

13 March 2025



**CAB Payments Holdings plc and its subsidiaries
("CAB", "CAB Payments", the "Group" or the "Company")**

Audited results for the twelve months ended 31 December 2024

Creating a reshaped business with strong foundations for growth

CAB Payments, a specialist in B2B FX and cross-border payments in hard-to-reach markets, announces its audited results for the twelve months ended 31 December 2024. The Group continues to execute on its four pillar strategy with early evidence of delivery coming through.

Neeraj Kapur, Group CEO of CAB Payments, commented:

"We have made solid strategic progress in our transformation journey with active client numbers growing 7%, volumes growing 7% while generating £16m in adjusted profit after tax for the year, in line with market expectations.

"2024 was a "reset" year. Since then our new and highly experienced senior leadership team is now in place and executing well against our plans driving deeper, stronger and trusted relationships with our clients, central banks and counterparties.

"Our vision is clear, we operate a leading Emerging Markets FX and Payments business with well-established foundations of operating in hard-to-reach markets. Our work throughout 2025 will look to enhance this position whilst creating a more profitable, diversified and sustainable company.

"We are executing well against our 2025 plan on both revenues and costs and the Group will continue on its transformation, generating income growth. The changes that we are making will allow us to focus on delivering on our purpose - supporting fast growing economies in challenging conditions helping to improve prosperity for their people."

Financial highlights:

The Group remains profitable and cash generative, whilst navigating macro-economic challenges. Operational KPIs indicate positive strategic momentum, with elevated levels of investment in 2024 to build a more robust and sustainable business model.

- Volumes grew 7% to £37.2 billion, with developed markets growing 13% and Emerging Markets falling 1%.
- As previously announced, Gross Income fell 23% to £105.5 million (2023: £137.1m) predominantly impacted by exceptional Nigerian Naira, Central African Franc and West African Franc (together "NXX") business in 2023.

- Wholesale FX & Payments FX Gross Income fell 39% to £53.8 million (2023: £88.4 million).
- NXX income reduced by £31.4m between 2023 and 2024.
- A stronger dollar lowered average transaction values combined with reduced aid flows suppressed volume growth and take-rates in emerging markets. In developed markets, a higher mix of G10 currency trading reduced the overall blended take-rate.
- Banking and Other Income grew 8% to £37.0 million (2023: £34.3 million) reflecting higher trade finance lending to drive enhanced FX & Payments growth and enhanced asset allocation to dampen the effects of a falling rate environment.
- Operating costs (excluding D&A) increased by 6% to £76.2 million reflecting 15% growth in other operating expenses, largely due to technology and office costs. Staff costs were broadly flat year-on-year .
 - In-year costs were well controlled, with H2 2024 costs up 2% vs H1 2024.
 - Previously announced cost action is underway to reshape the organisation for greater efficiency and to reflect the new strategy. The Group expects a c.20% reduction in FTE and approximately £12m cash staff cost saving in 2025 across operating expenses and capital expenditure, before upskilling and new hires. We therefore expect broadly flat staff P&L cost in 2025.
- Adjusted EBITDA margin remains robust at 29% albeit down on the prior year (2023: 47%) reflecting lower Gross Income performance combined with a primarily fixed cost base.
- Depreciation and amortisation increased 47% to £8.5 million (2023: £5.8 million) reflecting higher levels of capital expenditure to help deliver on our four-pillar strategy.
 - Capex stood at £15.0 million up from £7.4 million in 2023, a result of underspend in prior year with focus being on operational resilience and platform scalability.
 - Capex expected to reduce in 2025, with increasing allocation towards product and revenue generation related investment.
- Adjusted EPS of 6.3 pence (2023: 17.7 pence).

Operating and commercial highlights:

- Active (revenue generating) clients grew 7% to 546 (2023: 509), reflecting strong sales progress and the growing strength of customer relationships.
- Network counterparties grew 18% to 390 (2023: 331) evidencing our competitive pricing, expansive geographic reach and efficiency in execution for clients.
- New collaboration with Visa to integrate CAB's offering with Visa Direct giving the capability to deliver higher volume, lower-value payments in a cost-effective manner, providing reach to more than 8.5bn end-points across more than 190 countries.
- Trade Finance activity grew by 2.1x to £180 million of balances as at 31 December 2024 (2023: £59 million), while total gross trade lending throughout the year was £535 million (2023: £243 million).
 - In 2024 the Group started working to create capability to distribute trade finance assets and In February 2025, the Group conducted its first trade asset sale, demonstrating the ability to rapidly scale business in a low capital usage manner
 - Trade finance helps to drive client loyalty and is a strong support for the core FX & Payments business - trade finance clients generated £3.2 billion in FX volume.

- In 2024 the Group also started working with major global banks to enable us to offer investment grade deposits, allowing for onboarding of deposits from a wider set of blue-chip clients to further drive active client growth in 2025.

Outlook

The business is structured to optimise earnings growth through a more sustainable business model, driving lower income concentration and increased diversification, with a clear focus on enhancing the strength of our customer relationships. The strategic diversification of the income base driven by a stronger in-geography sales focus, expansion of its network and having a more integrated solutions based banking and customer proposition will go towards mitigating evolving macro headwinds.

The Group will continue its transformation journey during 2025 and it is expected to generate income growth versus 2024.

Senior leadership changes:

Strong senior leadership is now in place to execute the strategy and deliver growth. New leadership hires include:

- **James Hopkinson - Group CFO.** James brings significant broad based experience across Emerging Markets including FX, Payments and Banking. James built his career at Standard Chartered, where he spent almost 20 years across multiple geographies including Africa, Hong Kong, India, Singapore, Qatar and the UK. Latterly, he held senior roles including Global CFO of retail banking and Global CFO Regions and Clients. More recently James has been CFO of both privately-owned and UK Listed banks.
- **Clare Davies - Group CRO.** Clare has extensive risk management experience across large aspects of financial services, both regionally and globally. Prior to joining CAB, Clare was EMEA Chief Risk Officer and Global ESG Chief Risk & Compliance Officer at Bank of New York Mellon. Previous roles also include senior risk management positions at Goldman Sachs, Deutsche Bank, Deutsche Asset Management and GE Capital.
- **Simon Ramage - General Counsel.** Simon was previously Group Legal Director at Prudential plc. Prior to that, he held general counsel positions at GE Capital, having practised as a corporate lawyer at Freshfields.

Change in Auditor:

As previously announced, the Group conducted a competitive tender process for the role of external auditor. The Board Audit Committee has recommended the appointment of PwC as the Group's external auditor for the financial year ended 31 December 2025.

Shareholder approval for PwC's appointment will be sought at the 2025 AGM and Forvis Mazars will resign as auditor after four years in position.

Analyst and Institutional Investor Webcast:

A presentation webcast and live Q&A conference call for analysts and institutional investors will take place on 13th March 2025 at 9.30 am UK time. A copy of the presentation will be made available on the Company's website at https://www.cabpayments.com/investors_

The presentation will be hosted by Neeraj Kapur, Group CEO.

To register for the webcast, please go to:
<https://secure.emincote.com/client/cab/2024annualresults>

To register for the conference call, please go to:
https://secure.emincote.com/client/cab/2024annualresults/vip_connect

Retail Investor Webcast:

CAB Payments will also host a presentation for retail shareholders and prospective shareholders. This will take place at 10.00am UK Time on Friday 14th March. The presentation will be hosted by Neeraj Kapur, Group CEO and can be accessed via the link below:

<https://sparklive.lseg.com/CABPAYMENTSHOLDINGS/events/e07ad3c2-4155-402f-a2e4-e47e3b661f6e/cab-payments-2024-annual-results-presentation-to-retail-holders>

Questions can be submitted via the platform any time during the live presentation.

Selected Financial Information and KPIs for Continued Operations:

Total income by product Type (£m)	Year ended 31 December		YoY	YoY excl. NGN, XOF, XAF
	2024	2023	%	%
Wholesale FX	41.2	68.5	(40)%	(4)%
Payments	27.3	34.2	(20)%	(6)%
<i>of which</i>				
Payments FX	12.6	19.9	(37)%	(17)%
Other Payments	14.7	14.3	3 %	3 %
Total transactional income	68.5	102.7	(33)%	(5)%
Banking	37.0	34.3	8 %	8 %
<i>of which</i>				
Net Interest Income	30.9	31.7	(3)%	(3)%
Trade finance and other Income	6.1	2.6	135 %	135 %
Total Gross Income	105.5	137.1	(23)%	(0.1)%

	2024	2023
Memo:		
Wholesale FX & Payments FX Income	53.8	88.4
<i>of which:</i> NGN, XAF, XOF Income	12.0	43.4

Selected Financial Information (£m)
- Reported

	Year ended 31 December		YoY
	2024	2023	%
EBITDA	27.0	43.5	(38)%
Profit before tax	17.6	37.6	(53)%
Profit after tax	14.2	23.9	(41)%
Earnings per share (pence)	6	10	(40)%

Selected Financial Information (£m)
- Adjusted

	Year ended 31 December		YoY
	2024	2023	%
Adjusted EBITDA	30.8	64.6	(52)%
Adjusted EBITDA Margin (%)	29%	47%	(38)%
Depreciation & Amortisation	8.5	5.9	44 %
Adjusted Profit Before Tax	21.3	58.7	(64)%
Adjusted Profit After Tax	16.0	44.9	(64)%
Adjusted Earnings per Share (pence)	6	18	(67)%

**Volumes &
Take Rates -
Wholesale FX
and Payment
FX**

	Volume (£bn)		Take Rate (%)		Income (£m)	
	2024	2023	2024	2023	2024	2023
Developed Markets	23.7	21.0	0.06 %	0.06 %	15.3	13.0
Emerging Markets	13.5	13.6	0.29 %	0.55 %	38.5	75.4
Total	37.2	34.7	0.14 %	0.25 %	53.8	88.4
Memo:						
Emerging Markets (excl. NGN, XAF, XOF)	8.9	8.4	0.30 %	0.38 %	26.5	31.8

Other key KPIs

	Year ended 31 December		YoY
	2024	2023	%
Capital & Investment			
Operating Free Cash Flow (£m)	15.5	56.8	(73)%
Operating Free Cash Flow Conversion (%)	50%	88%	(43)%
Total Capital (£m)	116.0	107.5	8%
CET1 Ratio (%)	19.2%	25.5%	(25)%
Income			
Wholesale FX & Payments FX	53.8	88.4	(39)%
Wholesale FX & Payments FX (excl. NGN, XAF, XOF) (£m)	41.8	45.0	(7)%
Income by client type			
EMFI (£m)	59.4	59.6	—%
IDO (£m)	15.0	28.9	(48)%
Major Market Banks (£m)	2.4	5.8	(59)%
NBFI and Fintech (£m)	28.7	42.8	(33)%

About CAB Payments:

CAB Payments Holdings plc is the holding company for Crown Agents Bank. Regulated in the UK, Crown Agents Bank specialises in FX and cross-border payments for hard-to-reach markets. Its strength of network and deep expertise means it can move money into and out of the world's most complex financial markets. Trusted by a global ecosystem of leading institutions across the public, private and development sectors, Crown Agents Bank's strength lies in its network which connects its clients to underserved geographies, giving them access to 100+ currencies across 700+ currency pairs.

The delivery of fast, transparent and efficient transactions moves money where it's needed. Crown Agents Bank's network offers multiple transaction solutions, delivered via a single API, digital trading platforms, or through bespoke approaches developed by its specialist teams.

Crown Agents Bank is one of the first banks to achieve B Corporation™ status. The bank was awarded the Gold Sustainability Rating by EcoVadis in 2022, 2023 and 2024, ranked within the top 5% of 100,000 companies assessed across 160 countries and over 200+ industries.

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In accordance with the Listing Rules of the UK Listing Authority, these preliminary results have been agreed with the Company's auditors, Forvis Mazars LLP.

The financial information set out above does not constitute the Group's statutory accounts for the years ended 31 December 2024 and 2023, but is derived from those accounts. Statutory accounts for 2023 have been delivered to the Registrar of Companies and those for 2024 will be delivered following the Group's Annual General Meeting. The auditors have reported on those accounts: their reports were: (i) unqualified, (ii) did not contain a reference to a material uncertainty in respect of going concern, (iii) did not contain a statement under Sections 498 (2) and 498 (3) of the Companies Act 2006.

Chief Executive Officer's Review

A mission to create long term shareholder value

In June 2024, I was delighted to be appointed as CEO of CAB Payments and Crown Agents Bank (CAB) and this is my first set of annual results since being appointed. The performance of the business in 2024 was below expectations, and did not contain any of the specific currency tailwinds that existed in the prior year. Despite this, we still have a business with fundamental strengths: a highly differentiated offering for clients with great margins and profitability, good cash generation and a strong balance sheet. This, combined with our unique relationship with central banks and local banks, supports our loyal client base and competitive moat.

I strongly believe that we have a distinct and powerful FX and cross-border payment offering for the market. Our strength of network and deep expertise means we can move money into and out of the world's most complex financial markets. We are trusted by a global ecosystem of leading institutions across the public, private and development sectors to support their desire to ensure that the global south economies are better connected and served by the international currency markets. All of this is underpinned by the fact that we are a fully regulated banking institution in the UK, which is an important unique selling point when establishing and building trust as well as client loyalty.

With that said, strategic change was needed in order to create a more diverse business that is capable of creating sustained growth in profitability, cash flow and ultimately shareholder value. I announced this at our half year results in September 2024 and it builds on our existing strengths and focuses on the quality of execution across four pillars:

- Network
- Clients
- Platform
- Invest and Innovate

We are well into our journey of preparing the business for the future

The business has moved quickly to strengthen the quality and capabilities of leadership within our business, bringing in diversified and relevant experience to deliver on the next phase of growth. Key hires have been made in significant areas such as operations, sales, payments and banking as well as a new Group CFO. This is part of our updated, more execution focused, strategy that was introduced in the latter half of 2024.

In September 2024, we hired a new Global Head of Sales, who brings significant sales experience in emerging markets and in leading large teams. The sales team has been reorganised to focus on specific segments and geographies to deliver on go-to-market strategies in each of our target markets. As part of the restructure, we are adding teams to focus specifically on Central Banks and Corporates. We have also invested in our payment products and network development teams with experienced leaders from those sectors.

We expanded our business into the EU with our office in Amsterdam now able to service clients across 28 passported jurisdictions. We still await our licence authorisation in the USA. We have also commenced our licence application in Abu Dhabi as our Middle East & North Africa hub as we seek to leverage the growth in capital flows between the Gulf and Sub-Saharan Africa. This is driving new and improved relationships with Central Banks allowing us to gain superior access to local liquidity. As an example, we

recently received our licence to act as an International Money Transfer Operator (IMTO) in Nigeria, which unlocks significant potential as we are able to work with the Nigerian Central Bank on large scale Naira transactions.

Our B Corp Certification has been a cornerstone of our sustainability journey, establishing a strong foundation and driving meaningful value for our key stakeholders, including clients, investors and regulators. Sustainability remains at the heart of our strategy, and we are resolutely focused on the future especially as we play a key part in opening up emerging markets to help their economies grow and their people thrive.

Strategic vision – good early progress

We now have a business model which puts us firmly on a path to sustainable growth. This results in our business being: 1) relationship led, 2) technology driven and 3) having a wider geographic reach. This is a long-term vision, designed to drive sustainable growth and mitigate concentration risk underpinned by our four-pillar strategy.

Our moat is based on driving stronger relationships both across our clients and network. Building relationships at the right level accompanied by offering a wider product set that we can do as a bank, makes us a stand-out partner. We have a right to win in our markets.

Technology is the engine of our growth. We understand that our clients need the most seamless, secure and efficient services possible which is why our ongoing capex plans drive this agenda. Automation and AI-driven compliance solutions will enable us to scale while ensuring we meet the highest regulatory standards across multiple jurisdictions. Real-time payment solutions will enhance the speed and reliability of our transactions, particularly in emerging markets where instant settlement is becoming the norm. Data-driven insights will allow us to better understand our clients' needs and tailor solutions that add real value.

Our operations will no longer be defined as a single-branch offering, centrally controlled from London, but moving towards a global business with strategic locations in London, Amsterdam, New York and Abu Dhabi. This drives deeper relationships with our clients, partners, regulators and stakeholders. London remains our core operations and innovation hub, continuing to drive our technological edge. Amsterdam strengthens our European presence and gives us better access to EU financial institutions and regulatory frameworks. New York will connect us to the heart of global banking and expands our reach in the Americas specifically LATAM. Abu Dhabi cements our role in the Middle East and provides a strategic gateway to North Africa and South Asia.

Our strategic indicators show progress. We have increased our network counterparties by 18% to 390. Active (revenue generating) clients numbers are up 7% to 546. We have also been targeting flows in key regions outside of Africa such as LATAM, MENA and Asia-Pacific which now account for 7% of Group volumes, up 2% on 2023.

Under new leadership we continued to expand the network with 27 new Nostro providers and 32 new liquidity providers onboarded. We will continuously assess the quality of our network which is largely determined by loyalty and the quality of FX pricing we are getting

We believe that our banking activities brings us a distinct tactical advantage to our core FX and Payments business. Trade Finance, for example, is a distinct service that many of our competitors cannot offer. Not only does it drive client loyalty by offering an integrated service, it also facilitates significant FX & Payment flows. In H2 2024, we increased limits on our Trade Finance facilities, with our lending book standing at £180m at the end of 2024 (2023: £59m), a 2.1x increase. Trade finance facilities are principally used by banking and liquidity partners which helps facilitate tighter relationships and thus better FX pricing and

liquidity. This business can be scaled up beyond our own balance sheet through asset sales, syndications and third-party funding driving even more FX & Payment flow onto our platform. In February 2025, we conducted our first asset sale.

To support this vision, in late 2024, the difficult decision was taken to reshape the organisation to reflect better our renewed strategy and growth ambitions. This is expected to result in a reduction in the workforce of approximately 20% of full-time equivalents. However we will continue to hire at the right levels throughout 2025 to get the right quality of talent, especially in revenue generating functions. We will continue to monitor and control costs carefully as part of our focus on improving the Group's adjusted EBITDA margin.

Business Performance

2024 was a challenging year for CAB Payments. The impact on our performance was two-fold; first, the removal of extraordinary revenue performance from certain corridors, and secondly, macro-economic headwinds such as a stronger US dollar and reduced commitments to aid from developed nations.

It is also important to contextualise our performance against some broader market trends, principally that there was a drop of 4% in global market payment volumes according to management analysis, and a 2% drop in flows into our core Sub-Saharan Africa markets. We see this market contraction as short-term and in spite of this, our overall volumes grew 7%. In Emerging Markets our volumes fell 1%.

Excluding the effects of Nigerian Naira, Central African Franc and West African Franc (NXX), our Wholesale FX and Payments FX revenue fell 7% to £41.8m (2023: £45.0m), which is not an unexpected result given the contracting market in 2024 and lack of currency-specific tailwinds. In addition, our currency concentration reduced significantly with our Top 5 corridors accounting for 29% of Gross Income versus 45% for 2023, which is the right direction as we create a more diversified business.

We had expected Wholesale FX and Payments FX revenues to demonstrate their normal increase in the second half of the year. Disappointingly, this did not transpire. This was for a number of reasons, not least that IDO volumes continued to be suppressed from the first half owing to budget constraints driven by political factors. IDO activity going into 2025 again remains uncertain given the significant spending review being undertaken in the US.

The strong dollar also impacted revenue significantly having the effect of lowering average transaction values. Moving forward, our approach of integrating banking solutions with FX and Payments will help us drive more predictable volume flow among our client base.

The Group positively managed its net interest income during the year which stood at £30.9m (2023: £31.7m) a decrease of 3% as near-term market interest rates peaked and then started to fall. In June we extended the limits of both our Trade Finance and Working Capital facilities (previously known as Liquidity as a Service "LaaS" facilities) to £200m and £75m respectively and we saw a commensurate increase in utilisation of these facilities.

On the investment side we are seeking higher returns by investing our assets into a wider pool of high quality securities that produce higher yield with little to no extra incremental risk.

The Group operates a relatively fixed cost base which accommodates the scalability of the business model and drives good operational leverage. However, as we operated in a declining revenue environment, this has resulted in significant compression in our Adjusted EBITDA margin to 29% from 47% in 2023. Whilst we remain significantly profitable, we consider this to be disappointing and it will need to be improved from 2025.

Cash generation was lower than last year given the lower Adjusted EBITDA margin. Our model in itself remains highly cash generative given the majority of our revenues are capital light. Due to the relatively high level of capex and lower level of profitability versus last year, cash conversion stood at 50% vs 88% in 2023.

Above all, we remain well capitalised. At the end of 2024 we had total capital of £116.0m (2023: £107.5m) of which £10m is considered excess over our regulatory and internal capital requirements (2023: £34m). We are committing this capital to return to growth as our renewed strategy demands.

Looking forward

We have taken meaningful action from H2 2024 to prepare the business for future success. The Board and executive team are wholly aligned on the vision and strategy for the business. There are exciting market opportunities available that can drive significant growth.

There is still much work to be done in 2025, a year of transition for the business where we expect to launch new revenue initiatives to clients, begin to deliver from our international offices and, later in the year, begin to reap the benefits of our strategic realignment. That said, I am confident that we will begin to see the benefits of our actions. Whilst the macro-environment in 2025 remains uncertain given the narrative coming out of developed markets with respect to trade tariffs and significant cuts to development aid, the year has started well and we are optimistic of driving growth in 2025 but with more meaningful growth in 2026.

Financial Review

2024 was a year of challenges and recalibration for CAB Payments. As we exited 2023, the Group faced headwinds that would continue to shape our financial performance in the current year. These included significant macro-economic pressures and central bank interventions, which particularly impacted income streams from key currency corridors. Despite these challenges, we continued to demonstrate the resilience of our business model by remaining profitable and cash generative, while maintaining confidence in our long-term strategy.

Macro-Economic and Market Conditions

The Central Bank interventions that defined 2023 continued to be of focus in 2024, directly affecting our key income streams in Nigeria (NGN), West Africa (XOF) and Central Africa (XAF) in particular (collectively 'NXX').

Our business was also impacted by the strengthening of the US dollar against emerging markets reducing average transaction values, and political uncertainty in a number of jurisdictions in which we operate. This had a telling effect particularly on the volume flow of our International Development Organisation clients (IDOs).

In this inflationary environment pervading the global economy, the trust in CAB as a PRA and FCA regulated bank and its ability to deploy its banking licence came to the fore with our clients increasingly placing their funds with us for both operational and investment purposes. As market interest rates were projected to fall, we invested more of our surplus capital and liquidity into higher yielding Trade Finance lending for increased net interest income. This business is frequently accompanied by FX & Payments activity, providing a healthy return on capital while further diversifying our income streams.

Our international operations offer further cause for optimism in diversifying our income streams. In Europe we have a developing pipeline of clients offering opportunities for market expansion, and we are also awaiting permissions to begin operating from offices in the US and Abu Dhabi, giving us future access to significant new markets.

Performance Highlights and Operational Resilience

The Group's continued investments in its product capabilities, infrastructure and resilience contributed to continued increased client activity and profitability:

- **Financial Strength:** We maintained healthy capital surpluses with CET1 ratio of 19.2% and £1.6bn client deposits.
- **Client Growth:** The Group successfully onboarded an additional 71 clients in 2024 (2023: 83), of which 53 monetised during 2024, taking the total number of active clients to 546 (2023: 509).
- **Network Size and Strength:** We continue to develop our network, which we see as a key differentiator, growing 18% year on year to 390 counterparties.
- **Adjusted EBITDA and Margin:** We remained profitable and cash generative with an Adjusted EBITDA of £30.8m (2023: £64.6m), and a margin of 29.1% (2023: 47.2%). Our cost control and lower capital expenditure plans will support both profitability and free cash flow through 2025.

Strategic Focus, Investment and 2025 Outlook

2024 marked the beginning of a strategic reset for the business through its four pillar strategy to deliver shareholder value. As we enter 2025 the Group is well-positioned to return to growth, supported by:

- **Expanding Market Reach (Network):** Continued efforts to deepen penetration in our core markets, with increased local presence to build and develop relationships with central banks and liquidity providers.
- **Disciplined Capital Allocation (Invest and Innovate):** Continuation of strategic investment to ensure operational resilience and efficiency. We are now in a position to enhance our product and technological capabilities for greater innovation and enhanced revenue.
- **Client-Centric Growth (Client):** Onboarding of new clients in existing jurisdictions while developing a pipeline of new business in Europe alongside licensing applications in the US and UAE.
- **Developing Infrastructure and offerings (Platform):** By leveraging our banking licence, the Group is increasing its focus on Central and Regional Bank relationships to be a trusted banking partner, solidifying our FX and Payment income streams.

Risks and Opportunities

The Central Bank interventions that defined performance year-on-year highlighted both the challenges and opportunities inherent in our markets. While interventions reduced income from key corridors, they also underscored the need for geographic diversification. The Group remains focused on expanding its footprint in LATAM, APAC, and MENA, which will help mitigate concentration risks and create more stable revenue streams.

Our ongoing investments in technology and compliance further bolster our ability to navigate regulatory complexities, ensuring long-term operational resilience.

Gross income

Gross Income in 2024 was £105.5m (2023: £137.1m) reflecting (23)% contraction year-on-year. This reduction was principally due to Wholesale FX and Payment FX take rate declines which contributed to £34.6m lower income in 2024, particularly through the NGN, XOF and XAF currencies ('NXX'). Gross Income excluding NXX was broadly in line with 2023 at £93.5m in 2024 (2023: £93.7m).

A reallocation of liquidity resources from cash management to higher margin Trade Finance and Working Capital facilities offset the impact of Bank of England and US Federal interest rates peaking and subsequently falling towards the end of 2024, with Banking Services and Other Income increasing to £37.0m (2023: £34.3m).

Wholesale FX and Payment FX income

Income reduced year-on-year by £34.6m driven by NXX declines of £31.4m. Volumes grew by 7.2% year on year, with a mix shift between lower take rate developed markets and higher take rate emerging markets. Excluding NXX, Emerging Market volumes grew by £0.5bn, contributing a net £1.4m income versus 2023. This is despite the impact of the strengthening dollar against emerging market currencies, which resulted in lower average transaction values. Our developed markets volumes grew while take rates remained stable, contributing an additional £2.1m income year-on-year.

	Income (£m)				Volume (£bn)				Take rate (%)			
	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024
Developed Markets	5.5	12.0	13.0	15.3	12.8	20.7	21.0	23.7	0.04	0.06	0.06	0.06
Emerging Markets	34.0	70.8	75.4	38.5	10.3	14.3	13.6	13.5	0.33	0.50	0.55	0.29
Total	39.5	82.8	88.4	53.8	23.1	35.0	34.7	37.2	0.17	0.24	0.25	0.14
Memo: Emerging Markets (excl. NXX)	12.0	27.8	31.8	26.5	5.4	8.3	8.4	8.9	0.22	0.34	0.38	0.30

One of our key focus areas has been to grow our client base in order to diversify, and in 2024 we onboarded 71 new clients, of which 53 clients generated income in the year, with the remaining 18 clients expected to trade early in 2025. We also saw clients onboarded at the end of 2023 begin to monetise.

We continue to progress with our geographical expansion, with the EU licence confirmed earlier in 2024 and licences pending in the United States and through our application in Abu Dhabi, as our Middle East hub.

Other payments Income

This represents income from providing access to USD, GBP and EUR payment and clearing services, and Pension payments, and has grown 3% to £14.7m (2023: £14.3m). This is the result of adding additional EMFIs to our clearing facilities.

Banking services and Other income

Income grew to £37.0m, up from £34.3m in 2023 through the reallocation of some of the Group's capital and liquidity resources towards higher-margin Trade Finance and Working Capital facilities. These facilities are a key enabler of our transactional products.

We have also begun further diversifying our liquidity portfolio by investing some surplus liquidity in AAA-rated floating rate securities.

Client performance

£m	Twelve Months Ended 31 December		Year on Year
	2024	2023	%
Emerging Markets Financial Institutions (EMFI)	59.4	59.6	– %
International Development Organisations (IDO)	15.0	28.9	(48)%
Major Market Banks (MMB)	2.4	5.8	(59)%
NBFI and Fintechs	28.7	42.8	(33)%
TOTAL	105.5	137.1	(23)%

- EMFIs: stable performance demonstrates the strength of our relationships with local and central banks within emerging markets. Income sustained by increasing Trade Finance facilities and deposit taking to offset reducing income mainly from NXX.
- IDOs: reduction in income driven by NXX, with underlying performance excluding NXX down 11% year on year reflecting the negative business impact of the strong dollar and political uncertainty.
- MMBs: revenue broadly in line excluding the material impact of NXX.
- NBFIs: year-on-year reduction driven by NXX. Excluding NXX, income is down 16% reflective of broader take rate compression in a highly competitive segment.

Cost base development

£m	Twelve Months Ended 31 December		Year on Year
	2024	2023	%
Staff expenses	45.7	45.6	0.2%
Other operating expenses	30.5	26.5	15%
Total operating expenses (excluding depreciation and amortisation)	76.2	72.1	6%
Depreciation and amortisation	8.5	5.8	47%
Total operating expenses before adjusting items	84.7	77.9	9%
Adjusting items	3.7	21.1	(82%)
Total operating expenses after adjusting items	88.4	99.0	(11%)

Total operating expenses decreased by 11% to £88.4m, with:

- Staff expenses: broadly in line year-on-year (£45.7m vs £45.6m in 2023) despite the Group's average headcount growing to 378 Full-Time Equivalent (FTE) (2023: 310 FTE), which reflected investment, particularly in IT, to support strategic initiatives reflective in higher capitalisation in 2024.
- Other operating expenses increased 15% to £30.5m vs £26.5m in 2023, due to higher recruitment fees, professional services and technology investments linked to EU, US and Abu Dhabi licensing efforts.
- Depreciation and amortisation increased 47% year on year, primarily due to the initial recognition in April and subsequent amortisation of the right of use asset associated with 3 London Bridge, along with increased depreciation of capital investment in 2024.
- Adjusting items (formerly referred to as non-recurring expenses): £3.7m (2023: £21.1m) of one-off expenses were incurred, primarily related to due diligence work associated with the third-party acquisition bid, costs of transitioning senior management, professional costs in relation to review of strategic options and bonuses paid to staff to settle loans re the 2017 LTIP scheme

The organisation had positioned itself for increased revenue, which has not materialised in the expected way. As a result, the business is currently in the process of undertaking a c. 20% FTE redundancy programme, which is anticipated to save c. £7m of operational costs during 2025 and a further c. £5m of capitalised costs. This programme is to reshape the organisational design for future strategic requirements.

Profitability and cash generation

As a result of contracting income and despite a good control over costs, Adjusted EBITDA declined by £33.9m to £30.8m (2023: £64.6m) and Profit After Tax by £9.7m to £14.2m (2023: £23.9m). The reduction year-on-year on Profit After Tax was not as severe due to lower Adjusting items. EPS fell from 10p to 6p, a decline of 40%.

Operating free cash flow was impacted by the reduced Adjusted EBITDA and higher capital investment in 2024 leading to a reduction to £15.5m in 2024 from £56.8m in 2023. Operating Free Cash Flow Conversion fell to 50% in 2024 from 88% in 2023.

Taxation

The effective tax rate for the year was 19%, reflecting adjustments for disallowable costs associated with restructuring and compliance with the UK banking surcharge. The Group incurred a total tax charge of £3.4m compared to £13.7m in 2023, reflecting the decline in profitability.

Capital allocation

The Group deploys capital into two main categories – capital investment expenditure with a view to driving long-term growth, and lending assets which generate a strong return on capital and enhance the franchise by deepening relationships with clients and liquidity providers. As the Group has been investing surplus capital generated into the business, it will not be paying a dividend.

Capital investment expenditure

Capital expenditure for the year ended 31 December 2024 was £15m (2023: £7.4m), representing a 102% increase. This investment focused on:

- Technology Development: Enhancements to the core banking and FX systems, including greater automation for scalability and risk control.
- Infrastructure Expansion: Building out offices and operational capabilities in anticipation of EU and US licences.
- Product Development: Innovative solutions such as derivatives and Trade Finance development

These investments align with our strategic objectives to expand market reach and enhance client service capabilities. In 2025, it is anticipated that capital expenditure will be lower reflecting the operational maturity of the business and the redundancy programme. The emphasis of 2025 expenditure will be on revenue-enhancing Product Development.

Balance sheet

As at 31 December 2024, customer deposits totalled c. £1.6bn of which c. £0.9bn was on fixed term deposit (including overnight) with the remainder being easy access in line with clients' operational requirements. The vast majority of depositors transact other business with the Group demonstrating the strength of the relationships that we have with clients.

As at 31 December 2024, our portfolio of High-Quality Liquid Assets (HQLA) stood at £1.3bn(2023: £1.3bn) providing deep liquidity access to the business to support our ongoing growth, comfortably exceeding our minimum prudential requirements with Liquidity Coverage Ratio (LCR) standing at 138% (2023: 152%). The reduction in our LCR has been driven by a decision the Group has taken to better utilise its balance sheet to help increase yield by deploying funds into franchise enhancing, short dated Trade Finance assets and Working Capital (£212m at 31 December 2024 vs £67m at 31 December 2023) and investing in floating rate notes as part of its HQLA buffer (£44m at 31 December 2024 vs £nil at 31 December 2023). The growth in the Trade Finance book has been achieved whilst still maintaining healthy surpluses across all prudential liquidity and capital metrics.

The Group's strong levels of liquidity will continue to allow us to deploy funds to take advantage of further opportunities to invest in yield and franchise enhancing assets, and to fully exploit the opportunities presented to us by holding a banking licence. We have continued to reinvest our profits into the long-term growth prospects of the Group whilst simultaneously growing our capital base with CET1 now standing at £116.0m (2023: £107.5 m). The Group's CET1 ratio has trended down across the course of the year (2024:19.2% , 2023:25.5%) primarily as a result of the Group deploying its surplus capital into Trade Finance assets and higher operational risk charges required, as a result of higher average 3-year revenue. As the Group has been investing surplus capital generated into the business, it will not be paying a dividend.

During the year we made a reversal of provision for credit losses of £0.5m (2023: provision for credit losses £0.4 m) with impairment provisions held on the balance sheet at 31 December 2024 of £0.4m (2023: £0.9m). The reversal of provision for credit losses in the current year is attributable to a change in our recognition of the behavioural life of Working Capital facilities.

Principal Risks and Uncertainties

Effective risk management is critical to realising our strategy. We have an established risk management framework to manage and mitigate the various risks that we face.

As at 31 December 2024 our principal risks consisted of:

	Current context	Mitigants and other considerations
1. Business risk		
Risk Description The risks to the Group arising from: The business model or strategy proving inappropriate due to macroeconomics, geopolitical, industry, regulatory or other factors. Adverse events and media coverage that could negatively impact the Group's name and reputation thereby impacting its ability to achieve its strategic objectives.	The Group is highly reliant on established relationships with a small number of key banks for clearing USD, GBP and EUR. The Group provides access to emerging markets, with a level of concentration to Sub-Saharan Africa. Significant changes to our partner network or key markets (e.g. the risk of market dislocations, general access, regulatory, economic, or geopolitical conditions) would have a corresponding impact on the Group's business, operations, financial performance and reputation. The Group's business model and operations rely on the continued relationships with a diversified network of counterparties and partners including liquidity providers. Potential events may include: Adjustments in the nature of our partner networks impacting access to local liquidity or clearing services. Structural changes to markers that result in the removal or narrowing of margins and/or access to preferential local market currency rates. Changes to local economies including market structure (e.g. regulatory/central bank monetary actions); Economic or political events (e.g. changes in government) Translation risk associated with significant strengthening in GBP relative to USD.	The Board and Management periodically: review and update the strategic plan, budgets, targets, emerging opportunities, and threats. track and manage, through governance, a range of metrics and early warning indicators to highlight emerging risks to performance; these continue to be developed and enhanced. The Group has a dedicated Network and Partnerships Function, who develop and manage our key local relationships; actions continue to be taken to ensure these are adequately diversified including key currencies such as USD and GBP. This function also tracks and reports regulatory changes and geo-political issues in these markets. The Group has a strategic risk register which tracks the top risks and the corresponding actions planned and underway to mitigate these. This is reported periodically to the Risk Committee and Executive Risk Committee. The Group has a medium-term strategy in place to continue diversifying revenues across geographies, clients and products whilst investing in its sales team.
Relevant KPIs Financial: • Gross Income • Adjusted EBITDA & Margin • Income per Client • Number of Unique Active Clients		

2. Financial crime risk

Risk Descriptions

The risk associated with criminal activity in the form of money laundering, terrorist financing, bribery and corruption, sanctions, tax evasion and fraud.

- FX is the leading product, used by over 90% of all clients, however, one of the Group's core offerings is correspondent banking and payments services. AML and Sanctions risk remains higher in Correspondent Banking and Trade Finance with both accounting for most Suspicious Activity Reports to the NCA.
- The Group provides its services to clients based in global jurisdictions, including across Africa, the Americas and Caribbean, the Middle East, the USA, Canada and Europe. The Group's historic client concentration was on customers in higher-risk countries, and recently a shift is seeing more payments from Low-Risk into Higher-Risk countries. Despite this general trend, new clients located in Higher-Risk countries, primarily in Africa have been onboarded in 2024, and the Group started expansion into the Americas to lessen its reliance on African markets.
- In 2024 there was no significant change in the distribution of Client types within CAB's portfolio and Financial Institutions remain the largest segment of CAB's Client portfolio.
- CAB specialises in segments including Non-Bank Financial Institutions (NBFIs), Money Service Businesses (MSB), and charities, but also includes segments such as financial institutions, Central Banks and supranational organisations.
- A Notable AML/CTF high-risk factor that has been considered is Organisation risk. The Group's Organisation risk is assessed as low due to no legacy financial crime issues, no major control failures and the fact that the Group's subsidiaries operate in a simple, non-complex structure and are physically located in low-risk jurisdictions with leading regulatory standards.
- There is generally a lower level of regulatory oversight and scrutiny of many NBFIs and MSBs. Trends of recent sanctions relating to deficiencies in controls of MSBs have been indicative of problems in mitigating financial crime risk in the sector, hence their assessment as higher risk. Meanwhile financial institutions in higher risk jurisdictions tend to be classified as higher risk due to their countries of operation.
- To mitigate risks effectively, the Group has implemented strict onboarding and correspondent banking due diligence processes and procedures, as well as strong governance and client approval committees.
- A robust country risk framework mitigates the Group's exposure to high-risk countries. This framework includes complete prohibitions of some countries and detailed restrictions on others.
- Screening and monitoring controls enforce the framework, and the Group's employees have a strong awareness and understanding of the legal and regulatory environment in which they operate, including the relevant financial crime prevention provisions.
- Ongoing programme of investment in anti-financial crime technology and optimisation of system rule-sets. A new transaction monitoring system was implemented in 2024 along with an upgrade to the transactions screening system. The Group is focused on phase 2 of the transaction monitoring system delivery.
- Regular training is delivered to ensure standards are continuously maintained.
- A dedicated Risk and Compliance Function provides oversight and undertakes thematic assurance activity to identify potential gaps and issues.

3. Operational risk

Risk Description
The risk of loss or other non-financial impact, resulting from inadequate or failed internal processes, people and systems, or from external events.

The Group relies extensively on the use of technology, including the inter-relationship between multiple third-party services, which is central to the processing and its operating environment. System resiliency coupled with the growing sophistication of cyber-attacks is consistently under review. Resource capacity and capability impact all risk types, these are monitored frequently to ensure staffing levels reflect the size and complexity of the Group. The Group relies on a combination of manual and automated processes. Specific clients have bespoke processes that are more prone to human errors. The Group is acutely aware that a technology incident could result in manual intervention as part of its recovery efforts.

The Group is Cyber Essentials accredited. ISO27001 accreditation remains a key priority. Additionally, the Group continues to enhance its operational resilience efforts with a key focus on critical third-party resilience testing. The Group deploys several attraction and retention strategies throughout the employee lifecycle, including hybrid-working and competitive employee benefits. Process and control automation is proactively considered across the Group, acknowledging that not all processes can be automated but regular process review cycles support in ensuring processes and procedures are consistently updated and maintained.

4. Credit risk

Risk Description
The risk of financial loss arising from a borrower's or counterparty's failure or inability to meet their financial obligations in accordance with contractual terms.

Credit risk is inherently generated through the Group's banking and financing activities. For example, through trade finance products, working capital overdrafts, Nostro balances etc. Counterparty credit risk arises due to FX/ Payment-related trading and derivatives activities where counterparties may be unable or unwilling to meet their financial obligations, including collateral obligations, as they fall due. Treasury-related activities also generate an element of credit risk through their day-to-day placement of funds i.e. money market funds, HQLA portfolio etc.

Credit Risk remains a key focus for the Group. Risk appetite thresholds are constructed with regard to regulatory requirements and internal assessments included within the ICAAP. An established credit policy is in place with portfolio levels exposure limits and a maximum individual counterparty exposure limit framework. The Credit Risk Committee provides individual counterparty approvals and portfolio level oversight. Robust individual credit assessment and monitoring frameworks ensure that credit risk is managed and mitigated in line with credit management objectives and risk frameworks. Counterparty FX and derivatives transaction risk is mitigated via ISDA master agreements and credit support annexes, where suitable.

Relevant KPIs
Financial:
• Development Aid Flows
• Income per Client

5. Market risk

Risk Description
The risk of losses occurring from adverse value movements of the Group's assets and liabilities; principally relating to FX and interest rates.

Relevant KPIs

Financial:

- Wholesale FX and Payments FX Income
- Wholesale FX and Payments FX Volumes
- Number of Currencies Offered

The Group's market risk exposure occurs primarily through FX volatility and IRRBB. The economic and financial market uncertainties remain elevated. Disruptive adjustment to interest rate levels, deteriorating trade or geopolitical tensions could have implications for FX rates and the value of the Group's Nostro balances. Alternatively, a decline in interest rates may compress net interest margin across the business. Adverse changes in FX rates can impact capital ratios given elements of the risk-weighted assets exposures are denominated in foreign currencies. Failure to account for foreign currency movements could result in an adverse impact on the Group's regulatory capital and leverage ratios.

An assessment of market risk drivers is conducted as part of the ICAAP, and to assess BAU and stressed market risk. Market Risk exposure limits are staggered, to constrain typical market risk exposure. The Group primarily trades in the FX spot market and risk appetite limits are set and monitored at both an aggregate and currency level. Defensive positions are typically taken to the extent that markets exhibit increased market risk events, such as during national elections. Interest rate risk in the banking book (IRRBB) is primarily driven by mismatches between the profile of client deposits, capital, investments for cash management purposes, and lending. The Group manages IRRBB through strategies employed to mitigate risks to net interest income and economic value.

6. Regulatory and compliance risk

Risk Description
The risk arising from non-compliance with laws and regulations governing financial services institutions in the markets in which we operate.

- As the Group continues to grow in terms of increasing size and complexity it brings with it an increasingly diverse legislative and regulatory landscape and potentially increasing the risks of legal or regulatory sanctions, material financial loss and/or reputational damage in the markets in which we operate.

Horizon-scanning is conducted to monitor upcoming UK regulatory changes. Responding to any regulatory request promptly. Ensuring that we have adequate permissions to operate in certain markets. CAB Payments partners with local providers that are typically regulated entities or locally licensed. The Group consults third-party legal counsel for new territorial expansions to ensure compliance with local regulations.

7. Capital adequacy risk

Risk Description
The risk of the Group having insufficient quality or quantity of capital, to meet its regulatory capital requirements and internal thresholds to cover risk exposures and withstand a severe stress as identified as part of the ICAAP.

The Group's capital ratios can be affected by various business activities and the failure to meet prudential capital requirements, internal targets and/or to support the Group's strategic plans. The key risk drivers with capital implications are credit risk, market risk and operational risk, each of which is addressed within its relevant section.

The Group has robustly defined capital adequacy thresholds, constructed in reference to regulatory requirements and maintains capital ratios in excess of these.

The Group produces an ICAAP at least once each calendar year. Challenge and oversight of the ICAAP occurs at the Asset & Liability Risk Committee and the Risk Committee before approval by the Board.

Day-to-day capital risk exposure is managed by the Treasury function with oversight from the Asset & Liability Risk Committee and the Group Treasury Committee, who monitor and manage capital risk in line with the Group's capital management objectives, capital plan and risk frameworks.

If the Group were to encounter a significant stress on capital resources, a Recovery Plan is maintained which includes options to ensure it can remain sufficiently capitalised to remain viable. Recovery Plan metrics are regularly monitored and reported against. The Group's Pillar 3 disclosures contain a comprehensive assessment of its capital requirements and resources and are published separately on the Group's website.

Relevant KPIs
Financial:
• Capital and Surplus
• Adjusted EBITDA & Margin

8. Liquidity and funding risk

Risk Description
The risk the Group cannot meet its contractual or contingent obligations in a timely manner as they fall due. Funding risk is the risk that the Group cannot maintain access to a sufficient stable funding base to maintain its liquidity.

The Group's liquidity ratios (i.e. LCR and Net Stable Funding Ratio (NSFR)) can be affected by various business activities, either idiosyncratic or market-wide, that could impact prudential liquidity requirements and corresponding business activities, and investor or depositor confidence.
The key liquidity risk drivers are depositor outflows, and intraday liquidity requirements.

Funding and liquidity risks are managed within a comprehensive risk framework in reference to regulatory requirements and internal thresholds to ensure there is no significant risk that liabilities cannot be met as they fall due.

The Group produces an ILAAP at least once per calendar year. Challenge and oversight of the ILAAP occurs at the Asset & Liability Risk Committee and the Risk Committee before approval by the Board.

The primary metrics used to monitor and assess the adequacy of liquidity are the Overall Liquidity Adequacy Rule (OLAR), the LCR and NSFR.

Day-to-day liquidity risk exposure is managed by the Treasury function with oversight from the Asset & Liability Risk Committee and the Group Treasury Committee.

Treasury conducts regular and comprehensive liquidity stress testing, including reverse stress testing, to ensure that the liquidity position remains within the Board's appetite.

Relevant KPIs Financial:

- Wholesale FX and Payments FX Volumes

9. Conduct risk

Risk Description
The risk that the conduct of the Group and its staff, towards clients (or in the markets in which it operates), leads to unfair or inappropriate client outcomes and results in reputational damage and/or financial loss.

Clients may suffer detriment due to actions, processes or products which originate from within the Group. Conduct risk can arise through: the design of products that do not meet client needs; mishandling complaints where the Group has behaved inappropriately towards its clients; inappropriate sales processes; and behaviour that does not meet market or regulatory standards.

Conduct risk is incorporated into the product approval process.

Complaints are formally registered, investigated and responses provided.

The Group has a Gifts and Hospitality Policy with an approval and logging process. All staff receive annual online training on conduct, ethics and culture.

Relevant KPIs Financial:

- Gender Diversity in Management

Financial Statements

Consolidated statement of Profit or Loss

	Note	2024 £'000	2023 £'000
Continuing operations			
Interest income	4	58,857	52,353
Interest expense	4	(39,300)	(30,854)
Net interest income		19,557	21,499
Gain on money market funds		16,070	11,036
Net (loss)/gain on financial assets and financial liabilities mandatorily held at fair value through profit or loss		(247)	1,232
Fees and commission income	5	15,745	14,571
Net foreign exchange gain	6	53,803	88,417
Revenue, net of interest expense		104,928	136,755
Other operating income		616	313
Total income, net of interest expense		105,544	137,068
Operating expenses before adjusting items	7	(84,659)	(77,946)
Adjusting items	7a	(3,741)	(21,101)
Operating expenses after adjusting items		(88,400)	(99,047)
Impairment reversal/(loss) on financial assets at amortised cost		450	(404)
Profit before tax		17,594	37,617
Tax expense	8	(3,382)	(13,727)
Profit after tax for the year from continuing operations		14,212	23,890
Discontinued operations			
Loss after tax for the year from discontinued operations		–	(153)
Profit for the year		14,212	23,737
Profit for the year attributable to:			
– Owners of the parent		14,212	22,713
– Non-controlling interests		–	1,024
		14,212	23,737

		2024 pence	2023 pence
Basic and diluted earnings per share	23		
Continuing operations		6	10
Discontinued operations		–	–
Total basic and diluted earnings per share		6	10

Consolidated Statement of Other Comprehensive Income

	2024 £'000	2023 £'000
Profit for the year	14,212	23,737
Other comprehensive income for the year:		
Items that may be reclassified subsequently to profit or loss:		
Foreign exchange gains/(losses) on translation of foreign operations	4	(121)
Items that will not be reclassified subsequently to profit or loss:		
Movement in investment revaluation reserve for equity instruments at fair value through other comprehensive income	20	27
Income tax relating to these items	(5)	(12)
Other comprehensive income/(loss) net of tax	19	(106)
Total comprehensive income	14,231	23,631
Total comprehensive income attributable to:		
– Owners of the parent	14,231	22,617
– Non-controlling interests	–	1,014
	14,231	23,631

Consolidated Statement of Financial Position

		As at December 31, 2024 £'000	As at December 31, 2023 £'000
	Note		
Assets			
Cash and balances at central banks ¹	9	584,679	529,835
Money market funds		488,197	518,764
Loans and advances on demand to banks	10	185,559	135,178
Investment in debt securities		246,021	353,028
Other loans and advances to banks ¹	10	180,084	136,131
Other loans and advances to non-banks	10	32,596	8,216
Unsettled transactions		10,866	8,417
Derivative financial assets		4,884	3,829
Investment in equity securities		553	495
Other assets		19,341	11,200
Accrued income		925	1,215
Property, plant and equipment		2,781	1,191
Right of use assets		17,754	689
Intangible assets	13	30,605	24,294
Total assets		1,804,845	1,732,482
Liabilities			
Customer accounts	16	1,585,000	1,542,889
Derivative financial liabilities		539	9,679
Unsettled transactions		35,173	20,081
Other liabilities		5,967	8,121
Accruals		10,380	18,367
Lease liabilities	12	18,069	884
Deferred tax liability	15	1,217	695
Provisions	17	1,949	236
Total liabilities		1,658,294	1,600,952
Equity			
Called up share capital	21	85	85
Treasury shares reserve	18	(244)	–
Retained earnings		146,724	131,478
Investment revaluation reserve		126	111
Foreign currency translation reserve		(140)	(144)
Shareholders' funds		146,551	131,530
Total liabilities and equity		1,804,845	1,732,482

1 - A prior period adjustment has been made to record a reclassification of £1.4m interest receivable from Cash and balances with central banks which was incorrectly recognised in Other loans and advances to banks instead of Cash and balances from central banks. There was no impact to profit or loss, equity or earnings per share.

Company registration number – 09659405.

The notes on pages 29 to 85 form part of these financial statements. The Board of Directors approved the financial statements on 12 March 2025.

N Kapur,
Group Chief Executive Officer

Consolidated Statement of Changes in Equity

	Attributable to owners of the parent					Total £'000	Non- controlling interest (NCI) £'000	Total shareholders ' funds £'000
	Share capital £'000	Treasury shares reserve £'000	Retained earnings £'000	Investment revaluation reserve £'000	Foreign currency translation reserve £'000			
Balance at 1 January 2024	85	–	131,478	111	(144)	131,530	–	131,530
Profit for the year	–	–	14,212	–	–	14,212	–	14,212
Other comprehensive income:								
Foreign exchange gain on translation of foreign operations	–	–	–	–	4	4	–	4
Movement in investment revaluation reserve for equity instruments at fair value through other comprehensive income	–	–	–	20	–	20	–	20
Income tax relating to these items (Note 15)	–	–	–	(5)	–	(5)	–	(5)
Other comprehensive income net of tax	–	–	–	15	4	19	–	19
Total comprehensive income	–	–	14,212	15	4	14,231	–	14,231
Transactions with owners in their capacity as owners:								
Share-based payment expense	–	–	996	–	–	996	–	996
Stamp duty refund	–	–	38	–	–	38	–	38
Acquisition of treasury shares by EBT (Note 18)	–	(244)	–	–	–	(244)	–	(244)
Total	–	(244)	1,034	–	–	790	–	790
Balance at 31 December 2024	85	(244)	146,724	126	(140)	146,551	–	146,551
Balance at 1 January 2023	68,010	–	40,179	96	(31)	108,254	7,704	115,958
Profit for the year	–	–	22,713	–	–	22,713	1,024	23,737
Other comprehensive income:								
Foreign exchange losses on translation of foreign operations	–	–	–	–	(111)	(111)	(10)	(121)
Movement in investment revaluation reserve for equity instruments at fair value through other comprehensive income	–	–	–	27	–	27	–	27
Income tax relating to these items (Note 15)	–	–	–	(12)	–	(12)	–	(12)
Other comprehensive income/(loss) net of tax	–	–	–	15	(111)	(96)	(10)	(106)
Total comprehensive income/(loss)	–	–	22,713	15	(111)	22,617	1,014	23,631
Transactions with owners in their capacity as owners:								
Share-based payment expense	–	–	1,313	–	–	1,313	46	1,359
Issuance of new shares (Note 21)	11	–	(11)	–	–	–	–	–
Capital injection in subsidiary (Note 21)	–	–	3,661	–	–	3,661	296	3,957
Change in ownership interest in subsidiary	–	–	(543)	–	–	(543)	–	(543)
Share capital reduction (Note 21)	(67,936)	–	67,936	–	–	–	–	–
Dividends declared and paid	–	–	(11,300)	–	–	(11,300)	(1,540)	(12,840)
FX translations adjustment	–	–	–	–	8	8	–	8
Acquisition of NCI	–	–	7,530	–	(10)	7,520	(7,520)	–
Total	(67,925)	–	68,586	–	(2)	659	(8,718)	(8,059)
Balance at 31 December 2023	85	–	131,478	111	(144)	131,530	–	131,530

Consolidated Statement of Cash Flows

		2024	Restated 2023
	Note	£'000	£'000
Cash inflow from operating activities ¹	19	96,774	322,915
Tax paid		(11,766)	(14,084)
Payments for interest on lease liabilities		(33)	(65)
Net cash generated from operating activities ¹		84,975	308,766
Cash flow used in investing activities			
Purchase of property, plant and equipment	11	(2,428)	(422)
Purchase of intangible assets	13	(12,524)	(6,982)
Refund/(purchase) of investments in subsidiary undertakings		39	(543)
Purchase of equity investments		(53)	—
Proceeds from sale of investment in CAIM		—	2,133
Net cash used in investing activities		(14,966)	(5,814)
Cash flow used in financing activities			
Repayment of principal portion of the lease liability		(295)	(462)
Proceeds from shares issued to non-controlling interests		—	973
Purchase of treasury shares	18	(244)	—
Dividends paid		—	(12,840)
Net cash used in financing activities		(539)	(12,329)
Net increase in cash and cash equivalents ¹		69,470	290,623
Cash and cash equivalents at the beginning of the year ¹		1,183,777	907,053
Effect of exchange rate changes on cash and cash equivalents		5,188	(13,899)
Cash and cash equivalents at the end of the year ¹		1,258,435	1,183,777
Analysed as follows:			
Cash and balances at central banks ¹	9	584,679	529,835
Money market funds		488,197	518,764
Loans and advances on demand to banks	10	185,559	135,178

1 - A prior period adjustment has been made to record a reclassification of £1.4m interest receivable from Cash and balances with central banks which was incorrectly recognised in Other loans and advances to banks instead of Cash and balances from central banks. There was no impact to profit or loss, equity or earnings per share.

Notes to the Financial Statements

1 - Statement of accounting policies

The following accounting policies relate to the financial statements of CAB Payments Holdings plc ('the Company') and its subsidiaries (collectively referred to as 'the Group').

a) General information

The Company is incorporated and domiciled in England. On 4 July 2023 the Company was re-registered as a public limited company, CAB Payments Holdings plc, in order to align with its strategic objectives. The address of its registered office as at 31 December 2024 is 3 London Bridge St, London, SE1 9SG, England.

The Company's shares trade under the ticker code of CABP.L.

The Group is a market leader in business-to-business cross-border payments and foreign exchange, specialising in hard-to-reach markets.

b) Basis of preparation

The consolidated and Company financial statements have been prepared under the historical cost convention, except as disclosed in the accounting policies set out within these financial statements, and in accordance with the UK adopted International Accounting Standards (UK-adopted International Financial Reporting Standards ('IFRSs')) in conformity with the applicable legal requirements of the Companies Act 2006.

The principal accounting policies applied in the preparation of these financial statements are set out in this Note. These accounting policies have been consistently applied to all the years presented unless otherwise stated. The balance sheet has been presented in order of liquidity.

Comparatives have been restated due to prior period errors as set out in Note 9 and Note 19. This restatement was not as a result of a change of accounting policies and there is no impact to profit or loss and equity.

'Adjusting items' presented in the consolidated statement of profit or loss and related notes has been referred to as 'non-recurring expenses' in the prior year.

The preparation of consolidated and company financial statements in conformity with IFRS as adopted by the UK requires the use of certain critical accounting estimates which have been disclosed in Note 2.

The consolidated and Company financial statements are presented in British Pound Sterling (£). All values are rounded to the nearest thousand (£'000), except when otherwise indicated.

The Group and the Company have adopted the following new or amended IFRSs and interpretations that are effective from 1 January 2024, none of which had any material impact on the Company's or the Group's consolidated financial statements and the Company's financial statements.

Accounting standard	Amendment/interpretation
Amendments to IAS 1	Classification of Liabilities as Current or Non-current: clarify that the classification of liabilities as current or non-current is based solely on a company's right to defer settlement for at least 12 months at the reporting date. The right needs to exist at the reporting date and must have substance.
Amendments to IFRS 16, Leases	Lease Liability in a Sale-and-Leaseback requires a seller-lessee to account for variable lease payments that arise in a sale-and-leaseback transaction as follows: • On initial recognition, include variable lease payments when measuring a lease liability arising from a sale-and-leaseback transaction. • After initial recognition, apply the general requirements for subsequent accounting of the lease liability such that no gain or loss relating to the retained right of use is recognised.
Amendments to IAS 7, Statement of Cash Flows and IFRS 7, Financial Instruments: Disclosures (Amendment)	Supplier Finance Arrangements: requires an entity to disclose qualitative and quantitative information about its supplier finance programmes, such as terms and conditions – including, for example, extended payment terms and security or guarantees provided.

c) Basis of consolidation

The consolidated financial statements include the financial statements of the Company and all of the entities controlled by the Company made up to 31 December each year. Control is achieved when the Company:

- has the power over the investee;
- is exposed, or has rights, to variable return from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

A subsidiary is an entity controlled directly or indirectly by the Company. The Company controls a subsidiary when it is exposed, or has rights, to variable returns from its involvement with the subsidiary and has the ability to affect those returns through its power over the investee.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, the results of subsidiaries acquired or disposed of during the year are included in the consolidated profit or loss account from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses, and cash flows relating to transactions between the members of the Group are eliminated on consolidation, with the exception of foreign currency gains and losses on intragroup monetary items denominated in a foreign currency of at least one of the parties.

The non-controlling interest (NCI) in subsidiaries is identified separately from the Group's equity therein. Interests of non-controlling shareholders represent ownership interests entitling them to a proportionate share of net assets upon liquidation initially being measured at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Subsequent to acquisition, the carrying amount of the NCI is the amount of those interests at initial recognition plus the NCI's share of subsequent changes in equity. Total comprehensive income is attributed to NCIs even if it results in the NCI having a deficit balance. Following the capital reorganisation in July 2023, there was no NCI as at 31 December 2024 or 31 December 2023.

Changes in the Group's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions. The carrying amount of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the Company.

The Group has established employee benefit trusts (EBTs) to hold shares to meet the Group's obligation to provide shares awarded to employees under the share incentive plan. Shares held by the EBTs are deducted from equity and presented as Treasury Shares until such time that the shares settle. The EBT is controlled and recognised by the Company using the look-through approach, i.e. as if the EBT is included within the accounts of the Company.

d) Going concern

The Directors have assessed the ability of the Company and of the Group to continue as a going concern based on the net current asset position, regulatory capital requirements and estimated future cash flows. The Directors have formed the view that the Company and the Group have adequate resources to continue in existence for a period of 12 months from when these financial statements are authorised for issuance. Accordingly, the financial statements of the Company and the Group have been prepared on a going concern basis.

Critical to reaching this view were:

- The output of internal stress assessments which were conducted at a Company and a Group level and modelled the impact of severe yet plausible stresses which underpinned the Going concern assessment.
- The output of the reverse stress testing assessment which modelled the scenarios that would have to occur in order for the Group to fall below its Total Capital Requirement (being the aggregate of Pillar 1 and Pillar 2A capital requirements).

In reaching their conclusions, the Directors also considered the results of the 2024 ILAAP, the 2024 Going concern assessment, and the 2024 Recovery Plan.

i. Internal stress assessments

In total, three stresses were considered:

- Market & Climate Change Stress which modelled the impacts of a severe global recession which leads to increased credit defaults and widespread credit rating downgrades, a low interest rate environment detrimentally impacting Net Interest Income and GBP sharply depreciating against USD which led to material increases in USD denominated Credit Risk Weighted Assets (CRWA);
- Idiosyncratic Stress which modelled the impact of a material reduction in revenue driven by idiosyncratic events; and
- A Combined Stress which modelled the impact of the Market & Climate Stress occurring concurrently with the Idiosyncratic Stress.

The Group's most recent ICAAP was approved by the Board in early 2024 and thus its conclusions were based on a version of the corporate plan agreed by the Board during December 2023. As part of this Going Concern assessment, severe, but plausible Idiosyncratic, Market and Climate, and Combined stresses similar to those applied in the ICAAP are applied to the Group Corporate Plan which was Board approved during December 2024.

In all the stresses noted above the Group maintained sizeable surpluses to Total Capital Requirement.

ii. Reverse stress tests

The reverse stress tests are used to assess vulnerabilities of the Group and determine what extreme adverse events would cause the business to fail. Where any of these events are deemed to be plausible, the Group will adopt measures to mitigate the impact of such events where plausible.

The Group did not identify reasonably possible scenarios which could result in failure to continue in operational existence for a period of 12 months from when these financial statements are authorised for issuance.

iii. Conclusion

The Directors are of the view that:

- There are no material uncertainties relating to events or conditions that cast significant doubt on the Company's and the Group's ability to continue as a going concern; and
- The significant judgements and estimates made by management in determining whether or not the adoption of the going concern is appropriate are disclosed in Note 2.1. The forecasts and assumptions used for impairment assessments were the same used for the going concern assessment.

Accordingly, the financial statements have been prepared on a going concern basis.

e) Interest income and interest expense

i) Net interest income

Interest income and interest expense for all interest-bearing financial instruments, including interest accruals on related FX contracts, are recognised within Net interest income in the consolidated statement of profit or loss and other comprehensive income. The interest expense on financial liabilities and interest income on assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, is recognised using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating the interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the life of the financial instrument or, when appropriate, a shorter period, to the net carrying amount of the financial asset or financial liability.

ii) Net (loss)/gain on financial instruments measured at fair value through profit or loss

This balance comprises the interest income or interest expense on FX derivatives. It is measured at the contractual interest rate.

f) Fees and commission income

Fees and commission receivable which are not an integral part of the effective interest rate are recognised as income as the Group fulfils its performance obligations. Fees and commission income includes the following key revenue streams:

- Account management and payment services: the Group's performance obligation in relation to account management services is to provide management or maintenance services to its current account holders. The revenue for these services is recognised over the life of the contract on a monthly basis as fees are received. Crown Agents Bank Ltd (CAB) provides the service. Payment services fees relate to services offered by the Group to its clients by executing payment transactions. Revenue from providing services is recognised at a point in time when the services are rendered i.e. when the payments are executed.
- Pension payment fees: pension payment fees are charged to pension companies for making payment to pension beneficiaries on their behalf. The Group acts as a principal in rendering these

services to its clients. Revenue from providing services is recognised at a point in time when the services are rendered i.e., when the payments are executed.

- **Trade finance income**

- Financial guarantee income: includes fixed fees earned for issuing financial guarantee contracts. The performance obligation of the Group is to provide financial assurance to the recipient of the guarantee in case of payment default. Revenue is recognised over the period of the contract term. The fees for providing financial guarantee services are charged and collected upfront.
 - Income from letters of credit: the Group also receives fees in respect of the issue of letters of credit where the performance obligations are typically fulfilled towards the end of the client contract. Where it is unlikely that the letter of credit will be drawn down, it is recognised in fee and commission income over the life of the facility, rather than as an adjustment to the effective interest rate for loans expected to be drawn as they are short-term facilities. The fees for acceptance of letters of credits include fees and are charged and collected upfront. Other charges include advising fees, confirming bank fees, and bank charges, all of which are collected on the completion of the term of the letter of credit.
- **Electronic platform fees:** fees for the services provided by the Group using its electronic platform to facilitate bulk payments to its clients. Revenue is recognised at a point in time when the services are rendered i.e., when the payments are executed.
 - **Risk assessment fees:** fees for enhanced due diligence services provided by the Group under fixed price contracts. Revenue is recognised over the period the service is provided. As the contracts are time-based contracts, revenue is determined on the time elapsed relative to the total period of the contract period. Fees are invoiced on the completion of services or on a quarterly basis. No significant element of financing is deemed present as the contract allows a credit term of 30 days.
 - **FX Payment fees:** commission earned for introducing a new client to a third party to facilitate cash payment transactions. Revenue is recognised at a point in time when the services are rendered by the third party.

g) Net foreign exchange gain

Net FX gain comprises the following:

- **Profit on settlement of FX contracts:** these profits arise on FX Settlements involving the instruction of client payments to specific recipients. Under the Group's FX and payment services, clients agree to terms and conditions for all transactions at the time of signing a contract with the Group. On trade date the Group measures these cash flows at fair value, with further changes in fair value being recognised in profit or loss until the settlement of the contract. This balance includes both realised and unrealised FX income at year-end.
- **Remeasurement of non-sterling balances:** Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions. At each period end foreign currency monetary items are translated to the functional currency using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined. FX gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated

statement of profit or loss except for FX gains and losses in relation to instruments measured at fair value through other comprehensive income (FVTOCI) which are recognised in other comprehensive income (OCI).

- **Fair value gains or losses on derivatives:** this comprises the profits and losses on remeasurement of forward FX derivatives carried at fair value through profit and loss (FVTPL).
- **FX gain on payment transaction revenue:** an FX gain or loss on payment transactions is the difference between the spot exchange rate between the functional currency and the foreign currency at the date of the payment transaction.

h) Foreign currency

(i) Functional and presentational currency

The Company's and the Group's functional and presentational currency is British Pound Sterling (£).

(ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated to the functional currency using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

FX gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated statement of profit or loss except for FX gains and losses in relation to instruments measured at fair value through other comprehensive income (FVTOCI) which are recognised in other comprehensive income (OCI).

(iii) Group companies

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated to the Group's presentational currency at exchange rates prevailing at the close of business on the balance sheet date. Income and expense items are translated at the exchange rates on the day of the transaction.

FX differences arising on the translation of a foreign operation are recognised in other comprehensive income and accumulated in the Foreign Currency Translation Reserve (FCTR).

(iv) Lack of exchangeability on currencies

If a currency becomes unexchangeable either for purposes of translating foreign currency transactions during the year or foreign operations and FX balance sheet balances to GBP at reporting date, management estimates the spot exchange rates for such currencies in line with IAS 21 requirements by using either:

- an observable exchange rate without adjustment (e.g. exchange rates from the market sources or independent providers like Reuters); and
- an estimation technique e.g. first subsequent available exchange rate from official independent sources.

The impact of this amendment has been assessed as not material to the Group at year-end.

i) Taxation

The tax expense for the period comprises current and deferred tax recognised in the reporting period. Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. If current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

Current or deferred tax assets or liabilities are not discounted.

Current tax

Current tax is the tax expected to be payable on the taxable profit for the year and on any adjustment to tax payable in respect of previous years. Taxable profit differs from net profit as reported in profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

A provision is recognised for those matters for which the tax determination is uncertain but it is considered probable that there will be a future outflow of funds to a tax authority. The provisions are measured at the best estimate of the amount expected to become payable.

If a company within the Group incurs losses within the period, that company may surrender trading losses and other amounts eligible for relief from corporation tax to another Group company (the 'claimant company') for the claimant company to set off against its own profits for corporation tax purposes as permitted by HMRC.

Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, a deferred tax liability is not recognised if the temporary difference arises from the initial recognition of goodwill.

j) Intangible assets (excluding Goodwill)

Intangible assets (except for Goodwill) are stated at cost less accumulated amortisation and accumulated impairment losses. The residual value of such intangible assets is amortised, using the straight-line method, over their estimated useful lives, as follows:

- Core accounting software – 12.5 years;
- Other software – 5 years (subject to regular management assessment of the economic benefit of the asset); and
- Brand/name – 50 years (acquired).

Costs associated with maintaining computer software are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Other development expenditure that does not meet these criteria is recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period. Long-term software-as-a-service (SaaS) type contracts that do not meet the definition of an asset (rental of software) are expensed to profit and loss over the period of the contract in line with the benefits received.

k) Property, plant and equipment, and depreciation

Property, plant and equipment are stated in the statement of financial position at historic cost less accumulated depreciation. Cost includes the original purchase price of the asset and the costs attributable to bring the asset to its working condition for its intended use. Depreciation commences when an asset becomes available for use and is calculated to write down assets to their residual value in equal instalments, on a straight-line basis over their estimated useful lives, as follows:

Leasehold improvements	Life of lease
Computer equipment	5 years
Fixtures and fittings	5 years
Artwork	20 years

l) Impairment of non-financial assets

At each statement of financial position date, non-financial assets not carried at fair value are assessed to determine whether there is an indication that the asset may be impaired, such as a decline in operational performance, geopolitical uncertainty, economic uncertainty i.e. rising interest rates and inflation, or changes in the outlook of future profitability among other potential indicators. If there is such an indication the recoverable amount of the asset is compared to the carrying amount of the asset.

Individual assets are grouped for impairment assessment purposes at the lowest level at which there are identifiable cash inflows that are largely independent of the cash flows of other groups of assets. This should be at a level not higher than an operating segment. The recoverable amount of the asset is the higher of the fair value less costs to sell and value in use. Value in use is defined as the present value of the future cash flows before interest and tax obtainable as a result of the asset's continued use. These cash flows are discounted using a pre-tax discount rate that represents the current market risk-free rate and the risks inherent in the asset. In determining fair value less costs to sell, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. If the recoverable amount of the asset is estimated to be lower than the carrying amount, the carrying amount is reduced to its recoverable amount. An impairment loss is recognised in the statement of profit or loss unless the asset has been revalued then the amount is recognised in other comprehensive income to the extent of any previously recognised revaluation. An impairment loss recognised on goodwill is not reversed in a subsequent period.

If an impairment loss is subsequently reversed, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but only to the extent that the revised carrying amount does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised in prior periods. A reversal of an impairment loss is recognised in the statement of profit or loss and other comprehensive income.

Goodwill is allocated on acquisition to the cash-generating unit expected to benefit from the synergies of the combination. Goodwill is included in the carrying value of cash-generating units for impairment testing.

Disposal groups held for sale are measured at the lower of their carrying amount and fair value less costs to sell. At initial classification of the disposal group as held for sale, the carrying amounts of all the individual assets and liabilities in the disposal group are measured in accordance with the Group's accounting policies. If fair value less costs to sell for the disposal group is below the aggregate carrying amount of all of the assets and liabilities included in the disposal group, the disposal group is written down. The impairment loss is recognised in profit or loss for the period.

m) Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with commercial or central banks and exposures to money market funds (transacted via open-ended investment companies). Cash equivalents are short-term highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

n) Goodwill

Goodwill arises on the acquisition of subsidiaries and represents the excess of the consideration transferred over the Group's interest in the net fair value of the net identifiable assets, liabilities and contingent liabilities of the acquiree and the fair value of any non-controlling interest in the acquiree.

Goodwill is tested for impairment at the end of each accounting period.

On disposal of a cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal. Goodwill is accounted for at cost less accumulated impairment losses.

o) Financial instruments

Financial assets and financial liabilities are recognised in the Company and Group statements of financial position when the Company or Group becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

(i) Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised using trade date accounting. The trade date is the date of the commitment to buy or sell the financial asset. All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification of financial assets

Financial assets that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets that meet the following conditions are measured subsequently at FVTOCI:

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Despite the foregoing, the Group and the Company may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if equity instruments are held as a strategic investment and not held with the intention to realise a profit.

By default, all other financial assets are measured subsequently at fair value through profit or loss.

The Group's financial assets measured at amortised cost consist of:

- Cash and balances at central banks;
- Loans and advances on demand to banks;
- Other loans and advances to banks;
- Other loans and advances to non-banks;
- Investment in debt securities;
- Other assets;
- Accrued income; and
- Unsettled transactions.

The nature of all financial items included in a given balance sheet line item is as shown in the respective note breakdown.

The Group's financial assets measured at FVTPL consist of money market funds and derivative financial instruments.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss. The Group's financial assets designated at FVTOCI comprise primarily its investment in equity securities, which are not held for trading. The equity instruments are held as a strategic investment and not held with the intention to realise a profit.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the Investment revaluation reserve. The cumulative gain or loss is not reclassified to profit or loss on disposal of the equity investments, instead, it is transferred to retained earnings.

Dividends on these investments in equity instruments are recognised in profit or loss in accordance with IFRS 9 unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the 'Other operating income' line item in the statement of profit or loss and other comprehensive income.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost (Note 1 (e)) above. Interest income is recognised in the statement of profit or loss and other comprehensive income in the 'Net interest income' line item (Note 4).

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

On derecognition of a financial asset the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

(ii) Financial liabilities

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the contractual substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

Classification of financial liabilities

All financial liabilities are measured subsequently at amortised cost using the effective interest method or at fair value through profit and loss.

Financial liabilities at fair value through profit and loss

The Group's financial liabilities at fair value through profit and loss consist of derivative liabilities (see below for policy on derivative financial instruments).

Financial liabilities at fair value through profit and loss are measured at fair value, with any gains or losses arising on changes in fair value recognised in profit or loss.

Financial liabilities at amortised cost

The Group's financial liabilities at amortised cost consist of client accounts, unsettled transactions and other liabilities such as trade creditors, funds received in advance, transactions credited by third-party nostro providers and other creditors.

Financial liabilities at amortised cost are measured subsequently at amortised cost using the effective interest method (see Note 1(e) above).

Derecognition of financial liabilities

Financial liabilities are derecognised when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

(iii) Derivative financial instruments

The Group's derivatives policy only permits dealing in forward FX contracts to hedge, to provide services to clients or to facilitate cash management.

Derivative financial instruments are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value at the reporting date.

A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability.

Hedge accounting is not applied.

(iv) Offsetting

Financial assets and liabilities are offset and the net amounts presented in the financial statements only when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

(v) Equity

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

Repurchase of the Company's own equity instruments is recognised and deducted directly from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

(vi) Financial guarantee contracts and letter of credit confirmations/bill acceptances – provisions
Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Letters of credit confirmations/bill acceptances

A letter of credit confirmation/acceptance is a letter from an issuing bank guaranteeing that a buyer's payment to a seller will be received on time and for the correct amount. The Group confirms/accepts the letters of credit issued by an issuing bank and charges fixed fees which are received either in advance or at a later date.

Fees relating to financial guarantee contracts and letter of credit confirmations / bill acceptances issued by the Group can be received upfront and these fees are amortised on a straight-line basis to income over the year. The receivable increases over the life of the contract as service is performed with the corresponding recognition of income in the statement of profit or loss. All financial guarantee contracts issued by the Group are subsequently measured at the higher of:

- the amount of the loss allowance determined in accordance with IFRS 9; and
- the amount initially recognised less, where appropriate, the cumulative amount of income recognised in accordance with the Group's revenue recognition policies.

Such amounts are presented as provisions on the statement of financial position and the remeasurement is included within the reversal of impairment/(impairment loss) on financial assets at amortised cost.

(vii) Impairment of financial assets

The Group recognises loss allowances for Expected Credit Loss (ECL) in accordance with IFRS 9 on financial assets.

Equity investments are not subject to impairment, consistent with IFRS 9.

ECLs are required to be measured through a loss allowance at an amount equal to:

- 12-month ECL (referred to as Stage 1); or
- full lifetime ECL (referred to as Stage 2 and Stage 3).

For Stages 1 and 2, interest revenue is calculated on the gross carrying amount. Under Stage 3, interest revenue is calculated based on the net carrying amount (gross amount less ECL).

The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument. For these financial assets, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Significant increase in credit risk

The Group monitors all financial assets, financial guarantee contracts and letter of credit confirmations/bill acceptances that are subject to the impairment requirements to assess whether there has been a significant increase in credit risk since initial recognition. If there has been a significant increase in credit risk the Group will measure the loss allowance based on lifetime rather than 12-month ECL.

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument at the reporting date with the risk of a default occurring on the financial instrument at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group's debtors operate, obtained from economic expert reports, financial analysts, governmental bodies, relevant think-tanks and other similar organisations, as well as consideration of various external sources of actual and forecast economic information that relate to the Group's core operations.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly since initial recognition:

- an actual or expected significant deterioration in the financial instrument's external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk for a particular financial instrument, e.g., a significant increase in the credit spread, the credit default swap prices for the debtor, or the length of time or the extent to which the fair value of a financial asset has been less than its amortised cost;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor;
- economic uncertainty i.e., inflation and rising interest rates;
- geopolitical uncertainty;
- significant increases in credit risk on other financial instruments of the same debtor; and
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group assumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise. Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if:

- the financial instrument has a low risk of default;
 - the debtor has a strong capacity to meet its contractual cash flow obligations in the near term;
- and
- adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group considers a financial asset to have low credit risk when the asset with a credit rating of 'investment grade' in accordance with the globally understood definition, and a high credit risk when the asset has a credit rating of 'sub-investment grade'. Throughout the lifetime of the account, the Group monitors the behaviour of the asset based on its financial position and assesses whether the asset has any amounts past due. The Group assigns a 'performing' status when the counterparty has a strong financial position and there is no past due amounts, and a 'non-performing' status when there is a degradation in the financial position and subsequent arrears.

For financial guarantee contracts and letter of credit confirmations/bill acceptances, the date that the Group becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a financial guarantee contract, the Group considers the changes in the risk that the specified debtor will default on the contract.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that financial assets that meet the earlier of either of the following criteria are generally not recoverable:

- when there is a breach of financial covenants by the debtor; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full.

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Write-off policy

The Group writes off a financial asset when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

Measurement and recognition of ECLs

ECLs are a probability-weighted estimate of the present value of credit losses. These are measured as the present value of the difference between the cash flows due to the Group under the contract and the cash flows that the Group expects to receive arising from the weighting of multiple future economic scenarios, discounted at the asset's Effective Interest Rate (EIR).

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts and letter of credit confirmations/bill acceptances, the exposure includes the amount of guaranteed debt that has been drawn down as at the reporting date, together with any additional guaranteed amounts expected to be drawn down by the

borrower in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

For a financial guarantee contract and letter of credit confirmations/bill acceptances, as the Group is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed, the expected loss allowance is the expected payments to reimburse the holder for a credit loss that it incurs less any amounts that the Group expects to receive from the holder, the debtor, or any other party.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date.

The Group measures ECL on an individual basis, or on a collective basis for portfolios of loans that share similar economic risk characteristics. The measurement of the loss allowance is based on the present value of the asset's expected cash flows using the asset's original EIR, regardless of whether it is measured on an individual basis or a collective basis.

Presentation of ECL

Loss allowances for ECL are presented in the statement of financial position as follows:

- for financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets;
- financial guarantee contracts: as a provision.

The Group recognises an increase or decrease in impairment in profit or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

p) Employee benefits

The Group provides a range of benefits to employees, including annual bonus arrangements, paid holiday arrangements, medical insurance and defined contribution pension plans. The Group has implemented a one-off Free Share Scheme following the 2023 listing and a Matching/Partnership Share Scheme, both schemes for all employees. The Group also provides share incentive schemes to Executive Directors and certain other key employees or senior management as follows:

- Long-Term Incentive Plans;
- a Matching/Partnership Share Incentive Plan (all employees);
- a Free Shares Plan (all employees);
- the rights to invest in restricted shares of Group companies*; and
- the rights to restricted share units of Group companies*.

* Applicable to 2023 only.

Short-term benefits

Short-term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

Pension contributions

All pension contributions are accounted for as defined contributions and paid over on a monthly basis. No liability for pension entitlement accrues to the Group.

Share-based payment arrangements

The Group provides share-based payment arrangements to certain employees (as noted above). The awards are equity-settled arrangements and are measured at fair value of the equity instruments at the grant date. The fair value is expensed on a straight-line basis over the vesting period. The fair value of the employee services received in exchange for the grant of the awards is recognised in employee benefit expenses together with a corresponding increase in equity (retained earnings), over the period in which the service and the performance conditions are fulfilled (the vesting period). The grant date fair value is not adjusted for subsequent changes in the fair value of the equity instruments.

Long-term incentive plan (LTIP) awards are subject to performance conditions. LTIP awards granted in 2023 and 2024 are subject to both market performance conditions (relating to Total Shareholder Returns) and non-market performance conditions (relating to Earnings Per Share).

Service conditions are not taken into account when determining the grant date and for fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Any other conditions attached to an award, but without an associated service requirement, are non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award. Share awards vest when service conditions are met.

Where the equity-settled arrangements are modified before the vesting date, and are of benefit to the employee, the incremental fair value is recognised over the period from the date of modification to the date of vesting. If modified after vesting, it is recognised immediately. Where a modification is not beneficial to the employee there is no change to the charge for the share-based payment. Settlement and cancellations are treated as an acceleration of vesting and the unvested amount is recognised immediately in the statements of profit or loss and other comprehensive income.

The Group has no cash-settled arrangements.

q) Investments in subsidiaries

Investments in subsidiaries are non-monetary assets measured at cost less impairment. Refer to Note 2 for the judgements and estimates involved in the impairment assessment.

r) Discontinued operations and disposal group held for sale

Discontinued operations and disposal group held for sale is a component of the Group's business, the operations and cash flows of which can be clearly distinguished from the rest of the Group and which:

- represents a separate major line of business or geographical area of operation;
- is part of a single coordinated plan to dispose of a separate major line of business or geographical area of operation; or
- is a subsidiary acquired exclusively with a view to resale.

Classification as a discontinued operation occurs upon disposal, abandonment or when the operations meet the criteria to be classified as held for sale. This condition is regarded as satisfied only when the sale is highly probable and the asset or disposal group is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year of the date of classification. Property, plant and equipment, and intangible assets, once classified as held for sale, are not depreciated or amortised.

Disposal groups classified as held for sale are measured at the lower of the carrying value and the fair value less costs to sell. Non-current assets and disposal groups are classified as held for sale if their carrying amounts will be recovered through a sale transaction rather than continued use. When an operation is classified as a discontinued operation, the comparative statement of profit or loss and other comprehensive income is re-presented as if the operation had been discontinued from the start of the comparative year.

When the Group ceases to have control of an undertaking (disposal group), it is at this point that the Group ceases to consolidate the operations and any gain or loss on disposal is recognised in the Group consolidated statement of profit or loss. In addition, any movements previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

s) Provisions and contingent liabilities

Provisions are recognised in respect of present obligations arising from past events where it is probable that outflows of resources will be required to settle the obligations and they can be reliably estimated. Provisions also comprises dilapidation provision on the leased office space and an ECL provision in relation to off balance sheet assets (i.e financial guarantees, Working Capital commitments and letters of credit confirmations / bill acceptances).

Contingent liabilities are possible obligations whose existence depends on the outcome of uncertain future events or those present obligations where the outflows of resources are uncertain or cannot be measured reliably. Contingent liabilities are not recognised in the consolidated and Company financial statements but are disclosed unless they are remote.

t) Share capital

On issue of ordinary shares, any consideration received is included in equity net of any directly attributable transaction costs.

u) Earnings per share

i. Basic earnings per share

Basic earnings per share is calculated on the Group's profit or loss after taxation attributable to the owners of the parent and based on the weighted average of ordinary shares at the end of the year.

ii. Diluted earnings per share

Diluted earnings per share is calculated on the Group's profit or loss after taxation attributable to owners of the parent and based on the weighted average of ordinary shares at the end of the year and the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares. Performance-based employee share options are treated as contingently issuable shares because their issue is contingent upon satisfying specified conditions in addition to the passage of time.

v) Dividends

Dividends are recognised in the financial statements in the period they are paid.

w) Leases (Group as lessee)

The Group assesses whether a contract is, or contains, a lease, at inception of the contract. The Group recognises a right-of-use asset and corresponding lease liabilities with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low-value assets (such as small items of fixtures and equipment and value of less than £10,000). For these leases, the Group recognises the lease payments as an Operating Expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liabilities are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate.

The incremental borrowing rate depends on the term, currency and start date of the lease and is determined based on a series of inputs including: the risk-free rate based on government bond rates; a country-specific risk adjustment; a credit risk adjustment based on bond yields; and an entity-specific adjustment when the risk profile of the entity that enters into the lease is different to that of the Group.

Lease payments included in the measurement of the Group's lease liabilities are fixed lease payments less any lease incentives receivable.

The lease liabilities are presented as a separate line in the consolidated statement of financial position.

The lease liabilities are subsequently measured by increasing the carrying amount to reflect interest on the lease liabilities (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

The right-of-use assets comprise the initial measurement of the corresponding lease liabilities, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs and estimations of any dilapidation obligations. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the right-of-use asset. The depreciation starts at the commencement date of the lease. The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

The Group applies IAS 36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss as described in the 'impairment of non-financial assets' policy.

In line with IFRS 9, a liability is derecognised when the obligation in the contract is extinguished or cancelled, which in the context of the lease liabilities, they are derecognised when the Group and its subsidiaries have been legally released from the obligations by the creditors.

The dilapidation provision is recognised in accordance with IAS 37 when a present obligation exists due to a lease agreement requiring restoration of premises. It is initially measured at the best estimate of the expected costs to settle the obligation, discounted to present value if the time value of money is material. Subsequently, the provision is reviewed at each reporting date and adjusted for changes in estimates, such as cost revisions or discount rate changes. If initially discounted, the unwinding of the discount is recognised as an interest expense in profit or loss.

x) New and revised IFRS accounting standards in issue but not yet effective

At the date of authorisation of these consolidated financial statements, the Group has not applied the following new and revised IFRS Accounting Standards that have been issued but are not yet effective.

Accounting standard*	Details of amendment
Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates:	Lack of Exchangeability (Issued August 2023). The standard is effective 1 January 2025.
Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures effective 1 January 2026	The amendments provide guidance related to: • Financial assets with ESG-linked features; • Settlement of financial liabilities by electronic payments.
New sustainability standards issued by the International Sustainability Standards Board (ISSB) effective 1 January 2026 in the UK	The ISSB issued its first two sustainability reporting standards on 26 June 2023. This included: • General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1), the core framework for the disclosure of material information about sustainability-related risks and opportunities across an entity's value chain. • Climate-related Disclosures (IFRS S2), the first thematic standard issued that sets out requirements for entities to disclose information about climate-related risks and opportunities.
IFRS 18 Presentation and Disclosure in Financial Statements effective 1 January 2027	IFRS 18 affects all companies, bringing significant changes to how companies present their income and what information companies need to disclose, and making certain 'non-GAAP' measures part of audited financial statements for the first time. There will be three new categories of income and expenses, two defined income statement subtotals and one single note on management-defined performance measures.
IFRS 19 Reduced Disclosures for Subsidiaries	To simplify and reduce the cost of financial reporting by subsidiaries while maintaining the usefulness of their financial statements. This standard is not applicable to the Group consolidated financial statements.

* Anything not mentioned in the above table is not relevant.

The Group does not expect that the adoption of the Standards listed above will have a material impact on the consolidated and Company Financial Statements of the Group and the Company in future periods, with the exception of IFRS 18 where the impact has yet to be determined.

2 - Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In applying the Group's accounting policies, which are described in Note 1, the Directors are required to make judgements (other than those involving estimations) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The critical judgements, apart from those involving estimation, made by management in applying the Group's accounting policies in these consolidated financial statements and the key sources of estimation uncertainty that may have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year, which together are considered critical to the Group's results and financial position, are as follows:

2.1 Key judgements and estimates in impairment and going concern assessment

The assessment of goodwill and intangible assets (Note 13), investments in subsidiary undertakings (Note 14) for impairment and appropriateness of going concern reflects management's best estimate of the future cash flows of the Cash-Generating Units (CGUs) and the rates used to discount these cash flows, both of which are subject to uncertain factors as follows:

Judgements	Estimates
The accuracy of forecast cash flows is subject to a high degree of uncertainty in volatile market conditions. Where such circumstances are determined to exist, management re-tests goodwill, intangible assets and investments in subsidiaries for impairment more frequently than once a year when indicators of impairment exist. Judgement was involved in calculating the cash flow forecasts and it involved consideration of past business performance, current market conditions and our macroeconomic outlook to estimate future earnings. Key assumptions underlying cash flow projections reflect management's outlook on interest rates and inflation, as well as business strategy, including the scale of investment in technology and automation.	Cash flow forecasts The future cash flows of the CGUs are the cash flows projected for a three-year period for which detailed forecasts are available and utilise assumptions regarding the long-term pattern of sustainable cash flows thereafter. Forecasts are compared with actual performance and verifiable economic data, but they reflect management's view of future business prospects at the time of the assessment. Discount rates (Weighted Average Cost of Capital (WACC)) The rates used to discount future expected cash flows can have a significant effect on their valuation, and are based on the costs of equity and debt assigned to individual CGUs. The cost of equity percentage is generally derived from a capital asset pricing model and market implied cost of equity, which incorporates inputs reflecting a number of financial and economic variables, including the risk-free interest rate in the country concerned and a premium for the risk of the business being evaluated. These variables are subject to fluctuations in external market rates and economic conditions beyond management's control. Terminal growth rates The terminal growth rate is used to extrapolate the cash flows in perpetuity because of the long-term perspective within the Group of business units making up the CGUs. Refer to sensitivity analysis in Note 20.

2.2 Key judgements and estimates in impairment of financial assets and of certain off balance sheet items

The calculation of the Group's ECL under IFRS 9 requires the Group to make a number of judgements, assumptions and estimates. The most significant are set out below:

Judgements

Defining what is considered to be a significant increase in credit risk
Selecting and calibrating the Probability of Default (PD), Loss Given Default (LGD) and Exposure At Default (EAD) models, which support the calculations, including making reasonable and supportable judgements about how models react to current and future economic conditions.
Selecting model inputs and economic forecasts, including determining whether sufficient and appropriately weighted economic forecasts are incorporated to calculate unbiased expected loss.
Making management adjustments to account for late-breaking events, model and data limitations and deficiencies, and expert credit judgements (none were noted).

Estimates

Credit Risk sets out the assumptions used in determining ECL, and provides an indication of the sensitivity of the result to the application of different weightings being applied to different economic assumptions.

2.3 Key judgements on classification of adjusting items

Some of the expenses accounted for by the Group have been separately identified as Adjusting items in the Consolidated Statement of Profit or Loss and Other comprehensive income on the basis that such presentation enhances the transparency and understanding of the Group's financial performance. Judgement has been applied in determining whether an item of expense is Adjusting in accordance with the Group's accounting policy. Based on an assessment of the nature, timing, and frequency of the events giving rise to certain expenses, the following items have been presented as Adjusting items:

- Professional costs incurred in connection with review and implementation of strategic options;
- Staff bonuses related to listing and to take on commitments (applicable to 2023 only); and
- Senior management transitioning costs.

2.4 Key judgements on Incremental Borrowing Rate (IBR)

The Group signed two (2023: none) lease agreements and the office space became available for use during the year resulting in recognition of right of use assets (ROU) and lease liabilities. There was no interest rate implicit in the lease agreements, therefore, management considered the guidance within IFRS 16, and calculated an IBR by determining:

- an appropriate corporate bond yield being the average of specific corporate bonds which (i) had a tenor similar to the weighted tenor of the leases and (ii) had a credit rating similar to CAB (BB)'s credit rating and with a maturity date close to that of the weighted tenor of the lease agreements;
- an asset-specific adjustment (for lease term above five years) which relates particularly to the asset being leased and is based on prime vs secondary office properties margins data published by the CASS Business School UK Commercial Property Lending Report.

The key judgement is not considered to have a significant source of estimation uncertainty.

2.5 Key judgement on estimation of Research and Development Expenditure Costs

The Group recognises the research and development tax rebate (an HMRC tax claim) as income in the accounts as it is highly probable that the claim will result in a future economic benefit and can be reliably measured. The amount of the research and development tax rebate recognised in the financial statements is based on the management's best estimate of the probable amount that will be received.

3 - Segment Reporting

Operating segments are determined by the Group's internal reporting to the Chief Operating Decision Maker (CODM). The CODM has been determined to be the Group's Executive Committee. The information regularly reported to the Executive Committee for the purposes of resource allocation and the assessment of performance, is based wholly on the overall activities of the Group. Based on the Group's business model, the Group has determined that it has only one reportable segment of continuing operations.

The CODM assesses the profitability of the segment based on a measure of EBITDA and Adjusted EBITDA and is defined as follows:

- EBITDA – Calculated as Profit before Tax and IFRS 16 lease liability interest, depreciation and amortisation. Although it is typical to calculate EBITDA before interest, our net interest income is generated from operational client deposits and subsequent re-investment to generate returns for the shareholder and therefore remains included within EBITDA.
- Adjusted EBITDA - EBITDA before Adjusting items (Adjusting items were referred to as Non-recurring items in the prior year)

All revenue from external clients is generated through its operations located in the UK and on that basis is wholly attributable to the UK and all non-current assets, other than financial instruments and deferred tax assets, are located in the UK.

a) Income

The Group derives its income from continuing and discontinued operations as follows:

Year ended 31 December 2024	Continuing operations	Discontinued operations	Total
Income by business line	£'000	£'000	£'000
FX	41,215	—	41,215
Payments	27,292	—	27,292
Banking services and other income	37,037	—	37,037
Total income – net of interest expense	105,544	—	105,544

Year ended 31 December 2023	Continuing operations	Discontinued operations	Total
Income by business line	£'000	£'000	£'000
FX	68,518	4	68,522
Payments	34,229	855	35,084
Banking services and other income	34,321	—	34,321
Total income – net of interest expense	137,068	859	137,927

FX: Revenue categorised as FX is from clients with a need to exchange a bulk amount from one currency for another without onward payment to another party. The Group's FX revenue is derived from profit on settlement of FX contracts, remeasurement of sterling balances, fair value losses on derivatives and FX gain on payment transaction revenue. The accounting policy for the Group's Net FX gain revenue and its components is disclosed in Note 1 (g).

Payments: The Group's payments revenue include payments FX, same currency payments (corresponding activity income, and account management fees), pension payments and platform revenue. Payments FX comprises of the margin derived from bid-ask spreads on foreign currency conversion and fees paid by clients to transfer money from or to a third party, cross borders.

Same currency relates to payment services provided for payments transacted without an exchange of foreign currency largely relating to major market currency clearing and includes fees for account management activities and payments execution. Pension payments fees relate to amounts earned on processing of pension scheme foreign currency payments. Platform revenue relates to recurring fixed fees rather than fees earned on transaction volumes.

Banking services and other income: The Group also generates income from trade finance (including trade finance and letters of credit), working capital services and risk management consulting fees, interest earned from other placements with banks, interest earned from advances to non-banks outside the Working Capital facility, interest from staff loans, and net gains from financial assets/liabilities measured at fair value. The Group takes client funds earmarked for other needs as client deposits and makes short-term investment in the money market to generate gain on money market funds.

b) Profitability

The Group measures profitability for the reporting segment on an EBITDA and Adjusted EBITDA basis. EBITDA is useful as a measure of comparative operating performance between both previous periods and other companies as it removes the effect of taxation, depreciation and amortisation as well as items relating to capital structure, while adjusted EBITDA also removes the effect of adjusted items.

Reconciliation of profit before tax to EBITDA and Adjusted EBITDA	Continuing operations	Discontinued operations	Total
Year ended 31 December 2024	£'000	£'000	£'000
Profit before taxation	17,594	—	17,594
Adjusted for:			
Interest expenses on lease liabilities (Note 4)	897	—	897
Amortisation	6,213	—	6,213
Depreciation ¹	2,320	—	2,320
EBITDA	27,024	—	27,024
Adjusting items	3,741	—	3,741
Adjusted EBITDA	30,765	—	30,765

Reconciliation of profit before tax to EBITDA and Adjusted EBITDA	Continuing operations	Discontinued operations	Total
Year ended 31 December 2023	£'000	£'000	£'000
Profit/(loss) before taxation	37,617	(287)	37,330
Adjusted for:			
Interest expense on lease liability	65	—	65
Amortisation	4,607	13	4,620
Depreciation ¹	1,243	—	1,243
EBITDA	43,532	(274)	43,258
Adjusting items	21,101	—	21,101
Adjusted EBITDA	64,633	(274)	64,359

¹ Balance includes depreciation on property, plant and equipment, and depreciation on right of use of asset.

4 - Net Interest Income

	Consolidated	
	2024	2023
	£'000	£'000
Interest income:		
Interest on cash and balances at central banks	29,894	28,147
Interest on loans and advances	12,993	7,676
Interest on letters of credit	1,347	599
Interest on investment in debt securities	14,428	15,802
Other interest income and similar income ¹	194	129
Interest income	58,857	52,353
Interest expense:		
Interest on financial liabilities at amortised cost	(38,232)	(30,685)
Interest expense on lease liabilities	(897)	(65)
Other interest expense ¹	(171)	(104)
Interest expense	(39,300)	(30,854)
Total net interest income	19,557	21,499

¹ Other interest income and similar income and other interest expense are interest received, interest accrued, or interest paid on the collateral balances paid to or received from our FX Swap Counterparties.

5 - Fees and Commissions Income

	Consolidated	
	2024 £'000	2023 £'000
Fees and commissions income:		
Account management and payments	12,868	11,750
Pension payment fees	1,556	1,467
Trade finance	972	725
Electronic platform fees	164	610
FX Payment Fees	185	19
Total fees and commission income	15,745	14,571

At 31 December 2024, the Group held on its consolidated statement of financial position £567k (2023: £531k) of accrued income in respect of services provided to clients and £17k (2023: £75k) of deferred income (entirely recognised within one year) in respect of amounts received from clients for services to be provided after the year end.

6 - Net Foreign Exchange Gain

	Consolidated	
	2024 £'000	2023 £'000
Profit on settlement of FX contracts and remeasurement of non-sterling balances	31,010	76,402
Fair value gains/(losses) on derivatives ¹	10,205	(7,884)
FX gain on payment transaction revenue	12,588	19,899
Total	53,803	88,417

¹ Foreign exchange derivative financial instruments are mandatorily held at fair value through profit or loss and this balance relates to unrealised gain/(loss) during the period. The derivatives have been transacted to i) economically hedge assets and liabilities in foreign currencies and ii) trade on behalf of clients.

7 - Operating Expenses

	Consolidated	
	2024	2023
	£'000	£'000
Staff costs and Directors' emoluments		
Salaries and bonuses	37,155	37,646
Share-based payments	996	1,359
Social security costs	4,753	4,401
Pension costs	2,701	2,180
Fees payable to the auditor		
Audit		
– the Company	711	724
– Group companies ¹	731	1,090
Audit related services	319	477
Depreciation and amortisation		
Amortisation of intangible assets (Note 13)	6,213	4,607
Depreciation of property, plant, and equipment (Note 11)	767	798
Depreciation of right-of-use assets (Note 12)	1,553	445
Other expenses		
Low-value lease expenses	59	47
Clearing costs	2,441	2,314
Other bank charges	3,103	2,861
Software support/licences	7,599	5,903
Process automation costs	2,115	2,000
Professional fees	2,529	2,573
Irrecoverable VAT	1,344	1,090
Other operating expenses	9,570	7,431
Operating expenses before adjusting items	84,659	77,946
Adjusting items ²	3,741	21,101
Total operating expenses after adjusting items	88,400	99,047

¹ Audit fees includes £nil (2023: £379k) of prior year audit fees. Additional services provided by the auditor are noted in (a) below.

² Adjusting items consist of material adjusting items that are considered exceptional in nature by virtue of their size and/or incidence and as a result of arising outside of the normal trading of the Group. In determining whether a cost is adjusting, the Group considers the nature and frequency of similar events or transactions that have occurred in the past, as well as the likelihood of similar events or transactions in the future. Adjusting items were referred to as non-recurring items in the prior year.

a) Adjusting items can be analysed as follows:

	Consolidated	
	2024	2023
	£'000	£'000
Professional costs incurred in connection with review of strategic options:	1,687	16,559
Fees related to services provided by the auditor	–	1,250
Issuer's counsel	–	4,356
Mergers and Acquisition, Tax and Structuring advice	–	3,198
Capital Markets advisory	–	2,391
Public Offering of Securities Insurance and Directors' and Officers' Insurance	–	334
Joint Global Co-ordinator	–	1,553
Admission fee	–	411
Project consultancy services	–	400
Refresh report on the business	–	367
Stamp duty and professional fees	–	408
Strategic consultants	698	–
Due diligence triggered by investor bid	677	–
Other ¹	312	1,891
Transition costs relating to the new Executive Committee	2,054	–
Redundancies	202	–
Dual running, recruitment and settlement agreements	1,852	–
Bonus related to:	–	4,542
Listing	–	2,288
Take-on commitments	–	2,254
Total adjusting items	3,741	21,101

¹ Other comprises various balances which relate to the pursuance of the strategic options and other one-off costs e.g trustee services, remuneration advisors' fees, transcription and printing services.

b) Number of employees

The monthly average number of full-time equivalent staff employed within the Group, including Executive Directors, was 378 (2023: 310) and the number of employees at year end was 421 (2023: 389).

Average number of persons employed during the year by legal entity	2024	2023
Crown Agents Bank Limited	364	303
CAB US Inc (formerly Segovia Technology Company)	6	6
CAB Europe BV	8	1
Total	378	310

8 - Tax Expense

a) Analysis of tax expense for the year

i. Tax expense

	Consolidated	
	2024 £'000	2023 £'000
Continuing and discontinued operations		
Current tax		
Corporation tax based on the taxable profit for the year	3,726	13,079
Adjustment in respect of prior years	(861)	316
	2,865	13,395
Deferred tax		
Origination and reversal of temporary differences	517	332
	517	332
Total tax expense in statement of profit or loss	3,382	13,727
Analysed as follows:		
Continuing operations	3,382	13,727
Discontinued operations	—	(66)
Total tax expense for the year	3,382	13,661
Effective tax rate	19%	36%

ii. Amounts recognised directly in other comprehensive income

	Consolidated	
	2024 £'000	2023 £'000
Aggregate deferred tax arising in the year and not recognised in net profit or loss and recognised in other comprehensive income:		
Current year	5	6
Adjustment in respect of prior years	—	6
Deferred tax charge (Note 15)	5	12

b) Factors affecting tax expense for the year

The tax assessed for the year is lower (2023: higher) than the standard rate of Corporation Tax in the UK.

	Consolidated	
	2024	2023
	£'000	£'000
Profit before taxation	17,594	37,617
Standard rate corporation tax of 25% on profit before taxation (2023: 25%/19%)	4,399	8,840
19%	–	1,787
25%	4,399	7,053
Effect of:		
Expenses not deductible for tax	124	4,514
Fixed asset differences	(342)	(19)
Losses not available for group relief	–	20
Impact of overseas tax rates	62	67
Permanent difference due to banking surcharge levy	–	642
Prior year adjustments	(861)	(337)
Total tax expense for continuing operations for the year	3,382	13,727

The Company's tax loss of £1,071k (2023: £391k) was surrendered to other Group companies (corporation tax group relief) as permitted by HMRC. No tax has been paid by the Company in the current year (2023: nil).

As laid out in the Finance Act 2021, from 1 April 2023, the main corporation tax rate increased to 25% (19% previously). In addition, there is a permanent difference due to a banking surcharge levy of 3% (8% previously) in relation to taxable profits of banks in excess of £100m (£25m previously) from 1 April 2023. The effects of this increase are reflected in the consolidated financial statements. The figures above incorporate the increased tax rate in respect of timing differences expected to reverse after that date.

9 - Cash and Balances at Central Banks

	Consolidated	
	2024	Restated 2023
	£'000	£'000
Cash and balances at central banks ¹	584,679	529,835
Less: Impairment loss allowance	–	–
	584,679	529,835
Component of cash and balances included in cash flow under:		
Cash and balances at central banks ¹	584,679	529,835

Cash and balances at central banks include no encumbered assets (2023: £nil).

There are no restricted amounts within cash and balances at central banks. The cash and bank balance at central banks is measured at amortised cost as they meet the Solely Payment of Principal and Interest (SPPI) criterion and are held to collect the contractual cash flows.

The carrying amount of these assets is approximately equal to their fair value.

¹ Prior period restatement

A prior period adjustment has been made to record a reclassification of interest receivable from Cash and balances with central banks which was incorrectly recognised in Other loans and advances to banks instead of Cash and balances from central banks. There was no impact to profit or loss, equity or earnings per share. The Consolidated Statement of Financial Position as at 31 December 2023 has been restated as follows:

	Other loans and advances to banks	Cash and balances at central banks
Consolidated financial statements as at 31 December 2023	£'000	£'000
Year ended 31 December 2023 (as previously reported)	137,570	528,396
Prior period adjustment	(1,439)	1,439
Year ended 31 December 2023 (as restated)	136,131	529,835

The Cash and balances at central banks and Other loans and advances to banks balances have been impacted by the same prior period adjustment amount and have been restated accordingly.

The Company had no cash and balances at central banks (2023: nil).

10 - Loans and Advances

Loans and advances are measured at amortised cost as they meet the SPPI criterion and are held to collect the contractual cash flows.

	Consolidated	
	2024	Restated 2023
	£'000	£'000
Loans and advances (gross)		
Loans and advances on demand to banks	185,563	135,203
Other loans and advances to banks ¹	180,148	136,158
Other loans and advances to non-banks	32,835	8,712
Total	398,546	280,073
Less: Impairment loss allowance		
Loans and advances on demand to banks	(4)	(25)
Other loans and advances to banks	(64)	(27)
Other loans and advances to non-banks	(239)	(496)
Total	(307)	(548)
Net Loans and advances on demand to banks	185,559	135,178
Net Other loans and advances to banks	180,084	136,131
Net Other loans and advances to non-banks	32,596	8,216
Net loans and advances	398,239	279,525
Component of loans and advances included in the consolidated statement of cash flows under:		
Cash and cash equivalents	185,559	135,178
Total	185,559	135,178

The Group's other loans and advances to banks include £410k of encumbered assets (2023: £8,264k) in relation to derivative contracts with other financial institutions and the balances are not overdue.

The Company's loans and advances with subsidiary undertaking is receivable from CAB and amounts to £108k (2023: £658k).

11 - Property, Plant and Equipment

	Consolidated			
	Leasehold improvements ¹	Computer equipment	Fixtures & fittings ²	Total
	2024	£'000	£'000	£'000
Cost				
At 1 January 2024	122	2,789	2,275	5,186
Additions	970	1,424	34	2,428
Disposals	(131)	(146)	(13)	(290)
At 31 December 2024	961	4,067	2,296	7,324
Accumulated depreciation and impairment				
At 1 January 2024	111	1,907	1,977	3,995
Charge to profit or loss	248	499	20	767
Disposals	(125)	(89)	(5)	(219)
At 31 December 2024	234	2,317	1,992	4,543
Net book value				
At 1 January 2024	11	882	298	1,191
At 31 December 2024	727	1,750	304	2,781

1 Includes Office fit out costs reclassified from Fixtures and fittings.

2 Includes artwork.

	Consolidated			
	Leasehold improvements	Computer equipment	Fixtures & fittings ¹	Total
2023	£'000	£'000	£'000	£'000
Cost				
At 1 January 2023	122	2,516	2,209	4,847
Additions	–	348	74	422
Disposals	–	(75)	(8)	(83)
At 31 December 2023	122	2,789	2,275	5,186
Accumulated depreciation				
At 1 January 2023	89	1,605	1,574	3,268
Charge to profit or loss	22	371	405	798
Disposals	–	(69)	(2)	(71)
At 31 December 2023	111	1,907	1,977	3,995
Net book value				
At 1 January 2023	33	911	635	1,579
At 31 December 2023	11	882	298	1,191

1 Includes artwork.

The Directors consider property and plant for indicators of impairment at least annually, or when there is an indicator of impairment. There are no physically visible impairment indicators at year-end. Management have considered the decline in the market capitalisation and the 2024 financial performance as impairment indicators and have therefore performed an impairment assessment of the value of the business which included property, plant and equipment (PPE). Refer to Note 13 for the comparison between recoverable amount (value in use of CAB) and the carrying amount of the net assets and assessment of other impairment indicators.

No impairment charge was taken in the period (2023: £nil).

The Company had no property, plant and equipment (2023: £nil).

12 - Leases (Group as a Lessee)

The Group has recognised right-of-use (ROU) assets and lease liabilities for its property leases which have been accounted for as individual assets and liabilities. The discount rates used are the incremental borrowing rates in the range of 5.33% – 7.06% (2023: (2.14%-8.99%).

The Group makes monthly/quarterly fixed payments in advance, to the lessors for the use of the properties, and there are no variable payments. The property leases have lease incentives, with the lease incentive receivable being deducted from the future lease payments.

The services provided by the lessors, such as cleaning, security, maintenance, and utilities, as part of the contract, are components which are not included in the ROU calculation and have been expensed in the 'Other operating expenses' line item in Note 7. These expenses amount to £861k (2023: £397k).

Dilapidation costs (restoration cost) of £1,800k (2023: nil) were added to the ROU at initial recognition and the dilapidation provision as at 31 December 2024 amounted to £1,884k (2023: nil) with £84k interest recognised in the statement of profit or loss and other comprehensive income.

The Group's leases of low-value fixtures and equipment are expensed in the 'Other operating expenses' line item in Note 7 on a straight-line basis (see accounting policy in Note 1 for leases). These amounted to £59k (2023: £47k).

There were no short-term leases during the year (2023: nil).

The lease terms covers only the non-cancellable lease term. There are no purchase, extension, or termination options and residual guarantees in the leases.

There are also no restrictions or covenants imposed by the leases.

The lease interest payments charged as an expense for the year totalled £897k (2023: £65k).

The Company does not have any leases and had no lease payments under non-cancellable operating leases during 2024 (2023: nil).

a) Right-of-use assets

All the Group's right-of-use assets are non-current assets. A reconciliation of the Group's right-of-use assets as at 31 December 2024 and 31 December 2023 are shown below:

	Consolidated Leasehold property ¹ £'000
Cost	
At 1 January 2024	1,760
Additions ²	19,061
Lease assignment ³	(695)
At 31 December 2024	20,126
Accumulated depreciation	
At 1 January 2024	1,071
Charge to profit or loss ¹	1,553
Lease assignment ³	(252)
At 31 December 2024	2,372
Net book value	
At 31 December 2024	17,754
Cost	
At 1 January 2023	1,760
Additions	—
At 31 December 2023	1,760
Accumulated depreciation	
At 1 January 2023	626
Charge to profit or loss ¹	445
At 31 December 2023	1,071
Net book value	
At 31 December 2023	689

1 There is only one class of right-of-use assets which are the property leases.

2 This relates to the lease of office space at 3 London Bridge, SE1 9SG, London and office space at 1 Rockefeller Plaza in New York which both commenced during the year (2023: there were no new leases).

3 The lease agreement for office space at Tower 42 Building was assigned to a third party with the Landlord's consent and in line with IFRS 9:3.3.1 the lease liability and related right-of-use asset were derecognised at the date of assignment as CAB's obligations under the lease are considered to have fully transferred. CAB paid £67k for the assignment of the lease and advanced £72k to the third party to pay the deposit to the Landlord.

Please note: the lease agreement for Quadrant House office space expired 25 June 2024. The right-of-use asset was fully depreciated and the lease liability fully paid up.

The Directors consider ROU assets for indicators of impairment at least annually, or when there is an indicator of impairment. There are no physically visible impairment indicators on the leased properties at year-end. Management view the decline in market capitalisation as an impairment indicator and therefore performed an impairment assessment of the value of the business which included the ROU assets. Refer to Note 13 for the comparison between the recoverable amount (the value in use of CAB) and the carrying amount of the net assets and assessment of other impairment indicators.

No impairment charge was taken in the period (2023: nil).

b) Lease liabilities

A reconciliation of the Group's remaining operating lease payments as at 31 December 2024 and 31 December 2023 are shown below:

	Consolidated Leasehold property £'000
Lease liabilities as at 1 January 2024	884
Additions during the year	17,264
Payments during the year ¹	(328)
Lease assignment (Note 12a)	(628)
Foreign exchange revaluation	63
Add: interest on lease liabilities	814
At 31 December 2024	18,069
Lease liabilities as at 1 January 2023	1,281
Additions during the year	—
Payments during the year	(462)
Add: interest on lease liabilities	65
At 31 December 2023	884

¹ Payments during the year include payments for interest on lease liabilities and the repayment of the principal portion of the lease liability.

There were no variable lease payments expenses in the reporting period (2023: nil).

The Group's lease liabilities as at 31 December 2024 and 31 December 2023 is split into current and non-current portions as follows:

	Consolidated	
	2024 £'000	2023 £'000
Non-current	16,681	512
Current	1,388	372
Lease liabilities	18,069	884

c) Impact on the profit and loss

The following are the amounts recognised in profit or loss:

	Consolidated	
	2024	2023
	£'000	£'000
Depreciation expense of right-of-use assets (Note 7)	1,553	445
Interest expense on lease liabilities (Note 4)	897	65
Impact of lease assignment	(21)	–
Expense relating to leases of low-value assets (Note 7)	59	47
Total amount recognised in profit or loss	2,488	557

The Group had total cash outflows for all leases of £328k (2023: £462k).

d) IBR Sensitivity (consolidated)

The lease liability and right of use assets carrying values at year-end would be as follows if the IBR was sensitised by increasing or decreasing it by 100 basis points.

	Right-of-use assets		Lease liability	
	2024	2023	2024	2023
Percentage	£'000	£'000	£'000	£'000
+1%	17,055	698	17,322	753
-1%	18,627	723	18,866	774

13 - Intangible Assets

	Consolidated				
	Goodwill	Core accounting software	Other software	Brand/ name	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 January 2024	5,919	5,872	31,653	1,483	44,927
Additions	–	855	11,669	–	12,524
Reclassification of software from core to non-core	–	(805)	805	–	–
Exchange rate loss	–	–	23	–	23
At 31 December 2024	5,919	5,922	44,150	1,483	57,474
Accumulated amortisation and impairment					
At 1 January 2024	–	4,428	16,038	167	20,633
Charged for the year	–	437	5,724	52	6,213
Reclassification of software from core to non-core	–	(308)	308	–	–
Exchange rate loss	–	–	23	–	23
At 31 December 2024	–	4,557	22,093	219	26,869
Net book value					
At 1 January 2024	5,919	1,444	15,615	1,316	24,294
At 31 December 2024	5,919	1,365	22,057	1,264	30,605

	Consolidated				
	Goodwill	Core accounting software	Other software	Brand/ name	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 January 2023	5,919	5,817	24,809	1,427	37,972
Additions	–	82	6,844	56	6,982
Exchange rate loss	–	(27)	–	–	(27)
At 31 December 2023	5,919	5,872	31,653	1,483	44,927
Accumulated amortisation					
At 1 January 2023	–	4,146	11,785	122	16,053
Charged for the year	–	309	4,253	45	4,607
Exchange rate loss	–	(27)	–	–	(27)
At 31 December 2023	–	4,428	16,038	167	20,633
Net book value					
At 1 January 2023	5,919	1,671	13,024	1,305	21,919
At 31 December 2023	5,919	1,444	15,615	1,316	24,294

Software that does not result in an intangible asset (right to receive access to the supplier's application software in the future is a service contract) of the Group are expensed. Software expensed in the period amounts to £3,790k (2023: £2,926k).

Internally generated assets include payment-related software that is created and utilised in the Group's operation. All intangible assets (except Goodwill) have finite lives – see Note 1 for accounting policies on the amortisation method and useful lives.

Other software held by the Group includes software relating to the payments, process/platform, compliance, and banking.

The Company had intangible assets amounting to £120k in 2024 (2023: nil).

The goodwill relates to the acquisitions:

- by the Company, on 31 March 2016, of the entire share capital of both CAB, a regulated bank, and
- by the Group, on 1 July 2019, of the entire share capital of CAB US Inc. (formerly Segovia Technology Company), a US- based fintech company.

CGU: goodwill relating to the acquisitions of both CAB and CAB US Inc. is allocated to CAB being the Group's only cash- generating unit. The carrying amount of goodwill has been allocated to the operating segment for all periods. The CGUs are determined at company level because specific revenue streams can not be attributed to individual assets.

The goodwill is tested for impairment at the CGU level. Impairment reviews were performed on the carrying values of all goodwill and intangible assets as follows:

1. Goodwill and other intangible assets: reviewed against a value in use calculation of CAB, the cash-generating unit.

The Group tests goodwill and intangible assets annually for impairment, or more frequently if there are indications that the assets might be impaired. The value in use that has been used for the impairment assessment of Goodwill and Intangible Assets also applies to PPE (Note 11), ROU Assets (Note 12), and the parent's Investments in Subsidiary Undertakings (Note 14).

Value in use

The recoverable amounts of the cash-generating units are based on value in use calculations which use cash flow projections based on financial budgets approved by the Board of Directors covering a three-year period ending 31 December 2027, with the terminal growth rate applied from the start of 2028. Key inputs used by the Group were as follows:

	2024	2023
Discount rate pre tax	11 %	20 %
Discount rate post tax	9 %	15 %
Terminal value growth rate	2 %	2 %

i. Discount rate

The Group uses a post-tax (2023: pre-tax) discount rate based on the WACC in line with requirements of IAS 36. The post-tax WACC of 9% used in 2024 equates to a pre-tax WACC of 11%. The discount rate has fallen significantly, following a change in the approach to the debt / equity funding mix of comparator companies.

ii. Cash flows

The future cash flows of the CGUs are the cash flows projected for a three-year period for which detailed forecasts are available and utilise assumptions regarding the long-term pattern of sustainable cash flows thereafter. The forecasts have been adjusted to strip out the effect of new business lines. Forecasts are compared with actual performance and verifiable economic data, but they reflect management's view of future business prospects at the time of the assessment.

iii. Terminal growth rate

The terminal growth rate remains unchanged at 2% being an industry realistic benchmark based on the UK long-term inflation rate.

iv. Sensitivity analysis of key assumptions in calculating value in use

The Group has conducted an analysis of the sensitivity of the impairment test to changes in the key assumptions (i.e cash flows, growth rate and the WACC) used to determine the recoverable amount for the CGU to which goodwill and intangible assets are allocated. The Group believes that any reasonably possible change in the key assumptions on which the recoverable amount of the CGU is based would not cause the aggregate carrying amount of goodwill and intangible assets to exceed the aggregate recoverable amount of the related CGUs. The changes (in isolation) required to these three inputs before the headrooms are breached are as follows:

Key Input	Required before headroom is breached	
	CAB	Group
Fall in forecast profit after tax for all three years of forecast	(65)%	(75)%
Terminal growth rate	(10)%	(11)%
WACC (post tax)	18 %	19 %

v. Other impairment indicators

The fall in the market capitalisation of the Company and the Group's financial performance in 2024 were assessed as potential impairment indicators. However, the resulting impairment review (discussed above) concluded that no impairment was required for Intangible assets, Goodwill, PPE, Investments in subsidiary undertakings, and ROU assets (2023: nil).

14 - Investments in Subsidiary Undertakings

Investments in subsidiary undertakings were as follows:

	Company	
	2024	2023
	£'000	£'000
Reconciliation		
At 1 January	164,380	63,384
Additions	–	100,996
Impairments	–	–
Stamp duty refund	(39)	–
At 31 December	164,341	164,380

	Company	
	2024	2023
	£'000	£'000
Analysed as:		
CAB Tech Holdco Limited (CTH)	164,341	164,380
	164,341	164,380

Impairment reviews were performed in 2023 and 2024 on the carrying values of CTH, the Company's only investment.

CTH's key asset is its investment in CAB. The value in use of CAB calculation and the assessment of key assumptions and related sensitivity analysis provided in Note 13 are therefore relevant when considering the impairment review of the investment in subsidiary undertakings. The value in use exceeds the carrying amount of the investment in subsidiary undertakings, therefore no impairment has been recognised at year-end (2023: nil).

The Company intends to liquidate CTH during 2025. The investments currently owned by CTH will be transferred up to its parent, CAB Payments. The impact of the planned liquidation on the statement of profit or loss at year end is £nil at year-end.

15 - Deferred Tax

a) Deferred tax liability

The deferred tax liability recognised in the consolidated financial statements is as follows:

	Consolidated				
	Property, plant and equipment	Investment in equity	Intangible assets	ECL Provision	Total
Deferred tax liability (2024)	£'000	£'000	£'000	£'000	£'000
At 1 January 2024	115	36	544	–	695
Charge/(Credit) to profit and loss 2024	3	–	514	–	517
Charge to other comprehensive income 2024	–	5	–	–	5
At 31 December 2024	118	41	1,058	–	1,217
Analysed as follows:					
Continued operations	118	41	1,058	–	1,217
Discontinued operations	–	–	–	–	–
	118	41	1,058	–	1,217
Deferred tax liability (2023)					
At 1 January 2023	3	24	263	44	334
Charge/(Credit) to profit and loss 2023	112	–	281	(44)	349
Charge to other comprehensive income 2023	–	12	–	–	12
At 31 December 2023	115	36	544	–	695
Analysed as follows:					
Continued operations	115	36	544	–	695
Discontinued operations	–	–	–	–	–
	115	36	544	–	695

The deferred tax liability can be further analysed as follows:

	Consolidated	
	2024	2023
	£'000	£'000
Liability reversing at 25%	1,217	695
At 31 December 2024 at 25% (2023: 25%)	1,217	695

b) Deferred tax recognised in the year

	Consolidated	
	2024 £'000	2023 £'000
Accelerated tax depreciation on property, plant and equipment	3	112
Intangible assets	514	300
Expected credit loss provision	–	(80)
Total tax expense to profit or loss ¹	517	332
Charged to other comprehensive income:		
Deferred tax expense on investment on equity securities	5	12
Total deferred tax expense in other comprehensive income	5	12
Total deferred tax charge for the year	522	344

1 Includes a deferred tax asset credit of £nil (2023: £18k).

c) Unrecognised deferred tax assets and deferred tax liability

At the reporting date, the Group had £nil (2023: £nil) unused tax losses available for offset against future profits.

Company

The Company had no recognised deferred tax assets or liabilities at 31 December 2024 and 31 December 2023.

16 - Customer Accounts

	Consolidated	
	2024 £'000	2023 £'000
Repayable on demand	676,720	785,316
Other customers' accounts with agreed maturity dates or periods of notice by residual maturity repayable:		
3 months or less	845,081	670,901
1 year or less but over 3 months	63,199	81,020
2 years or less but over 1 year	–	5,652
	1,585,000	1,542,889

Customer accounts are accounts that customers hold with the Group. A substantial proportion of customer accounts are easy access accounts that, although repayable on demand, have historically formed a stable deposit base.

Customer accounts also include cash collateral amounting to £17,806k (2023: £44,588k) held by the Group in respect of the assets' underlying financial guarantees and letters of credit noted on Note 17. These are not restricted cash and are available for use by the Group.

The Company had no customer accounts throughout 2024 (2023: £nil).

17 - Provisions

	Consolidated	
	2024 £'000	2023 £'000
Expected credit loss for off balance sheet balances:		
Financial guarantee liability	1	2
Liability for letter of credit confirmations/bill acceptances	2	6
Working capital facilities – undrawn commitments	62	228
ECL for off balance sheet balances	65	236
Dilapidation provision for the London Bridge Lease (Note 12)	1,884	–
Additions	1,800	–
Interest on dilapidation provision	84	–
Provisions	1,949	236

i. Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument. The Group provides financial guarantees to multiple counterparties. The Group received premiums of £5k (2023: £73k).

ii. Letter of credit confirmations/bill acceptances

A letter of credit confirmation/bill acceptance is a letter from an issuing bank guaranteeing that a buyer's payment to a seller will be received on time and for the correct amount. The Group confirmed the letters of credit issued by an issuing bank and charged fixed fees which are received either in advance or at a later date. The Group provides these acceptances to multiple counterparties. The Group received premiums of £967k (2023: £754k).

The uncertainties relating to the amount or timing of any outflow are those inherent within the products concerned, notably that the relevant counterparty will not carry out its obligations. Cash collateral of £17,806k (2023: £44,588k) was held by the Group in respect of the assets' underlying financial guarantees and letters of credit noted above. These are not restricted cash and are available for use by the Group.

iii. Working Capital facilities – undrawn commitments

Working Capital is a credit facility offered by the Group to its clients which allows clients to draw down on the facility on satisfaction of the terms of this facility. The Group charges a facility fee for provision of each facility. The Group provides this facility to multiple counterparties. The Group received facility fees of £40k (2023: £47k).

18 - Treasury Shares Reserve

In January 2024, via the EBTs, the Group acquired a total of 280,090 shares (2023: nil) from the market at an average cost of £0.864 per share as part of its employee share incentive scheme. As at 31 December 2024 a total of £244k (2023: nil) has been recognised against equity as Treasury Shares. The market value of these shares as at 31 December 2024 is £190k. Directly attributable costs of £nil (2023: nil) have been expensed to equity.

19 - Notes to the Statement of Cash Flows

i. Reconciliation of profit before taxation to net cash outflow from operating activities

	Consolidated		Company	
	2024	2023 Restated	2024	2023
	£'000	£'000	£'000	£'000
Profit/(loss) before taxation				
Continuing operations	17,594	37,617	(3,159)	(4,964)
Discontinued operations	–	(220)	–	–
Adjusted for non-cash items:				
Effect of currency exchange rate change	(1,219)	(14,988)	–	–
Effect of other mark to market revaluations	(20)	(83)	–	–
Amortisation	6,213	4,607	11	–
Depreciation				
– Right of use of assets	1,553	445	–	–
– Property, plant and equipment	767	798	–	–
Share-based payment charge	996	1,359	–	–
Effective interest rates	(89)	–	–	–
(Profit)/loss on write-off of:				
– Property, plant and equipment	71	12	–	–
– Right of use assets	(184)	–	–	–
– Intangible assets	–	284	–	–
Profit on disposal of discontinued operations	–	(67)	–	–
Interest accrued on lease liabilities	814	65	–	–
Other non-cash expenses	–	1,045	–	–
Dividend received from subsidiary	–	–	–	(15,560)
	26,496	30,874	(3,148)	(20,524)
Changes in working capital:				
Net increase in loans and advances to banks other than on demand	(44,349)	(52,937)	–	–
Net increase in customer accounts	27,634	294,336	–	–
Net decrease in investment in debt securities	107,553	41,410	–	–
Net (increase)/decrease in other loans and advances to non-banks	(24,031)	4,226	–	–
Net decrease in unsettled transactions	12,643	1,952	–	–
Net decrease in other assets	243	4,756	3,654	11,181
Net increase/(decrease) in other liabilities	(1,718)	(237)	(432)	19,009
Decrease in accrued income	290	470	–	–
Increase in accruals	(7,987)	(1,935)	(288)	702
Net cash generated/(outflow) from operating activities ¹	96,774	322,915	(214)	10,368

¹ Cash flows from operating activities include interest received of £59,582k (restated 2023: £50,897k - previously £53,606k) and interest paid of £47,167k (restated 2023: £23,826k - previously £21,869k).

ii. Non-cash transactions – Consolidated

Non-cash transactions from investing activities for the Group during the year include acquisition of right-of-use assets amounting to £19,061k (2023: £nil).

Non-cash transactions from investing activities for the Company during 2023 included the acquisition of CTH shares held by external shareholders as at 5 July 2023.

iii. Changes in liabilities arising from financing activities

The Group's changes in lease liabilities are detailed in Note 12. There are no other changes in liabilities from financing activities.

There are no changes in liabilities arising from financing activities for the Company.

iv. Restatement of prior year balances

Certain 2023 cash flow balances have been restated as follows:

Notes to the statement of cash flows	Consolidated 2023		
	Previously reported	Adjustment ¹	Restated
	£'000	£'000	£'000
Changes in working capital			
Net increase in advances to banks other than on demand	(54,376)	1,439	(52,937)
Net cash generated from operating activities	321,476	1,439	322,915
Consolidated statement of cash flows for the year ended 31 December 2023			
Net cash generated from operating activities	321,476	1,439	322,915
Net cash used in operating activities	307,327	1,439	308,766
Net decrease in cash and cash equivalents	289,184	1,439	290,623
Cash and cash equivalents at the end of the year	1,182,338	1,439	1,183,777
Cash and balances at central banks	528,396	1,439	529,835

¹ Refer to Note 9 for details about this adjustment.

20 - Related Party Transactions

The immediate parent undertaking of the Company which had control in 2023 and up to 6 July 2023 was Merlin Midco Limited. As at the year end Merlin Midco Limited's ownership was 45.1% (2023: 45.1%), which is held by a nominee company Diagonal Nominees Limited. No company is required to consolidate these financial statements this year (2023: no company consolidated the entity).

The related party transactions (which were all at arm's length and were transacted at market prices) are as follows:

- a. As at 31 December 2024 the Group had related party balances with companies outside the Group (2023: two) as follows: £49k (2023: £129k), payable to Helios Investors Genpar III LP. The amount relates to the outstanding balance of the director's fees payable by CAB to Helios until September 2024 when Simon Poole was still a director at Helios. He has been paid directors' fees via the payroll from October 2024. No interest accrues on the outstanding amount; and
- b. The Group provided £nil (2023: £1k of Net foreign exchange gain) banking services to connected parties.

c. Directors and key management loans

The Group's loans to Directors and key management are summarised below.

	2024		2023	
	No.	£'000	No.	£'000
Directors				
As at 1 January	1	335	3	159
As at period end	—	—	1	335
Key Management				
As at 1 January	—	—	8	252
As at year end	—	—	—	—

The loans outstanding at the beginning of 2023 were all repaid during the year. The loans accrued interest at the HMRC stipulated interest rate but only on balances in excess of £10,000. The Directors loan advanced in 2023 was to the former CEO of the Group at the time, Bhairav Trivedi, and accrued interest at the HMRC stipulated rate on the entirety of the loan. Bhairav Trivedi resigned as a director in 2024 and the loan is therefore no longer classified as a related party transaction. However it remains a staff loan.

All loans were repayable on the occurrence of the earliest of a number of events. There was no impairment on loans in respect of the amounts owed by related parties (2023: nil). The ECL for staff loans was assessed as immaterial as at 31 December 2024 and 31 December 2023.

d) Remuneration of key management personnel (including Executive Directors)

The remuneration of the Group's key management personnel is set out below in aggregate for each of the categories specified in IAS 24 Related Party Disclosures.

	Consolidated	
	2024	2023
	£'000	£'000
Short-term employee benefits (including bonuses and Employer's NICs)	4,393	12,427
Post-employment benefits	141	241
Share-based payments	457	639
Total remuneration	4,991	13,307

Included in the table above are contributions of £45k (2023: £84k) made by the Group on behalf of two Directors (2023: two) to a defined contribution pension scheme. No retirement benefits accrued for any Director (2023: £nil) under a defined benefit pension scheme.

The aggregate emoluments (including pension contributions and exit compensation) of the Group's key management (excluding Directors) were £2,908k (2023: £8,583k).

The aggregate emoluments (including share-based payment charge) and accrued pension contributions of the highest paid Director in the Group were £578k (2023: £3,163k) and £nil (2023: £58k) per annum respectively.

Termination benefits provided to Richard Hallett as reported in the Directors' Remuneration Report are not included in the above table since they do not relate to 2024.

e) Company related party balances

In addition to the above related party transactions and balances of the Group, the Company had outstanding balances with the following intercompany entities within the Group as at 31 December 2024:

1. £18,262k (2023: £19,406k) payable to CAB. The amount relates to the payments made by CAB on behalf of, or recharged to the Company. The Company also has £273k (2023: nil) receivable from CAB for various other immaterial transactions.
2. £nil (2023: £4,239k) receivable from its subsidiary, CTH. The prior year amount related to a dividend payment and other intragroup receivables. The Company has a payable with CTH amounting to £20k (2023: £0).
3. £20k (2023: £nil) payable to CAB Europe for various immaterial transactions between the entities.
4. The Company holds a bank account with CAB with a year-end balance of £108k (2023: £658k).

21 - Called Up Share Capital

	2024 £'000	2023 £'000
Number of ordinary shares		
Authorised, allotted, issued, and fully paid (ordinary shares – Class A)		
As at beginning of year	–	68,000
Redesignation of Class A Shares to new ordinary shares	–	(68,000)
As at period end (ordinary shares – Class A)	–	–
Authorised, allotted, issued, and fully paid (ordinary shares – Class B)		
As at beginning of the year	–	10
Share split of Class B shares resulting in reduction of nominal value per share from £0.5913044 to £0.001	–	5,913
Redesignation of Class B shares to new ordinary shares	–	(5,913)
As of end of the year (ordinary shares - Class B)	–	–
Authorised, allotted, issued, and fully paid (number of ordinary shares)		
As of beginning of the year (£0.000333 nominal value per ordinary share)	254,143	—
Redesignation of Class A and Class B shares to new ordinary shares	–	73,913
Share split	–	147,826
Issuance of ordinary shares to former external shareholders of CTH	–	32,404
As of end of the year (£0.000333 nominal value per ordinary share)	254,143	254,143

	2024 £'000	2023 £'000
Ordinary share balance		
As at beginning of the year	85	68,010
Share capital reduction of Class A shares and Class B shares before redesignation	–	(67,936)
Issuance of ordinary shares to former external shareholders of CTH (32,404 at £0.000333 per share)	–	11
Total share capital – at year-end	85	85

A. Group reorganisation and listing in 2023

The ordinary shares of the Company were admitted to the premium listing segment of the Official List of the FCA and to trading on the Main Market of the London Stock Exchange on 11 July 2023 ('Admission'). Immediately prior to Admission, the Group undertook certain steps as part of a reorganisation of its corporate structure, which resulted in all shareholders of CTH (other than the Company) exchanging shares in CTH for Ordinary Shares in the Company (the 'Reorganisation').

On 4 July 2023, the Company was re-registered as a public company limited by shares.

In relation to the existing share plans within the Group structure prior to the share capital reorganisation and the Share Exchange described below, and prior to Admission, any unvested conditional awards and options vested in full. Participants who held conditional awards received the CTH shares subject to their awards, and participants who held options were given the opportunity to exercise their options and acquire CTH shares in order to participate in the Share Exchange.

The following steps relating to the Reorganisation took place during the year ended 2023:

21a) On 19 June 2023, in connection with the Pre-Admission Reorganisation, the Company reduced the nominal value of the A shares in the Company from £1 to £0.001 and the B shares in the Company from £1 to £0.5913044. The effect of the share capital reduction has been to reduce the share capital of the Company from £68,010k to £74k and to increase retained earnings accordingly by £67,936k.

21b) The Company split the B ordinary shares into 5,913,044 ordinary shares with a nominal value of £0.001 each.

21c) The Company re-designated its existing A ordinary shares and B ordinary shares into a single class of ordinary shares with a nominal value of £0.001 each.

21d) The Company subdivided each ordinary share with a nominal value of £0.001 each into three ordinary shares with a nominal value of 0.0333 pence each.

Following steps 21a) to 21d) the Company's share capital comprised 221,739,135 ordinary shares.

21e) In accordance with the terms of the Implementation Agreement, the Company acquired the shares held by the other shareholders in CTH from each of CAB Tech Holdco Limited's other shareholders in exchange for 32,404,083 newly issued ordinary shares (the 'Share Exchange').

Accordingly, 254,143,218 ordinary shares are in issue at year end (2023: 254,143,218).

There are no restrictions on the distribution of dividends and the repayment of capital.

There were no changes to the ordinary share capital and the number of shares in issue during the year ended 31 December 2024.

B. Merger relief reserve

The Company's merger relief reserve amounts to £100,442k as at 31 December 2024 (2023: £100,442k) relating to the transaction described in Note 21e.

22 - Contingent Liabilities, Commitments and Guarantees

a) Contingent liabilities

The Group and the Company do not have contingent liabilities at the balance sheet date other than those disclosed in Note 17.

b) Commitments

i. Capital commitments

The Group and Company do not have any capital commitments at the balance sheet date (2023: nil) nor any which have been approved but not contracted (2023: nil).

ii. Other commitments

1. In 2020, the Group entered into a five-year contract to assist with the ongoing automation of manual processes. The following payments are due under the contract:

	2024	2023
Payment Due	£'000	£'000
Not later than one year	1,883	2,260
Later than one year and not later than five years	–	1,883
	1,883	4,143

The total of the amounts due under the contract are expensed to the consolidated statement of profit or loss over the life of the contract in line with the benefits received.

Further commitments are discussed in Note 12 and Note 17

23 - Earnings Per Share

The calculation of the basic and diluted earnings per share at the reporting date is based on the following data:

	Consolidated	
	2024	2023
Earnings/(losses) attributable to owners of the Group:	£'000	£'000
Continuing operations	14,212	22,866
Discontinued operations	–	(153)
	14,212	22,713

	Year ended 31 December	
	2024 £'000	2023 £'000
Weighted average number of ordinary shares		
Class A ordinary shares	–	68,000
Class B ordinary shares	–	5,913
– Class B ordinary shares at beginning of reporting date	–	10
– Class B share split ¹ (Note 21)	–	5,903
Weighted average number of Class A and Class B ordinary shares	–	73,913
Redesignation of Class A and Class B ordinary shares during the period	–	(73,913)
New class of ordinary shares issued during the period	–	237,186
Redesignation of Class A and Class B shares into new class of shares	–	73,913
New ordinary shares from share split	–	147,826
Issuance of additional new ordinary shares to former shareholders of CTH	–	15,447
Weighted average number of ordinary shares for basic earnings per share ¹	253,863	237,186
Potential dilutive shares from the 2024 Free share scheme ¹	280	–
Potential dilutive ordinary shares from the 2023 LTIP Scheme ²	–	–
Potential dilutive ordinary shares from the 2024 LTIP Scheme ²	–	–
Weighted average number of ordinary shares for diluted earnings per share ³	254,143	237,186

¹ The Company's total issued shares is 254,143,218 at year-end (see Note 21). In January 2024 the Company acquired 280,090 ordinary shares from the market, through an EBT, to fulfil its obligations in relation to the free share scheme and these shares have been accounted for as treasury shares (see Note 18). In line with IAS 33, these shares are not considered to be outstanding and therefore are excluded from the weighted average number of shares for basic earnings per share $[(254,143,218 \times 12/12) - (280,090 \times 12/12) = 253,863,128]$. Treasury shares in an EBT have a dilutive effect and therefore included in the weighted average number of shares for diluted earnings per share.

² Current forecasts indicate that there will be no dilution effective from the 2024 and 2023 LTIP Scheme in both 2023 and 2024 and therefore, these potential shares have not been included in the calculation of the number of ordinary shares for the diluted earnings per share.

³ The ordinary shares related to the 2017 LTIP and the Restricted Shares and Restricted Share Units vested in 2023 therefore, do not have any impact to both the basic EPS and diluted EPS in the current year.

The number of potential dilutive ordinary shares arising from the free share scheme is small relative to the total number of ordinary shares in issue at the end of the period, therefore, the basic and diluted earnings per share amounts are similar. The basic and diluted earnings per share are as follows:

	31 December	
	2024 pence	2023 pence
Basic and diluted earnings per share		
Continuing operations	6	10
Discontinued operations	–	–
Total basic and diluted earnings per share attributable to owners of the Company	6	10

24 - Events after the Reporting Period

Restructuring costs

As announced during Q1 2025, in line with the refreshed strategy, the Group has commenced a programme to reduce its head count by approximately 20%. Furthermore, the Group will continue to reinvest in front-line sales teams on a global scale to drive revenue growth. The redundancy program will cost c.£2.0 million.

There were no other events after the reporting period requiring disclosure or further adjustments to the financial information.

Directors responsibility statement

Each of the Directors Ann Cairns, Neeraj Kapur, Noel Harwerth, Simon Poole, Dr Caroline Brown, Jennifer Johnson-Calari, Karen Jordan, Susanne Chisti, confirm that to the best of their knowledge:

- a. the consolidated financial statements, prepared in accordance with UK-adopted international accounting standards give a true and fair view of the assets, liabilities, financial position, and profit and loss of the Company and the undertakings included in the consolidation taken as a whole; and
- b. the Annual Report (including the Strategic Report encompassed within the 'Overview', 'Strategic Report', and 'Governance' sections) includes a fair review of the development and performance of the business, and the position of the Company and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that they face.

Alternative Performance Measures

CAB Payments uses alternative performance measures ('APM') when presenting its financial results. Management believe these provide stakeholders with additional useful information to interpret the underlying performance of the business. They are used by the Directors and management to monitor performance.

APMs used within this Annual Report are supplemental to, but not a substitute for, IFRS measures presented within the Financial Statements. They may not be comparable with the APMs of other companies. The APMs are calculated on the same basis as the prior year.

Gross Income

The Group's focus is on controlled investment, whether as capital expenditure or through operating costs, to drive income growth. Gross Income is the same as 'Total income, net of interest expense' as reported in the Consolidated Statement of Profit and Loss.

EBITDA

The key measure of profitability used internally at Executive Committees and Board, and externally with investors.

It is calculated as Profit before Tax and IFRS 16 lease liability interest expense, depreciation and amortisation. Although it is typical to calculate EBITDA before interest, our net interest income is generated from client deposits and subsequent reinvestment to generate returns for shareholders and therefore remains included within EBITDA.

The calculation for EBITDA can be seen in Note 3: segmental reporting.

Adjusted EBITDA and adjusted EBITDA margin

The Group believes that Adjusted EBITDA is a useful measure for investors because it is closely tracked by management to evaluate the Group's performance for making financial, strategic, and operating decisions, as well as aiding investors to understand and evaluate the underlying trends in the Group's performance period on period, in a comparable manner.

Adjusted EBITDA margin is another measure of profitability, by understanding how much of the Revenue is converted to profit, by calculating Adjusted EBITDA as a percentage of Gross Income.

			Twelve Months Ended 31 December:	
			2024	2023
Adjusted EBITDA	Reference		£'000	£'000
EBITDA from continuing operations	Note 3	A	27,024	43,532
Add back: Adjusting items	Note 7	B	3,741	21,101
Adjusted EBITDA		A+B	30,765	64,633

			Twelve Months Ended 31 December:	
			2024	2023
Adjusted EBITDA margin	Reference		£'000	£'000
Adjusted EBITDA	Table above	A	30,765	64,633
Gross income (defined as total income, net of interest expense)	Consolidated Statement of Profit or Loss	B	105,544	137,068
Adjusted EBITDA margin		A / B	29%	47%

Adjusted profit and earnings per share

A measure of profitability based on adjusting the statutory profit after tax by removing identified items that do not form part of the ongoing running costs of the business..

			Twelve Months Ended 31 December:	
			2024	2023
Adjusted Profit After Tax	Reference		£'000	£'000
Profit Before Tax	Consolidated Statement of Profit or Loss	A	17,594	37,617
Add back: Adjusting items	Consolidated Statement of Profit or Loss	B	3,741	21,101
Adjusted Profit Before Tax		C = A+B	21,335	58,718
Adjusted Tax (at standard rates: 2024: 25%; 2023: average 23.5%)		D	(5,334)	(13,799)
Adjusted Profit After Tax		E = C-D	16,001	44,919
Number of Shares	Note 21	F	254,143,218	254,143,218
Adjusted Earnings Per Share		E / F	0.06	0.18

Operating free cash flow and free cash flow conversion

A measure of cash flow generated by the business. It is a non-statutory measure used by the Board and the senior management team to measure the ability of the Group to support future business expansion, distributions, or financing. It is calculated as Adjusted EBITDA before the cost of purchasing property, plant and equipment, the cost of intangible asset additions, and the cost of lease payments. The Group also measures free cash flow conversion, being operating free cash flow as a percentage of Adjusted EBITDA.

			Twelve Months Ended 31 December:	
			2024	2023
Operating free cash flow:	Reference		£'000	£'000
Adjusted EBITDA	Note 3	A	30,765	64,633
Less: additions of tangible fixed assets	Note 11		(2,428)	(422)
Less: additions of intangible fixed assets	Note 13		(12,524)	(6,982)
Less: cash payments made on property leases	Note 12		(328)	(462)
Operating free cash flow		B	15,485	56,767
Operating free cash flow conversion		B / A	50%	88%

Capital and capital surplus

Capital's principal purpose is to support the future growth of the organisation using capital not required to fulfil its regulatory requirements to absorb any potential losses. This is referred to as 'surplus capital' and has its allocation prioritised for growth concentrated on technology via capital expenditure and balance sheet deployment to accelerate transactional volume. In particular, the Group has been targetting growth in franchise enhancing trade finance assets with a view to enhance relationships with clients and liquidity providers.

As a regulated bank, the Group's definition of capital is that under the UK Capital Requirements Regulation. Capital surplus refers to the surplus capital the Group holds above the regulatory minima inclusive of the Capital Conservation Buffer, the Countercyclical Buffer and the PRA Buffer. Capital and Capital Surplus has been included as a new KPI in the current year.

Wholesale FX and payment FX

The FX business is reported across a number of products: Wholesale FX, Payment FX, and Pension FX. This income is measured collectively by the Group as the underlying economic drivers are broadly the same. The income, volume, and margins are all measured and monitored, along with the underlying currencies, to help the Group understand broader income performance.

The reported figures represent the accumulated income from all trades undertaken during the year, where the income of a single transaction has been generated from the bid/ask spread and any associated fees if the converted funds are then paid to a third-party beneficiary.

Wholesale FX and Payment FX income is the same as the Net Foreign Exchange gain reflected in the Consolidated Statement of Profit or Loss.

Developed and emerging markets

The Wholesale and Payments FX revenue is internally considered split between Developed and Emerging markets, given there is a different set of economics that prevail in each market. The reported 'Developed' market closely aligns to the G10 economies, with the inclusion of the Danish Krone. 'Emerging' is defined as non-OECD Asia Pacific, the Middle East, the Caribbean, Latin America, Africa and BRICS.

Alternative Interest income

The Group measures and monitors net interest income by its underlying commercial driver, which enables evaluation of performance in consideration of return on capital deployed and product profitability. This is done by capturing interest income by source and spreading the interest expense through an internal transfer pricing mechanism.

		Twelve Months Ended 31 December:	
Alternative Interest Income:	Reference	2024 £'000	2023 £'000
Net interest income	Consolidated Statement of Profit or Loss	19,557	21,499
Gains on money market funds	Consolidated Statement of Profit or Loss	16,070	11,036
Net (loss)/gain on financial assets and financial liabilities mandatorily held at fair value through profit or loss	Consolidated Statement of Profit or Loss	(247)	1,232
Total		35,380	33,767
Net interest income from cash management		30,876	31,711
Trade finance net interest income		3,640	1,571
Working capital facilities net interest income		865	485
Total		35,380	33,767

Number of unique active clients and income per client

The Group measures the number of unique clients and their associated value to the organisation, in order to understand the impact through the organisational operations. A key element of success for the Group is to continue to bring on board new clients to help grow the top line Gross Income. The number of unique clients is derived at a Group entity level, that contributed revenue in the preceding 12 months across any of the CAB Payments product offering. The Group is focused on a higher quality of earnings from its client base, ensuring that it maximises share of wallet and ensuring a cost-effective client relationship, with a particular focus on ensuring all clients generate more than £100k per annum. Income per client has been added as a new KPI in the current year and is calculated as Gross Income divided by number of unique clients.

Number of currencies offered

The Group measures the number of currencies where it is able to undertake an FX/payment transaction, with the strategy to continue to increase the number of currencies available to clients.

Number of banking partners

The Group counts and measures its number of Banking Partners to understand the fortification of our global payment capability and the support there is for the FX specialism. The strategic aim is to continue to grow Banking Partners, either in the markets we currently serve, to provide competitive pricing, or to bring online new markets.

Development aid flows

This is the subsection of the Wholesale and Payment FX volumes from International Developed Organisations into Emerging Markets.

Gender diversity in management

The Board and Senior Management are committed to driving diversity and equality in the workforce, and do this through measurement of gender diversity at management level, which is defined as: number of female Vice President (VP), Senior Vice President (SVP), Directors (D), Managing Directors (MD), and Executive Vice President (EVP) (excludes Board) as a percentage of the overall FTE within those same corporate grades.

Financial Performance Metrics excl. NGN, XOF and XAF

Due to external factors which have caused material changes in the income generated from Naira (NGN), West African Franc (XOF) and Central African Franc (XAF) management have provided statistics excluding these currencies within the CEO and Financial Review. The following table provides a reconciliation between the financial metric, whether a key performance indicator, alternative performance measure, or statutory figure and the same but excluding the income from those three currencies.

	2024			2023			Year on Year	
	Reported	NGN, XAF and XOF	Excl. NGN, XAF and XOF	Reported	NGN, XAF and XOF	Excl. NGN, XAF and XOF	YoY inc. NGN, XOF and XAF	YoY excl. NGN, XOF and XAF
Wholesale FX	41.2	9.0	32.2	68.5	35.1	33.4	(40)%	(4)%
Payments FX	12.6	3.0	9.6	19.9	8.3	11.6	(37)%	(17)%
Payments	27.3	3.0	24.3	34.2	8.3	25.9	(20)%	(6)%
Wholesale and Payment FX	53.8	12.0	41.8	88.4	43.4	45.0	(39)%	(7)%
Gross Income	105.5	12.0	93.5	137.1	43.4	93.7	(23)%	—%
Profit After Tax	14.2	9.0	5.2	23.9	35.1	(11.2)	(41)%	(146)%
Adjusted Profit After Tax	16.0	9.0	7.0	44.9	35.1	9.8	(64)%	(29)%
Adjusted EBITDA	30.8	12.0	18.8	64.6	43.4	21.2	(52)%	(11)%
Adjusted EBITDA margin	29%	n/a	20%	47%	n/a	23%	(38)%	(13)%
Operating free cash flow	15.5	12.0	3.5	56.8	43.4	13.4	(73)%	(74)%
Operating free cash flow conversion	50%	n/a	19%	88%	n/a	63%	(43)%	(70)%
Earnings Per Share (pence)	0.06	n/a	0.02	0.10	n/a	(0.04)	(40)%	(150)%
Adjusted Earnings Per Share (pence)	0.06	n/a	0.03	0.18	n/a	0.04	(67)%	(25)%

Glossary

In the Annual Report and Accounts, 'the Group' or 'CAB Payments' refers to CAB Payments Holdings plc and its subsidiaries, 'the Company' or 'CPH' refers to CAB Payments Holdings plc, 'CAB' refers to Crown Agents Bank Limited, and 'CTH' refers to CAB Tech HoldCo Limited, a 100% subsidiary of the Company. The following definitions apply throughout this document unless the context requires otherwise:

Active Client	A client that has generated income within the last 12 months
Addressable Market	The market addressable by the Group, comprising primarily developed to emerging markets flows, excluding non-LCU flows and non-focus geographies
Admission	The ordinary shares of the Company were admitted to the premium listing segment of the Official List of the FCA and to trading on the Main Market of the London Stock Exchange on 11 July 2023
ALCO	Assets and Liabilities Committee
AML/CTF laws	Laws and regulations relating to corrupt and illegal payments, counter-terrorism financing, anti-bribery and corruption and adherence to anti-money laundering obligations, as well as laws, sanctions and economic trade restrictions relating to doing business with certain individuals, groups and countries
APAC	Asia Pacific Region
API	The Group's EMpower FX application programming interface
APM	Alternative Performance Measures as defined on pages 10 to 11
B2B	Business to Business
Banking Services	One of the Group's three business lines
BEIS	Department for Business, Energy & Industrial Strategy
BN	Billion, i.e. 1,000 million
BRICS	BRICS is an intergovernmental organisation comprising Brazil, Russia, India, China, South Africa, Egypt, Ethiopia, Iran, and the United Arab Emirates.
CAB	Crown Agents Bank Limited, a regulated subsidiary of the Group
CABE	CAB Europe BV, a regulated Group subsidiary based in the Netherlands
CAGR	Compound Annual Growth Rate
CAIM	Crown Agents Investment Management Limited, a wholly owned subsidiary of the Company until it was sold on 31 March 2023
CAPEX	Expenditures made for goods or services that are recorded on a company's balance sheet
CBS	Core Banking System, the Group's banking software
CCY	Currency
CD	Certificate of deposits
CEO	Chief Executive Officer
CET1	Common Equity Tier 1
CFO	Chief Financial Officer
CGU	Cash generating unit
CHIPS	Clearing House Interbank Payments System
CRD IV	Capital Requirements Directive IV
CRR	the Capital Requirements Regulation (Regulation (EU) 575/2013)
CRWA	Credit risk weighted assets
CSA	Credit support annex
CSR	Corporate Social Responsibility

CTO	Chief Technology Officer
CTM	Collateralised mark to market
Currency corridor	Specific combinations of sending currency and receiving currency pairs, or, in some cases, country combinations
D	Corporate title: Director
DEFRA	Department for Environment, Food & Rural Affairs
EAD	Exposure at default
EBT	Employee benefit trust
ECL	Expected Credit Loss
EIR	Effective interest rate
Emerging markets	Markets other than developed markets
EMFI	Emerging Market Financial Institutions
ERMF	Enterprise Risk Management Framework
ESG	Environmental, Social and Governance
EU	European Union
EVP	Corporate title: Executive Vice President
FCA	Financial Conduct Authority
FDI	Foreign Direct Investment
FinTech	Financial Technology
FIT	Forward-in-time
FTEs	Full Time Employees, including temporary contractors and consultants filling in for permanent roles
FVTOCI	Fair value through other comprehensive income
FVTPL	Fair value through profit and loss
FX	Foreign Exchange. When referring to the Group's services, it refers to one of the Group's business lines, including the Group's spot foreign exchange trading services
G10	Belgium, Canada, France, Italy, Japan, the Netherlands, the United Kingdom, the United States, Switzerland and the central banks of Germany and Sweden
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GUI	the Group's EMpower FX graphical user interface
Helios	Helios Investment Partners
HQLA	High Quality Liquid Assets
IAS	International Accounting Standard
ICAAP	Internal Capital Adequacy Assessment Process
IDO	International Development Organisation
IFRS	UK-adopted international accounting standards
ILAAP	Internal Liquidity Adequacy Assessment Process
IMTO	International Money Transfer Operator, a licence provided by the Central Bank Of Nigeria
Indirect Nostro	A bank account held by CAB with another bank who then relies on a domestic bank denominated in a foreign currency
IPO	Initial Public Offering
IRRBB	Interest rate risk in the banking book
JCF	JCF Nominees Limited, a wholly owned subsidiary of the Company until it was sold on 31 March 2023
KPI	Key Performance Indicator

KYC	Know Your Customer
LATAM	Latin America region
LCR	Liquidity Coverage Ratio
LGD	Loss given default
Local Bank Account Network	Demand accounts in the Group's name held with various local banks across the globe which provide the Group with direct access to local currency where it has such deposits
LTIP	Long term incentive plan
LSE	London Stock Exchange
MENA	Middle East and North Africa
MMB	Major Market Banks
M	Million
MD	Corporate title: Managing Director
MNO	Mobile network operator
MTM	Mark to market
NBFI	Non-Bank Financial Institution
NCI	Non-controlling interest
Netting	The practice of using funds received from one customer to fulfil an order in that same currency from another customer in order to capture both bid and ask spreads on the transaction
NGO	Non-Governmental Organisation
Non-LCU	Non-local currency, cross-border payments that take place with no FX transaction
Nostro	A bank account held by CAB in another country, denominated in a foreign currency
NRR	Net revenue retention
NSFR	Net Stable Funding Ratio
NXX	Nigerian Naira (NGN), Central African Franc (XAF) and West African Franc (XOF)
OCI	Other comprehensive income
OECD countries	The 38 member countries of the Organisation for Economic Co-operation and Development
OLAR	Overall Liquidity Adequacy rule
Payments	One of the Group's three business lines
PD	Probability of default
PLC	Public Limited Company
PPE	Property, plant and equipment
PRA	Prudential Regulation Authority
RAS	Risk Appetite Statement
Registrar	Equiniti Limited
Reorganisation	Certain steps taken by the Group prior to Admission as part of a reorganisation of its corporate structure, which resulted in all non-Group shareholders of CTH exchanging shares in CTH for Ordinary Shares in CAB Payments.
Revenue	When referring to the Group's financial results means 'total income, net of interest expense'
ROU	Right-of-use asset
SBTi	Science Based Targets initiative
SDG	Sustainable Development Goals
SEC	US Securities and Exchange Commission
SECR	Streamlined Energy and Carbon Reporting
SPPI	Solely Payment of Principal and Interest principle under IFRS 9

Supranational	An international organisation with powers or influence that transcend national boundaries or governments
Senior Management	Employees with corporate titles of Vice President, Senior Vice President, Director or Managing Director
SVP	Corporate Title: Senior Vice President
SWIFT	Society for Worldwide Interbank Financial Telecommunication
Take rate	A combination of the dealing profit (i.e. the spread between any buy / sell of two FX trades undertaken), the margin added to the transaction (i.e. the fee element agreed with the customer for the transaction), and any additional fees charged; and the take rate is calculated as FX and cross-currency payments income divided by FX and cross currency payments volumes
TAM	Target Addressable Market
Target Market	The Group's core market today, which excludes large transactions (over \$50m transaction size) as well as China, India and the above-mentioned free format flows (including sanctioned markets)
Target Market Assessment	The approval process, which has determined that the Ordinary Shares are: (i) compatible with an end target market of retail investors and investors who meet the criteria of professional clients and eligible counterparties, each as defined in Chapter 3 of the FCA Handbook Conduct of Business Sourcebook; and (ii) eligible for distribution through all permitted distribution channels
TCFD	Task Force on Climate-related Financial Disclosures
TL	Tolerance Limits
Total income	When referring to the Group's financial results means 'total income, net of interest expense'
TN	Trillion
TPP	Third Party Currency Provider
TSR	Total Shareholder Return
UKLA	United Kingdom Listing Authority
WACC	Weighted average cost of capital
Working Capital	A working capital facility provided by the Group previously known as Liquidity as a Service.
VP	Corporate Title: Vice President
WTT	Well to tank factors reported under scope 3 emissions representing those that are produced indirectly by the Group

Currency abbreviations

BDT	Bangladeshi Taka
DKK	Danish Krone
EUR	Euro
GBP	British Pound Sterling
GHS	Ghanaian cedi
KES	Kenyan Shilling
MWK	Malawian Kwacha
NGN	Nigerian Naira
SDG	Sudanese Pound
UGX	Ugandan Shilling
XAF	Central African Franc: Currency of six independent states in Central Africa: Cameroon, Central African Republic, Chad, Republic of the Congo, Equatorial Guinea, and Gabon
XOF	West African Franc: Currency used by eight independent states in West Africa: Benin, Burkino Faso, Cote d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal, and Togo