double digits	Mid-teens
CET1 ratio ^{11*}	16.5%	>14.5%	

**Guidance subject to regulatory change*

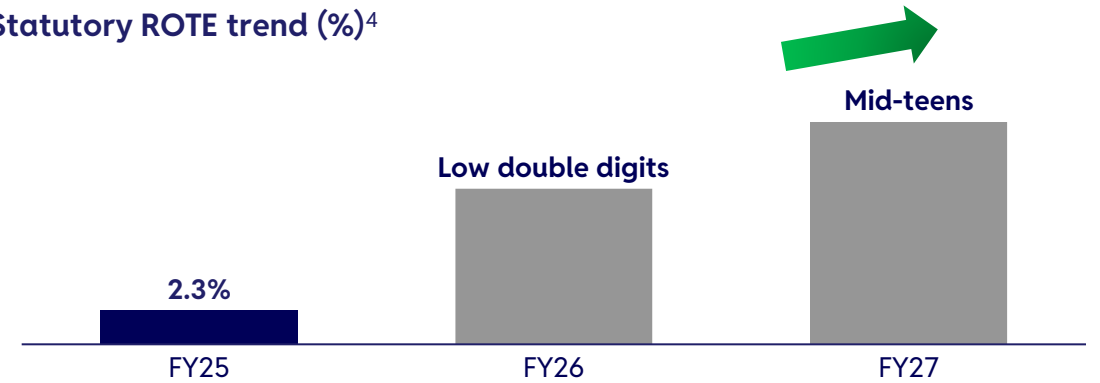
Statutory ROTE and cost: income ratio

Delivering meaningful improvement in ROTE and reduction in cost: income ratio

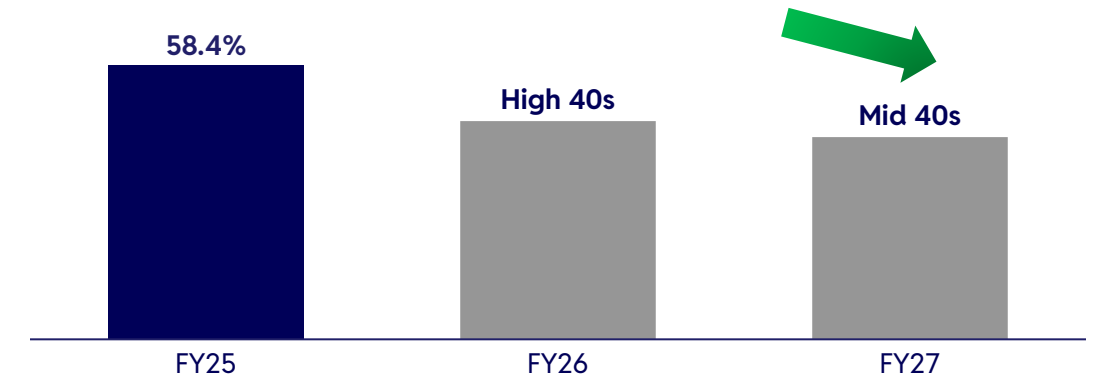
Statutory ROTE outlook FY25-27 (%)⁴



Statutory ROTE trend (%)⁴



Cost: income ratio trend (%)³



Transformation cost savings (£m)

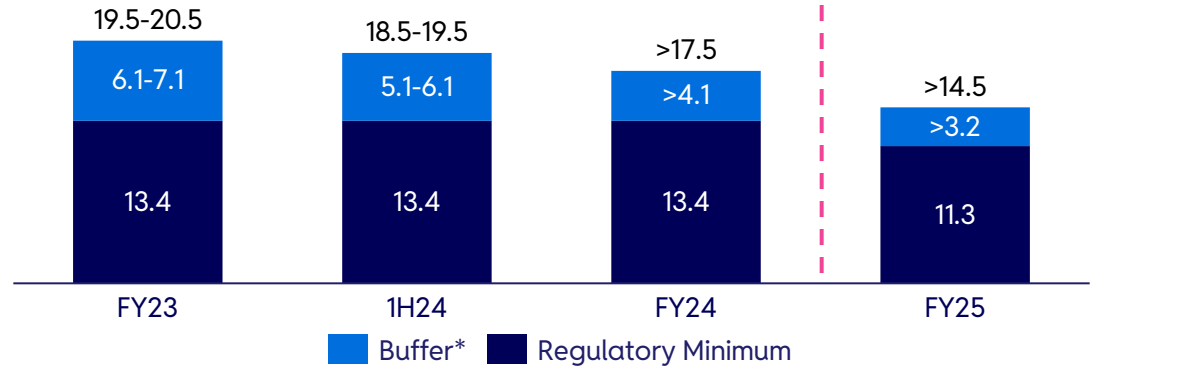


Capital management

Well positioned to deliver growth as the Group returns to organic capital generation

Robust capital position above regulatory minimums

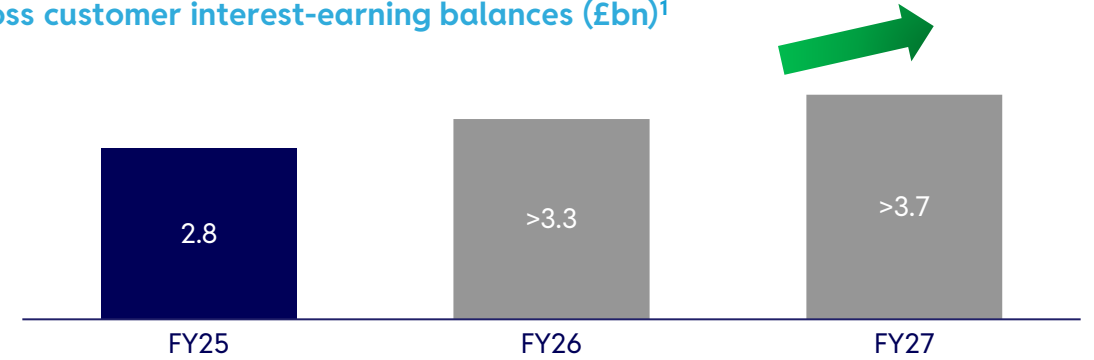
Tier 1 ratio guidance (%)⁵



CET1 ratio guidance (%)¹¹

Capital being deployed for growth in the near term

Gross customer interest-earning balances (£bn)¹



- Capital guidance has been reducing in recent years reflecting:
 - A cleaner and more stable financial position
 - Lower risk mix of business.
- The Group's capital requirements were reviewed by the PRA in 2H25 as part of the triennial CSREP review.
- Capital guidance updated to a CET1 ratio following capital optimisation:
 - Issuance of £60m of AT1 in 4Q25, meaning the Group is no longer Tier 1 capital constrained.
- **As a result, the Group has reduced the CET1 ratio guidance to >14.5%.**
- This guidance remains subject to changes in regulatory requirements.

- Vanquis continues to build scale in the near-term to deliver its ROTE guidance of low double digits in 2026 and mid-teens in 2027, at which point the Group becomes meaningfully capital accretive.

The Board intends to reset the capital allocation framework and distribution policy following full delivery of the strategy in 2026.

* This includes confidential and management buffers, as appropriate.



Conclusion

Ian McLaughlin



Serve More. Serve Responsibly. Scale Profitably.

Our strategy is guided by a clear understanding of what sets us apart and how we will harness these strengths to deliver growth and sustainable profitability

What sets us apart

A large underserved market

- Over half of UK adults face barriers to accessing mainstream credit. Vanquis has a significant opportunity to grow market share in our core products.

A customer proposition to build financial resilience

- Offer lending, savings and money management solutions to address three core customer needs: healthy borrowing, controlled spending and the ability to build a financial safety net.

Cost effective funding model as we build scale

- Retail deposits provide stable, low-cost funding.

A modern, efficient and scalable technology platform

- Gateway enables digital first offerings and customer engagement.



This gives us confidence in the Group delivering low double digits ROTE in 2026 and mid-teens in 2027



Q&A





Appendix



FY25 Group performance

Returned to profitability alongside accelerated balance growth within risk appetite

Income Statement	FY25 £m	FY24 ¹² £m	Change %
Net interest income	418.4	407.9	3%
Non-interest income	36.5	38.5	(5)%
Total income	454.9	446.4	2%
Impairment charges	(181.1)	(185.3)	(2)%
Risk-adjusted income	273.8	261.1	5%
Operating costs	(265.5)	(399.1)	(33)%
Profit/(loss) before tax from continuing operations	8.3	(138.0)	
Tax (charge)/credit	(0.3)	17.4	
Profit/(loss) after tax from continuing operations	8.0	(120.6)	
Profit after tax from discontinued operations	0.7	1.3	(46)%
Statutory profit/(loss) after tax	8.7	(119.3)	
AT1 distributions (gross of tax)	(0.5)	-	100%
Statutory profit/(loss) attributable to shareholders	8.2	(119.3)	
Notable items			
Provision for motor finance compensation	(3.0)	-	
Goodwill write-off	-	(71.2)	
Transformation & other exceptional costs	-	(24.1)	
Amortisation of acquisition intangibles	-	(6.2)	
Vehicle Finance receivables review - <i>Income</i>	-	(4.5)	
Vehicle Finance receivables review - <i>Impairment</i>	-	(15.1)	
Other one-off cost items	-	(10.2)	
Total notable items	(3.0)	(131.3)	
Receivables			
	DEC25 £m	DEC24 ¹² £m	Change %
Gross customer interest-earning balances¹	2,824	2,308	22%
Average gross customer interest-earning balances (excluding Personal Loans) ¹³	2,495	2,207	13%
Net receivables ¹⁴	2,691	2,155	25%

- **Net interest income** increased 3%, reflecting a 13% increase in average balances offset by lower NIM from Second Charge Mortgages (2CM) growth.
- **Impairment charges** decreased 2%, reflecting an underlying improvement in credit quality and the non-repeat of the impact of the Vehicle Finance (VF) receivables review.
- **Risk-adjusted income** improved 5% YoY (DEC25 vs DEC24).
- **Operating costs** reduced 33% reflecting the non-repeat of £111.7m of 2024 notable items, with costs excl. notable items down 9%.
 - Further transformation cost savings and reduced complaint costs were partially offset by growth, inflation and accruals for discretionary staff costs.
 - Excluding notable items, cost: income jaws were 11% YoY.
- **Profit before tax from continuing operations** of £8.3m.
- **Profit after tax from discontinued operations** related to the Personal Loans portfolio. The sale completed at the end of 1Q25.
- **£3.0m provision for motor finance compensation** was the only notable items in 2025.
- **Gross customer interest-earning balances** increased 22% YoY, reflecting increased balances in Credit Cards and 2CM.
- **Net receivables** increased 25%, reflecting lower-risk 2CM growth.

FY25 Group key performance metrics

Improving cost: income ratio driving low single digits ROTE

	FY25 %	FY24 ¹² %	Change
Selected key metrics			
Asset yield ¹⁵	21.0	22.8	(1.8)
Net interest margin (NIM)²	16.8	18.5	(1.7)
Total income margin (TIM) ¹⁶	18.2	20.2	(2.0)
Cost of risk ¹⁷	(7.3)	(8.4)	(1.1)
Risk-adjusted margin (RAM) ¹⁰	11.0	11.8	(0.8)
Cost: income ratio³	58.4	89.4	(31.0)
Average tangible equity (£m)	360	372	(3)%
Statutory ROTE⁴	2.3	(32.1)	34.4
Basic earnings per share (EPS) (p) ¹⁸	3.2	(46.7)	
Dividend per share (p)	-	-	-

	DEC25 £m	DEC24 £m	Change
Capital, liquidity, funding and balance sheet metrics			
CET1 ratio¹¹	16.5%	18.8%	(2.3)
Risk weighted assets (RWA) ¹⁹	2,073	1,835	13%
High quality liquid assets (HQLA) ²⁰	998	947	5%
Liquidity coverage ratio (LCR) ²¹	306%	359%	(53)
Retail deposits	2,984	2,399	24%
Retail funding (% of all funding) ²²	89.7%	85.6%	4.1
Tangible net asset value (TNAV)	358	358	-
TNAV per share (p) ²³	143	140	2%

- **Asset yield** decreased 1.8% YoY, reflecting lower yield on 2CM. Credit Cards yield reduced marginally, reflecting growth in 0% balance transfers (BTs) and promotional products, while VF yield improved.
- **NIM** reduced 1.7%, driven by the lower margin in 2CM, partially offset by lower cost of funds.
- **RAM** reduced 0.8%, driven by a 2.0% reduction in **TIM**, partially offset by 1.1% lower **cost of risk**.
- **Cost: income ratio** improvement reflected income growth, cost reductions and the non-repeat of notable items.
- **ROTE** of 2.3%, in line with FY25 guidance of low single digits.
- **CET1 capital ratio** reduced 2.3%, with earnings and the 40bps benefit from the Personal Loans portfolio sale more than offset by growth driving a 13% increase in RWAs.
- **Liquidity and funding** remained strong, while being managed more dynamically.
- **Retail deposits** growth was driven by a broader product range, including ISAs and the Snoop Easy Access branded product.

Glossary

AI	Artificial Intelligence
APR	Annual Percentage Rate
AT1	Additional Tier 1
AVE / Ave.	Average
BoE	Bank of England
BT	Balance Transfer
CSREP	Capital Supervisory Review and Evaluation Process
Tier 1	Tier 1 capital / ratio
Tier 2	Tier 2 capital / ratio
ECL	Expected Credit Loss
EPS	Earnings Per Share
FCA	Financial Conduct Authority
FY	Financial Year
Group	Vanquis Banking Group plc and its subsidiary undertakings
HQLA	High-Quality Liquid Assets
ISA	Individual Savings Account
LCR	Liquidity Coverage Ratio

LTV	Loan To Value
NIM	Net Interest Margin
N/M	Not Meaningful
P&L	Profit & Loss Account
PAT	Profit After Tax
PBT	Profit Before Tax
PRA	Prudential Regulation Authority
RAM	Risk-adjusted Margin
ROTE	Return On Tangible Equity
RWA	Risk-Weighted Assets / Exposure Amounts
TIM	Total Income Margin
TNAV	Tangible Net Asset Value
Vanquis	Vanquis Banking Group plc
VF	Vehicle Finance (Group's Moneybarn entity)
YoY	Year on Year
2CM	Second Charge Mortgages

Footnotes

1	Gross customer interest-earning balances excludes post charge off assets and deferred acquisition costs, which are included in gross receivables.	13	Average gross customer interest-earning balances is based on the average of 13 months of gross customer-interest-earning balances.
2	Net interest margin is calculated as interest income less interest expense for the period as a percentage of average gross customer interest-earning balances for the 12 months ended 31 December using a 13 point month end average.	14	Net receivables are gross receivables less allowance account (ECL) provision.
3	Cost: income ratio is calculated as operating costs as a percentage of total income for the 12 months ended 31 December.	15	Asset yield is calculated as interest income received from customers for the period as a percentage of average gross customer interest-earning balances for the 12 months ended 31 December using a 13-point month end average.
4	ROTE is calculated as annualised statutory profit attributable to shareholders for the 12 months ended 31 December as a percentage of average tangible equity for the 12 months ended 31 December. Tangible equity is stated as equity after deducting average AT1 notes and the Group's pension asset, net of deferred tax, less intangible assets and goodwill.	16	Total income margin is calculated as total income for the period as a percentage of average gross customer interest-earning balances for the 12 months ended 31 December using a 13-point month end average.
5	The Tier 1 ratio is calculated as the ratio of the Group's Tier 1 capital as a percentage of the Group's risk-weighted assets measured in accordance with the CRR.	17	Cost of risk is calculated as impairment charges for the period as a percentage of average gross customer interest-earning balances for the 12 months ended 31 December using a 13-point month end average.
6	Number of people working for the Group under contracts of employment (employee numbers).	18	Basic earnings per share is calculated as statutory profit after tax for the 12 months ended 31 December, divided by the weighted average number of shares in issue.
7	Based on Experian Ascend credit bureau data as at 30 September 2025.	19	Risk-weighted assets are calculated by assigning a degree of risk expressed as a percentage (risk weight) to the on and off-balance sheet assets of the Group, an exposure representing the degree of operational risk of the Group's activities and any exposure amount required for market risk. RWAs are calculated in accordance with the applicable rules set out in CRR and the PRA Rulebook.
8	Customers who do not meet any of the below criteria are considered well-served by mainstream lenders. Customers are classified as underserved if any of the following apply: <ul style="list-style-type: none"> • Credit Risk Screening Score (CRS) below 1,000 • Unemployed • Thin file • Insolvent • Informal arrangement in place 	20	Liquid assets (HQLA) are unencumbered assets, that are liquid in markets during a time of stress.
9	<ul style="list-style-type: none"> • High indebtedness: Composite Indebtedness Index (CII) \geq 40 • Active IVA (Individual Voluntary Arrangement) • County Court Judgment (CCJ) in the last 6 months • Missed payments • High CS balance: > £25,000 • Arrears 	21	The liquidity coverage ratio (LCR) refers to the proportion of highly liquid assets to net 30-day cash outflows, calculated in accordance with regulatory guidance.
10	Risk-adjusted margin is calculated as risk-adjusted income for the period as a percentage of average gross customer interest-earning balances for the 12 months ended 31 December using a 13-point month end average.	22	Retail funding is calculated as total retail savings and deposit balances, excluding accrued interest, as a percentage of total committed funding.
11	The CET1 ratio is calculated as the ratio of the Group's Common Equity Tier 1 (CET1) capital as a percentage of the Group's risk-weighted assets measured in accordance with the CRR.	23	TNAV per share is calculated as closing tangible net asset value, divided by the period end number of shares in issue. Tangible net asset value is stated as equity after deducting AT1 notes and the Group's pension asset, net of deferred tax, less intangible assets and goodwill.
12	The presentation of the income statement and selected key metrics in this report is consistent with that in the Annual Report and Accounts for 31 December 2024, with the exception of the impact of the sale of the Personal Loans portfolio, which is now recognised as a discontinued operation and the re-segmentation of interest income, interest expense and operating costs by product. Further details are included in the 2024 re-presentation document at the following link: Vanquis-Banking-Group-2024-Re-presentation-Document.pdf .		

Disclaimers

Important notice

The information in this presentation may include forward-looking statements. Forward looking statements, by their nature involve risk and uncertainty as they relate to future events and circumstances. Forward looking statements can be identified from the fact that they do not relate only to historical or current facts and , which they are based on assumptions, expectations, valuations, targets, estimates, forecasts and projections about future events. These can be identified by the use of words such as 'short term', 'medium term', 'long term', 'expects', 'aims', 'targets', 'seeks', 'anticipates', 'plans', 'intends', 'prospects' 'outlooks', 'projects', 'forecasts', 'believes', 'estimates', 'potential', 'possible', 'will', 'may', 'should' and similar words or phrases (including the negatives thereof). Forward looking statements can be made in writing but may also be made verbally by directors, officers or employees of the Group (including during management presentations) in connection with this presentation. These forward looking statements speak only as at the date they are made, reflect, at the time made, the Company's beliefs, intentions and current targets/aims and are inherently subject to significant known and unknown risks, uncertainties and assumptions about the Company and its subsidiaries (which together comprise the "Group") and its securities, investments and the environment in which it operates, which are difficult or impossible to predict and are beyond the Company's control. Forward looking statements may be affected by a number of factors including, without limitation the development of its the Group's business and strategy, any corporate activity undertaken by the Group, trends in its operating industry, changes to customer behaviours and covenant, macroeconomic and/or geopolitical factors, changes to its board and/ or employee composition, exposures to terrorist activity, IT system failures, cyber-crime, fraud and pension scheme liabilities, changes to law regulation and the interpretation thereof and/or changes to the policies and practices of the Bank of England, the PRA, the FCA, and/or other regulatory and governmental bodies, changes to accounting standards, the outcome of current and future legal proceedings and regulatory investigations inflation, deflation, interest rates, exchange rates, changes in the liquidity, capital, funding and/ or asset position and/or credit ratings of the Group, future capital expenditures and acquisitions.

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Considering these risks, uncertainties and assumptions, the events in the forward-looking statements may not occur. Forward-looking statements involve inherent risks and uncertainties. Other events not considered may occur and may significantly affect the analysis of the forward-looking statements. No member of the Group or their respective directors, officers, employees, agents, advisers or affiliates gives any assurance that any such projections or estimates will be realised or that actual returns or other results will not be materially lower than those set out in this presentation. All forward looking statements should be viewed as hypothetical. No representation or warranty is made that any forward-looking statement will come to pass or that any forecast result will be achieved. No member of the Group or their respective directors, officers, employees, agents, advisers or affiliates undertakes any obligation to update or revise any such forward looking statement following the publication of this presentation nor accepts any responsibility, liability or duty of care whatsoever for (whether in contract, tort or otherwise) or makes any representation or warranty, express or implied, as to the truth, fullness, fairness, merchantability, accuracy, sufficiency or completeness of, the information in this presentation. Those attending the presentation should not place undue reliance on forward-looking statements.

Any statements relating to future estimated cost savings relate to future actions and circumstances which, by their nature, involve risks, uncertainties and contingencies. As a result, any cost savings referred to may not be achieved, may be achieved later or sooner than estimated, or those achieved could be materially different from those estimated.

No statement in this presentation is intended as a profit forecast or estimate for any period. No statement in this presentation should be interpreted to indicate a particular level or expectation of profit and, therefore, it should not be possible to derive a profit figure for any future period from this presentation.

Unless otherwise stated, information in this presentation was prepared as at 31 December 2025.



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vanquis

The bank that's got your back

