Responses to investor questions
06.03.2026

What are the key messages from the 2025 results?

2025 was a positive year for the group. We have turned the business around, setting strong foundations for high quality, sustainable growth. We have exceeded market expectations and delivered more revenue, more volume and more clients as well as strengthening underlying profitability.

Operational leverage is also improving. We are in a unique position to serve the markets we specialise in thanks to our existing network, extensive relationships and rapidly scaling platform. These features of our business are extremely difficult to replicate.

How confident is management that growth is sustainable?

The group is delivering a client-led strategy that is more diversified and broader-based. Revenues are now spread across more clients, more currency corridors and more products, improving resilience and repeatability.

We are delivering growth alongside improved margins, whilst catering to clients in structurally growing markets. The group is well positioned to benefit from strong economic growth in our core regions and their increasing integration with the global financial system. In early 2026 we also added a new global US dollar and euro clearer to our network which will enhance our correspondent banking capability and capacity and broaden our services across more geographies and clients.

What were the key drivers of performance in the second half of 2025?

Performance was driven by strong client execution and continued growth in volumes, which increased 11% half-on-half including, importantly, a return to emerging market volume growth.

Correspondent banking and trade finance activity also increased. Margins expanded, particularly in emerging markets, reflecting the rollout of our central bank strategy and higher-margin, more repeatable payment FX volumes. A shift towards higher-margin payment volumes supported blended margins and delivered a more repeatable income stream.

How do the new offices in Amsterdam, New York and Abu Dhabi support the strategy?

Regional offices enhance client proximity, extend reach and position the business at the centre of regional and global trade flows. New York enables better service for clients in the Americas, Amsterdam strengthens access to European clients and key corridors, such as between Europe and Africa and Latin America, and Abu Dhabi offers long-term potential aligned with the region's ambitions.

The group continues to monitor regional developments closely and maintains close engagement with staff, clients and regulators. We are a long-term partner to our clients and markets and differentiate ourselves from competitors who withdraw when the going gets tough.

What underpins confidence in the forward-looking guidance?

Confidence is based on several layers of growth: strong GDP growth in core markets and their expanding interconnectedness with the global financial system, continued client and product expansion, and ongoing investment in infrastructure and regional presence. Together, these factors support client-led, high-quality, diversified and repeatable growth.

Looking to grow our total income by a CAGR in the high teens to low 20%s over the next three years, offset by some near-term impacts of the prevailing interest rate environment. We are also improving operational leverage, resulting in a structural reduction in our cost:income ratio over time.

How should investors think about operating leverage as revenues continue to grow?

The business has already begun to demonstrate operating leverage, with EBITDA margins improving between 2024 and 2025. We also expect income growth to exceed cost growth going forward, resulting in continued improvement in operating leverage over future periods and a structural reduction in our cost:income ratio.

How is stablecoin factored into the group's strategy?

Stablecoins are emerging across the group's key markets, and we view them as a complementary product to our core capabilities. The group is in advanced stages of developing its proposition, with plans to pilot in 2026, subject to regulatory approval.

Initial focus will be on- and off-ramp solutions, where the group's local liquidity networks and central bank relationships provide clear differentiation in emerging markets.

Why are you not returning capital today?

Management sees attractive opportunities to continue investing for growth, including platform scalability, new product and network development and expanding client-facing teams. The focus remains on balancing investment with surplus capital generation, with greater clarity expected this time next year.

Why have costs increased since 2024 despite such a large restructuring in 2025?

The restructuring focused on reshaping the cost base rather than reducing it, reallocating resources towards client-facing roles. Staff costs excluding variable pay were therefore broadly flat year-on-year.

Cost increases mainly reflected higher variable pay linked to stronger performance, investment to support scale and new products, and the impact of inflation. We expect our key investments to drive income growth, productivity gains and positive operating leverage over time.

What is the status of the ACH partnership?

Our partnership with Visa expands market access for clients, with 54 currencies now available through the ACH network. The partnership has already supported the win of a major European IDO payment mandate, and payment volumes are expected to increase as the expanded sales force drives client-led growth. This supports lower-value, higher-volume transactions and delivers a quality, repeatable income stream.

How is AI being used within the organisation?

AI is being embedded across the business to improve operational efficiency by automating tasks and handling routine processes such as onboarding and screening. The group is also exploring ways to use AI to enhance forecasting and extract greater insight from its FX data.

How did trade finance volumes perform during the year?

Trade finance volumes continued to grow half-on-half and remain a valued part of the service offering. The business is now at its current appetite for on-balance-sheet lending and expects future growth to be driven through syndication, risk participation and portfolio sales, connecting capital providers with demand in core markets.

Take rates jumped in H2 to 0.38% - does this indicate that you are benefitting from volatility again rather than demonstrating real growth?

The Emerging Market take-rate, or margin, increased to 0.38% in H2 2025, representing a 0.14% uplift half-on-half, driven by a combination of strategic execution, mix effects and market dynamics. Around 7 basis points of the uplift came from engaging with central banks on our structured solutions offering. A further 2 basis points contribution came from small, episodic market dislocations. Mix also played a role, with a larger proportion of Payment FX volumes contributing approximately 1 basis point to the take rate as higher-margin payment flows increased.

Importantly, excluding these factors, the underlying core margin in H2 2025 was 0.28%, which is consistent with historic averages, reinforcing that the uplift was mostly from the delivery of our strategy and not materially due to dislocated currencies. Apart from margin expansion, we delivered volume growth, added more clients and rolled our new products. This gives us the confidence in our future income growth outlook.

How should income guidance and net interest income be understood?

Income guidance reflects strong expected growth in transactional income streams, offset by near-term expected headwinds from the interest rate environment. Market wide in the interest rate headwinds, combined with the introduction of interest rate hedging, reduced net interest income in late 2025. We expect to mitigate the impact of interest rate volatility through balance growth and effective treasury execution.

The £1.5m reduction in NII that we specified in on page 21 of our results presentation when annualised realistically reflects the impact on 2026 as a whole. We will of course try to mitigate this through higher deposit volumes.

Are current geopolitical conditions a net positive or negative for the business?

Our business model is designed to operate through both stable and volatile environments. Periods of volatility often increase client demand, highlighting the strength of the group's network and its ability to source liquidity in specialised markets. Overall, the model is resilient across different macro backdrops. Even when our competition leaves, we stay, this is a key differentiator and why our clients trust us.

Disclaimer

This document is not intended to, and does not, constitute or form part of any offer or invitation to purchase, otherwise acquire, subscribe for, sell or otherwise dispose of, any securities or the solicitation of any vote or approval in any jurisdiction.

This document does not constitute a prospectus or a prospectus exempted document.

The release, publication or distribution of this document in jurisdictions other than the United Kingdom may be restricted by law and therefore any persons who are not resident in the United Kingdom or who are subject to the laws of any jurisdiction other than the United Kingdom should inform themselves about, and observe, any applicable legal or regulatory requirements. Any failure to comply with applicable legal or regulatory requirements of any jurisdiction may constitute a violation of securities laws in that jurisdiction.

This document may contain statements which are, or may be deemed to be, "forward-looking statements". All statements, other than statements of historical fact are, or may be deemed to be, forward-looking statements. Forward-looking statements are prospective in nature and are not based on historical facts, but rather on assumptions, expectations, valuations, targets, estimates, forecasts and projections of CAB Payments about future events, and are therefore subject to risks and uncertainties which could cause actual results, performance or events to differ materially from those expressed or implied by the forward-looking statements. Often, but not always, forward-looking statements can be identified by the use of forward-looking words such as "plans", "expects", "budget", "targets", "aims", "scheduled", "estimates", "forecast", "intends", "anticipates", "seeks", "prospects", "potential", "possible", "assume" or "believes", or variations of such words and phrases or statements that certain actions, events or results "may", "could", "should", "would", "might" or "will" be taken, occur or be achieved. CAB Payments gives no assurance that such expectations will prove to be correct. By their nature, forward-looking statements involve risks (known and unknown) and uncertainties (and other factors that are in many cases beyond the control of CAB Payments) because they relate to events and depend on circumstances that may or may not occur in the future.

There are a number of factors that could affect the future operations of the CAB Payments group and that could cause actual results and developments to differ materially from those expressed or implied by such forward-looking statements. These include factors, such as: domestic and global business and economic conditions; the impact of pandemics, asset prices; market-related risks such as fluctuations in interest rates and exchange rates, industry trends, competition, changes in government and regulation, changes in the policies and actions of governments and/or regulatory authorities (including changes related to capital and tax), changes in political and economic stability (including exposures to terrorist activities, the United Kingdom's exit from the European Union, Eurozone instability, disruption in business operations due to reorganisation activities, interest rate, inflation, deflation and currency fluctuations), the timing impact and other uncertainties of future or planned acquisitions or disposals or offers. Other unknown or unpredictable factors could affect future operations and/or cause actual results to differ materially from those in the forward-looking statements. Such forward-looking statements should therefore be construed in the light of such factors.

Each forward-looking statement speaks only as of the date of this document. Neither the CAB Payments group nor any of their respective associates or directors, officers or advisers provides any representation, warranty, assurance or guarantee that the occurrence of the events expressed or implied in any forward-looking statements in this document will actually occur. Forward-looking statements involve inherent risks and uncertainties. All forward-looking statements contained in this document are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers are cautioned not to place undue reliance on these forward-looking statements. Other than in accordance with their legal or regulatory obligations, CAB Payments group is neither under nor undertakes any obligation, and expressly disclaims any intention or obligation, to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.