VIRGIN M@NEY UK PLC

DIGNE

PI-Track

£13,578.9c

£1,335.60

£9,581.89

2

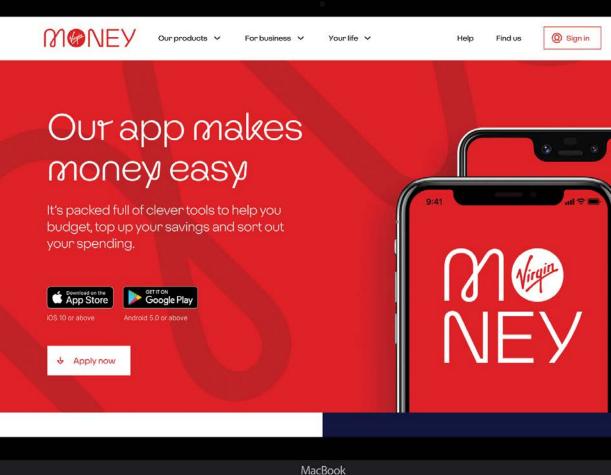
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Interim Financial Results 2022

Nononsense products

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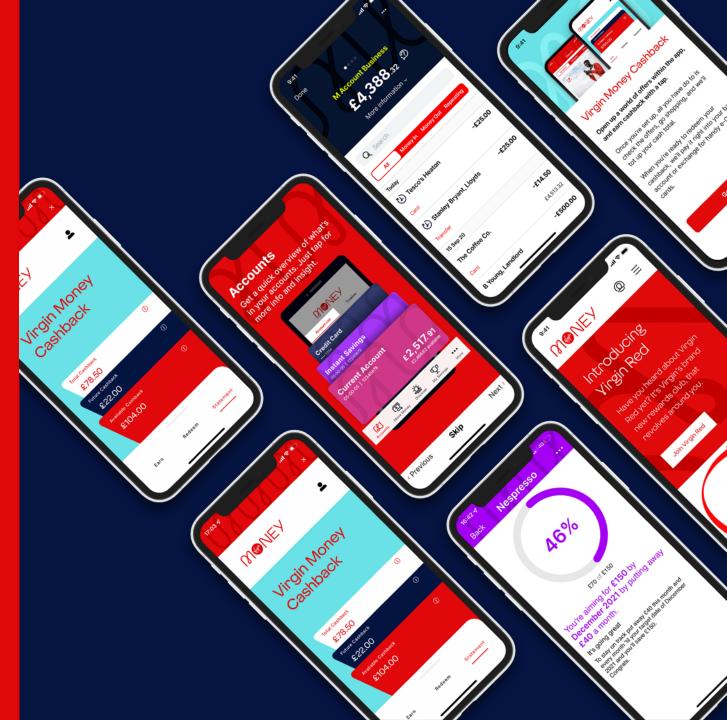


Digital Momentum

DAVID DUFFY

VIRGIN M@NEY UK

Chief Executive Officer



Building momentum with improved profitability

- Balance sheet mix
- NIM of 1.83% for H1 22 vs 1.62% for FY21; improved FY22 guidance to 1.80% to 1.85%
- Relationship deposits +4% vs. FY21, cost of deposits reduced 12bps vs. FY21
- Stable lending balances with significantly above-market growth in credit cards

Costefficiency ٠

٠

- H1 22 costs of £456m broadly stable YoY as gross savings mitigate inflation
- Expect FY22 costs to be broadly stable on FY21, including reinvestment
- Substantial improvement in efficiency; underlying cost: income ratio down 9%pts YoY

Robust asset quality

- Modest impairment charge in H1 22 of £21m; 6bps cost of risk
- Asset quality remains robust; prudent provision coverage maintained at 66bps
- Updated PMAs include possible impact of affordability stress on existing customers

Updated capital framework

VIRGIN MONEY UK

- CET1 target range 13%-13.5% long term; expect to operate above that for time being
- Dividend payout of 30% per annum; buybacks subject to ongoing assessment of surplus capital
- Interim dividend of 2.5p per share

¹ IFRS 9 transitional basis

before tax £315m

Robust CET1 ratio¹ 14 70/6

Statutory ROTE

9.1%

Underlying profit

before tax

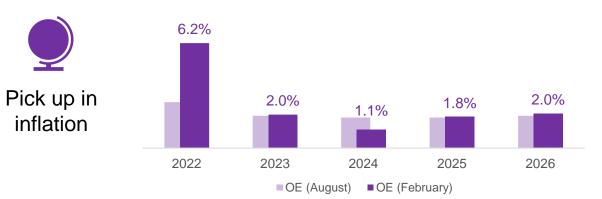
£388m

Statutory profit



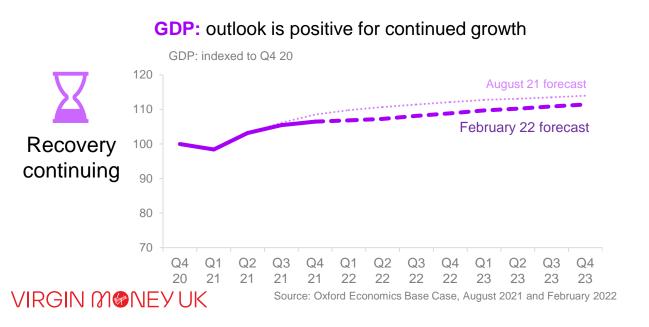
Uncertain economic outlook given higher inflation



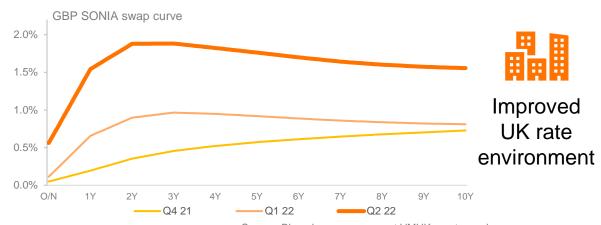


CPI: Pick up in inflation

Source: Oxford Economics Base Case, August 2021 and February 2022

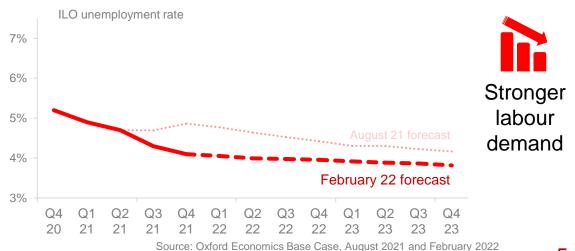


Rates: significant yield curve steepening



Source: Bloomberg; curves as at VMUK quarter end

Unemployment: predicted to remain subdued



Delivering growth in target segments

Personal Current Accounts

PCA sales doubled QoQ; c.180k new PCA sales since launch of new PCA proposition
c.120k customers signed up for new debit cashback following launch in late January

- Unsecured lending
- Record quarter for new credit card accounts in Q2 (c.175k; previous record Q1 of c.130k)
- Delivering consistently above market growth; now have a c.8% market share of credit cards
- 350k customers now signed up for credit card cashback (FY21: 230k); instalment credit launched

Business Current Accounts

- 100% QoQ BCA sales growth after launch of digital fee-free product in November
- Ongoing optimisation of digital journey already delivering improved sales conversion

Business lending

- 20% QoQ growth in BAU Business drawdowns as lending pipeline builds into H2
- Growth in BAU book resumed in Q2, 1% growth in the quarter











Momentum in delivering our digital first strategy



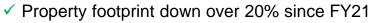
Customer & propositions

Voice/digital interactions now c.60/40% of customer contacts respectively (c.70%/30% at FY21)
 Automation of key customer journeys up to 42% (FY21: 27%) including deployment of digital tools
 Digital sales now 97% of all personal sales (ex mortgages); improved PCA digital adoption

✓ New chatbots have addressed c.650k queries since Jan launch (55% resolution), driving self-service higher

Colleagues & property

A Life More Virgin operating model embedded with engagement score improving to 73% (FY21: 68%)
 Positive shifts in gender and ethnicity diversity reflecting greater flexibility on offer
 Branch numbers reduced from 162 to 132; continue to review versus customer demand



Digital

- ✓ Partnership with Microsoft to deliver full cloud architecture mobilised
- ✓ Progressing towards digital straight-through processing for mortgages
- ✓ Adoption of Agile approach to change is delivering new customer functionality faster
- ✓ Cost per release for Agile projects delivered at an average of c.20% lower unit cost in H122 vs. FY21





Exciting pipeline of new propositions being delivered in H2



Initial launch of our digital wallet development due towards the end of 2022

Initial launch building to a full digital wallet proposition over time.....



- Ability to earn and spend points
- Access to unique rewards
- Expanding reward programme

- Instalment capability
- Point of sale issuance
- Available to all UK consumers and exploring partnerships



Strong pipeline of propositions to drive growth in H2 22

Virgin Money Multiply

Tailored to Gen Z: subscription-based Access to credit and credit score building Regulated, simple and transparent



Business M-Track and Marketplace

Partnering with innovative fintechs Offering new solutions for customers

All digitally delivered



Insurance propositions

Leveraging new insurtech partnership Refreshed Digital Travel insurance launched New Home insurance & Red offers to follow



Financial Results

CLIFFORD ABRAHAMS

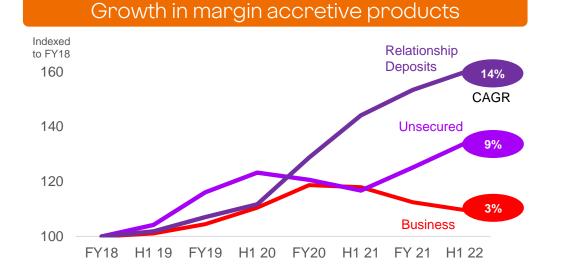
Chief Financial Officer



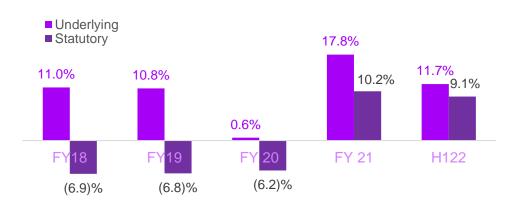


Improved financial performance driven by strategy





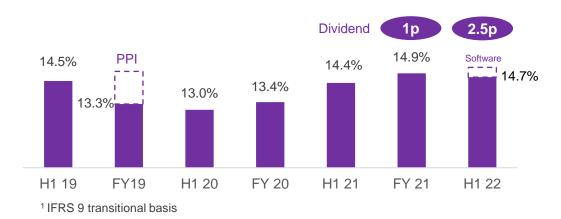
RoTE progression



Supporting delivery of improved NIM



Robust capital accretion¹



Positive income momentum and strong asset quality



Underlying P&L	6 months to	6 months to	Change	6 months to	Change
£m	31 Mar 2022	31 Mar 2021	Vs H1 21	30 Sept 2021	Vs H2 21
Net interest income	782	677	16%	735	6%
Non-interest income	83	66	26%	94	(12)%
Total operating income	865	743	16%	829	4%
Total operating and administrative expenses	(456)	(460)	(1)%	(442)	3%
Operating profit before impairment losses	409	283	45%	387	6%
Impairment (losses)/credit on credit exposures	(21)	(38)	(45)%	169	n/a
Underlying profit before tax	388	245	58%	556	(30)%
Net Interest Margin (NIM)	1.83%	1.56%	27bps	1.69%	14bps
Underlying cost: income ratio	53%	62%	(9)%pts	53%	0%pts
Cost of risk	6bps	11bps	(5)bps	(18)bps	24bps
Underlying Return on Tangible Equity (ROTE)	11.7%	10.1%	1.6%pts	25.7%	(14.0)%pts

Improved statutory profitability



		1		
Statutory P&L	6 months to	6 months to	6 months to	
£m	31 Mar 2022	31 Mar 2021	30 Sept 2021	Comments
Underlying profit before tax	388	245	556	
Adjusting items				
- Restructuring charges	(46)	(49)	(97)	 Reflects phasing, continue to expect to spend around half of c.£275m in FY22
- Acquisition accounting unwinds	(14)	(47)	(41)	• Expect further c.£40m across H2 22 - FY24
- Legacy conduct costs	(5)	(71)	(5)	
- Other items	(8)	(6)	(68)	
Total adjusting items	(73)	(173)	(211)	
Statutory profit before tax	315	72	345	
Tax credit/(charge)	(77)	8	49	
Statutory profit after tax	238	80	394	
Statutory Return on Tangible Equity (ROTE)	9.1%	2.2%	17.9%	
Statutory Earnings Per Share (EPS)	13.7p	2.8p	24.5p	
Dividend Per Share	2.5p	-	1.0p	
Tangible Net Asset Value (TNAV) per share	313.2p	257.5p	289.8p	

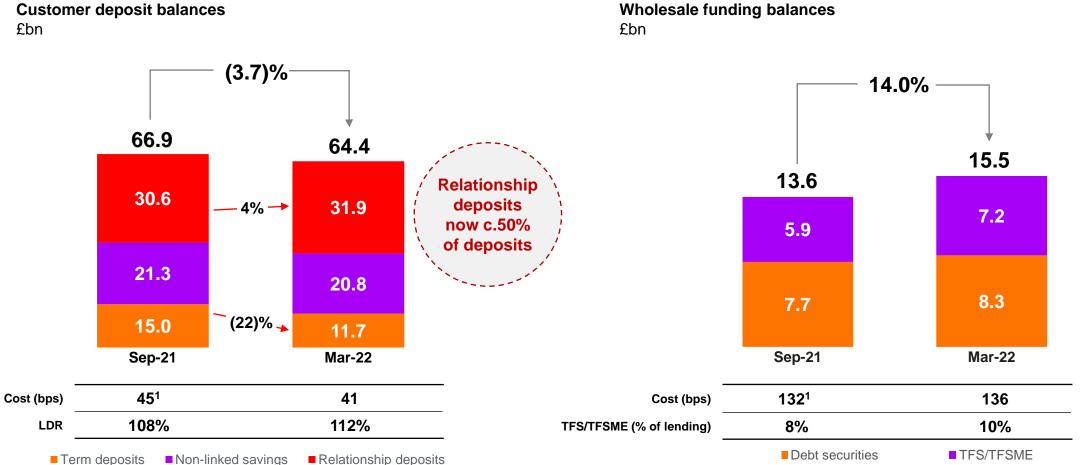
Continuing to optimise funding mix



Continued growth in relationship deposits

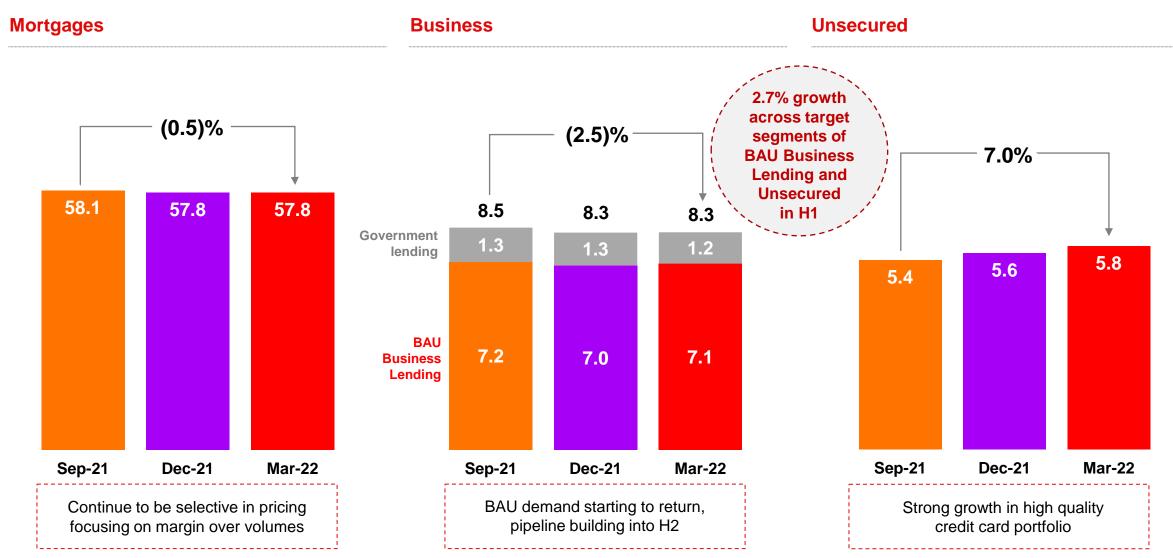
Customer deposit balances £bn

Retain funding flexibility and managing wholesale mix



Strong growth in unsecured lending

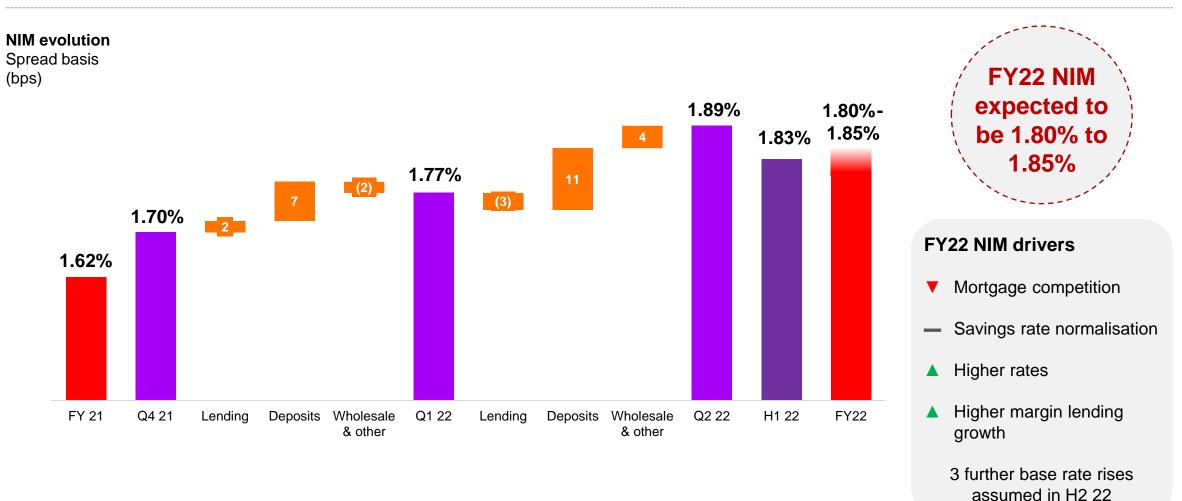




Strong H122 NIM expansion; improved FY22 outlook



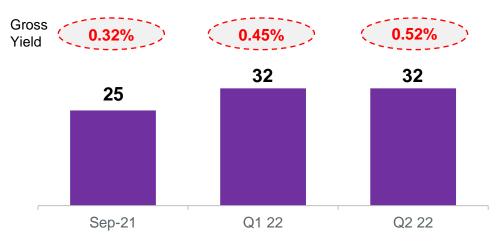
Significant margin expansion as base rate impact feeds through, enabling upgraded guidance for the FY



Structural hedge supportive to NIM; group positively geared to rising rates



Structural hedge - size and gross yield



Hedge Notional £bn

- Increase in gross yield reflects re-investment benefit of c.1/60th of total hedge balance each month at the prevailing 5Y swap rate
- Gross yield does not reflect income from the legacy hedge unwind
- Legacy hedge of c.£15bn at H122 will be fully unwound by FY25; contribution was c.£150m in FY21 and will be c.£120m in FY22
- Size of structural hedge subject to ongoing review of balance stability as market pricing and customer behaviour evolves

Group interest rate sensitivity



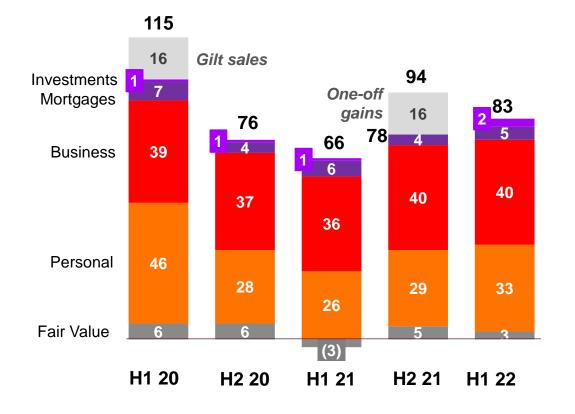
- The sensitivities assume an immediate 25bps parallel shift in interest rate curves, including the bank base rate and forward rate curve
- Assumes the balance sheet is constant; does not reflect new business margin implications
- Size of structural hedge is calibrated to an assumed level of deposit pass-through; actual level of pass-through could be different in practice
- Year 2 and 3 impacts driven by structural hedge re-investment

Stronger other income supported by improving activity



Stronger performance in Personal and Business activity

Non-interest income $\pounds m$



Further opportunities to drive incremental other income

- Personal income improvement driven by strong recovery in consumer spending as restrictions eased
- Business income benefitting from higher account fees and activity
- Expect increase in non interest income as a proportion of total income reflecting activity recovery and initiatives

Key initiatives

- Improved digital insurance propositions
- Personal unsecured expansion and growth
- Build out of Business fee-earning services
- Launch digital wallet with integrated payments & loyalty
- Acceleration of abrdn JV/Wealth opportunity



Targeted gross cost savings on track

Costs expected to be broadly stable in FY22



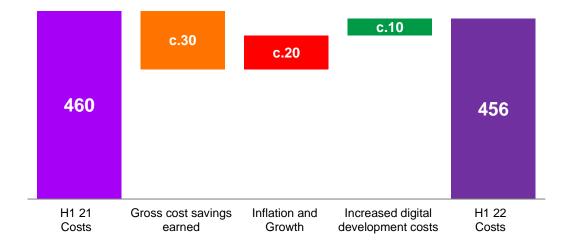


• Targeting gross cost savings of c.£175m over the next 3 years, with around half reinvested, inclusive of inflation

Restructuring cost phasing: expect c.£275m over 3 years



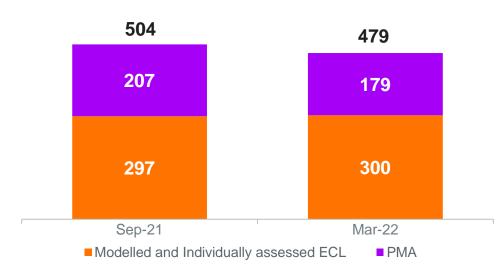
• Expect below the line cost of accelerating digital to total c.£275m by FY24, with around half taken in year 1



- Continued gross cost savings earned from new and existing initiatives in FY22
- Increased card volumes, harmonisation of colleague terms and higher wage inflation increasing FY22 costs relative to FY21
- Increased digital development costs, as expected, reflect larger programme and prudent change to accounting practices
- Expect broadly stable costs for FY22 despite wage inflation, growth and digital investment

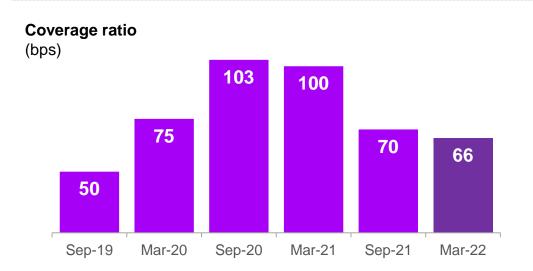
Robust asset quality and prudent provisioning

Modest reduction in total provisions



- Updated macro-economic forecasts drives modest reduction in modelled ECL offset by mix change
- Asset quality remains robust, low Stage 3 balances reflecting prudent underwriting; unsecured portfolio focused on affluent customers
- Incorporated impact of higher energy prices into existing prudent underwriting criteria
- Pandemic related PMAs reduced by c.£50m; additional c.£25m PMA for possible impact of affordability stress on existing customers

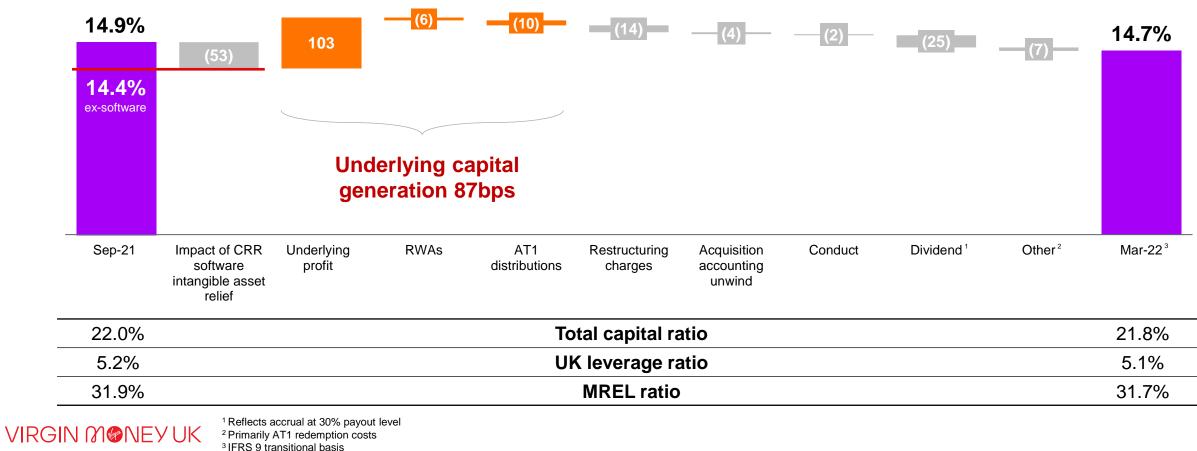
Maintaining provision coverage above pre-Covid levels



- Coverage remains prudent and significantly above pre-pandemic levels
- Cost of risk in H122 reflects continued strong credit performance; asset quality across all portfolios remains robust
- No significant signs of affordability stress from early warning indicators
- Expect cost of risk to increase in FY22 towards through the cycle level



CET1 ratio evolution (bps)

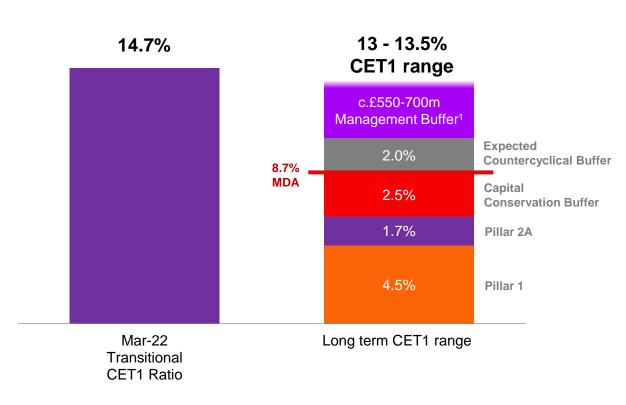


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Updated capital framework



Target CET1 range



Key elements of updated capital framework

- CET1 target range 13 13.5% long term
- Expect to operate above this target range for the time being due to current heightened macroeconomic uncertainty
- 30% full year dividend pay-out
- Interim dividend of 2.5p per share
- Interim dividends expected to represent around 1/3rd of the prior year's total dividend, beginning H1 2023
- Dividends to be supplemented by buybacks, subject to ongoing assessment of surplus capital, market conditions and regulatory approval

FY22 guidance upgraded



FY22 financial guidance (updated guidance in italics)

Medium-term outlook (updated guidance in italics)

NIM	FY22 NIM expected to be 180-185bps
Costs	Underlying costs expected to be broadly stable in FY22
Cost of risk	Expect cost of risk to rise towards through the cycle range
Restructuring costs	Expect c.£275m across FY22-FY24, with around half in FY22
Capital Return	FY22 30% dividend payout; buybacks subject to ongoing assessment of surplus capital, market conditions and regulatory approval

RoTE	Expect to deliver a statutory double digit return in FY24
Growth	Above market growth in Business & Unsecured; maintain mortgage share
Income	Mix-driven NIM expansion; OOI to rise as proportion of income
Gross savings	Gross cost savings of c.£175m by FY24; c.50% to be reinvested, including offsetting inflation
Costs	Cost: Income ratio to be <50%
CET1	CET1 target range 13-13.5% long term; expect to operate above that for the time being
Capital Return	30% dividend pay-out supplemented by buybacks, subject to ongoing assessment of surplus capital, market conditions and regulatory approval

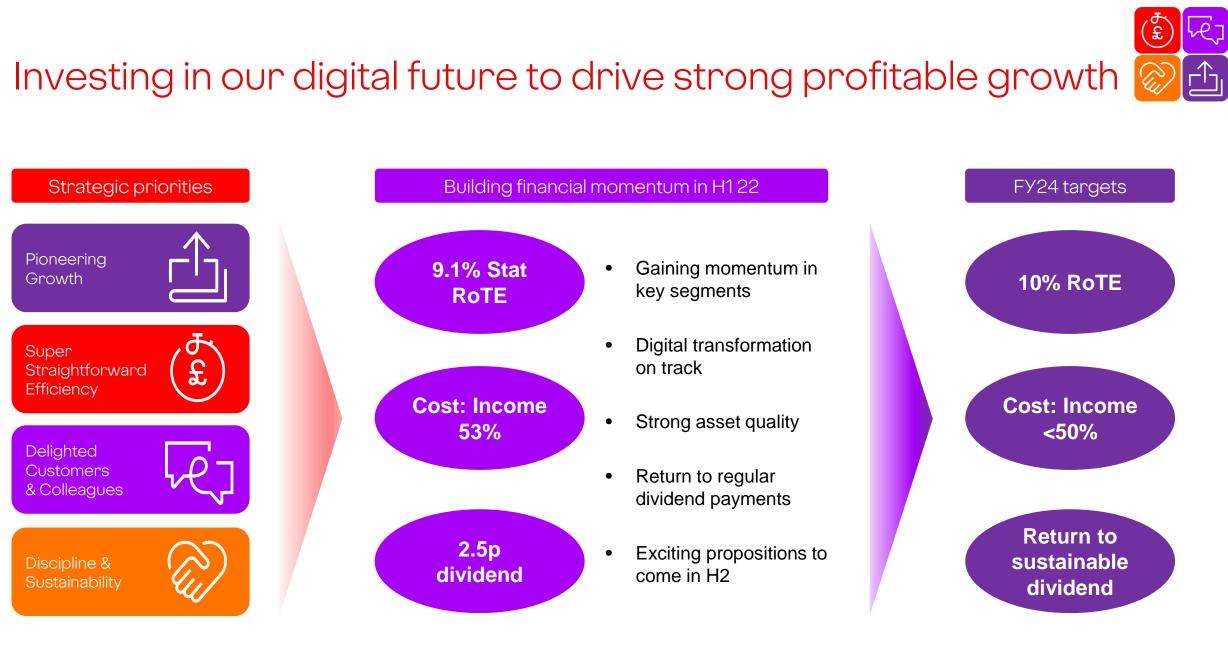
Conclusion

DAVID DUFFY

Chief Executive Officer







Q&A

DAVID DUFFY Chief Executive Officer

CLIFFORD ABRAHAMS

Chief Financial Officer



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Appendix



Digital First Bank building momentum



Customer and propositions - digitisation and improvement

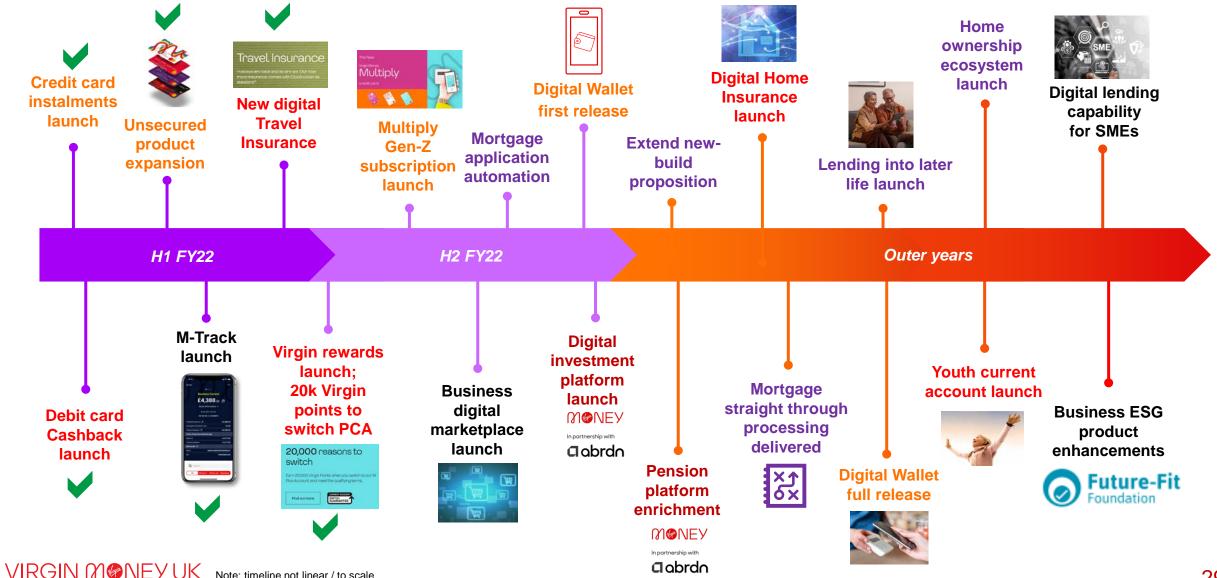
Colleagues and digital - productivity and agility

	FY21	By FY24	H1 22 progress
Customer interactions	70% voice	80% digital	c.60% voice
Fully digitised key customer journeys	27%	100%	42%
PCA digital adoption	62%	>80%	64%
# non-digital accounts	1.3m	Low	1.2m
Mortgage application automation	Limited	100% digital	On-track to deliver in FY24
Service centres	6 Voice- led	Fewer, digitally-led	5 service centres

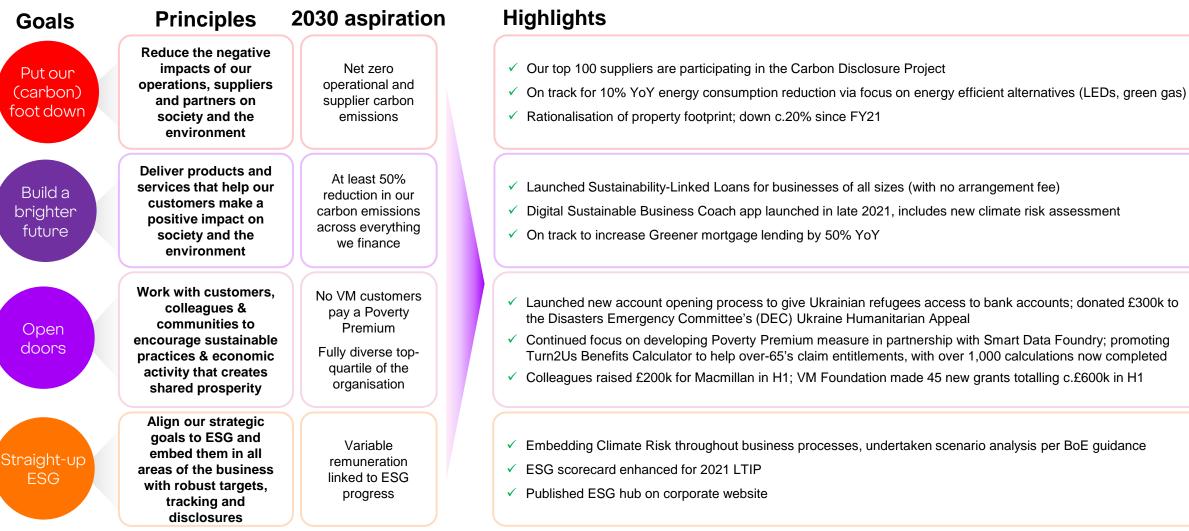
	FY21	By FY24	H1 22 progress
Colleague interfaces	Multiple	Single sign on	Underway
Property footprint	c.900k sq ft	c.300k sq ft	c.700 sq foot
Branches	162 ¹	Fewer, digitally-led	132
☆- Data Centres	6	2	1 st exits end FY23
🖄 Infrastructure in Cloud	c.5%	c.75%	Migration starts FY23
IT delivery lead time	13 weeks	6 weeks	11 weeks (new Agile projects)

Early progress in target areas, building pace of change

Strong pipeline of propositions to drive growth



Progress made in supporting a more sustainable future

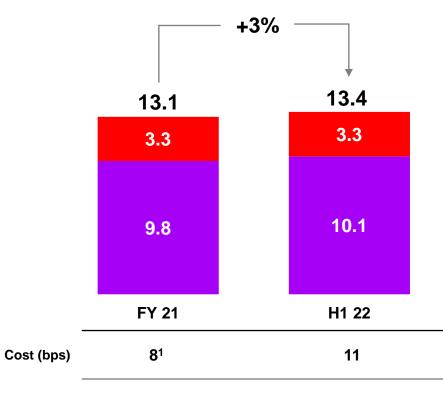


Relationship deposits – H122



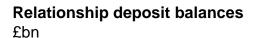
Strong BCA balances supported by improved proposition

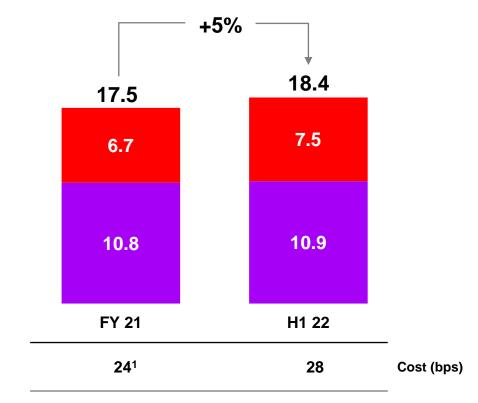
Relationship deposit balances £bn



Business Current Accounts BCA Linked Savings

Continued momentum in PCA and linked savings balances





Personal Current Accounts
PCA Linked Savings



Updated IFRS9 scenarios & weightings; prudent overlays applied

Conservative economic scenarios

Scenario	Measure ¹	2022	2023	2024	2025
	GDP	5.0%	4.4%	2.4%	2.0%
Upside	Unemployment	3.7%	3.6%	3.6%	3.7%
10%	HPI growth	9.7%	1.7%	2.5%	2.4%
	GDP	3.8%	2.6%	1.9%	1.8%
Base	Unemployment	4.0%	3.9%	3.8%	3.7%
55%	HPI growth	5.4%	(0.9)%	0.2%	2.0%
	GDP	(0.3)%	(0.2)%	1.2%	1.6%
Downside	Unemployment	5.6%	6.5%	6.6%	6.5%
35%	HPI growth	(5.5)%	(14.7)%	(16.5)%	(2.2)%
	GDP	2.5%	1.8%	1.7%	1.7%
Weighted average	Unemployment	4.5%	4.8%	4.7%	4.7%
	HPI growth	2.0%	(5.5)%	(5.4)%	0.6%

Prudently applied post-model adjustments

	Sep-21 ECL	o/w PMAs	Mar-22 ECL	o/w PMA	Change in PMAs
Mortgages	£87m	£54m	£66m	£42m	£(12)m
Unsecured	£194m	£35m	£221m	£44m	£9m
Business	£223m	£118m	£192m	£93m	£(25)m
Total	£504m	£207m	£479m	£179m	£(28)m

 Remain prudently positioned given uncertain economic environment

• Maintained conservative coverage levels via PMAs



Stable asset quality and provision coverage

Stage 2 reduction; Stage 3 proportion unchanged

Gross loans and advances

£bn

1.0 1.0 Stage 3 Stage 3 1% 1% 7.9 Stage 2 10.2 Stage 2 11% 14% 63.5 61.4 Sep-21 Mar-22 ■ Stage 1 ■ Stage 2 ■ Stage 3

- Mortgages drove c.£2bn of stage 2 reduction, reflecting combination of lower modelled ECL and reduction of PMAs
- Stage 3 remained stable at 1%

Provision coverage remains strong

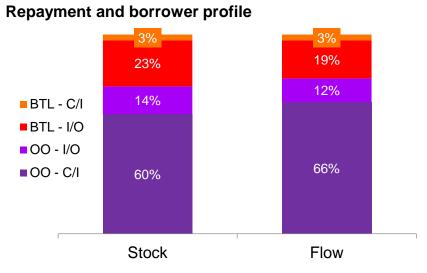
	Sep-21 Coverage Ratio	Mar-22 Gross Loans	Mar- 22 ECL	Mar-22 Coverage Ratio	H122 Cost of Risk
Mortgages	15bps	£58.1bn	£66m	11bps	(7)bps
Unsecured	380bps	£6.2bn	£221m	404bps	257bps
o/w cards	379bps	£5.1bn	£199m	422bps	330bps
o/w loans & overdrafts	386bps	£1.1bn	£22m	297bps	(157)bps
Business	306bps ¹	£8.1bn	£192m	258bps ¹	(64)bps
Total	70bps	£72.4bn	£479m	66bps	6bps

- Refreshed economics reflect improvement in the outlook
- PMAs reflecting economic uncertainty
- Low cost of risk in H1 as no credit deterioration



Mortgages: low LTV, high quality portfolio

Mortgage book weighted towards owner-occupied



A prime book, originated under the highest standards

- Consistent, post-MMR prudent underwriting; no sub-prime/self-cert
- Appropriate, tailored buffers for living costs in affordability assessment
- Arrears lower than industry (0.4% vs 0.8¹%)

Owner-occupied (74%)

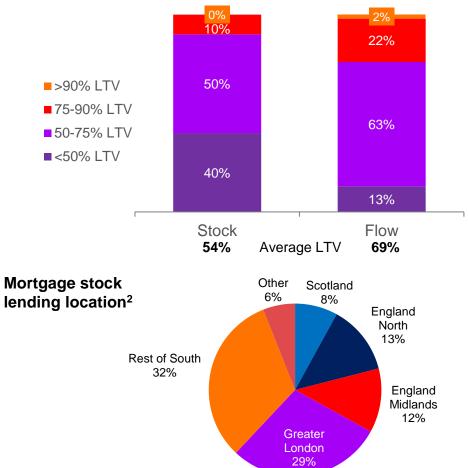
- Average LTV is 54.5%; <0.5% is >90% LTV
- Prudent average LTI; 3.2x in H1 22

Buy-to-let (26%)

- Average LTV is 54.4%; max LTV of 80% for new lending
- Conservative rental and borrower income requirements

VIRGIN MONEY UK 1 3m+ arrears; Source: UK Finance, as at Feb-22

Low LTV and geographically diversified

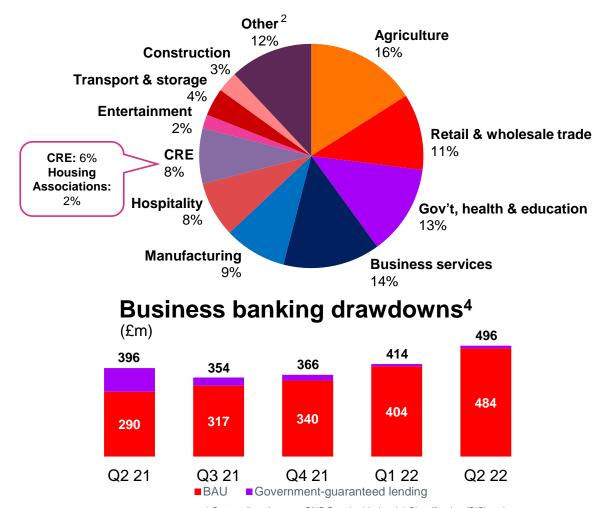


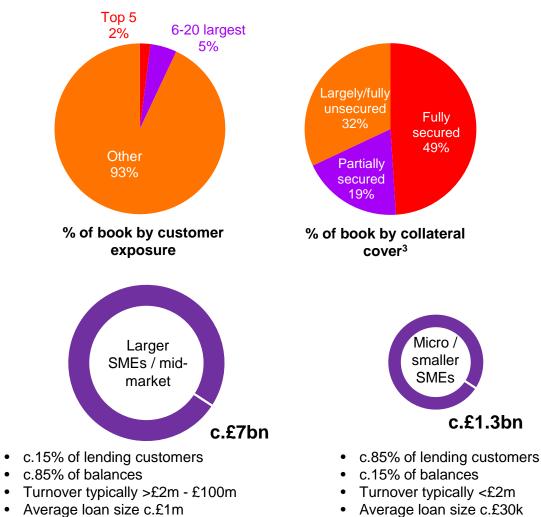
Loan-to-value of mortgage lending

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Business Lending: defensively positioned, granular book 🐼 🖆

Business lending portfolio by industry sector¹





Business lending portfolio

VIRGIN MONEY UK

1 Sector allocations per ONS Standard Industrial Classification (SIC) codes
 2 Other includes Utilities, Post & Telecommunications, Personal Services, Finance and other unassigned businesses
 3 Excludes the HM Government backed Portfolio
 4 Total funds advanced to customers from agreed lending facilities during the period

Unsecured: asset quality & origination discipline maintained



Affluent customers able to absorb higher living costs

Credit Cards:

- c.2.5m accounts; c.95% of balances originated through VM brand
- VMUK arrears at 1.2% (FY21: 1.1%) vs industry¹ of 1.5%; VMUK BT arrears of 1.0%; non-BT arrears of 1.6%
- Balance transfers c.2/3s of cards portfolio; c.19% balances maturing from promo periods in next 6 months
- Prudent risk appetite reflected in high acquisition cut-offs, focus on high resilience segments; affordability stressed on fully drawn line at 33.9% APR
- Diversification strategy has seen limited acquisition (c.1% H1 22 card lending) of customers with historic impaired credit, via appropriate pricing for risk
- Appropriate, tailored buffers for current and expected living cost increases are factored into affordability assessments

Personal Loans:

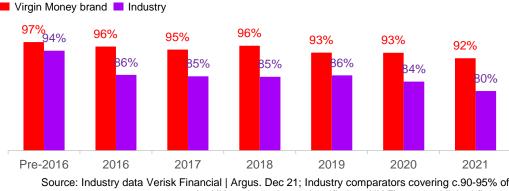
- c.110k direct customers, prime loan book
- Only sold to existing customers; limited appetite for potentially lower resilience segments i.e. self-employed & higher indebtedness
- Strong customer profiles (c.75% homeowners and low% self employed)
- Loan and overdraft 2+ arrears at 1.4% (FY21: 1.2%)

VIRGIN MONEY UK

High quality cards book: well positioned for uncertainty

High quality origination: via prudent underwriting standards

% accounts in higher quality segments (with <2.5% expected unit loss rate) by acquisition year



the UK cards market and verified vs. UK Finance published figures

Credit cards customer profile	VM ²	
Average customer age	42	
Average income	£42k	
% homeowners	71%	Industry
% self-employed	9%	average ³
% debt to income	24%	28%
% persistent debt	3.4% ⁴	6.3%

¹ Arrears defined as 2+ cycles past due; Industry data Verisk Financial | Argus to Dec-21

² Customers originated through VM brand since 2015; data as at Mar-22

³ Sources: TUC and Verisk Financial | Argus

⁴ Persistent debt reflects total combined portfolio; data as at Jan-22

Balance sheet



£m

	at Mar 2022	at San 2021
	at Mar 2022	at Sep 2021
Mortgages	57,798	58,104
Business	8,263	8,477
Unsecured	5,793	5,415
Total customer loans	71,854	71,996
Other financial assets	14,676	15,035
Other non-financial assets	2,079	2,069
Total assets	88,609	89,100
Customer deposits	64,386	66,870
Wholesale funding (excl. TFS / TFSME)	8,297	7,702
TFS / TFSME	7,200	5,894
Other liabilities	3,158	3,161
Total liabilities	83,041	83,627
Equity and reserves	5,568	5,473
Liabilities and equity	88,609	89,100



Risk weighted assets

£m

	at Mar 2022	at Sep 2021
Mortgages	10,023	10,010
Business	6,007	6,040
Unsecured	4,602	4,311
Other	901	1,182
Total credit risk	21,533	21,543
Credit valuation adjustment	61	103
Operational risk	2,481	2,481
Counterparty risk	109	105
Total RWAs	24,184	24,232
Total loans	71,854	71,996
Credit RWAs / total loans	30%	30%
Total RWAs / assets	27%	27%

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Certain figures contained in the Information may have been subject to rounding adjustments and foreign exchange conversions. Accordingly, in certain instances, the sum or percentage change of the numbers may not conform exactly to the total figure given.

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