Suzuki Financial Services Limited

Annual Report and Accounts
for the year ended 31 December 2025

Registered office

33 Old Broad Street
London
EC2N 1HZ

Registered number

03015566

Current Directors

A B Ambani
P De Lusignan
D F Houston
D R Kateley
M D Lloyd
J P McCaffrey
P M P Rogers
N A Williams

Company Secretary

J A Hickling

Member of Lloyds Banking Group

Strategic Report

For the year ended 31 December 2025

The Directors present their Strategic Report and the audited financial statements of Suzuki Financial Services Limited (the "Company") for the year ended 31 December 2025.

Principal activities

The main activity of the Company is to provide finance leases through Hire Purchase and Personal Contract Purchase ("PCP") finance agreements for customers to purchase motor vehicles and motorbikes. In addition, the Company provides vehicle stock funding to approved dealers.

The Company is funded entirely by other companies within Lloyds Banking Group ("the Group").

Black Horse Limited ("BHL") is the main trading entity of the Transport business and charges management fees for providing lease and loan administration services to the Company.

Business overview

The Company's result for the year shows a Profit before tax of £12,613,000 (2024: £12,944,000) and Net interest income of £18,393,000 (2024: £18,970,000). Although Loans and advances to customers increased by 7.6% year on year, Profit before tax decreased due to higher impairment charges together with marginally lower Net interest income reflecting slightly tighter margins during the period.

The Company has been set up as a joint arrangement ("the Joint Arrangement") between Black Horse Group Limited and Suzuki GB plc. The Company is 51% owned by Black Horse Group Limited and 49% owned by Suzuki GB plc.

Future outlook

The United Kingdom’s transition to net zero emissions will continue to present both opportunities and challenges to the Company as manufacturers progress the transition of model ranges to meet the Zero Emission Vehicle (“ZEV”) mandate, which increases further in 2026 and beyond. During 2025, Suzuki GB plc commenced the introduction of its first electric vehicles to the UK market, with additional electric and electrified models expected to follow. The Company will continue to finance new and used Internal Combustion Engine (“ICE”) vehicles alongside increasing volumes of ZEV vehicles while the UK market transitions. Company returns are expected to remain resilient, supported by easing inflationary pressures and a more stable interest rate environment.

Any adverse changes affecting the UK economy may have direct and indirect credit and operational exposures. Further deterioration in global macroeconomic conditions, including as a result of geopolitical developments, global health issues or acts of terrorism, could have a material adverse effect on the Company’s results.

Principal risks and uncertainties

From the perspective of the Company, the principal risks and uncertainties are integrated with the principal risks of Consumer Lending, which is part of the Group. While these risks are not managed separately for the Company, the Company is a trading company of the Transport business within Consumer Lending. Consumer Lending is a portfolio of businesses and operates in a number of specialist markets providing both consumer lending and contract hire to personal and corporate customers. Further details of these risks and the risk management policy are contained in note 20 to the financial statements.

Motor Commission Review

The Company recognised a £26,700,000 provision following the Financial Conduct Authority ("FCA")'s announcement in October 2025 that it intends to implement a motor finance commission redress scheme. If the FCA motor commission redress scheme (or any related regulatory or legal determination) constitutes a breach of the relevant contractual terms, the Company expects to seek recovery from Black Horse Limited. Any such recovery would be expected to be equal to the amount of the corresponding liability recognised by the Company. Accordingly, an asset of £26,700,000, being an amount equal to the provision, has been recognised.

The Supreme Court judgment in Johnson v FirstRand Bank Limited in August 2025 found that there was an unfair relationship under s140A of the Consumer Credit Act (CCA). Following the Supreme Court judgment, the FCA published Consultation Paper CP25/27 in October 2025 setting out detailed proposals for a scheme (including their proposed basis) to redress unfair customer relationships.

The Group has made representations to the FCA on a number of aspects of the proposed scheme.

Strategic Report (continued)
For the year ended 31 December 2025

Principal risks and uncertainties (continued)

Motor Commission Review (continued)

On 3 December 2025, the FCA announced that the pause on motor finance complaints handling would be lifted on 31 May 2026 for complaints made in relation to the subject matter of the scheme, and that this timeline may be superseded in due course by the operational timetable to be set out in the final scheme rules. The FCA also lifted the pause on handling motor finance complaints in respect of leasing products on 5 December 2025. The Company continues to receive new complaints as well as claims in the County Courts in respect of motor finance commissions. A large number of those claims have been stayed. In April 2026, the Court of Appeal is expected to consider whether, in the context of motor finance claims, it is possible for multiple unfair relationship claims to be dealt with via one omnibus claim form.

In establishing the provision estimate, the Company has considered the potential impact of the FCA's proposed redress scheme, as well as a number of possible modifications to the scheme which might arise as a result of the consultation. The Company will continue to assess developments and potential impacts following the announcement by the FCA of the final scheme rules, which are expected by the end of March 2026. The ultimate financial outcome will be determined by a number of factors to be resolved, in particular the final scheme rules, customer response rates, scheme uphold rates, any further interventions and any broader implications of legal proceedings and complaints. Given the significant level of uncertainty in terms of the final outcome, the ultimate financial outflow could materially differ from the amount provided, albeit, this would be matched by a change in the value of the reimbursement receivable from Black Horse Limited. The total £26,700,000 provision represents the Company's best estimate of the potential impact of the motor finance issue.

Market risk

The outlook assumes broadly normalised supply chains; however, the continuing maturation of the electric vehicle market, combined with the increasing requirements of the ZEV mandate and the entry of new market participants, is expected to influence competitive dynamics and market conditions in the coming years. The transition to electric vehicles may impact customer purchasing behaviour and the sales channels initially used for these vehicles until the market further stabilises. The Company is also aware of the risks associated with vehicle emission claims and product disclosures within the automotive industry, including potential regulatory scrutiny and customer conduct considerations. These risks are actively monitored and managed by the Transport Finance business.

In addition, the pace of technological change and evolving customer expectations present operational and credit risks, including the potential for residual value volatility and changes in demand for certain vehicle types. The Company continues to monitor these risks closely and adapt its risk management approach accordingly.

Economic environment

In 2025, the UK economy experienced modest growth and persistent inflation, as high costs and global uncertainty continued to limit investment. Advances in technology and artificial intelligence brought modest improvements in productivity and confidence, however obstacles such as new US tariffs, geopolitical tensions, and supply chain issues remained. Worldwide uneven recovery and inflation created unpredictable demand, prompting UK businesses to approach investment and expansion with caution.

In-line with the Group's purpose of Helping Britain Prosper and its clear customer focus, the Group continues to provide support to those most affected by changes to the economic environment.

The Company will continue to monitor the situation and risks to the business.

Key performance indicators ("KPIs")

The key performance metrics considered for the Company are listed below:

KPI	**2025**	2024	Analysis
Net interest income (£'000)	**18,393**	18,970	Net Interest Income is lower versus 2024 due to higher interest expense arising from increased borrowing costs, impacting new business margins. This offsets the increase in new loans to retail customers and wholesale stocking versus 2024.
Profit before tax (£'000)	**12,613**	12,944	The decrease in Profit before tax is mainly due to lower net interest income and an increase in impairments.
Loans and advances to customers (£'000)	**476,729**	442,943	Higher Advances under finance lease and Other loans and advances in 2025 versus 2024.
Expected credit losses ("ECL") coverage	**0.54%**	0.50%	ECL coverage remains stable with small increases due to book movement and model calibrations.

Strategic Report (continued)

For the year ended 31 December 2025

Section 172(1) statement

In accordance with the Companies Act 2006 ("the Act"), for the year ended 31 December 2025, the Directors provide the following statement describing how they have had regard to the matters set out in section 172(1) of the Act, when performing their duty to promote the success of the Company under section 172.

Statement of engagement with employees and other stakeholders

In accordance with the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 (as amended by the Companies (Miscellaneous Reporting) Regulation 2018), the following statement also provides details on how the Directors have engaged with and had regard to, the interest of key stakeholders and employees. Black Horse Group Limited, a wholly owned subsidiary of Lloyds Banking Group plc, holds 51% of the issued share capital. As such, the Company follows many of the processes and practices of the Group whilst being mindful of the requirements of Suzuki GB plc which holds 49% of the Company's issued share capital.

The Company has a number of partners it relies on for important aspects of its operations and customer service provision and recognises the importance of these supplier relationships in achieving the Company's wider ambitions. As part of the Group the Company shares many of its suppliers and the wider engagement with suppliers includes:

- the Group board's Audit Committee considered reports from the Group's Sourcing and Finance teams on the efficiency of supplier payment practices, including those relating to the Group's key suppliers, ensuring the Group's approach continued to meet wider industry standards.

- the Group's board continued to oversee resilience in the supply chain, ensuring the Group's most important supplier relationships were not impacted by potential material events.

- the Board has an ongoing zero tolerance approach towards modern slavery in our supply chain and receives updates on ongoing enhancements to the Group's supplier practices, including measures to address the risk of human trafficking and modern slavery in the Group's wider supply chain.

Customers and clients

The Directors ensure the Company works toward achieving fair customer outcomes by focusing on customer value and by treating customers fairly. The Directors, informed by customer engagement activity across the Company, have worked to agree customer plans, regularly reviewing customer behaviour, customer pricing and repayment of customer loans, to understand areas where improvements can be made. The Directors have also considered the implications from a customer perspective from the ongoing motor commissions review, as discussed on page 1, and during the course of the year agreed certain changes to customer-related processes. Following the Court of Appeal decision in respect of Wrench, Johnson and Hopcraft ("WJH"), these changes included steps taken to enhance the customer journey to obtain informed consent to the payment of commission. Customer engagement activity has also informed how the Company supports customers in longer-term financial difficulty, with a range of debt management options including repayment plans.

The Company continues to participate in transport-related business initiatives. In response to customer feedback, this includes continued investment in enhancing the customer journey and proposition for our strategic partners and dealer-introduced customers, and a longer-term project to move onto a new lending platform.

Colleagues

Colleagues remain central to the delivery of the Company's strategic ambitions and this continues to be recognised in the colleague engagement activity undertaken across the Group, in which the Company participates. The Directors consider these arrangements to be effective as they enable a broader range of colleague engagement activities. The Board continued to consider arrangements for engaging with colleagues during the year, with focus on ensuring colleague views and feedback are appropriately reflected in Board discussions. Feedback from wider colleague engagement activity informed the Board's consideration of matters such as customer processes, operational improvements and areas where colleague sentiment indicated opportunities for enhanced support.

Shareholders

The Company is jointly owned by Black Horse Group Limited, a wholly owned subsidiary of the Group, and Suzuki GB plc. The Company and both shareholders are party to a shareholders' agreement which sets out the overall objectives of the arrangement and the respective obligations of each of the parties in terms of meeting those objectives. The Directors ensure that the strategy, priorities, processes and practices of the Company are aligned to the requirements of the shareholders' agreement and, where required, to those of the Group as the Company's controlling shareholder. Further information in respect of the relationship of the Group with its shareholders is included within the Lloyds Banking Group plc Annual Report and Accounts for 2025 which does not form part of this report, available on the Group website: https://www.lloydsbankinggroup.com/investors/financial-downloads.html.

Strategic Report (continued)
For the year ended 31 December 2025

Section 172(1) statement (continued)

Communities and the environment

The Company continues to support the Group's community and environment related initiatives, including Helping Britain Prosper, through the responsible management of its existing loan book and ongoing engagement with customers and franchise dealers . The Company will continue to support Suzuki GB plc as the UK transitions away from the sale of new petrol and diesel vehicles from the current timeframe of 2030, with plug in hybrid vehicles expected to be phased out by 2035.

Regulators

The Company provides quarterly updates to relevant regulators including disclosures on its capital position. Regulatory relationships continue to be important, and are managed to ensure proactive engagement across key regulatory changes and areas of focus. As noted in the Strategic report and note 2 the Board has continued to engage with FOS and the FCA during 2025.

How stakeholder interest has influenced decision making

The Directors recognise their responsibility to promote the long term success of the Company for the benefit of shareholders, while having regard to the interests of key stakeholders, including customers, franchise dealers, strategic partners, regulators and the wider Group. Stakeholder engagement and consideration of long term outcomes remain central to the Company’s decision making, with a continued focus on high standards of conduct and governance.

During 2025, the Directors remained focused on operating within a challenging economic environment, including the residual impacts of cost of living pressures on customers. The Company continued to align closely with Group and regulatory guidance and worked with Customer Financial Assistance teams to ensure appropriate support measures were available for customers experiencing financial difficulty. Stakeholder feedback continues to inform the Company’s approach to customer outcomes and product delivery.

Emerging risks

Geopolitical uncertainty, including ongoing conflict in both Eastern Europe and the Middle East, has continued to present risks to global supply chains, affecting the availability, timing and cost of new vehicles and parts. While inflationary pressures have moderated, elevated interest rates continue to impact funding costs and customer affordability. The Company monitors these external risks closely and retains operational flexibility to respond to changes in market conditions and customer needs.

The ongoing transition of the automotive market towards electric vehicles also presents uncertainty as customer behaviour evolves and regulatory requirements, including the ZEV mandate, continue to develop. During 2025, Suzuki GB plc introduced its first electric vehicle model to the UK market while continuing to offer a range of ICE vehicles, supporting the Company’s ability to remain competitive and meet customer demand as the market transitions.

General

The Directors do not consider there to be any further material issues which need to be included in the Strategic Report.

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

Nick Williams

N A Williams
Director
16 March 2026

Directors' Report
For the year ended 31 December 2025

The Directors present their report for the year ended 31 December 2025.

General information

The Company is a private company, limited by shares, incorporated in the UK and registered and domiciled in England and Wales (registered number: 03015566). The Directors in office are listed further in this report.

Dividends

No dividends were paid or proposed during the year ending 31 December 2025 (2024: £nil).

Events after the reporting date

On 16 March 2026, the Directors approved a dividend of £[15,000,000]. This dividend has not been recognised as a liability at the Balance sheet date.

Going concern

The Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for at least 12 months from the date of approval of the accounts. As set out in the principal risks and uncertainties section, the Company has uncertainty in relation to the outcomes of the FCA review into historical motor finance commission arrangements and sales. The FCA published Consultation Paper CP25/27 in October 2025 setting out detailed proposals for a scheme to redress unfair customer relationships. The Group has made representations to the FCA on several aspects of the proposed scheme, including that the proposed redress methodology does not reflect the loss to the customer.

The Company will assess developments and potential impacts on the provision following the announcement of the final scheme rules, which are expected by the end of March 2026. The provision represents the Company's best estimate at this time.

In order to satisfy themselves that the Company has adequate resources to continue to operate for the foreseeable future, the Directors have considered a number of key dependencies which are set out in the risk management note 20 as well as the courses of action available to the Company in the event of adverse outcomes from the FCA redress scheme. Having consulted on these, the Directors conclude that it is appropriate to continue to adopt the going concern basis in preparing the annual financial statements. Further details regarding the adoption of the going concern basis can be found in note 1.1 to the financial statements.

Streamlined Energy and Carbon Reporting

The Company is out of scope for Streamlined Energy and Carbon Reporting.

Directors

The current Directors of the Company are shown on the front cover.

The following changes have also taken place between the beginning of the reporting period and the approval of the Annual Report and Accounts:

D Wyatt	(resigned 31 March 2025)
D R Kateley	(appointed 1 April 2025)
T Suzuki	(resigned 30 September 2025)
P De Lusignan	(appointed 1 October 2025)

Company Secretary

The current Company Secretary is shown below:

J A Hickling

Information included in the Strategic report

The disclosures for Principal risks and uncertainties, Future outlook and Key performance indicators that would otherwise be required to be disclosed in the Directors' Report can be found in the Strategic Report on pages 1 to 4.

Statement of engagement with employees and other stakeholders

A statement of engagement with employees and other stakeholders is included in the Strategic report page 2.

Directors' indemnities

The Directors of the Company have the benefit of an indemnity granted via deed poll by Lloyds Banking Group plc which constituted 'qualifying third-party indemnity provisions' for the purposes of the Act. The deed poll was in force during the whole of the financial year and at the date of approval of the financial statements. The indemnity remains in force for the duration of a Director's period of office. The deed indemnifies the Directors to the maximum extent permitted by law. The deed poll is available for inspection at the Company's registered office.

The Group has in place appropriate Directors' and officers' liability insurance in place to protect Directors appointed by and representing the Group, including such Directors who retired during the year, from liabilities that may arise against them personally in connection with the performance of their role.

Suzuki GB plc has in place appropriate Directors and Officers Liability and Company Reimbursement Liability Insurance. This has been in place since 7 November 2019 and is in place at the date of approval of the financial statements. Denis Houston has had the benefit of this cover since 7 November 2019. Martin Lloyd has had the benefit of this cover from his appointment on 30 May 2022. David Kateley has had the benefit of this cover from his appointment on 1 April 2025. Paul De Lusignan has had the benefit of this cover from his appointment on 1 October 2025.

Statement of Directors' responsibilities

The Directors are responsible for preparing the Directors' and Strategic Reports 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 have prepared the Company's financial statements in accordance with United Kingdom adopted international accounting standards in conformity with the requirements of the Act. 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, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the financial statements comply with international accounting standards in conformity with the requirements of the Act, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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 Act. 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 Group's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Directors' confirmations

Each of the Directors, as listed in the Directors' report, confirm to the best of their knowledge that:

- the Company financial statements, which have been prepared in accordance with international accounting standards in conformity with the requirements of the Act, give a true and fair view of the assets, liabilities, financial position and profit of the Company; and
- the Strategic report and the Directors' report includes a fair review of the development and performance of the business and the position of the Company, together with a description of the principal risk and uncertainties that it faces.

Directors' Report (continued)

For the year ended 31 December 2025

Auditor and disclosure of information to auditor

In accordance with Section 418 of the Act, in the case of each Director in office at the date the Directors' Report is approved:

- so far as the Director is aware, there is no relevant audit information of which the Company’s auditor is unaware; and
- the Director has taken all the steps that they ought to have taken as a Director in order to make themself aware of any relevant audit information and to establish that the Company’s auditor is aware of that information.

Deloitte LLP are deemed to be re-appointed as auditor under section 487(2) of the Act.

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

Nick Williams

N A Williams
Director
16 March 2026

Statement of Comprehensive Income

For the year ended 31 December 2025

	Note	**2025 £'000**	2024 £'000
Interest income		**37,812**	36,462
Interest expense		**(19,419)**	(17,492)
Net interest income	3	**18,393**	18,970
Fee and commission income	4	**236**	299
Credit impairment losses	5	**(758)**	(655)
Market impairment losses	6	**(232)**	(72)
Other operating expenses	7	**(5,026)**	(5,598)
Profit before tax		**12,613**	12,944
Taxation	10	**(3,153)**	(3,236)
Profit for the year, being total comprehensive income		**9,460**	9,708

The accompanying notes to the financial statements are an integral part of these financial statements.

Balance Sheet

As at 31 December 2025

	Note	**2025**	2024
		£'000	£'000
ASSETS			
Trade and other receivables	11	**29,184**	1,044
Loans and advances to customers	12	**476,729**	442,943
Inventories	13	**595**	-
Deferred tax asset	14	**101**	151
Total assets		**506,609**	444,138
LIABILITIES			
Borrowed funds	15	**440,555**	411,170
Trade and other payables	16	**1,490**	4,357
Provision for liabilities and charges	17	**26,779**	203
Current tax liability		**3,103**	3,186
Total liabilities		**471,927**	418,916
EQUITY			
Share capital	18	**10**	10
Retained earnings		**34,672**	25,212
Total equity		**34,682**	25,222
Total equity and liabilities		**506,609**	444,138

The accompanying notes to the financial statements are an integral part of these financial statements.

The financial statements were approved by the Board of Directors and were signed on its behalf by:

Nick Williams

N A Williams
Director
16 March 2026

Statement of Changes in Equity

For the year ended 31 December 2025

	Share capital £'000	Retained earnings £'000	Total equity £'000
At 1 January 2024	10	15,504	15,514
Profit for the year, being total comprehensive income	-	9,708	9,708
At 31 December 2024	**10**	**25,212**	**25,222**
Profit for the year, being total comprehensive income	**-**	**9,460**	**9,460**
At 31 December 2025	**10**	**34,672**	**34,682**

The accompanying notes to the financial statements are an integral part of these financial statements.

Cash Flow Statement

For the year ended 31 December 2025

	Note	**2025 £'000**	2024 £'000
Cash flows (used in)/generated from operating activities			
Profit before tax		**12,613**	12,944
Adjustments for:			
- Interest expense	3	**19,419**	17,492
- Increase in Provision for liabilities and charges	17	**26,576**	87
Changes in operating assets and liabilities:			
- Net increase in Loans and advances to customers	12	**(33,786)**	(9,727)
- Net increase in Inventories	13	**(595)**	-
- Net increase in Trade and other receivables	11	**(28,140)**	(288)
- Net (decrease)/increase in Trade and other payables	16	**(2,867)**	2,446
Cash (used in)/generated from operations		**(6,780)**	22,954
Tax paid		**(3,186)**	(2,872)
Net cash (used in)/generated from operating activities		**(9,966)**	20,082
Cash flows generated from/(used in) financing activities			
Proceeds from/(increase in) net borrowings with group undertakings	15	**29,385**	(2,590)
Interest paid	3	**(19,419)**	(17,492)
Net cash generated from/(used in) financing activities		**9,966**	(20,082)
Change in Cash and cash equivalents		**-**	-
Cash and cash equivalents at beginning of year		**-**	-
Cash and cash equivalents at end of year		**-**	-

There are no cash flow movements going through investing activities.

The accompanying notes to the financial statements are an integral part of these financial statements.

Notes to the financial statements

For the year ended 31 December 2025

1. Material accounting policies

The material accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied in both years presented, unless otherwise stated.

1.1 Basis of preparation

The financial statements of the Company have been prepared in accordance with United Kingdom adopted international accounting standards and in conformity with the requirements of the Companies Act 2006.

In preparation of these financial statements the Balance sheet has been arranged in order of liquidity.

No new IFRS pronouncements which have been adopted resulted in a material impact within these financial statements.

Details of those pronouncements which will be relevant to the Company but which were not effective at 31 December 2025 and which have not been applied in preparing these financial statements are given in note 24. No standards have been early adopted.

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The financial statements are presented in pounds sterling, which is the Company's functional and presentational currency.

The financial statements have been prepared under the historical cost convention.

The Directors are satisfied that the financial statements have been prepared on a going concern basis taking into account the following:

- the Company is in a net asset position and will continue to be able to repay its liabilities as they fall due through its liquid assets and/or its ability to drawdown on further funding as required from its parent, Black Horse Group Limited via fellow Group company BHL.
- that it is the intention of Black Horse Group Limited to continue to provide adequate access to liquidity, via fellow Group company BHL, for the foreseeable future.
- noting the uncertainty arising from the FCA’s review into historical motor finance commissions and the agreement with Black Horse Limited described in note 11 which allows the Company to recover costs.

1.2 Income recognition

Interest income and expense from financial assets

Interest income and expense are recognised in the Statement of comprehensive income for all interest bearing financial instruments, including loans and advances, using the effective interest rate method. The effective interest rate method is a method of calculating the amortised cost of a financial asset or liability and of allocating the interest income or interest expense to a period of account. The effective interest rate is the rate that discounts the estimated future cash payments or receipts over the expected life of the instrument to the gross carrying amount of the financial asset (before accounting for ECL) or the amortised cost of the financial liability.

Once a financial asset or a group of similar financial assets has become credit impaired, interest income is recognised on the net lending balance (after deducting the allowance for ECL) using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss.

Lease classification

Lease agreements are classified as finance leases if the lease agreements transfer substantially all of the risks and rewards of ownership to the lessee; all other leases are classified as operating leases.

When assets are leased under a finance lease, the net present value of the lease payments plus any guaranteed residual value payments, where applicable, is recognised as a receivable within Loans and advances to customers. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance lease income.

Assets leased to customers under PCP agreements which transfer substantially all the risks and rewards associated with ownership, other than legal title, are classified as finance leases.

1. Material accounting policies (continued)

1.2 Income recognition (continued)

Finance lease income

Finance lease income is recognised over the lease term using the net investment method so as to reflect a constant periodic rate of return on the Company's net investment in the lease. Initial direct incremental costs attributed to negotiating and arranging the lease are included in the initial measurement of the finance lease receivable thus reducing the amount of income recognised over the lease term.

When calculating the effective interest rate, the future cash flows are estimated after considering all the contractual terms of the agreement but not future credit losses. The calculation includes all amounts received or paid by the Company that are an integral part of the overall return such as acceptance and, where relevant, early settlement fees as well as direct incremental transaction costs related to the acquisition, issue or disposal of a financial instrument and all other premiums or discounts.

The Company is not a manufacturer or dealer lessor and, accordingly, does not recognise any selling profit or loss at the commencement of finance leases. Finance income is recognised over the lease term using the effective interest method.

Fee and commission income

Fees and commissions which are not an integral part of the effective interest rate are generally recognised in the Statement of comprehensive income on an accruals basis when the service has been provided.

1.3 Financial assets and liabilities

Financial assets comprise Loans and advances to customers and Trade and other receivables. Financial liabilities comprise Amounts due to group undertakings and Trade and other payables.

On initial recognition, financial assets are classified and measured at amortised cost.

The Company initially recognises financial assets and liabilities when the Company becomes a party to the contractual provisions of the instrument.

Financial assets are derecognised when the contractual right to receive cash flows from those assets has expired or when the Company has transferred its contractual right to receive the cash flows from the assets and either: substantially all of the risks and rewards of ownership have been transferred; or the Company has neither retained nor transferred substantially all of the risks and rewards, but has transferred control.

Financial liabilities are derecognised when the obligation is discharged, cancelled or expires.

1.4 Impairment of financial assets

(i) Credit impairment losses

The impairment charge in the Statement of comprehensive income includes the change in expected credit losses ("ECL") over the year including those arising from fraud. ECL are recognised for Loans and advances to customers and other financial assets held at amortised cost, together with any loan commitments. ECL are calculated as an unbiased and probability-weighted estimate using an appropriate probability of default ("PD"), adjusted to take into account a range of possible future economic scenarios, and applying this to the estimated exposure of the Company at the point of default after taking into account the value of any repayments and including the impact of discounting using the effective interest rate.

At initial recognition, allowance (or provision in the case of some loan commitments) is made for ECL resulting from default events that are possible within the next 12 months (12-month ECL). In the event of a significant increase in credit risk ("SICR"), allowance (or provision) is made for ECL resulting from all possible default events over the expected life of the financial instrument (lifetime ECL). Financial assets where 12-month ECL are recognised are considered to be Stage 1; financial assets which are considered to have experienced a significant increase in credit risk are in Stage 2; and financial assets which have defaulted or are otherwise considered to be credit impaired are allocated to Stage 3.

Unless identified at an earlier stage, the credit risk of financial assets is deemed to have increased significantly when more than 30 days past due. Where the credit risk subsequently improves such that it no longer represents a significant increase in credit risk since initial recognition, the asset is transferred back to Stage 1.

1. Accounting policies (continued)

1.4 Impairment of financial assets (continued)

Credit impairment losses (continued)

Assets are transferred to Stage 3 when they have defaulted or are otherwise considered to be credit impaired. Default is considered to have occurred when there is evidence that the customer is experiencing financial difficulty which is likely to affect significantly the ability to repay the amount due. Unless identified at an earlier stage, default is deemed to have occurred when a payment is 90 days past due. A Stage 3 asset that is no longer credit-impaired is transferred back to Stage 2 as no general probation period is applied to assets in Stage 3.

In certain circumstances, the Company will renegotiate the original terms of a customer's loan, either as part of an ongoing customer relationship or in response to adverse changes in the circumstances of the borrower. In the latter circumstances, the loan will remain classified as either Stage 2 or Stage 3 until the credit risk has improved such that it no longer represents a significant increase since origination (for a return to Stage 1), or the loan is no longer credit impaired (for a return to Stage 2). On renegotiation the gross carrying amount of the loan is recalculated as the present value of the renegotiated or modified contractual cash flows, which are discounted at the original effective interest rate. Renegotiation may also lead to the loan and associated allowance being derecognised and a new loan being recognised initially at fair value.

A loan or advance is normally written off, either partially or in full, against the related allowance when the proceeds from realising any available security have been received or there is no realistic prospect of recovery and the amount of the loss has been determined. Subsequent recoveries of amounts previously written off decrease the amount of credit impairment losses recorded in the Statement of comprehensive income. The write-off takes place only once an extensive set of collections processes has been completed, or the status of the account reaches a point where policy dictates that continuing concessions are no longer appropriate.

(ii) Market losses

Included within Loans and advances to customers are certain hire purchase contracts referred to as PCP agreements. Under the terms of these agreements, customers have the option to either purchase the leased vehicle at the end of the lease term for a pre-agreed sum (the "pre-agreed residual value") or to return the vehicle for sale by the Company at auction. As a result the Company is exposed to market risk arising from changes in the residual value of the vehicles financed under the terms of PCP arrangements.

Voluntary Terminations ("VTs") are a right of customers of PCP and hire purchase agreements under the Consumer Credit Act 1974, section 99 to end an agreement early and return the asset. A VT may occur at any time after 50% of the total amount payable has been paid by the customer. A VT is subject to market losses.

If there is objective evidence that a market loss has been incurred, a provision is established which is calculated as the difference between the balance sheet carrying value of the asset and the present value of estimated future cash flows discounted at that asset's original effective interest rate. If an asset has a variable interest rate, the discount rate used for measuring the impairment loss is the current effective interest rate. The calculation of the present value of the estimated future cash flows of a collateralised asset or group of assets reflects the cash flows that may result from recovery and sale of collateral, less any costs incurred. The provision calculation also considers the likelihood that a customer may voluntary terminate based on the predicted level of loss during the period of eligibility.

(iii) Allowance for Credit impairment losses

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

Definition of default

The PD of an exposure, both over a 12 month period and over its lifetime, is a key input to the measurement of the ECL allowance. Default has occurred when there is evidence that the customer is experiencing significant financial difficulty which is likely to affect the ability to repay amounts due. Unless identified at an earlier stage, default is deemed to have occurred when a payment is 90 days past due.

1. Material accounting policies (continued)

1.4 Impairment of financial assets (continued)

(iii) Allowance for Credit impairment losses (continued)

Significant increase in credit risk

The Company uses both quantitative and qualitative indicators to determine whether there has been a SICR for an asset. A deterioration in the Retail Master Scale (default model that segments customer loans into a number of rating grades, each representing a defined range of default probabilities) of two grades, is treated as a SICR. All financial assets are assumed to have suffered a SICR if they are more than 30 days past due. The setting of precise trigger points combined with risk indicators requires judgement. The use of different trigger points may have a material impact upon the size of the ECL allowance.

For non-retail a doubling of PD with a minimum increase in PD of 1 per cent since origination and a resulting change in the underlying grade is treated as a SICR.

Application of judgement in adjustments to modelled ECL

Impairment models fall within the Company’s model risk framework with model monitoring, periodic validation and back testing performed on model components, such as probability of default. Limitations in the Company’s impairment models or data inputs may be identified through the ongoing assessment and validation of the output of the models, which may require appropriate judgemental adjustments to the ECL. These adjustments are determined by considering the particular attributes of exposures which have not been adequately captured by the impairment models and range from changes to model inputs and parameters, at account level, through to more qualitative post model adjustments.

Generation of Multiple Economic Scenarios ("MES")

The estimate of ECL is required to be based on an unbiased expectation of future economic scenarios. The approach used to generate the range of future economic scenarios depends on the methodology and judgements adopted. The Company’s approach is to start from a defined base case scenario, used for planning purposes, and to generate alternative economic scenarios around this base case. The base case scenario is a conditional forecast underpinned by a number of conditioning assumptions that reflect the Company’s best view of key future developments. If circumstances appear likely to materially deviate from the conditioning assumptions, then the base case scenario is updated.

The base case scenario is central to a range of future economic scenarios generated by simulation of an economic model, for which the same conditioning assumptions apply as in the base case scenario. These scenarios are ranked by using estimated relationships with industry-wide historical loss data. With the base case already pre-defined, three other scenarios are identified as averages of constituent scenarios located around the 15th, 75th and 95th percentiles of the distribution. The full distribution is therefore summarised by a practical number of scenarios to run through ECL models representing an upside, the base case, and a downside scenario weighted at 30 per cent each, together with a severe downside scenario weighted at 10 per cent. The scenario weights represent the distribution of economic scenarios and not subjective views on likelihood. The inclusion of a severe downside scenario with a smaller weighting ensures that the non-linearity of losses in the tail of the distribution is adequately captured.

1. Material accounting policies (continued)

1.4 Impairment of financial assets (continued)

(iii) Allowance for Credit impairment losses (continued)

Base Case and MES Economic Assumptions

The Company's base case economic scenario has been updated to reflect global developments and changes in domestic economic policy. The Company's updated base case scenario has the following conditioning assumptions. First, developments in global conflicts, technology or financial sector issues do not cause a significant degree of financial market volatility. Second, the US effective tariff rate is maintained at levels prevailing at the balance sheet date pending a switch to a sector-based tariff framework. Third, the UK's macroeconomic framework for monetary and fiscal policy remains in place, alongside broader continuity on other areas of government policy.

Based on these assumptions and incorporating the economic data published for the third quarter of 2025, the Company's base case scenario is for a slow expansion in gross domestic product (GDP) and a further rise in the unemployment rate alongside small gains in residential and commercial property prices. With underlying inflationary pressures expected to recede, modest further reductions in UK Bank Rate are expected to continue in 2026. Risks around this base case economic view lie in both directions and are largely captured by the generation of alternative economic scenarios.

The Company has taken into account the latest available information at the reporting date in defining its base case scenario and generating alternative economic scenarios. The scenarios include forecasts for key variables as at the fourth quarter of 2025. Actual data for this period, or restatements of past data, may have since emerged prior to publication and have not been included.

1.5 Cash and cash equivalents

For the purposes of the Balance sheet and Cash flow statement, Cash and cash equivalents comprise balances with less than three months' maturity.

1.6 Taxation, including deferred income taxes

Tax expense comprises current and deferred tax. Current and deferred tax are charged or credited in the Statement of comprehensive income except to the extent that the tax arises from a transaction or event which is recognised, in the same or a different period, outside the Statement of comprehensive income (either in other comprehensive income, directly in equity, or through a business combination), in which case the tax appears in the same statement as the transaction that gave rise to it.

Current tax is the amount of corporate income taxes expected to be payable or recoverable based on the profit for the period as adjusted for items that are not taxable or not deductible and is calculated using tax rates and laws that were enacted or substantively enacted at the Balance sheet date.

Current tax includes amounts provided in respect of uncertain tax positions when management expects that, upon examination of the uncertainty by His Majesty's Revenue and Customs ("HMRC") or other relevant tax authority, it is more likely than not that an economic outflow will occur. Provisions reflect management's best estimate of the ultimate liability based on their interpretation of tax law, precedent and guidance, informed by external tax advice as necessary. Changes in facts and circumstances underlying these provisions are reassessed at each Balance sheet date, and the provisions are re-measured as required to reflect current information.

Deferred tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the Balance sheet. Deferred tax is calculated using tax rates and laws that have been enacted or substantively enacted at the Balance sheet date, and which are expected to apply when the related deferred tax asset is realised or the Deferred tax liability is settled.

1. Material accounting policies (continued)

1.6 Taxation, including deferred income taxes (continued)

Deferred tax liabilities are generally recognised for all taxable temporary differences but not recognised for taxable temporary differences arising on investments in subsidiaries where the reversal of the temporary difference can be controlled and it is probable that the difference will not reverse in the foreseeable future. Deferred tax liabilities are not recognised on temporary differences that arise from goodwill which is not deductible for tax purposes.

Deferred tax assets are recognised to the extent it is probable that taxable profits will be available against which the deductible temporary differences can be utilised and are reviewed at each Balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. In certain cases where forecast profits are not expected to be sufficient to support the recognition of a deferred tax asset on a standalone entity basis, further consideration has been given to the availability of UK group relief with connected companies to support the recognition.

Deferred tax assets and liabilities are not recognised in respect of temporary differences that arise on initial recognition of assets and liabilities acquired other than in a business combination. Deferred tax is not discounted.

The Company has applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar 2 income taxes currently required by IAS12 Income Taxes.

1.7 Dividends paid

Dividends on ordinary shares are recognised through equity in the period in which an obligation to pay has been established. Where the parent company does not have a bank account, a related party payable is recognised in the Company and a related party receivable is recognised in the parent company in lieu of cash settlement.

1.8 Retirement benefit obligations

Defined contribution

A defined contribution plan is a pension plan under which the Company pays fixed contributions; there is no legal or constructive obligation to pay further contributions. The Company receives recharges in respect of a defined contribution plan operated by the Group based on the level of contributions paid in relation to staff providing services to this Company. These are charged to the Statement of comprehensive income in the period in which they fall due.

Defined benefit

A defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and salary. All active members of the Group's defined benefit pension plans are employed by other companies in the Group. Accordingly, the risk associated with the operation of the plans lies with other companies. The Company is recharged by a fellow group undertaking an amount equal to the cash contributions made in respect of the relevant employees included within the Group Annual Report and Accounts for 2025, which does not form part of this report.

The Group Annual Report is available on the Group website:https://www.lloydsbankinggroup.com/investors/financial-downloads.html.

1.9 Share based payments

The Company receives recharges in respect of a number of share based compensation plans operated by the Company's ultimate parent company based on the fair value of the number of equity based instruments that are expected to vest in respect of services of the relevant employees included in note 8. Full details of these schemes can be found in the 2025 Annual Report and the Financial Statements of the Group website:https:// www.lloydsbankinggroup.com/investors/financial-downloads.html.

1.10 Provision for liabilities and charges

Provisions are recognised in respect of present obligations arising from past events where it is probable that outflows of resources will be required to settle the obligations and they can be reliably estimated. Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement recognised when it is virtually certain that reimbursement will be received if the company settles the obligation.

1.11 Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is based on the specific identification method and excludes borrowing costs. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Inventories include returned PCP vehicles which have been returned to the Company and subsequently become held for sale.

2. Critical accounting judgements and key sources of estimation uncertainty

The preparation of financial statements in conformity with generally accepted accounting principles requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Although those estimates are based on management's best knowledge of the amount, event or actions, actual results ultimately may differ from those estimates.

The following are the key sources of estimation uncertainty that the Directors have made in the process of applying the Company's accounting policies and that have the most significant effect on the amounts recognised in the financial statements:

Allowance for Market impairment losses

As set out in note 20.3, the Company's leasing arrangements expose it to market risk in the form of motor vehicle residual value primarily relating to the PCP product and to customer voluntary termination. In order to assess an impairment loss relating to these risks the Directors use assumptions to reassess the likely future value of the vehicles financed. The used car market in the UK is mature with prices dependent upon a broad range of economic and vehicle specific factors. These factors are taken into consideration by means of the data provided by market specialists, overlaid with adjustment to reflect Company specific knowledge and experience. The expected market price determined in this manner impacts upon the extent to which customers are expected to return vehicles either at the end of the contract or, in the case of voluntary terminations, during the term of the contract. In order to assess the level of expected returns associated with the assessed future value of the vehicles financed, the Company references historic experience of actual returns.

Whilst the likely future used car prices are determined based on management's best estimate, it is possible that the actual outcome will be different therefore this is considered to be a key source of estimation uncertainty. The market risk provision included within the accounts is £1,772,000 (2024: £1,684,000) (See note 12).

The relationship between used car prices and the level of provision required is non-linear, this is due to the options available to customer's dependent on the outstanding finance on a vehicle compared with its market value. Accordingly, set out below is an indication of the sensitivity of the market risk provision to a number of potential changes in the average future price of used cars.

Allowance for market losses

	1 percentage point		2 percentage points		5 percentage points	
	Increase £'000	Decrease £'000	Increase £'000	Decrease £'000	Increase £'000	Decrease £'000
2025	**(182)**	**201**	**(342)**	**436**	**(733)**	**1,384**
2024	(202)	232	(370)	509	(757)	1,628

ECL sensitivity to economic assumptions

The table below presents the Company's expected ECL under the probability weighted upside, base case, downside and severe downside economic scenarios. Stage allocation for financial assets is determined based on the probability weighted probability of default and, as a result, asset staging is consistent across all scenarios. Judgemental adjustments, whether applied through changes to model inputs or through qualitative post model overlays, are allocated across scenarios in proportion to the modelled ECL where this better reflects the sensitivity of such adjustments to each economic scenario. The probability weighted outcome demonstrates the extent to which a higher ECL allowance has been recognised to reflect the consideration of multiple economic scenarios relative to the base case.

Allowance for Loans and advances to customers and loan commitments

	Probability-weighted £'000	Upside £'000	Base £'000	Downside £'000	Severe downside £'000
2025	**2,695**	**2,578**	**2,642**	**2,774**	**2,970**
2024	2,458	2,282	2,420	2,566	2,777

2. Critical accounting judgements and key sources of estimation uncertainty (continued)

Motor commission review provision

The Company continues to receive complaints as well as claims in the County Courts in respect of motor finance commissions. A large number of those claims have been stayed.

The Company has recognised a provision of £26,700,000 in relation to motor finance commission arrangements following the publication by the FCA of Consultation Paper CP25/27 in October 2025 setting out detailed proposals for a scheme to redress unfair customer relationships.

In establishing the provision estimate, the Company has considered the potential impact of the FCA's proposed redress scheme, as well as a number of possible modifications to the scheme which might arise as a result of the consultation. The Company will continue to assess developments and potential impacts following the announcement by the FCA of the final scheme rules, which are expected by the end of March 2026. The ultimate financial outcome will be determined by a number of factors to be resolved, in particular the final scheme rules, customer response rates, scheme uphold rates, any further interventions and any broader implications of legal proceedings and complaints. Given the significant level of uncertainty in terms of the final outcome, the ultimate financial impact could materially differ from the amount provided.

3. Net interest income

	2025	2024
	£'000	£'000
Interest income		
From finance lease and hire purchase contracts	**34,208**	30,967
From other loans and advances	**3,604**	5,495
	37,812	36,462
Interest expense		
Group interest expense (see note 19)	**(19,419)**	(17,492)
	18,393	18,970

4. Fee and commission income

	2025	2024
	£'000	£'000
Loan fees receivable	**236**	299

5. Credit impairment (gains)/losses

31 December 2025	**Stage 1 £'000**	**Stage 2 £'000**	**Stage 3 £'000**	**Total £'000**
Loans and advances to customers	**62**	**121**	**705**	**888**
Undrawn loan commitments	**(130)**	**-**	**-**	**(130)**
	(68)	**121**	**705**	**758**

5. Credit impairment (gains)/losses (continued)

31 December 2024	Stage 1 £'000	Stage 2 £'000	Stage 3 £'000	Total £'000
Loans and advances to customers	(105)	235	438	568
Undrawn loan commitments	87	-	-	87
	(18)	235	438	655

6. Market impairment losses

	2025 £'000	2024 £'000
Provision brought forward at 1 January	**1,684**	1,684
Utilised during the year	**(144)**	(72)
Charge for the year	**232**	72
Provision carried forward at 31 December (see note 12)	**1,772**	1,684

7. Other operating expenses

	2025 £'000	2024 £'000
Staff costs (see note 8)	**1,010**	1,064
Management charges payable (see note 19)	**3,772**	4,060
Other operating expenses	**244**	474
	5,026	5,598

Fees payable to the Company's auditors for the audit of the financial statements of £27,000 (2024: £26,000) have been borne by a fellow group company and are recharged to the Company, no non-audit services were provided to the Company by auditors. Accounting and administration services are provided by a fellow group undertaking and are recharged to the Company as part of Management charges.

8. Staff costs

	2025 £'000	2024 £'000
Wages and salaries	**802**	833
Social security costs	**108**	102
Other pension costs	**100**	129
	1,010	1,064

The average monthly number of employees during the year was 11 (2024: 12). All staff are located in the UK and provide management, administration and sales support. All staff contracts of service are with subsidiaries of the Group. However, the staff costs shown above were paid by the Company in respect of staff identified as providing services to the Company. Other pension costs comprise solely costs for defined contribution schemes.

9. Directors' emoluments

No Director received any fees or emoluments from the Company during the year (2024: £nil). The Directors are employed by other companies within the Group or companies controlled by Suzuki GB plc and consider that their services to the Company are incidental to their other responsibilities within these organisations (see also note 19).

10. Taxation

	2025 £'000	2024 £'000
a) Analysis of charge for the year		
UK corporation tax:		
- Current tax on taxable profit for the year	**3,103**	3,186
UK deferred tax:		
- Origination and reversal of timing differences	**50**	50
Tax charge	**3,153**	3,236

Corporation tax is calculated at a rate of 25.00% (2024: 25.00%) of the taxable profit for the year.

b) Factors affecting the tax charge for the year

A reconciliation of the charge that would result from applying the standard UK corporation tax rate to the profit before tax to the actual tax charge for the year is given below:

	2025 £'000	2024 £'000
Profit before tax	**12,613**	12,944
Tax charge thereon at UK corporation tax rate of 25.00% (2024: 25.00%)	**3,153**	3,236
Tax charge on profit on ordinary activities	**3,153**	3,236
Effective rate	**25.00%**	25.00%

The Company has applied the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar 2 income taxes currently required by IAS12 Income Taxes. No provision for Pillar 2 current tax is required in respect of this period.

11. Trade and other receivables

	2025 £'000	2024 £'000
Other debtors	**2,484**	1,044
Other assets	**26,700**	-
	29,184	1,044

Included in Other debtors is a manufacturing subsidy receivable from Suzuki GB plc of £2,242,000 (2024: £865,000) (see note 19). Other debtors are all due within one year.

Other assets

The Company is party to a contractual arrangement under which it expects to have recourse against Black Horse Limited in respect of losses arising from certain legal or regulatory breaches.

In October 2025, the FCA published Consultation Paper CP 25/27 setting out proposals in relation to a potential industry wide redress scheme concerning historical motor finance commission arrangements. The outcome of this process, including whether any such scheme is implemented and its final scope, remains uncertain at the reporting date.

11. Trade and other receivables (continued)

Other assets (continued)

If the FCA motor commission redress scheme (or any related regulatory or legal determination) constitutes a breach of the relevant contractual terms, the Company expects to seek recovery from Black Horse Limited. Any such recovery would be expected to be equal to the amount of the corresponding liability recognised by the Company. Accordingly, an asset of £26,700,000, being an amount equal to the provision, has been recognised.

12. Loans and advances to customers

12.1 Loans and advances to customers - maturity

	2025	2024
	£'000	£'000
Advances under finance lease and hire purchase contracts	**392,654**	377,223
Other loans and advances to customers	**88,469**	69,659
Gross loans and advances to customers	**481,123**	446,882
Less: allowances for Credit losses on loans and advances	**(2,622)**	(2,255)
Less: allowances for Market losses on loans and advances	**(1,772)**	(1,684)
Net loans and advances to customers	**476,729**	442,943
of which:		
Due within one year	**188,840**	163,974
Due after one year	**287,889**	278,969
	476,729	442,943

Loans and advances to customers include finance lease and hire purchase receivables:

	2025	2024
	£'000	£'000
Gross investment in finance lease and hire purchase contracts receivable:		
- no later than one year	**118,695**	111,506
- later than one year and no later than two years	**130,591**	127,333
- later than two years and no later than three years	**113,427**	111,360
- later than three years and no later than four years	**85,122**	82,594
- later than four years and no later than five years	**8,588**	6,400
- later than five years	**2**	3
	456,425	439,196
Unearned future finance income on finance lease and hire purchase contracts	**(63,771)**	(61,973)
Net investment in finance lease and hire purchase contracts	**392,654**	377,223

Notes to the financial statements (continued)
For the year ended 31 December 2025

12. Loans and advances to customers (continued)

12.1 Loans and advances to customers - maturity (continued)

The net investment in finance lease and hire purchase contracts may be analysed as follows:

	2025	2024
	£'000	£'000
- no later than one year	**102,112**	95,773
- later than one year and no later than two years	**112,345**	109,366
- later than two years and no later than three years	**97,579**	95,646
- later than three years and no later than four years	**73,229**	70,939
- later than four years and no later than five years	**7,388**	5,497
- later than five years	**2**	2
	392,654	377,223

The Company provides a range of finance lease products in connection with the financing of motor vehicles. The leases typically run for periods of between 1 and 5 years.

During the year, no contingent rentals in respect of finance leases were recognised in the Statement of comprehensive income (2024: £nil).

Further analysis of Loans and advances to customers is provided in note 20.

12.2 Loans and advances to customers - movement over time

	Stage 1	**Stage 2**	**Stage 3**	**Total**
	£'000	**£'000**	**£'000**	**£'000**
Balance at 1 January 2025	**400,784**	**45,042**	**1,056**	**446,882**
Transfers to Stage 1	**7,623**	**(7,623)**	**-**	**-**
Transfers to Stage 2	**(25,905)**	**25,979**	**(74)**	**-**
Transfers to Stage 3	**(1,474)**	**(1,406)**	**2,880**	**-**
Net increase / (decrease) in loans and advances to customers	**47,636**	**(11,018)**	**(1,629)**	**34,989**
Financial assets that have been written off during the year	**-**	**-**	**(816)**	**(816)**
Recoveries of prior advances written off	**-**	**-**	**68**	**68**
Gross loans and advances to customers	**428,664**	**50,974**	**1,485**	**481,123**
Less: allowances for Credit losses on loans and advances	**(704)**	**(1,199)**	**(719)**	**(2,622)**
Less: allowances for Market losses on loans and advances	**(1,353)**	**(331)**	**(88)**	**(1,772)**
Net loans and advances to customers at 31 December 2025	**426,607**	**49,444**	**678**	**476,729**

12. Loans and advances to customers (continued)

12.2 Loans and advances to customers - movement over time (continued)

	Stage 1 £'000	Stage 2 £'000	Stage 3 £'000	Total £'000
Balance at 1 January 2024	399,158	36,559	1,432	437,149
Transfers to Stage 1	7,539	(7,539)	-	-
Transfers to Stage 2	(23,174)	23,247	(73)	-
Transfers to Stage 3	(706)	(957)	1,663	-
Net increase / (decrease) in loans and advances to customers	17,967	(6,268)	(1,297)	10,402
Financial assets that have been written off during the year	-	-	(748)	(748)
Recoveries of prior advances written off	-	-	79	79
Gross loans and advances to customers	400,784	45,042	1,056	446,882
Less: allowances for Credit losses on loans and advances	(642)	(1,078)	(535)	(2,255)
Less: allowances for Market losses on loans and advances	(1,394)	(290)	-	(1,684)
Net loans and advances to customers at 31 December 2024	398,748	43,674	521	442,943

13. Inventories

	2025 £'000	2024 £'000
Vehicles for resale	**595**	-

Inventories represent vehicles held for resale, mainly comprising returned PCP vehicles.

14. Deferred tax asset

The movement in the deferred tax asset is as follows:

	2025 £'000	2024 £'000
At 1 January	**151**	201
Charge for the year (see note 10)	**(50)**	(50)
At 31 December	**101**	151

The deferred tax charge in the Statement of comprehensive income comprises the following temporary differences:

	2025 £'000	2024 £'000
Other temporary differences	**(50)**	(50)

Deferred tax asset comprises:	**2025 £'000**	2024 £'000
Accelerated capital allowances	**1**	1
Other temporary differences	**100**	150
	101	151

15. Borrowed funds

	2025	2024
	£'000	£'000
Amounts due to group undertakings (see note 19)	**440,555**	411,170

Amounts due to group undertakings are unsecured and repayable on demand, although there is no expectation that such a demand would be made. Amounts due to Black Horse Limited of £87,093,000 (2024: £65,389,000) are interest bearing at variable rates based on the Sterling Overnight Index Average ("SONIA") interest rate benchmark plus a margin. The remaining amounts due to Black Horse Limited of £345,242,000 (2024: £337,519,000) are interest bearing with interest rates that are fixed on a rolling monthly basis plus a margin. Amounts due to Lloyds Bank plc of £77,000 (2024: £119,000) and Black Horse Group Limited of £8,143,000 (2024: £8,143,000) are non-interest bearing.

16. Trade and other payables

	2025	2024
	£'000	£'000
Other payables	**1,430**	4,282
Other tax and social security	**60**	75
	1,490	4,357

Other payables includes amounts in the course of transmission of £1,351,000 (2024: £4,206,000).

17. Provision for liabilities and charges

	Motor comission review	**Undrawn loan commitment**	**NOx emissions**	**Total Provision**
	£'000	**£'000**	**£'000**	**£'000**
At 1 January 2024	-	116	-	116
Charge for the year (see note 5)	-	87	-	87
At 31 December 2024	-	203	-	203
Charge for the year (see note 5)	**-**	**(130)**	**6**	**(124)**
Indemnified by Black Horse Limited	**26,700**	**-**	**-**	**26,700**
At 31 December 2025	**26,700**	**73**	**6**	**26,779**

Undrawn loan commitment provision relates to the expected loss on the loan commitments that the Company has made to its customers for undrawn balances at the year end. As at 31 December 2025, the Company carried a provision of £73,000 (2024: £203,000) for ECL on undrawn loan commitments.

The £6,000 provision for Nitrogen Oxides ("NOx") emissions relates solely to residual legal and administrative costs not covered by the indemnity arrangements in place, under which claims, settlements and the majority of litigation costs are borne by the indemnifying party.

17. Provision for liabilities and charges (continued)

Motor commission review provision

The Company recognised a £26,700,000 provision following the FCA's announcement in October 2025 that it intends to implement a motor finance commission redress scheme.

The Supreme Court judgment in Johnson v FirstRand Bank Limited in August 2025 found that there was an unfair relationship under s140A of the Consumer Credit Act (CCA). Following the Supreme Court judgment, the FCA published Consultation Paper CP25/27 in October 2025 setting out detailed proposals for a scheme (including their proposed basis) to redress unfair customer relationships.

The Group has made representations to the FCA on a number of aspects of the proposed scheme.

On 3 December 2025, the FCA announced that the pause on motor finance complaints handling would be lifted on 31 May 2026 for complaints made in relation to the subject matter of the scheme, and that this timeline may be superseded in due course by the operational timetable to be set out in the final scheme rules. The FCA also lifted the pause on handling motor finance complaints in respect of leasing products on 5 December 2025. The Company continues to receive new complaints as well as claims in the County Courts in respect of motor finance commissions. A large number of those claims have been stayed. In April 2026, the Court of Appeal is expected to consider whether, in the context of motor finance claims, it is possible for multiple unfair relationship claims to be dealt with via one omnibus claim form.

In establishing the provision estimate, the Company has considered the potential impact of the FCA's proposed redress scheme, as well as a number of possible modifications to the scheme which might arise as a result of the consultation. The Company will continue to assess developments and potential impacts following the announcement by the FCA of the final scheme rules, which are expected by the end of March 2026. The ultimate financial outcome will be determined by a number of factors to be resolved, in particular the final scheme rules, customer response rates, scheme uphold rates, any further interventions and any broader implications of legal proceedings and complaints. Given the significant level of uncertainty in terms of the final outcome, the ultimate financial outflow could materially differ from the amount provided, albeit, this would be matched by a change in the value of the reimbursement receivable from Black Horse Limited. The total £26,700,000 provision represents the Company's best estimate of the potential impact of the motor finance issue.

18. Share capital

	2025	2024
	£'000	£'000
Allotted, issued and fully paid		
5,100 "A" ordinary shares of £1 each	**5**	5
4,900 "B" ordinary shares of £1 each	**5**	5
	10	10

At 31 December 2025, the authorised share capital of the Company was £10,000 divided into 5,100 "A" ordinary shares of £1 each and 4,900 "B" ordinary shares of £1 each. The "A" ordinary shares rank pari passu with the "B" ordinary shares, including the right to receive all dividends and other distributions declared, made or paid on the ordinary share capital of the Company. The "A" ordinary shares are held by Black Horse Group Limited, the "B" ordinary shares are held by Suzuki GB plc.

19. Related party transactions

A number of transactions are entered into with related parties in the normal course of business. A summary of the outstanding balances at the year end and the related expense for the year is set out below.

	2025 £'000	2024 £'000
Amounts due to group undertakings		
Black Horse Group Limited*	**8,143**	8,143
Black Horse Limited	**432,335**	402,908
Lloyds Bank plc	**77**	119
Total Amounts due to group undertakings (see note 15)	**440,555**	411,170
Interest expense		
Black Horse Limited (see note 3)	**19,419**	17,492
Management charges payable		
Black Horse Limited (see note 7)	**3,772**	4,060
Staff costs recharge		
Black Horse Limited (see notes 7 and 8)	**1,010**	1,064

*A related party liability of £8,143,000 remains in respect of the 2023 dividend declared.

The above balances are unsecured in nature and are expected to be settled in cash or by cash equivalents. Transactions in the year are those reflected through the Statement of comprehensive income.

Loans and advances to customers of £476,729,000 (2024: £442,943,000) includes manufacturing subsidies of £8,696,000 (2024: £6,806,000) received during the year from the non-controlling interest, Suzuki GB plc. As at 31 December 2025, an amount of £2,242,000 (2024: £865,000) was outstanding (see note 11).

Note that the ultimate parent company and controlling party is Lloyds Banking Group plc, which is also the parent undertaking of the largest group of undertakings for which group financial statements are drawn up and of which the Company is a member. All other entities referred to in these financial statements are fellow group subsidiaries.

Key management personnel

Key management personnel are those persons having authority and responsibility for planning and controlling the activities of the Company. Accordingly, key management comprises the Directors of the Company, the Directors of the Consumer Lending Division and the members of the Lloyds Banking Group plc Board. There were no transactions between the Company and key management personnel during the current or preceding year. Key management personnel are employed by other companies within the Group or Suzuki GB plc and consider that their services to the Company are incidental to their other activities within those groups.

20. Financial risk management

The Company's operations expose it to credit risk, liquidity risk, market risk, interest rate risk and business risk; it is not exposed to any significant foreign exchange risk. Responsibility for the control of overall risk lies with the Board of Directors, operating within a management framework established by Consumer Lending, and the ultimate parent, the Lloyds Banking Group plc. Interest rate risk and liquidity risk faced by the Company are in substance managed and borne by other group undertakings which fund the Company and credit risk is carefully monitored by Consumer Lending's credit committee and credit functions. Market risk is managed by the Company through the terms negotiated in commercial agreements and management regularly reviewing its portfolio of leases for impairment. Business risk is managed through regular reporting and oversight.

A description of the Company's financial assets/liabilities and associated accounting is provided in note 1.

20. Financial risk management (continued)

20.1 Credit risk

Credit risk management

Credit risk is the risk that parties with whom the Company has contracted fail to meet their financial obligations (both on and off balance sheet). Credit risk appetite is set at Board level and is described and reported through a suite of metrics devised from a combination of accounting and credit portfolio performance measures, which include the use of various credit risk rating systems as inputs and assess credit risk at a counterparty level.

For loans and advances, the Company can experience potential losses from both amounts lent and commitments to extend credit to a customer.

Credit risk mitigation

- Prudent credit principles, risk policies and appetite statements: The independent Risk division sets out the credit principles, credit risk policies and credit risk appetite statements. Credit principles, risk policies and appetite statements are subject to regular review and governance, with any changes subject to an approval process.

- Lending criteria: The Company uses a variety of lending criteria when assessing applications for unsecured lending. The general approval process uses credit acceptance scorecards and involves a review of an applicant's previous credit history using internal data and information held by Credit Reference Agencies. The Company also assesses the affordability and sustainability of lending for each borrower. Affordability assessments for all lending are compliant with relevant regulatory and conduct guidelines. The Company takes reasonable steps to validate information used in the assessment of a customer's income and expenditure.

- Stress testing: The Company's credit portfolios are subject to regular stress testing.

- Limitations on concentration risk: There are portfolio controls on certain industries, sectors and products to reflect risk appetite as well as individual, customer and bank limit risk tolerances. Credit policies, appetite statements and mandates are aligned to the Group's risk appetite and restrict exposure to higher risk countries and potentially vulnerable sectors and asset classes. Exposures are monitored to prevent both an excessive concentration of risk and single name concentrations. These concentration risk controls are not necessarily in the form of a maximum limit on exposure, but may instead require new business in concentrated sectors to fulfil additional minimum policy and/or guideline requirements.

- Individual credit assessment: With the exception of small exposures to small to medium-sized enterprises ("SME") customers where certain relationship managers have limited delegated credit approval authority, credit risk in commercial customer portfolios is subject to approval by the independent Risk division, which considers the strengths and weaknesses of individual transactions, the balance of risk and reward, and how credit risk aligns to the Group and divisional risk appetite. Exposure to individual counterparties, groups of counterparties or customer risk segments is controlled through a tiered hierarchy of credit authority delegations and risk-based credit limit guidances per client group for larger exposures. Approval requirements for each decision are based on a number of factors including, but not limited to, the transaction amount, the customer's aggregate facilities, any risk mitigation in place, credit policy, risk appetite, credit risk ratings and the nature and term of the risk.

Loans and advances to customers - credit concentration

The Company lends to customers geographically located in the UK.

20. Financial risk management (continued)

20.1 Credit risk (continued)

Loans and advances to customers - gross carrying amount

The analysis of lending has been prepared by applying the Group's rating scales to the Company's impairment model. The internal credit rating systems are set out below. The Group's PD's, that have been applied, include forward-looking information and are based on 12 month values, with the exception of credit impaired. The internal credit ratings systems used by the Group differ between Retail and Commercial, reflecting the characteristics of these exposures and the way that they are managed internally.

At 31 December 2025		**Gross loans and advances to customers - Loan Quality**			
	PD Range	**Stage 1 £'000**	**Stage 2 £'000**	**Stage 3 £'000**	**Total £'000**
Retail					
RMS 1-6	0.00-4.50%	**339,531**	**42,784**	**-**	**382,315**
RMS 7-9	4.51-14.00%	**1,243**	**4,487**	**-**	**5,730**
RMS 10	14.01-20.00%	**-**	**987**	**-**	**987**
RMS 11-13	20.01-99.99%	**-**	**2,137**	**-**	**2,137**
RMS 14	100%	**-**	**-**	**1,485**	**1,485**
Total		**340,774**	**50,395**	**1,485**	**392,654**
Wholesale					
CMS 1-10	0.00-0.50%	**25,468**	**-**	**-**	**25,468**
CMS 11-14	0.51-3.00%	**50,358**	**579**	**-**	**50,937**
CMS 15-18	3.01-20.00%	**12,064**	**-**	**-**	**12,064**
CMS 19	20.01-99.99%	**-**	**-**	**-**	**-**
CMS 20-23	100%	**-**	**-**	**-**	**-**
Total		**87,890**	**579**	**-**	**88,469**

At 31 December 2024					
	PD Range	Stage 1 £'000	Stage 2 £'000	Stage 3 £'000	Total £'000
Retail					
RMS 1-6	0.00-4.50%	331,860	36,653	-	368,513
RMS 7-9	4.51-14.00%	1,252	3,587	-	4,839
RMS 10	14.01-20.00%	-	471	-	471
RMS 11-13	20.01-99.99%	-	2,344	-	2,344
RMS 14	100%	-	-	1,056	1,056
Total		333,112	43,055	1,056	377,223
Wholesale					
CMS 1-10	0.00-0.50%	19,710	-	-	19,710
CMS 11-14	0.51-3.00%	37,470	499	-	37,969
CMS 15-18	3.01-20.00%	10,492	867	-	11,359
CMS 19	20.01-99.99%	-	621	-	621
CMS 20-23	100%	-	-	-	-
Total		67,672	1,987	-	69,659

Notes to the financial statements (continued)
For the year ended 31 December 2025

20. Financial risk management (continued)

20.1 Credit risk (continued)

Commitments to lend

At 31 December 2025		**Gross loans and advances to customers - Loan Commitments**			
Wholesale	**PD Range**	**Stage 1 £'000**	**Stage 2 £'000**	**Stage 3 £'000**	**Total £'000**
CMS 1-10	0.00-0.50%	**19,467**	**-**	**-**	**19,467**
CMS 11-14	0.51-3.00%	**32,961**	**-**	**-**	**32,961**
CMS 15-18	3.01-20.00%	**6,077**	**-**	**-**	**6,077**
CMS 19	20.01-99.99%	**-**	**-**	**-**	**-**
CMS 20-23	100%	**-**	**-**	**-**	**-**
		58,505	**-**	**-**	**58,505**
At 31 December 2024					
CMS 1-10	0.00-0.50%	27,259	-	-	27,259
CMS 11-14	0.51-3.00%	55,104	-	-	55,104
CMS 15-18	3.01-20.00%	14,211	-	-	14,211
CMS 19	20.01-99.99%	817	-	-	817
CMS 20-23	100%	-	-	-	-
		97,391	-	-	97,391

Retail Commitments to lend were £nil at both 31 December 2025 and 31 December 2024.

Analysis of movement in the allowance for impairment losses by stage

In respect of drawn balances	**Stage 1 £'000**	**Stage 2 £'000**	**Stage 3 £'000**	**Total £'000**
At 1 January 2025	**642**	**1,078**	**535**	**2,255**
Exchange and other adjustments	**-**	**-**	**-**	**-**
Transfers to Stage 1	**99**	**(99)**	**-**	**-**
Transfers to Stage 2	**(63)**	**99**	**(36)**	**-**
Transfers to Stage 3	**(5)**	**(121)**	**127**	**1**
Impact of transfer between stages	**(29)**	**138**	**356**	**465**
Other items charged/(credited) to Statement of comprehensive income	-	-	-	**-**
Changes in Risk / advances / repayments	**60**	**104**	**258**	**422**
Charge/(credit) for the year (including recoveries)	**62**	**121**	**705**	**888**
Advances written off	**-**	**-**	**(672)**	**(672)**
Recoveries of prior advances written off	**-**	**-**	**68**	**68**
Unwind of discount	**-**	**-**	**83**	**83**
At 31 December 2025	**704**	**1,199**	**719**	**2,622**

20. Financial risk management (continued)

20.1 Credit risk (continued)

Analysis of movement in the allowance for impairment losses by stage (continued)

In respect of drawn balances	Stage 1 £'000	Stage 2 £'000	Stage 3 £'000	Total £'000
At 1 January 2024	687	831	731	2,249
Transfers to Stage 1	92	(92)	-	-
Transfers to Stage 2	(207)	246	(39)	-
Transfers to Stage 3	(6)	(90)	96	-
Impact of transfer between stages	(35)	288	279	532
Other items charged/(credited) to Statement of comprehensive income	51	(117)	102	36
Charge/(credit) for the year (including recoveries)	(105)	235	438	568
Advances written off	-	-	(748)	(748)
Recoveries of prior advances written off	60	12	79	151
Unwind of discount	-	-	35	35
At 31 December 2024	642	1,078	535	2,255

Repossessed collateral

Collateral held against Loans and advances to customers is principally comprised of motor vehicles. The Company does not take physical possession of any collateral; instead it uses agents to realise the collateral's value as soon as practicable, usually at auction, to settle indebtedness. Any surplus funds are then returned to the borrower or are otherwise dealt with in accordance with appropriate insolvency regulations.

20.2 Liquidity risk

Liquidity risk is the risk that the Company is unable to meet its obligations as they fall due. To manage this risk extensive borrowing facilities are available from within the Group.

The Company is funded entirely by companies within the Group. Such funding is repayable on demand, although there is no expectation that such a demand would be made. All other financial liabilities are repayable on demand.

20.3 Market risk

The terms of the Company's leasing arrangements expose it to market risk in respect of the residual value of the vehicles financed as follows:

PCP agreements

This is an arrangement which allows the borrower to return the vehicle to the Company or to pay the pre-agreed residual value to acquire title to the vehicle financed. As a result the Company is exposed to a risk of loss where the actual residual value falls below the pre-agreed residual value. The pre-agreed residual value is set by the pricing committee which includes members with significant knowledge and experience of the motor industry. Subsequently, residual values within the portfolio of vehicles are monitored by a residual value committee which meets on a regular basis to consider the exposure taking into account current and projected industry trends in addition to the Company's own risk management data (see note 1.4 (ii) and note 2).

Voluntary terminations

Legislation governing certain leasing arrangements allows lessees to terminate the agreement and return the vehicle to the lessor without further liability once more than 50% of the total amount payable under the agreement has been paid. Accordingly, the Company is exposed to the risk that the residual value of the vehicle at the point of voluntary termination may be insufficient to cover the net book value of the related loan receivable. The Company mitigates this risk by working closely with dealers to ensure that voluntary termination is an appropriate option for the customer. Finance agreements also include provisions for excess mileage charges. In addition, a provision is held for any potential shortfall in market value, as described in note 1.4(ii) and note 2.

20. Financial risk management (continued)

20.4 Interest rate risk

Interest rate risk is the risk of financial loss as a result of adverse movements in interest rates and arises largely because of timing differences between the repricing of financial assets and liabilities.

Interest rate risk is managed at a divisional level, however the Company is exposed to interest rate fluctuations due to factors outside the Company, and as a result a sensitivity analysis has been prepared to illustrate the impact of a change in the rates.

Interest rate risk - sensitivity analysis

The sensitivity analysis is based on the Company’s interest-bearing amounts due to group undertakings and other loans and advances to customer and takes account of movement in the SONIA rate, which is the basis for the interest charged on such balances. A 0.97% (2024: 0.49%) increase or decrease is used to assess the possible increase in interest income and expense. This rate is appropriate as it is the actual movement in the SONIA rate across the year.

If SONIA increased by 0.97% (2024: 0.49%) and all other variables remain constant this would increase Interest expense on amounts due to group undertakings by £653,000 (2024: £419,000). If SONIA decreased by 0.49% and all other variables remain constant this would decrease Interest expense on amounts due to group undertakings by £653,000 (2024: £419,000).

If SONIA increased by 0.97% (2024: 0.49%) and all other variables remain constant this would increase Interest income on other loans and advances to customers by £653,000 (2024: £420,000). If SONIA decreased by 0.49% and all other variables remain constant this would decrease Interest income on other loans and advances to customers by £653,000 (2024: £420,000).

20.5 Business risk

Business risk is the risk that the Company's earnings are adversely impacted by a suboptimal business strategy or the suboptimal implementation of the strategy. In assessing business risk consideration is given to internal and external factors such as products, funding, resource capability and economic, political and regulatory factors.

Through regular reports and oversight business risk is managed by corrective actions to plans and reductions in exposures where necessary.

20.6 Financial strategy

The Company does not trade in financial instruments, nor does it use derivatives.

20.7 Fair values of financial assets and liabilities

The fair value of a financial instrument is the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

All financial assets and liabilities are held at amortised cost rather than designated at fair value through profit and loss.

Fair values of Loans and advances to customers are considered to be level 2 in the valuation hierarchy as their fair value is estimated by discounting anticipated cash flows (including interest at contractual rates) at market rates for similar loans prevailing at the Balance sheet date.

The aggregated fair value of Loans and advances to customers is approximately £500,868,000 (2024: £449,595,000). The Directors consider that, for all other financial assets and liabilities, there are no significant differences between the carrying amounts shown in the Balance sheet and the fair value.

21. Capital disclosures

The Company's objectives when managing capital are to safeguard the entity's ability to continue as a going concern whilst not holding an excessive level of capital relative to the level of risk.

The Board of Directors manages the Company's capital in line with policy set by the Company's ultimate parent. The policy guides the Board of Directors to consider changes in economic conditions and the risk characteristics of the Company's Balance sheet when determining the amount of capital the Company should have. In order to adjust the Company's capital the Board of Directors may adjust the amount of dividends to be paid to shareholders or issue new shares. It can also take actions to adjust the risk characteristics of the Company's Balance sheet, for example by selling assets.

The Company's capital includes all components of its equity, movements in which appear in the Statement of changes in equity. The Company is funded by its fellow Group undertakings and does not raise capital or funding from sources external to the Group.

22. Contingent liabilities and capital commitments

The Company's undrawn formal standby facilities, credit facilities and other commitments to lend were £58,505,000 (2024: £97,391,000).

23. Post balance sheet events

On 16 March 2026, the Directors approved a dividend of £[15,000,000]. This dividend has not been recognised as a liability at the Balance sheet date.

24. Future developments

There are a number of new accounting pronouncements issued by the IASB with an effective date of 1 January 2027, including IFRS 18 Presentation and Disclosure in Financial Statements which replaces IAS 1 Presentation of Financial Statements. While many of the existing requirements of IAS 1 Presentation of Financial Statements are retained, IFRS 18 Presentation and Disclosure in Financial Statements introduces additional disclosure obligations in relation to the structure of the income statement, management-defined performance measures, and the aggregation and disaggregation of financial information. IFRS 18 will have no impact on the Company's net profit as it impacts neither recognition nor measurement. The new standard will impact the presentation of the Company's results as it requires that operating, investing and financing activities are presented separately. There will also be a change in the Group's cash flow statement as IFRS 18 requires that the first line of the cash flow statement is operating profit rather than profit before tax.

IFRS 19 Subsidiaries without Public Accountability: Disclosures is being assessed and is not expected to have a significant impact on the Company. IFRS 19 has yet to be endorsed for use in the UK.

The IASB has issued its annual improvements and a number of minor amendments to IFRS Accounting Standards effective date on or after 1 January 2026, including Amendments to IFRS 9 Financial Instruments and Amendments to IFRS 7 Financial Instruments Disclosure. These improvements and amendments are not expected to have a significant impact on the Company.

25. Ultimate parent undertaking and controlling party

The immediate parent company is Black Horse Group Limited. The company regarded by the Directors as the ultimate parent company and controlling party is Lloyds Banking Group plc (incorporated in Scotland), which is also the parent undertaking of the largest group of undertakings for which group financial statements are drawn up and of which the Company is a member. Lloyds Bank plc is the parent undertaking of the smallest such group of undertakings. Copies of the financial statements of both companies may be obtained from Group Secretariat, Lloyds Banking Group plc, 33 Old Broad Street, London, EC2N 1HZ. Lloyds Banking Group plc's financial statements may be downloaded via https://www.lloydsbankinggroup.com/investors/financial-downloads.html.

Independent auditor’s report to the members of Suzuki Financial Services Limited

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of Suzuki Financial Services Limited (the 'company'):

- give a true and fair view of the state of the company’s affairs as at 31 December 2025 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 equity;
- the cash flow statement; and
- the related notes 1 to 25.

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.

Independent auditor's report to the members of Suzuki Financial Services Limited (continued)

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.

Auditors' 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 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. This included Financial Conduct Authority (FCA) regulation.

We discussed among the audit engagement team including relevant internal specialists such as tax, IT and credit specialists 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 Suzuki Financial Services 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, in-house / external 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 internal audit reports, and 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

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

- 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.

Mark Taylor

Mark Taylor, FCA (Senior statutory auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Bristol, United Kingdom

16 March 2026