MONEYBARN LIMITED
(Company Number 02766324)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

MONEYBARN LIMITED
(Company Number 02766324)

CONTENTS

MONEYBARN LIMITED
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DIRECTORS' REPORT

Moneybarn Limited (the 'Company') is part of Vanquis Banking Group plc. Vanquis Banking Group plc is a public limited company, listed on the London Stock Exchange, which, together with its subsidiaries, forms the Vanquis Banking Group (the 'Group'). The immediate parent of the Company is Moneybarn Group Limited.

The following provisions, which the directors are required to report in the Directors' report, have been included in the Strategic report:

- how the directors have engaged with colleagues, how they have had regard to colleague interests and the effect of that regard, including on the principal decision taken by the Company in the financial year (page 7); and,
- how the directors have had regard to the need to foster the Company's business relationship with suppliers, customers and others, and the effect of that regard, including on the principal decision taken by the Company in the financial year (pages 5 to 11).

Principal activities
The principal activity of the Company is to provide customer account management services to other companies in the Group, principally Moneybarn No.1 Limited. During the current year, the board approved a transfer of the business undertakings of the Company to Vanquis Bank Limited, a fellow group subsidiary, through an asset purchase agreement with an effective date of 31 December 2024.

Results
The Statement of comprehensive income for the year is set out on page 17. The profit for the year of £700,000 (2023: loss of £572,000) has been added to (2023: deducted from) Retained earnings. The Company has net assets of £2,127,000 as at 31 December 2024 (2023: £23,262,000). The key drivers for the results in the current year have been considered in the Business review within the Strategic report.

Dividends
During the current year, the Company paid a dividend to its immediate parent undertaking of £22,000,000 (2023: £nil).

Directors
The directors of the Company during the year ended 31 December 2024, all of whom were directors for the whole year then ended and to the date of this report, except where stated, were:

I McLaughlin	
D Watts	
G Cronin	(resigned 27 November 2024)
P Estlin	(appointed 23 January 2024)

Financial risk management
The financial and capital risk management reports of the Company are set out on pages 27 to 28.

Employee involvement
The Company systematically provides employees with information on matters of concern to them, consulting with them or their representatives regularly, so that their views may be taken into account when making decisions that are likely to affect their interests. Employee involvement in the Company is encouraged as a common awareness amongst all employees of the financial and economic factors affecting the Company and Group plays a major role in maintaining its competitive position. The Company encourages the involvement of employees by means of live "stay connected" all colleague question and answer sessions, weekly CEO Video blogs, newsletters, performance updates and regular management team briefings. The Company also carries out regular employee engagement surveys and Save As You Earn (SAYE) and Buy As You Earn (BAYE) share schemes are operated by the Group to reinforce staff involvement in the Group and to encourage an interest in its progress. These schemes are open to all permanent employees of the Company with more than six months' service.

DIRECTORS' REPORT (CONTINUED)

Equal opportunities
The Company is committed to removing all discrimination and encouraging diversity amongst the workforce. Open, honest and fair interaction is how we treat our people. The Company has worked hard and continue to work hard to create a positive, inclusive atmosphere, based on respect for people's differences. The Company is committed to equality of opportunity and treatment for all those who work for us.

The Company is committed to employment policies which follow best practice based on equal opportunities for all employees irrespective of gender, pregnancy, race, colour, nationality, ethnic or national origin, disability, sexual orientation, age, marital or civil partner status, gender reassignment, religion or belief. The Company gives full and fair consideration to applications for employment from disabled persons, having regard to their particular aptitudes and abilities. Appropriate arrangements are made for the continued employment and training, career development and promotion of disabled persons employed by the Company including making reasonable adjustments where required. If members of staff become disabled, every effort is made by the Company to ensure their continued employment, either in the same or an alternative position, with appropriate retraining being given if necessary.

Social and community matters
The Company's approach to community investment is aligned with the Group's Purpose to deliver caring banking so our customers can make the most of life's opportunities. Community investment activities are delivered through a Group-wide Social Impact Programme. The strategy of this programme is to invest in activities and initiatives which seek to address some of the key factors which, on their own or acting together, can reduce social and/or financial inclusion. This programme delivers community investment activities under the following three workstreams:

- Customer and vulnerability – working with charities and specialist partners to provide support which addresses issues such as customer vulnerability, product accessibility and financial difficulties;
- Education – supporting children, young people and adults to boost their education, skills and aspirations in order to participate in society and secure a brighter financial future; and
- Community – supporting Community Foundations and other partners to address the wide range of social inclusion and social mobility issues that are relevant to our customers and the communities where the Group operates. Colleagues are encouraged to engage with the volunteering programme which encourages participation in company-led volunteering, as well as offering one day per year to volunteer for a voluntary organisation of their choice. Matched funding of up to £500 per annum towards colleagues' own fundraising activities is also available.

Health and safety
Health and safety standards and benchmarks have been established and compliance is monitored by the Board. An annual health & safety report is reviewed and approved by the Board each year. During 2024 management reported to the Board on the key measures that had been implemented to ensure the health and safety of employees.

Climate change
A climate-related financial report is included in the Group's Annual Report and Financial Statements 2024 which includes:

- scope 1 and 2 greenhouse gas (GHG) emissions in tonnes of carbon dioxide equivalent;
- GHG emissions which related to material scope 3 categories in tonnes of carbon dioxide equivalent;
- compliance with four recommendations and eleven recommended disclosures of the Taskforce on Climate related financial disclosures (TCFD);
- a relevant intensity ratio (i.e. kilograms of carbon dioxide equivalent per customer); and
- information on underlying energy use for 2024.

The disclosures are produced in accordance with the UK Government's Streamlined Energy and Carbon Reporting (SECR) policy that has been implemented through the Companies (Directors' Report) and Limited Liability Partnership (Energy and Carbon Report) Regulations 2018. This disclosure covers the greenhouse gas emissions and energy use for the Group and its operating divisions incorporating the Company.

In addition, by including a climate-related financial report in the Group's Annual Report and Financial Statements 2024 that is fully consistent with the four pillars and eleven recommended disclosures of the TCFD, the Group complies with the FCA's Listing Rule 9.8.6R(8) and meets the requirements of the Climate-related Financial Disclosure (CFD) Regulations 2022 and the UK Companies Act (that is, sections 414CB(2A)(a to h).

DIRECTORS' REPORT (CONTINUED)

Anti-bribery and corruption

The Group's Anti-Bribery and Corruption Policy and supporting Gifts and Hospitality Policy reflects the requirements of the Bribery Act 2010 and a corporate hospitality register is maintained using a risk-based approach. Although the risks for the Company arising from the Bribery Act 2010 continue to be assessed as low, all employees are, nevertheless, required to undergo appropriate training and instruction to ensure that there is effective awareness of anti-bribery and corruption policies and procedures. Compliance is regularly monitored by the Risk Committee and is subject to periodic review by the Company's internal audit function.

Supply chain responsibility

In accordance with the requirements of the Modern Slavery Act 2015, the Group's most recent statement on modern slavery and human trafficking, dated March 2024, sets out the actions that the Group is taking to ensure instances of modern slavery or human trafficking are not occurring directly in its businesses as well as indirectly in the supply chains the Group uses to procure goods and services. The statement also communicates the measures the Group has taken to improve internal understanding and awareness around modern slavery and human trafficking.

The statement can be found on the Company's website (www.vanquisbankinggroup.com).

Auditor information

In accordance with section 418 of the Companies Act 2006, each person who is a director at the date of this report confirmed that:

i) so far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware; and
ii) the directors have taken all reasonable steps that he ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Auditor

Deloitte LLP will continue as auditor to the Company for the next financial year.

Approved by the Board and signed on behalf of the Board by:

Director
22 April 2025

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STRATEGIC REPORT

Business review

The following are considered the Company's Key Performance Indicators:

Key Performance Indicators (KPIs)	2024 £'000	2023 £'000
Profit/(loss) before taxation	998	(574)

During the year, the Company serviced, on behalf of other Group companies, 38,500 new contracts (2023: 50,800), as well as maintaining the servicing of a portfolio of loan contracts which decreased from 111,700 to 109,500 in the year.

Revenue reduced by 2% to £60,094,000 (2023: £61,495,000), primarily as a result of the reduction in receivables within Moneybarn No.1 Limited which resulted in a reduction to intra-group revenue for the Company.

Operating costs reduced by 9% to £56,442,000 (2023: £61,732,000) broadly in line with the decrease in Revenue.

During the current year, the board approved a transfer of the business undertakings of the Company to Vanquis Bank Limited, a fellow group subsidiary, through an asset purchase agreement with an effective date of 31 December 2024.

On 31 December 2024, the Company transferred its trade undertaking and the associated assets and liabilities to Vanquis Bank Limited, a fellow subsidiary undertaking of the ultimate parent undertaking. At the effective date, the respective assets and liabilities were transferred for an amount equal to their net book value.

Net assets of £872,000 were transferred for a consideration of £872,000 comprising trade and other receivables (£1,094,000) property, plant and equipment (£527,000), right-of-use assets (£575,000), other intangible assets (£1,232,000), trade and other payables (£1,350,000) and lease liabilities (£1,206,000).

The following key assets have been transferred by the Company: employees, supplier contracts, the lease for Athena House and associated documents; and trademarks and domain names.

The amounts outstanding between the Company and intermediate holding company have been excluded from the transfer and will remain outstanding. Any intra group receivable balances from other companies in the group have also been excluded.

Regulation

The Company is regulated and authorised by the Financial Conduct Authority.

Principal risks and uncertainties and financial risk management

The Company operates a 'three lines of defence' model to articulate key accountabilities and responsibilities for managing risk and to support effective embedding of risk management across the business. The 'first line' consists of line management across the Company, who are responsible for identifying, assessing, monitoring and reporting risk within their respective areas whilst ensuring that appropriate internal controls, processes and systems are in place to deliver against business strategy and objectives. The Risk function of the Company act as the 'second line', in which the Risk Management Framework is established. This function provides independent oversight of governance, risk management and controls to ensure risks are identified, measured, managed and reported appropriately. The 'third line' consists of the Internal Audit function, which provides independent and objective assurance on the design adequacy and operational effectiveness of internal controls and overall effectiveness of the Company and Group's risk governance and risk management practices.

Information on the management of specific financial risks including credit, market, liquidity, interest rate, and capital risks is provided on pages 27 to 28.

Statement regarding section 172 of the Companies Act 2006

The directors have acted in a way that they considered, in good faith, would be most likely to promote the success of the Company for the benefit of its members as a whole, having regard to the matters set out in section 172(a) – (f) of the Companies Act 2006.

The Board met during the reporting period and received regular updates from management on engagement activities with the Company's key stakeholders including regulators, customers and colleagues. The Board is composed of three directors, all of whom are directors of the ultimate parent company which provides direct investor engagement and ensures that investors' views are considered during the Board's discussion and decisions.

Our purpose, as part of the Vanquis Banking Group, is predicated on our customers and is underpinned by a number of strategic themes and values. These aim to deliver an appropriate balance between the needs of our customers, our regulators, investors and our employees, in order to ensure that we are successful and sustainable for all of our stakeholders. Our stakeholders are individuals or groups who have an interest in, or are affected by, the activities of our business; our key stakeholders are set out in the table below. We seek to engage with them regularly to ensure that we are aware of their views and concerns with regard to a wide range of issues and we do this in a number of ways, as detailed in the below table. By balancing the interests of our stakeholders, lending responsibly, contributing to wider society and ensuring the appropriate corporate governance arrangements are in place, we can maintain a reputation for high standards of business conduct. You can read about how we have generated and preserved value over the long term in the Strategic report.

Our Stakeholders and why we engage with them	**How?** (How management and/or directors engaged with and considered our stakeholders)	**What?** (What were the key topics of engagement and consideration)	**Key outcomes and actions** (What was the impact of the engagement and/or consideration?)
Our customers We engage with our customers to determine whether we are delivering our business activities in accordance with our purpose and ensuring that we deliver good outcomes for them throughout their journey with us. Our customers' interests include access to affordable vehicle finance that meet their needs as well as high quality service.	• Conducting primary and secondary qualitative and quantiative research with both current customers and customers in our target market • Bringing the voice of the customer into the organisation through our customer satisfaction (CSAT) programme • Group-wide customer call listening sessions • Monitoring performance against good customer outcomes, including complaints monitoring • Considering the customer experience, customer journeys and outcomes through regular journey reviews and root cause analysis • Designing and implementing policies that protect and support customers • Management reports to the Board on the above methods of engagement and the outcomes of such engagement	• Supporting customers through the cost of living crisis, including forbearance measures • Customer affordability • Customer outcomes aligned with the FCA Consumer Duty • Customer outcomes for customers with characteristics of vulnerability • Customer satisfaction, service level agreements, care, service and complaints • Policy suite including, but not limited to, Anti Money Laundering ('AML'), Data Protection, Complaints Handling, Forbearance, Collections, Customers with Characteristics of Vulnerability and Financial Promotions • Continued signposting to Stepchange Access to electric vehicles	• Group-wide forbearance measures to support customers through the cost-of-living crisis • Group-wide oversight of customer complaints operations, outcomes, strategy and customers with characteristics of vulnerability • Continued operational outsourcing arrangements to improve the quality of service provided to our customers

Our Stakeholders and why we engage with them	**How?** (How management and/or directors engaged with and considered our stakeholders)	**What?** (What were the key topics of engagement and consideration)	**Key outcomes and actions** (What was the impact of the engagement and/or consideration?)
Our shareholder The Company is a wholly owned subsidiary of Moneybarn Group Limited, whose ultimate parent is Vanquis Banking Group plc, and as such it is of paramount importance that the Group is kept updated on the Company's progress in delivering the Group's shared purpose, its budget, its strategy, governance, and culture. Direct and regular engagement with our shareholder ensures that the Company has a clear understanding of its role as part of the Group. Our ultimate shareholders' interests include return on investment, long-term growth and good ESG performance.	• Two of the Company Directors are members of the Group Executive Committee, all are members of the Group Board • Board meetings took place four times in the reporting period • Financial reporting, strategy and common accounting principles are utilised across the Group to provide alignment • The Budget and financial plan are developed as part of the wider Group process • The Group has an aligned corporate governance framework and structure and Group wide Delegated Authorities Matrix • The Group has a centralised Corporate Responsibility team and a Group-wide approach to Corporate Social Responsibility. • Board and Group Board have a corporate governance framework to support effective decision-making, oversight and accountability	• Strategy and long-term value creation • Culture and The Vanquis Way values • Financial and operational performance • Harmonisation of risk management to provide a consistent and integrated approach to managing risk across the Group • Corporate governance arrangements and alignment • Corporate responsibility • Interactions with the regulators • Consideration of credit risk and lending policy in the macro-economic environment, specifically arising from the cost-of-living crisis during the year • Operational Resilience • ICAAP and ILAAP process input • Intragroup funding arrangements • Market and competitor landscape • Update on the group wide project to simplify the corporate structure referred to as '1VBG'	• Business model aligned with the Group's purpose • Group Board-level oversight over the Group Risk Policy Taxonomy, Group Risk System and Group Enterprise Risk Management function to ensure a consistent approach to risk management across the Group • Board approved intra-group funding arrangements to provide more cost-efficient funding across the Group • Input into the Group's Internal Capital Adequacy Assessment Process • Board and Group Board approved budget and operational plan • Board governance manual and aligned delegated authorities matrix • 1VBG has delivered a simplified structure for corporate administration • Board changes to guarantee relevant skills and expertise

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STRATEGIC REPORT (CONTINUED)

Our Stakeholders and why we engage with them	**How?** (How management and/or directors engaged with and considered our stakeholders)	**What?** (What were the key topics of engagement and consideration)	**Key outcomes and actions** (What was the impact of the engagement and/or consideration?)
Our colleagues To ensure that they understand the Group's purpose and how they can support its delivery, which we believe helps our customer base. To maintain high levels of colleague engagement in order to enable us to attract, retain and develop the talent we need. Our colleagues' interests include: • Career development, remuneration and benefits • Company culture, wellbeing, inclusion and diversity, work life balance • Tools and resources and supporting our customers	• A colleague 'Great Place To Work' survey was issued at the year end • Colleague Forums with representatives from the Company and other businesses across the Group provided two-way engagement between the Group Board and colleagues • Regular Group CEO vlogs and e-communications issued to colleagues on important Group news and updates. • Designated Group Non-Executive Director Colleague Champion plays the lead role in Group Board engagement with employees, understanding and representing employee interests across the Group • The Group has an active, Executive sponsored, inclusion and diversity programme • A confidential, externally facilitated whistleblowing line is available for colleagues to raise concerns	• Review of colleague survey results • Culture, purpose, values and behaviours • Group aligned Colleague reward and recognition • Group aligned HR Policies • Training, leadership development and succession planning • Employee engagement • Colleague wellbeing at work • Inclusion and affinity Group pillars such as gender balance, ethnicity, disability and LGBTQ+	• Colleague survey action plans to address any areas for improvement and celebrate areas of achievement • Continued an online Development Centre for colleagues including information on training, apprenticeships, management leadership and other professional development programmes • Launched a new Learning and Development Hub for colleagues which offers more training and development opportunities to colleagues. • Supported the Group's values under The Vanquis Way and linked recognition platform, 'Way to Go, to foster a culture where we say 'thank you' or 'well done' to colleagues who demonstrate our values. • Launched BUPA membership for corporate private medical insurance.

Our Stakeholders and why we engage with them	**How?** (How management and/or directors engaged with and considered our stakeholders)	**What?** (What were the key topics of engagement and consideration)	**Key outcomes and actions** (What was the impact of the engagement and/or consideration?)
Our communities To make a positive difference to the communities we serve in order to improve the lives of our customer base. Our communities' interests include financial education, addressing the key barriers to financial inclusion, social mobility and improving financial awareness.	• Participation in the Group Social Impact Programme that delivers community investment • Group-wide community matters are discussed are overseen by the Group Board • Oversight by the Group Board of community matters and the approach to external engagement regarding the Company's purpose and role in society	• Community contributions and charitable giving • Volunteering • Matched employee fundraising • Relationships with debt charities • Group Social Impact programme	• Group volunteering policy to encourage colleagues to volunteer and make a positive difference in their communities • Group approach to external engagement regarding the Company's purpose and role in society • Matched employee charitable fundraising • The Group Social Impact Programme is aligned to the Group's strategy and purpose and has delivered community investment focused on community, customers and education • Continued Group partnership with Plan Numbers, National Numeracy and the Ahead Partnership. • Group is the official delivery partner for Bradford UK City of Culture 2025. • Directors directly participated in volunteering as part of the 'Step into Tech' event hosted in Bradford.

STRATEGIC REPORT (CONTINUED)

Our Stakeholders and why we engage with them	**How?** (How management and/or directors engaged with and considered our stakeholders)	**What?** (What were the key topics of engagement and consideration)	**Key outcomes and actions** (What was the impact of the engagement and/or consideration?)
Our regulators To plan for regulatory change with greater certainty and confidence, to maintain our reputation as a responsible lender and to maintain our sustainable business model. Our regulators' interests include conduct, compliance and fair treatment of stakeholders.	• Board members and executive management engaged proactively with regulators via regular face to face and telephone meetings throughout the year. • Regulatory risk reporting, including horizon scanning, was carried out and reported to the Company Risk Committee and Board as well as to the Group Executive Committee and Group Risk Committee where appropriate • Regulatory engagement and correspondence was reported to and discussed by the Board via the Company Chief Risk Officer (CRO) and Group CEO • Dialogue and engagement regarding current products, potential products, customer outcomes and digitisation primarily through the Company CRO • Management reports to the Board on the above methods of engagement and the outcomes of such engagement • Designated Group Non-Executive Director Consumer Duty Champion	• Customer vulnerability • Compliance with Consumer Duty rules to deliver good customer outcomes • Affordability assessments • Our products, our potential products and digitisation • Complaint levels and handling • Compliance with the Senior Management & Certification Regime • Culture • Payment holidays and other forbearance options • Regulatory changes and the potential impact on our business model and processes • FCA BiFD Plan including ratification of 2021 BiFD Remediation Plan approach	• Group-wide compliance with the Operational Resilience Regulations, with Board oversight of the project. • Group-wide participation in the Consumer Duty programme, with the Company CRO reporting regularly to the Board on implementation and embedding. • Business model aligned with regulatory expectations • Continued partnership with StepChange • SMCR ways of working Framework with Policy updated in 2024 • Monitoring of Court of Appeal judement relating to car financing commission calculations • Group-wide engagement with the FCA and PRA on an ongoing basis on issues that are material to the business strategy. • Group-wide participation in FCA consultations on its Credit Information Market Study. • Group-wide engagement with Government bodies and MPs on a range of issues of importance to the firm including financial inclusion and social mobility.

Our Stakeholders and why we engage with them	**How?** (How management and/or directors engaged with and considered our stakeholders)	**What?** (What were the key topics of engagement and consideration)	**Key outcomes and actions** (What was the impact of the engagement and/or consideration?)
Our suppliers To treat our suppliers fairly and develop strong relationships with them which ensure that we only buy products and services from those who operate responsibly and mitigates risk in our supply chain. Our suppliers' interests include sustainable business, long-term partnerships, and prompt payment.	• There is an established due diligence process to manage supply chain-based risks and comply with Company policies and Group policies • There are standardised contractual terms that we attempt to use with all of our suppliers, to reduce contractual risks when contracting under these terms • The Company is a signatory to the Prompt Payment Code, and we publish our Payment Practices Reporting at Companies House Consistent engagement through the Group's Supplier Relationship Management Framework	• Prompt payment • Data Protection • Information Security • Environment • Supplier on-boarding and performance • Delegated Authorities • Modern Slavery • Anti-Bribery and Corruption • Continued to engage with suppliers via the Group's due diligence process on the climate risk agenda.	• Signatories of the Prompt Payment Code • Supplier Relationship Management Framework highlighted supplier performance and enabled joint roadmaps • Compliance with EBA Outsourcing Guidelines • Group Board approved the 2024 Modern Slavery Statement • The Group rolled out new Supplier Management Framework activities and standards which continue to standardise the Group's procurement processes and procedures. • Carried out a 'voice of the supplier' survey to gauge the Group's performance in relation to a range of supplier satisfaction and procurement satisfaction themes.
Our environment The Company supports and participates in actions related to ensuring that the Group submits reports that are fully consistent with the recommendations and recommended disclosures of the Taskforce on Climate-Related Financial Disclosures ("TCFD"). The Company aims to operate a sustainable business and is committed to tackling climate change. Environmental interests include sustainable business and contributing to tackling climate change.	• The Company utilises and contributes to the Group Environmental Management System (EMS) • The Group Board overseas and discusses environmental matters • Execution of activities to support Group achievement of ISO 14001	• Climate change • Environmentally conscious vehicle manufacture • Funding of electric vehicles • A compliance statement published in respect of the recommendations and recommended disclosures of the Task Force on Climate Related Financial Disclosures which complies with the FCA Listing Rule 9.8.6R(8) • Maintenance and compliance with ISO 14001 • Science Based Targets	• As a member of the Group: • Continued certification of the Group's environmental management system to ISO14001 • Climate risk management and reporting that is consistent with UK regulatory requirements. • Continued development of the Group's carbon approach moving from carbon offsetting to carbon capture. • Had two science-based targets accepted by the Science Based Targets Initiative

Statement regarding section 172 of the Companies Act 2006 (continued)

In all of our board papers requiring a decision to be taken, there is a section which presenters have to complete asking them to set out the impact/key matters for the Board to consider in relation to the decision in question on the following factors/stakeholders (where not already set out in the body of their paper) – customers; colleagues; suppliers; regulators/government; investors, communities; environment; reputation; long term considerations. This draws attention to all the factors the directors need to take into account when considering their s. 172 Companies Act 2006 duties, even if there is considered to be no material impact in relation to any specific category of consideration.

Going concern

The Company is partially funded through intercompany loan facilities made available by the ultimate parent company, Vanquis Banking Group plc. As a result, the ability of the company to continue as a going concern is dependent on the ability and intent of its ultimate parent to continue to make funds available to enable the Company to meet its liabilities as they fall due.

In assessing whether the Company is a going concern, the directors have reviewed the Group's corporate plan, as approved in December 2024, in doing so, the Board reviewed detailed forecasts for the three year period to December 2027 and also considered less detailed forecasts for 2028 and 2029. These higher-level outer year forecasts do not contain any information which would cause different conclusions to be reached over the longer-term viability of the Company or Group. The assessment included consideration of the Group's principal risks and uncertainties, with a focus on capital and liquidity and the going concern assessment covers a period of 12 months from the accounts approval date.

The directors have also reviewed the Group's stress testing projections which are based on a severe scenario. The stress test scenario envisages that the UK economy enters a period of negative growth with UK unemployment rate reaching 8.1%. The outcome of the pending Supreme Court hearing on Vehicle Finance Commission scheduled for 1-3 April 2025 remains uncertain. A possible scenario has been considered as part of the stress testing. This shows that the Group is able to maintain sufficient capital headroom above minimum requirements. The directors have reviewed the Group's reverse stress testing projections to the point of non-viability, which concluded that the Group's viability only comes into question under an unprecedented macroeconomic scenario.

Based on this review, the directors are satisfied that the Company has the required resources to continue in business for a period of at least twelve months following the approval of the Company accounts. For this reason, the directors continue to adopt the going concern basis in preparing the Company accounts. Further details on the basis of preparation is provided on page 21.

Approved by the Board and signed on behalf of the Board by:

I McLaughlin
Director
22 April 2025

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors are required to prepare the financial statements in accordance with United Kingdom adopted international accounting standards. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, International Accounting Standard 1 requires that directors:

- properly select and apply accounting policies;
- present information, including accounting policies, in a manner that provides relevant, reliable, comparable and understandable information;
- provide additional disclosures when compliance with the specific requirements of the financial reporting framework are insufficient to enable users to understand the impact of particular transactions, other events and conditions on the entity's financial position and financial performance; and
- make an assessment of the company's ability to continue as a going concern.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

MONEYBARN LIMITED
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MONEYBARN LIMITED

Report on the audit of the financial statements

Opinion
In our opinion the financial statements of Moneybarn Limited (the 'company'):

- give a true and fair view of the state of the company's affairs as at 31 December 2024 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom adopted international accounting standards; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of comprehensive income;
- the balance sheet;
- the statement of changes in shareholders' equity;
- the statement of cash flows;
- the statement of accounting policies; and
- the related notes 1 to 22.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom adopted international accounting standards.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information
The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of directors
As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We considered the nature of the company's industry and its control environment, and reviewed the company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and the directors about their own identification and assessment of the risks of irregularities, including those that are specific to the company's business sector.

We obtained an understanding of the legal and regulatory framework that the company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the UK Companies Act and tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty. These included regulations set by the Financial Conduct Authority (FCA).

We discussed among the audit engagement team including relevant internal specialists such as tax and IT regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MONEYBARN LIMITED (CONTINUED)

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance and reviewing correspondence with the FCA.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

K. J. Cooper

Kieren Cooper (Senior statutory auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Birmingham, United Kingdom
22 April 2025

MONEYBARN LIMITED
(Company Number 02766324)

STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December	Note	2024 £'000	2023 £'000
Revenue	1	60,094	61,495
Operating costs		(56,442)	(61,732)
Operating profit/(loss)		3,652	(237)
Finance costs	2	(2,654)	(337)
Profit/(loss) before taxation	3	998	(574)
Profit before taxation and exceptional items	3	2,983	403
Exceptional items	3	(1,985)	(977)
Tax (charge)/credit	4	(298)	2
Profit/(loss) and total comprehensive income for the year		700	(572)

There is no other comprehensive income/(expense) for the year.

The servicing activity in the Statement of Comprehensive Income has been discontinued with effect from 31 December 2024 as the Company transferred its trade and associated assets and liabilities to Vanquis Bank Limited on this date.

Interest on intercompany loans from the intermediate holding company and fellow subsidiary undertakings will continue to accrue interest.

MONEYBARN LIMITED
(Company Number 02766324)

BALANCE SHEET

	Note	As at 31 December 2024 £'000	As at 31 December 2023 £'000
ASSETS			
Cash and cash equivalents		33	43
Trade and other receivables	8	35,461	57,191
Property, plant and equipment	9	-	1,416
Right-of-use assets	10	-	1,264
Intangible assets	11	-	1,324
Deferred tax asset	13	-	378
Total assets		35,494	61,616
LIABILITIES AND EQUITY			
Trade and other payables	14	33,367	36,549
Lease liabilities	15	-	1,544
Provisions	16	-	261
Total liabilities		33,367	38,354
Equity attributable to owners of the parent			
Share capital	18	51	51
Share premium account		164	164
Share-based payment reserve	19	-	626
Retained profit		1,912	22,421
Total equity		2,127	23,262
Total liabilities and equity		35,494	61,616

The financial statements on pages 17 to 45 were approved and authorised for issue by the Board of directors on 22 April 2025 and signed on its behalf by:

I McLaughlin
Director

D Watts
Director

MONEYBARN LIMITED
(Company Number 02766324)

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

	Share capital £'000	Share premium account £'000	Share-based payment reserve £'000	Retained earnings £'000	Total £'000
At 1 January 2023	51	164	511	22,733	23,459
Loss and total comprehensive expense for the year	-	-	-	(572)	(572)
Transaction with owners:					
- share-based payment charge (note 19)	-	-	375	-	375
- transfer of share-based payment reserve	-	-	(260)	260	-
At 31 December 2023	51	164	626	22,421	23,262
At 1 January 2024	51	164	626	22,421	23,262
Profit and total comprehensive income for the year	-	-	-	700	700
Dividend (note 5)	-	-	-	(22,000)	(22,000)
Transaction with owners:					
- share-based payment charge (note 19)	-	-	165	-	165
- transfer of share-based payment reserve	-	-	(791)	791	-
At 31 December 2024	51	164	-	1,912	2,127

MONEYBARN LIMITED
(Company Number 02766324)

STATEMENT OF CASH FLOWS

For the year ended 31 December	Note	2024 £'000	2023 £'000
Cash flow from operating activities			
Cash generated from/(used in) operations	21	17,192	(38,245)
Net cash generated from/(used in) operating activities		**17,192**	**(38,245)**
Cash flow from investing activities			
Purchase of property, plant and equipment	9	-	(283)
Proceeds from disposal of property, plant and equipment	9	-	125
Net cash used in investing activities		**-**	**(158)**
Cash flow from financing activities			
Financing from intermediate holding company	8, 14	5,180	38,794
Finance lease payments	15	(382)	(350)
Dividend paid to immediate parent undertaking	5	(22,000)	-
Net cash (used in)/generated from financing activities		**(17,202)**	**38,444**
Net (decrease)/increase in cash and cash equivalents		(10)	41
Cash and cash equivalents at beginning of year		43	2
Cash and cash equivalents at end of year		**33**	**43**

STATEMENT OF ACCOUNTING POLICIES

General information
Moneybarn Limited (the 'Company') is a private limited liability company incorporated in England, United Kingdom under the Companies Act 2006 and domiciled in the United Kingdom. The address of the Company's registered office is Moneybarn, Athena House, Bedford Road, Petersfield, Hampshire, GU32 3LJ.

Basis of preparation
The financial statements have been prepared in accordance with international accounting standards as adopted by the United Kingdom (UK), International Financial Reporting Interpretations Committee (IFRIC) interpretations and the Companies Act 2006.

The financial statements have been prepared on a going concern basis under the historical cost convention. In preparing the financial statements, the directors are required to use certain critical accounting estimates and are required to exercise judgement in the application of the Company's accounting policies.

In assessing whether the Company is a going concern, the directors have reviewed the Group's corporate plan, as approved in December 2024, in doing so, the Board reviewed detailed forecasts for the three year period to December 2027 and also considered less detailed forecasts for 2028 and 2029. These higher-level outer year forecasts do not contain any information which would cause different conclusions to be reached over the longer-term viability of the Company or Group. The assessment included consideration of the Group's principal risks and uncertainties, with a focus on capital and liquidity and the going concern assessment covers a period of 12 months from the accounts approval date.

The directors have also reviewed the Group's stress testing projections which are based on a severe scenario. The stress test scenario envisages that the UK economy enters a period of negative growth with UK unemployment rate reaching 8.1%. The outcome of the pending Supreme Court hearing on Vehicle Finance Commission scheduled for 1-3 April 2025 remains uncertain. A possible scenario has been considered as part of the stress testing. This shows that the Group is able to maintain sufficient capital headroom above minimum requirements. The directors have reviewed the Group's reverse stress testing projections to the point of non-viability, which concluded that the Group's viability only comes into question under an unprecedented macroeconomic scenario.

Based on this review, the directors are satisfied that the Company has the required resources to continue in business for a period of at least twelve months following the approval of the Company accounts. In addition, due to the Company's position at the period end, the ultimate parent undertaking, Vanquis Banking Group plc, has confirmed its continued support for the Company for a period of at least twelve months from the date of approval of the financial statements. For this reason, the directors continue to adopt the going concern basis in preparing the Company accounts.

The financial statements are presented in pounds sterling, which is the currency of the primary economic environment in which the Company operates.

Principal accounting policies
The Company's principal accounting policies under International Financial Reporting Standards (IFRSs) as adopted by the United Kingdom (UK), which have been consistently applied to all the years presented unless otherwise stated, are set out below.

STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

The impact of new standards not yet effective and not adopted by the Company from 1 January 2025

IFRS 18 Presentation and Disclosures in Financial Statements

IFRS 18 replaces IAS 1, carrying forward many of the requirements in IAS 1 unchanged and complementing them with new requirements. In addition, some IAS 1 paragraphs have been moved to IAS 8 and IFRS 7. Furthermore, the IASB has made minor amendments to IAS 7 and IAS 33 Earnings per Share.

IFRS 18 introduces new requirements to:

- present specified categories and defined subtotals in the statement of profit or loss
- provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements
- improve aggregation and disaggregation.

An entity is required to apply IFRS 18 for annual reporting periods beginning on or after 1 January 2027, with earlier application permitted. The amendments to IAS 7 and IAS 33, as well as the revised IAS 8 and IFRS 7, become effective when an entity applies IFRS 18. IFRS 18 requires retrospective application with specific transition provisions.

The Company anticipates that the application of these amendments may have an impact on the presentation of its consolidated financial statements in future periods.

There are no other new standards not yet effective and not adopted by the Company from 1 January 2025 which are expected to have a material impact on the Company.

Revenue
Revenue comprises income from fees charged for the origination and servicing of contract purchase agreements on behalf of other companies in the group and is charged to the Statement of comprehensive income in the period to which it relates.

Dividends
Dividend distributions to the Company's shareholder are recognised in the financial statements when paid.

Intangible assets
Intangible assets comprise computer software development costs, which represent the costs incurred to acquire or develop the specific software and bring it into use. Directly attributable costs incurred in the development of software are capitalised as an intangible asset if the software will generate future economic benefits. Directly attributable costs include the cost of software development by employees and an appropriate portion of relevant directly attributable overheads.

The residual values and economic lives of intangible assets are reviewed by management at each balance sheet date.

Amortisation is charged to the Statement of comprehensive income as part of operating costs at the rate of 20.0% per annum on a straight-line basis. An impairment loss is recognised for the amount by which the asset's carrying value exceeds the higher of the asset's value in use and its fair value less costs to sell.

Property, plant and equipment
Property, plant and equipment is shown at cost less subsequent depreciation and impairment.

Cost represents invoiced cost plus any other costs that are directly attributable to the acquisition of the items. Repairs and maintenance costs are expensed as incurred.

STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Property, plant and equipment (continued)

Depreciation is calculated to write down assets to their estimated realisable value over their useful economic lives. The following are the principal bases used:

	%	Method
Equipment (including computer hardware)	20.0	Straight line
Leasehold improvements	15.0	Straight line
Motor vehicles	25.0	Straight line

The residual values and useful economic lives of all assets are reviewed, and adjusted if appropriate, at each balance sheet date.

All items of property, plant and equipment are tested for impairment whenever events or changes in circumstances indicate that the carrying value may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying value exceeds the higher of the asset's value in use or its fair value less costs to sell.

Gains and losses on disposal of property, plant and equipment are determined by comparing any proceeds with the carrying amount of the asset and are recognised within operating costs in the Statement of comprehensive income. Depreciation is charged to the Statement of comprehensive income as part of operating costs.

Leases

The Company assess whether a contract contains a lease at inception of a contract. A right of use asset and a corresponding liability are recognised with respect to all lease arrangements where it is a lessee, except for short-term leases (leases with a lease term of 12 months or less) and leases of low-value assets (less than £5,000). For these leases, the lease payment is recognised within operating expenses on a straight-line basis over the lease term.

The lease liability is initially measured at the present value of the lease payments at the commencement date, discounted using the rate implicit in the lease. If this rate cannot be readily determined, the incremental borrowing rate is used. This is defined as the rate of interest that the lessee would have to pay to borrow, over a similar term, and with similar security the funds necessary to obtain an asset of a similar value to the right of use asset in a similar economic environment. This is based on the Group's non-bank funding rate.

The lease payments included in the measurement of the lease liability comprise:

- fixed lease payments;
- variable lease payments; and
- payment of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease, using the effective interest rate method, and reducing the carrying amount to reflect the lease payments made.

The lease liability is remeasured whenever:

- the lease term has changed, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- the lease payments change due to changes in an index or rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate; and
- the lease contract is modified and the modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate.

The Company did not make any such adjustments during the year.

STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

Leases (continued)

The right of use asset comprises the initial measurement of the corresponding lease liability and is 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 underlying asset.

The lease liability and right of use asset are presented as separate line items on the balance sheet. The interest on the lease and depreciation are charged to the Statement of comprehensive income and presented within finance costs and operating costs respectively.

Trade and other receivables and payables
Trade and other receivables and payables are held at amortised cost and receivables are assessed for impairment at the balance sheet date based on lifetime expected credit loss (ECL). The Company applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected credit loss allowance for all trade receivables and contract assets.

Cash and cash equivalents
Cash and cash equivalents comprise cash at bank and in hand. The Group have a centralised Treasury department who look after the cash needs and funding requirements for all divisions within the Group. A Group sweep of the cash balance is performed daily to maximise interest return.

Retirement benefits
Cash contributions to defined contribution pension schemes are charged to the Statement of comprehensive income on an accruals basis.

Share-based payments
Equity settled schemes:
Vanquis Banking Group plc (formerly Provident Financial plc) grants options under employee savings-related share option schemes (typically referred to as Save As You Earn schemes (SAYE)) and makes awards under the Long Term Incentive Scheme (LTIS), the Restricted Share Plan (RSP) and the Company Share Option Plan (CSOP). All of these schemes are equity settled.

The cost of options and awards is based on their fair value. A binomial model is used for calculating the fair value of SAYE options which have no performance conditions attached and the RSP for which vesting is based on the discretion of the Remuneration Committee. No charge has been recognised for the CSOP as it is linked to the RSP awards granted at the same time. Any gains made by an employee in relation to the CSOP reduces the number of shares exercisable under the RSP award. The value of the charge is adjusted at each balance sheet date to reflect lapses and expected or actual levels of vesting, with a corresponding adjustment to the share-based payment reserve within equity.

The cost of options and awards is based on their fair value. A binomial model is used for calculating the fair value of SAYE options which have no performance conditions attached and the RSP for which vesting is based on the discretion of the Remuneration Committee. No charge has been recognised for the CSOP as it is linked to the RSP awards granted at the same time. Any gains made by an employee in relation to the CSOP reduces the number of shares exercisable under the RSP award.

The value of the charge is adjusted at each balance sheet date to reflect lapses and expected or actual levels of vesting, with a corresponding adjustment to the share-based payment reserve.

For LTIS schemes, performance conditions are based on EPS, total shareholder return (TSR) versus a peer group and risk metrics. Employees of the Company also have targets relating to profit before tax of their division. The fair value of awards is determined using a combination of the binomial and Monte Carlo option pricing models. The value of the charge is adjusted at each balance sheet date to reflect lapses and expected or actual levels of vesting. Where the Monte Carlo option pricing model is used to determine fair value of the TSR component, no adjustment is made to reflect expected or actual levels of vesting as the probability of the awards vesting is taken into account in the initial calculation of the fair value of the awards.

Cancellations by employees of contributions to the Group’s SAYE plans are treated as non-vesting conditions and the Group recognises, in the year of cancellation, the amount of the expense that would have otherwise been recognised over the remainder of the vesting period.

Modifications are assessed at the date of modification and any incremental charges are recognised in the Statement of comprehensive income over the remaining vesting period of the scheme.

A transfer is made from the share-based payment reserve to retained earnings when options and awards vest, lapse or are cancelled.

Share capital
Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are shown in equity as a deduction, net of tax, from the proceeds.

Taxation

The tax charge represents the sum of current and deferred tax. Current tax is calculated based on taxable profit for the year using tax rates that have been enacted or substantively enacted by the balance sheet date. Taxable profit differs from profit before taxation as reported in the Statement of comprehensive income 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.

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 balance sheet liability method. Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the balance sheet date and are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled. Deferred tax is also provided on temporary differences arising on investments in subsidiaries, except where the timing of the reversal of the temporary difference is controlled by the Company and it is probable that the temporary difference will not reverse in the future.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Exceptional items

Exceptional items are items which the directors consider should be disclosed separately to enable a full understanding of the Company's results. An exceptional item needs to meet at least two of the following criteria:

– the financial impact is material;
– it is one-off and not expected to recur; and
– it is outside the normal course of business.

Examples include, but are not limited to, costs arising from redundancy, acquisition or restructuring activities. Management may also apply judgement to determine whether an item should be classified as an exceptional item and be an allowable adjustment to a statutory measure.

Critical accounting judgements and sources of estimation uncertainty

No critical judgements or estimates have been identified that affect the reported amounts of assets and liabilities.

FINANCIAL AND CAPITAL RISK MANAGEMENT

Moneybarn Limited (the 'Company') is a wholly owned subsidiary of Vanquis Banking Group plc which together with its subsidiaries, forms the Vanquis Banking Group (the 'Group').

The overall financial and risk management framework is the responsibility of the Board with certain responsibilities in respect of internal control and risk management being delegated to various subcommittees who report directly to the Board. The Company also operates within a Group treasury framework and is subject to Group treasury policies including counterparty, liquidity, interest rate, market and capital risk.

An overview of the Group's risk management framework can be found in the annual report and financial statements of Vanquis Banking Group plc which do not form part of this report.

(a) Credit risk

Credit risk is the risk that the Company will suffer loss in the event of a default by a customer, a bank counterparty or the UK Government. A default occurs when the customer or a bank fails to honour repayments as they fall due.

(b) Counterparty risk

The Company's maximum exposure to credit risk on bank counterparties as at 31 December 2024 was £33,000 (2023: £43,000).

Counterparty credit risk arises as a result of cash deposits placed with banks. Counterparty credit risk is managed by the Group's treasury committee and is governed by a Board approved counterparty policy which ensures that the Group's cash deposits and derivative financial instruments are only made with high quality counterparties with the level of permitted exposure to a counterparty firmly linked to the strength of its credit rating. In addition, there is a maximum exposure limit for all institutions, regardless of credit rating. This is linked to the Group's regulatory capital base in line with the Group's regulatory reporting requirements on large exposures to the Prudential Regulation Authority (PRA).

(c) Liquidity risk

Liquidity risk is the risk that the Company will have insufficient liquid resources available to fulfil its operational plans and/or to meet its financial obligations as they fall due.

Liquidity risk is managed on a day-to-day basis by the Group's centralised Treasury function, under the supervision of ALCO and in accordance with a Board-approved Group Funding and Liquidity Policy, which is designed to ensure that the Group is able to continue to fund the growth of the business. The overall responsibility for the management of liquidity risk rests with ALCO, which makes recommendations for the Group's liquidity policy for Board approval. ALCO monitors liquidity risk metrics within limits set by the Board, including meeting regulatory requirements.

The Group continues to adopt a prudent approach to managing its funding and liquidity resources within risk appetite, and will optimise these resources when new opportunities become available to the Group.

A maturity analysis of the undiscounted contractual cash flows of the Group's bank and other borrowings is set out in the annual report and financial statements of Vanquis Banking Group plc.

FINANCIAL AND CAPITAL RISK MANAGEMENT (CONTINUED)

(d) Interest rate risk

Interest rate risk is the risk of potential loss through unhedged or mismatched asset and liability positions, which are sensitive to changes in interest rates. Primarily, the Group is at risk of a change in external interest rates which leads to an increase in the Group's cost of borrowing.

The Group's exposure to movements in interest rates is managed by the Treasury Committee, with control and oversight provided by ALCO, and is governed by a Group Board-approved interest rate hedging policy which forms part of the Group's treasury policies.

The principal market-set interest rate used by the Group's lenders is the Sterling Overnight Index Average (SONIA). The SONIA index tracks the sterling overnight indexed swaps for unsecured transactions in the market. SONIA is the risk-free borrowing rate which is used to set rates for certain borrowings and swaps.

The Group has adopted the standard methodology measurement of interest rate risk. The Group measures and monitors the following market risk drivers under the interest rate risk in the banking book (IRRBB) framework through which risk exposure may arise.

(e) Market risk

Market risk is the risk that a financial instrument's fair value or future cash flows will fluctuate because of changes in market prices. The Group's exposure to market risk is primarily through interest rate risk. These exposures arise solely through the Group's duration mismatches between its lending and funding activities.

The Group's corporate policies do not permit it or the Company to undertake position taking or to run a trading book of this type and therefore neither it nor the Company does so.

(f) Capital risk

Capital risk is managed by the Group's centralised treasury department. The Group manages capital risk by focussing on capital efficiency and effective risk management. This takes into account the requirements of a variety of different stakeholders including shareholders, policyholders, regulators and rating agencies. A more detailed explanation of the management of capital risk can be found in the annual report and financial statements of Vanquis Banking Group plc within the Pillar 3 disclosures document which do not form part of this report.

NOTES TO THE FINANCIAL STATEMENTS

1 Revenue

	2024 £'000	2023 £'000
Servicing fees to group companies	60,094	61,495
Total revenue	60,094	61,495

Management regard the business as one operating segment. All revenue is from UK operations.

2 Finance costs

	2024 £'000	2023 £'000
Interest on lease liabilities	141	55
Interest expense on loan from intermediate holding company	2,513	282
Total finance costs	2,654	337

3 Profit/(loss) before taxation

	2024 £'000	2023 £'000
Profit/(loss) before taxation is stated after charging:		
Depreciation of Property, plant and equipment (note 9)	279	477
Loss/(profit) on disposal of Property, plant and equipment (note 9)	108	(34)
Depreciation of Right-of-use assets (note 10)	497	292
Amortisation of Intangible assets (note 11)	90	86
Loss on disposal on Intangible assets (note 11)	2	117
Operating lease rentals	81	82
Employment costs (note 7(b))	14,939	18,840

	2024 £'000	2023 £'000
Auditor's remuneration:		
Fees payable to the Company's auditor for the audit of the financial statements	58	57
Total auditor's remuneration	58	57

Auditor’s remuneration to Deloitte LLP in respect of non-audit services was £nil (2023: £nil).

3 Profit/(loss) before taxation (continued)

Exceptional items	2024 £'000	2023 £'000
Indemnity payments	807	977
Impairment of property, plant and equipment (note 9)	503	-
Impairment of right-of-use assets (note 10)	675	-
Total exceptional items	1,985	977

The exceptional costs of £807,000 (2023: £977,000) recognised in the current year relate to contractual indemnity payments made in relation to outsourcing certain activities to a third party.

4 Tax charge/(credit)

Tax charge/(credit) in the Statement of comprehensive income	2024 £'000	2023 £'000
Current tax	568	3
Deferred tax credit (note 13)	(270)	(1)
Impact of change in UK tax rate	-	(4)
Total tax charge/(credit)	298	(2)

The rate of tax charge (2023: tax credit) on the profit before taxation (2023: loss before taxation) for the year is higher than (2023: lower than) the standard rate (2023: average standard rate) of corporation tax in the UK of 25% (2023: 23.5%). This can be reconciled as follows:

	2024 £'000	2023 £'000
Profit/(loss) before taxation	998	(574)
Profit/(loss) before taxation multiplied by the standard rate (2023: average standard rate) of corporation tax in the UK of 25% (2023: 23.5%)	249	(135)
Effects of:		
- impact of permanent differences	65	36
- impact of change in UK tax rate (Note (a))	-	(4)
- impact of write off of deferred tax assets (Note (b))	(81)	32
- adjustment in respect of prior years (Note (c))	65	69
Total tax charge/(credit)	298	(2)

4 Tax charge/(credit) (continued)

(a) Impact of change of UK tax rates

In 2021, changes were enacted to increase the mainstream corporation tax rate from 19% to 25% with effect from 1 April 2023.

Deferred tax balances at 31 December 2021 were re-measured at the mainstream corporation tax rate of 25% to the extent that the temporary differences on which the deferred tax was calculated were expected to reverse after 1 April 2023.

Deferred tax balances at 31 December 2024 and 2023 and movements in deferred tax balances during the year have been measured at 25% (2023: 25%).

A tax credit of £nil (2023: £4,000) represents the income statement adjustment to deferred tax as a result of these rate changes and no additional deferred tax charge (2023: nil) has been taken directly to other comprehensive income in respect of items reflected in other comprehensive income.

(b) Impact of write off of deferred tax assets

Deferred tax assets written off comprise a tax credit of £81,000 (2023: tax charge of £32,000) and relates to deferred tax assets in respect of share scheme awards where future tax deductions are expected to be different to those previously anticipated.

(c) Adjustments in respect of prior years

The £65,000 tax charge (2023: £69,000) in respect of prior years relates to the finalisation of tax liabilities for prior periods and lower tax deductions in respect of share scheme awards as a result of a lower than anticipated share price on vesting.

5 Dividends

	2024 £'000	2023 £'000
2024 Dividend	22,000	-
Dividends paid	**22,000**	**-**

During the current year, the Company paid a dividend (£431 per share) to its immediate parent undertaking of £22,000,000 (2023: £nil).

6 Directors' remuneration

The remuneration of the directors, who are the key management personnel of the Company, is set out below:

	2024 £'000	2023 £'000
Short-term employee benefits	-	509
Post-employment benefits	-	31
Compensation for loss of office	-	444
Total	-	984

Fees and other emoluments of the highest paid director are as follows:

	2024 £'000	2024 £'000
Short-term employee benefits	-	311
Post-employment benefits	-	18
Compensation for loss of office	-	335
Total	-	664

The directors' emoluments of I McLaughlin, D Watts and P Estlin are paid and disclosed by the ultimate parent company, Vanquis Banking Group plc.

No contributions were paid by the Company personal pension schemes in respect of the highest paid director (2023: £18,000). No retirement benefits accrued to any director under a money purchase scheme (2023: £nil).

Share awards vested for no directors during the year (2023: nil).

7 Employee information

(a) The average monthly number of persons employed by the Company (including directors) was as follows:

	2024 Number	2023 Number
Full time	265	338
Part time	19	34
Total	284	372

The transfer of the business undertakings, including employees of the Company through an asset purchase agreement to Vanquis Bank Limited was completed with an effective date of 31 December 2024.

(b) Employment costs – all employees (including directors)

	2024 £'000	2023 £'000
Aggregate gross wages and salaries paid to the Company's employees	12,661	16,118
Employers' National Insurance contributions	1,365	1,693
Pension charge (note 17)	748	653
Share-based payment charge (note 19)	165	376
	14,939	18,840

The pension charge comprises amounts paid by the Company to a defined contribution pension plan (see note 17).

8 Trade and other receivables

	2024 £'000	2023 £'000
Amounts owed by fellow subsidiary undertakings	35,461	55,953
Prepayments and accrued income	-	1,176
Other Debtors	-	62
Total	35,461	57,191

There are no amounts past due in respect of trade and other receivables that are not impaired.

The maximum exposure to credit risk of trade and other receivables is the carrying value of each class of receivable set out above (2023: carrying value).

With the exception of the consideration owed by Vanquis Bank Limited for the transfer of the trade, assets and liabilities, amounts owed by fellow subsidiary undertakings are unsecured, repayable on demand and do not accrue interest. The consideration owed by Vanquis Bank Limited accrues interest at the Bank of England’s bank rate or as otherwise agreed by the parties.

There are no expected credit losses recognised at the Balance sheet date (2023: none). Performing loans have no provision recognised as the loans entities have sufficient expected cash flow to service their obligations and sufficient realisable net assets to sell in the event of a default.

9 Property, plant and equipment

	Leasehold improvements	Equipment and vehicles	Total
	£'000	£'000	£'000
Cost			
At 1 January 2024	2,473	1,842	4,315
Disposals	(266)	(1,611)	(1,877)
Transfers to Group companies	(2,207)	(231)	(2,438)
At 31 December 2024	-	-	-
Accumulated depreciation			
At 1 January 2024	1,366	1,533	2,899
Charged to the statement of comprehensive income	205	74	279
Disposals	(244)	(1,525)	(1,769)
Impairment	494	9	503
Transfers to Group companies	(1,821)	(91)	(1,912)
At 31 December 2024	-	-	-
Net book value at 31 December 2024	-	-	-
Net book value at 1 January 2024	1,107	309	1,416

	Leasehold improvements	Equipment and vehicles	Total
	£'000	£'000	£'000
Cost			
At 1 January 2023	4,161	2,283	6,444
Additions	-	283	283
Disposals	(1,688)	(390)	(2,078)
Transfers to Group companies	-	(334)	(334)
At 31 December 2023	2,473	1,842	4,315
Accumulated depreciation			
At 1 January 2023	2,764	1,771	4,535
Charged to the statement of comprehensive income	290	187	477
Disposals	(1,688)	(299)	(1,987)
Transfers to Group companies	-	(126)	(126)
At 31 December 2023	1,366	1,533	2,899
Net book value at 31 December 2023	1,107	309	1,416
Net book value at 1 January 2023	1,397	512	1,909

Disposals in the year had a net book value of £108,000 (2023: £91,000) and related proceeds of £nil (2023: £125,000). The loss on disposals was £108,000 (2023: profit on disposal of £34,000).

Transfers to Group Companies in the year had a net book value of £526,000 (2023: £208,000). Transfers to Group Companies were completed at net book value with no profit/loss on transfer.

10 Right-of-use assets

	Athena House	Total
	£'000	£'000
Cost		
At 1 January 2024	2,626	2,626
Additions	483	483
Transfers to Group companies	(3,109)	(3,109)
At 31 December 2024	-	-
Accumulated depreciation		
At 1 January 2024	1,362	1,362
Charged to the statement of comprehensive income	497	497
Impairment	675	675
Transfers to Group companies	(2,534)	(2,534)
At 31 December 2024	-	-
Net book value at 31 December 2024	-	-
Net book value at 1 January 2024	1,264	1,264

	Athena House	Total
	£'000	£'000
Cost		
At 1 January 2023	2,626	2,626
At 31 December 2023	2,626	2,626
Accumulated depreciation		
At 1 January 2023	1,070	1,070
Charged to the statement of comprehensive income	292	292
At 31 December 2023	1,362	1,362
Net book value at 31 December 2023	1,264	1,264
Net book value at 1 January 2023	1,556	1,556

11 Intangible assets

	Software development	
	2024	2023
	£'000	£'000
Cost		
At 1 January	2,982	4,855
Additions	-	-
Disposals	(1,613)	(1,873)
Transfers to Group companies	(1,369)	-
At 31 December	-	2,982
Accumulated amortisation		
At 1 January	1,658	3,328
Charged to the statement of comprehensive income	90	86
Disposals	(1,611)	(1,756)
Transfers to Group companies	(137)	-
At 31 December	-	1,658
Net book value at 31 December	-	1,324
Net book value at 1 January	1,324	1,527

Disposals in the year had a net book value of £2,000 (2023: £117,000) and related proceeds of £nil (2023: proceeds of £nil). The loss on disposals was £2,000 (2023: £117,000).

Transfers to Group Companies in the year had a net book value of £1,232,000 (2023: £nil). Transfers to Group Companies were completed at net book value with no profit/loss on transfer.

12 Financial instruments

The following table sets out the carrying value of the Company's financial assets and liabilities in accordance with the categories of financial instruments set out in IFRS 9. Assets and liabilities outside the scope of IFRS 9 are shown within non-financial assets/liabilities:

			2024
	Amortised cost £'000	Non-financial assets/liabilities £'000	Total £'000
Assets			
Cash and cash equivalents	33	-	33
Trade and other receivables	35,461	-	35,461
Property, plant and equipment	-	-	-
Right of use assets	-	-	-
Intangible assets	-	-	-
Current tax asset	-	-	-
Deferred tax assets	-	-	-
Total assets	35,494	-	35,494
Liabilities			
Trade and other payables	33,367	-	33,367
Lease liabilities	-	-	-
Provisions	-	-	-
Total liabilities	33,367	-	33,367

			2023
	Amortised cost £'000	Non-financial assets/liabilities £'000	Total £'000
Assets			
Cash and cash equivalents	43	-	43
Trade and other receivables	55,953	1,238	57,191
Property, plant and equipment	-	1,416	1,416
Right of use assets	-	1,264	1,264
Intangible assets	-	1,324	1,324
Deferred tax assets	-	378	378
Total assets	55,996	5,620	61,616
Liabilities			
Trade and other payables	36,549	-	36,549
Lease liabilities	1,544	-	1,544
Provisions	-	261	261
Total liabilities	38,093	261	38,354

13 Deferred tax

Deferred tax is a future tax liability or asset resulting from temporary differences between the accounting value of assets and liabilities and their value for tax purposes or from tax losses carried forward at the reporting date.

Deferred tax arises primarily in respect of: (a) property, plant and equipment which is depreciated on a different basis for tax purposes; (b) other temporary differences, which include: (i) deductions for employee share awards which are recognised differently for tax purposes; (ii) certain cost provisions for which tax deductions are only available when the costs are paid; and (iii) pension contributions for which tax deductions are only available when the costs are paid.

In 2021, changes were enacted to increase the mainstream corporation tax rate from 19% to 25% with effect from 1 April 2023.

Deferred tax balances at 31 December 2021 were re-measured at the mainstream corporation tax rate of 25% to the extent that the temporary differences on which the deferred tax was calculated were expected to reverse after 1 April 2023.

Deferred tax balances at 31 December 2023 and movements in deferred tax balances during the year have been measured at 25% (2023: 25%).

A tax credit of £nil (2023: £2,000) represents the income statement adjustment to deferred tax as a result of these changes and no additional deferred tax charge (2023: nil) has been taken directly to other comprehensive income in respect of items reflected in other comprehensive income.

A deferred tax asset of £648,000 was transferred to Vanquis Bank Limited as a result of the transfer by the Company of it’s trade assets and liabilities to Vanquis Bank Limited on 31 December 2024, resulting in a deferred tax balance at 31 December 2024 of £nil (2023: £378,000).

Asset	2024 £'000	2023 £'000
At 1 January	378	375
Credit to the income statement (note 4)	270	1
Impact of change in UK tax rate	-	2
Transfer to other group companies	(648)	-
At 31 December	-	378

An analysis of the deferred tax asset for the Company is set out below:

			2024
Asset	Accelerated capital allowances £'000	Other temporary differences £'000	Total £'000
At 1 January	228	150	378
Credit/(charge) to the income statement (note 4)	322	(52)	270
Transfer to other group companies	(550)	(98)	(648)
At 31 December	-	-	-

13 Deferred tax (continued)

			2023
	Accelerated capital allowances	Other temporary differences	Total
Asset	£'000	£'000	£'000
At 1 January	230	145	375
Credit to the Statement of comprehensive income	(2)	3	1
Impact of change in UK tax rate	-	2	2
At 31 December	228	150	378

At 31 December 2024, there are no (2023: no) deductible temporary differences or carried forward tax losses in Moneybarn Limited for which a deferred tax asset is not provided.

14 Trade and other payables

	2024	2023
Current liabilities	£'000	£'000
Trade payables	-	125
Amounts owed to intermediate parent undertaking	33,367	25,674
Amounts owed to fellow subsidiary undertakings	-	9,364
Other payables including taxation and social security	-	952
Accruals	-	434
Total	33,367	36,549

Amounts owed to the intermediate parent undertaking are unsecured, repayable on demand and accrue interest linked to the monthly weighted average cost of funds of the ultimate parent undertaking plus a margin.

The fair value of trade and other payables equates to their book value (2023: fair value equated to book value).

15 Lease liabilities

A maturity analysis of the lease liabilities is shown below:

	2024 £'000	2023 £'000
Due within one year	-	382
Due between one and five years	-	1,273
Due in more than five years	-	-
Total	-	1,655
Unearned finance cost	-	(111)
Total lease liabilities	-	1,544
Lease liabilities due in less than one year	-	338
Lease liabilities due in more than one year	-	1,206
Total	-	1,544

Total cash outflows for leases in the current year for the Company amounted to £382,000 (2023: £350,000).

16 Provisions

Provisions	Dilapidations provision £'000	Restructuring provision £'000	Total £'000
At 1 January 2024	255	6	261
Created in the year	325	475	800
Utilised in the year	-	(328)	(328)
Released in the year	-	(6)	(6)
Transfer to other group companies	(580)	(147)	(727)
At 31 December 2024	-	-	-

	Dilapidations provision £'000	Restructuring provision £'000	Total £'000
At 1 January 2023	203	101	304
Created in the year	60	977	1,037
Utilised in the year	(8)	(1,072)	(1,080)
At 31 December 2023	255	6	261

Provisions relate to the expected dilapidation costs to return the building currently occupied by the Company back to a rentable state. The dilapidation costs are not expected to be incurred within the next 12 months.

The restructuring provision relates to redundancy costs incurred during the current year. The remaining redundancy costs provision is expected to be paid within the next 12 months.

17 Retirement benefits

The Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension charge represents contributions payable by the Company and amount to £748,000 (2023: £653,000).

The Company made no contributions to personal pension plans in the year (2023: £nil).

18 Share capital

	2024		2023	
	Authorised	Issued and fully paid	Authorised	Issued and fully paid
Ordinary shares of £1 each (£'000)	51	51	51	51
Number of shares ('000)	51	51	51	51

There are no shares issued and not fully paid at the end of the year (2023: no shares).

19 Share-based payments

Vanquis Banking Group plc issues share options and awards to employees as part of its employee remuneration packages. The Group operates five equity-settled share schemes: the Long Term Incentive Scheme (LTIS), the Restricted Share Plan (RSP), the Company Share Option Plan (CSOP), employees' savings-related share option schemes typically referred to as Save As You Earn schemes (SAYE), and the Deferred Bonus Plan (DBP) (previously the Performance Share Plan (PSP)). Vanquis Banking Group plc also previously operated a cash-settled share incentive scheme, the Provident Financial Equity Plan (PFEP), for eligible employees based on a percentage of salary; no awards have been granted since 2018.

When an equity-settled share option or award is granted, a fair value is calculated based on the share price at grant date, the probability of the option/award vesting, the Group's recent share price volatility, and the risk associated with the option/award. A fair value is calculated based on the value of awards granted and adjusted at each balance sheet date for the probability of vesting against performance conditions. The fair value of all options/awards is charged to the income statement on a straight-line basis over the vesting period of the underlying option/award.

During 2024, awards/options have been granted under the RSP scheme (2023: awards/options granted under RSP/CSOP and SAYE (UK) schemes).

(a) Equity-settled schemes
The charge to the Statement of comprehensive income during the year was £165,000 (2023: £375,000) for equity-settled schemes. The fair value per award/option granted and the assumptions used in the calculation of the equity settled share-based payment charges are as follows:

	2024
	RSP
Grant date	07-May-24
Share price at grant date (£)	£0.50
Exercise price (£)	-
Shares awarded/under option (number)	241,881
Vesting period (years)	3
Expected volatility	-
Award/option life (years)	3
Expected life (years)	3
Risk free rate	-
Expected dividends expressed as a dividend yield	n/a
Fair value per award/option (£)	£0.48

19 Share-based payments (continued)

	2023	
	RSP/CSOP	SAYE
Grant date	11-Apr-23	03-Oct-23
Share price at grant date (£)	£2.31	£1.19
Exercise price (£)	-	£0.87
Shares awarded/under option (number)	360,065	259,421
Vesting period (years)	3	3
Expected volatility	-	52.0% - 56.7%
Award/option life (years)	3	3
Expected life (years)	3	3
Risk free rate	-	4.7% - 4.9%
Expected dividends expressed as a dividend yield	n/a	3.4% - 6.9%
Fair value per award/option (£)	£1.84	£0.25 - £0.26

The expected volatility is based on historical volatility over the last three or five years as applicable. The expected life is the average expected period to exercise. The risk free rate of return is the yield on zero coupon UK government bonds of a similar duration to the life of the share option. A reconciliation of share option movements during the year is shown below:

	RSP		SAYE	
		Weighted average exercise price		Weighted average exercise price
2024	Number	£	Number	£
Outstanding at 1 January	559,767	-	336,789	1.10
Granted	241,881	-	-	-
Cancelled	-		-	-
Lapsed	(167,769)	-	(143,959)	1.26
Exercised	(62,549)	-	-	-
Vested	-	-	-	-
Transferred	(571,330)	-	(192,830)	0.97
Outstanding at 31 December	-	-	-	-
Exercisable at 31 December	-	-	-	-

	RSP/CSOP		LTIS		SAYE	
		Weighted average exercise price		Weighted average exercise price		Weighted average exercise price
2023	Number	£	Number	£	Number	£
Outstanding at 1 January	443,435	-	-	-	198,828	1.71
Granted	360,065	-	-	-	259,421	0.87
Cancelled	-	-	-	-	-	-
Lapsed	(170,100)	-	-	-	(121,460)	1.63
Exercised	(41,339)	-	-	-	-	-
Vested	(32,294)	-	-	-	-	-
Outstanding at 31 December	559,767	-	-	-	336,789	1.10
Exercisable at 31 December	-	-	-	-	1,384	1.82

19 Share-based payments (continued)

Share options outstanding under the SAYE schemes at 31 December 2024 had exercise prices ranging from 87p to 284p (2023: 87p to 182p) and a weighted average remaining contractual life of 0.9 years (2023: 1.3 years). Share awards outstanding under the RSP schemes at 31 December 2024 had an exercise price of £nil (2023: £nil) and a weighted average remaining contractual life of 1.3 years (2023: 1.6 years). Share awards outstanding under the CSOP schemes at 31 December 2023 had exercise prices ranging from 48p to 296p (2023: 75p to 334p) and a weighted average remaining contractual life of 1.3 years (2023: 1.6 years).

20 Related party transactions

Details of the transactions between the Company and other Group undertakings, which comprise service charges, management recharges and charges related to staff secondments along with any balances outstanding at 31 December are set out below:

			2024
	Service charge/ management recharge £'000	Other charges £'000	Outstanding balance £'000
Ultimate parent undertaking	(25,160)	7,048	-
Intermediate parent undertaking	-	-	(33,367)
Other subsidiaries of the ultimate parent undertaking:			
Moneybarn No.1 Limited	48,655	-	29,126
Vanquis Bank Limited	-	(3,587)	6,335

			2023
	Service charge/ management recharge £'000	Other charges £'000	Outstanding balance £'000
Ultimate parent undertaking	(21,608)	7,210	(25,674)
Intermediate parent undertaking	-	-	(458)
Other subsidiaries of the ultimate parent undertaking:			
Moneybarn No.1 Limited	50,992	-	55,953
Vanquis Bank Limited	-	(8,906)	(8,906)

The directors believe that all related party transactions are on an arm’s length basis.

21 Reconciliation of profit/(loss) after taxation to cash generated from/(used in) operations

	Note	2024 £'000	2023 £'000
Profit/(loss) after taxation		700	(572)
Adjusted for:			
- interest expense on loan from intermediate holding company	2	2,513	282
- interest expense on lease liabilities	2	141	55
- tax charge/(credit)	4	298	(2)
- depreciation of property, plant and equipment	9	279	477
- loss on disposal of property, plant and equipment	9	108	174
- impairment of property, plant and equipment	9	503	-
- depreciation of right of use assets	10	497	292
- impairment of right of use assets	10	675	-
- amortisation of intangible assets	11	90	86
- loss on disposal of intangible assets	11	2	117
- share-based payments	19	165	375
- provision movement	16	(357)	(43)
Changes in operating assets and liabilities:			
- trade and other receivables	8	22,484	(45,155)
- trade and other payables	14	(10,906)	5,669
Cash generated from/(used in) operations		17,192	(38,245)

The table below details changes in the Company’s liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the cash flow statement as cash flows from financing activities.

					2024
	Cash changes		Non cash changes		
	1 January 2024 £’000	Lease payments £’000	Interest accrued £’000	Transfer to other group companies £’000	31 December 2024 £’000
Lease liabilities	1,544	(382)	44	(1,206)	-

					2023
	Cash changes		Non cash changes		
	1 January 2023 £’000	Lease payments £’000	Interest accrued £’000	Lease Additions £’000	31 December 2023 £’000
Lease liabilities	1,839	(350)	55	-	1,544

21 Reconciliation of profit/(loss) after taxation to cash generated from/(used in) operations (continued)

				2024
	Cash changes		Non cash changes	
	1 January 2024 £'000	Financing £'000	Interest £'000	31 December 2024 £'000
Amounts owed (by)/to intermediate holding company	25,674	5,180	2,513	33,367

				2023
	Cash changes		Non cash changes	
	1 January 2023 £'000	Financing £'000	Interest £'000	31 December 2023 £'000
Amounts owed by intermediate holding company	(13,402)	38,794	282	25,674

22 Parent undertaking and controlling party

The immediate parent undertaking is Moneybarn Group Limited, a company incorporated in England, United Kingdom.

The ultimate parent undertaking and controlling party is Vanquis Banking Group plc which is the largest and smallest group to consolidate these financial statements. Copies of the consolidated financial statements of Vanquis Banking Group plc may be obtained from the Company Secretary, Vanquis Banking Group plc, No.1 Godwin Street, Bradford, BD1 2SU.