CLIFFORD CHANCE NEWCASTLE LIMITED

Company Registration No. 00511097

Annual Report and Financial Statements

for the year ended 30 April 2023

Registered office address:

Clifford Chance The Lumen,
St James Boulevard, Newcastle Helix,
Newcastle Upon Tyne, United Kingdom, NE4 5BZ

Clifford Chance Newcastle Limited
Company Registration No. 00511097

Annual Report and Financial Statements
For the year ended 30 April 2023

Contents

Directors' report
for the year ended 30 April 2023

The Directors present their report on Clifford Chance Newcastle Limited (the "Company") and the financial statements for the year ended 30 April 2023.

This report has been prepared taking advantage of the small companies exemption in accordance with section 415A of the Companies Act 2006.

Principal activities and future developments

The principal activity of the Company is to provide process-driven and technology-enabled legal support to Clifford Chance and its clients. The Directors are satisfied with the level of business and the Company's position at 30 April 2023 and propose to continue with the current activities in the next financial year.

Basis of preparation

The financial statements have been prepared in accordance with the Companies Act 2006 using Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101").

Review of business

The profit for the year before tax was £4,148,932 (2022: £3,502,034).

Dividends

A dividend of £2,000,000 was declared and paid during the year (2022: £nil).

Results

The Company's results for the financial year are shown in the income statement on page 4.

Directors

The Directors of the Company who were in office during the year and up to the date of signing the financial statements are as follows:

Michael David Bates
Helen Louise Carty
David Harkness
Emma Louise Matebalavu
Matthew Forster Newick
Robin Guy Abraham

Directors' report
for the year ended 30 April 2023

Statement of Directors' responsibilities in respect of the financial statements

The Directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 101 "Reduced Disclosure Framework", and applicable law).

Under company law, 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 the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 101 have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; 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 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 also responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

Exemption from Audit

For the year ended 30 April 2023, the Company is entitled to exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies. The members have not required the Company to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

Directors' report
for the year ended 30 April 2023

Qualifying third party indemnity

The Company has put in place, throughout the year and at the time of approving these financial statements, qualifying third party indemnity provisions for all the Directors of the Company.

Going concern

The Directors have considered the appropriateness of continuing to adopt the going concern basis after taking into account possible changes in light of uncertainty related to economic conditions, and other longer term plans. The Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Directors continue to adopt the going concern basis in preparing the financial statements, in accordance with the Companies Act 2006 as applicable to companies using FRS 101.

On behalf of the Board

Robin Guy Abraham
22/11/2023

Income Statement
for the year ended 30 April

	Note	2023 £'000	2022 £'000
Revenue	4	9,601	7,437
Operating expenses			
Staff and related costs	5	(3,593)	(3,060)
Other operating costs	6	(1,761)	(861)
		(5,354)	**(3,921)**
Operating profit		**4,247**	**3,516**
Profit before interest and taxation		**4,247**	**3,516**
Net finance cost		(98)	(14)
Profit before income tax		**4,149**	**3,502**
Income tax expense	7	(832)	(714)
Profit for the financial year		**3,317**	**2,788**

The results derive from continuing operations.

The Company has no other comprehensive income either during the current year or prior year and therefore, no separate statement of other comprehensive income has been prepared.

Clifford Chance Newcastle Limited
Company Registration No. 00511097

Balance Sheet
as at 30 April

	Note	2023 £'000	2022 £'000
Non-current assets			
Property, plant and equipment	9	2,478	201
Right of use assets	13	2,212	2,713
		4,690	**2,914**
Current assets			
Trade and other receivables	10	1,700	1,099
Accrued income		1,308	1,087
Cash and cash equivalents		2,713	3,915
Deferred tax asset	8	-	46
		5,721	**6,147**
Current liabilities			
Trade and other payables	11	(862)	(802)
Deferred tax liability	8	(102)	-
		(964)	**(802)**
Net current assets		**4,757**	**5,345**
Total assets less current liabilities		**9,447**	**8,259**
Non-current liabilities			
Trade and other payables	11	(2,608)	(2,737)
Net assets		**6,839**	**5,522**
Total equity		**6,839**	**5,522**
Equity			
Ordinary shares	12	-	-
Retained earnings		6,839	5,522
Total shareholders' funds		6,839	5,522

For the year ended 30 April 2023 the Company is entitled to exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies. The members have not required the Company to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

The Directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and preparation of financial statements which give a true and fair view of the state of the Company as at the end of the financial year and of its profit and loss for the financial year, in accordance with the requirements of sections 394 and 395 of the Companies Act 2006 and otherwise comply with the requirements of the Companies Act 2006 relating to the financial statements, so far as applicable to the Company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The notes on pages 7 to 19 are an integral part of these financial statements.

These financial statements on pages 4 to 19 were approved by the Board of Directors on 22/11/2023 and signed on their behalf by:

Robin Guy Abraham
Director

Statement of changes in equity

	Ordinary shares	Retained earnings	Total shareholders' funds
	£'000	£'000	£'000
As at 1 May 2021	-	**2,734**	**2,734**
Profit for the financial year	-	2,788	2,788
As at 30 April 2022	-	**5,522**	**5,522**
Profit for the financial year	-	3,317	3,317
Dividends (note 15)	-	(2,000)	(2,000)
As at 30 April 2023	-	**6,839**	**6,839**

1. General information

Clifford Chance Newcastle Limited (the "Company") is a private company limited by shares and is incorporated and domiciled in the UK (England and Wales). During the current year the address of the registered office has changed from Partnership House, Regent Farm Road, Newcastle Upon Tyne, England, NE3 3AF, United Kingdom to Clifford Chance The Lumen, St James Boulevard, Newcastle Helix, Newcastle Upon Tyne, United Kingdom, NE4 5BZ on 31 January 2023.

The principal activity of the Company is to provide process-driven and technology-enabled legal support to Clifford Chance and its clients.

2. Summary of significant accounting policies

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

(a) Basis of preparation

The financial statements have been prepared in accordance with the Companies Act 2006 using FRS 101 Reduced Disclosure Framework ("FRS 101").

Going Concern

The Directors have considered the appropriateness of continuing to adopt the going concern basis after taking into account possible changes in light of uncertainty related to economic conditions, and other longer term plans. The Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Directors continue to adopt the going concern basis in preparing the financial statements, in accordance with the Companies Act 2006 as applicable to companies using FRS 101.

New standards, amendments, IFRIC interpretations and new relevant disclosure requirements

There are no amendments to accounting standards, or IFRIC interpretations that are effective for the year ended 30 April 2023 that have a material impact on the company's financial statements.

Disclosure exemptions adopted

In preparing these financial statements the Company has taken advantage of all disclosure exemptions conferred by FRS 101. Therefore, these financial statements do not include:

• IFRS 7 "Financial instruments: disclosures";
• Paragraph 38 of IAS 1, 'Presentation of financial statements' - comparative information requirements in respect of paragraph 79(a)(iv) of IAS 1;
• The following paragraphs of IAS 1 "Presentation of financial statements":
  - 10(d) (statement of cash flows);
  - 16 (statement of compliance with all IFRS);
  - 38A (requirements for minimum of two primary statements, including cash flow statements);
  - 38B-D (additional comparative information);

2. Summary of significant accounting policies (continued)

(a) Basis of preparation (continued)

Disclosure exemptions adopted (continued)

- The following paragraphs of IAS 1 "Presentation of financial statements" (continued):
  - 111 (cash flow statement information); and
  - 134-136 (capital management disclosures);
- IFRS 15 "Revenue from contracts with customers: disclosures";
- IAS 7 "Statement of cash flows";
- Paragraph 30 and 31 of IAS 8 "Accounting policies, changes in accounting estimates and errors" (requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective);
- Paragraphs 91 to 99 of IFRS 13, "Fair value measurement" (disclosure of valuation techniques and inputs used for fair value measurement of assets and liabilities); and
- Paragraph 17 of IAS 24 "Related party disclosures" (key management compensation).

The financial statements of Clifford Chance LLP can be obtained as described in Note 2(b).

(b) Ultimate and immediate parent undertaking

The Company's ultimate parent undertaking and controlling party is Clifford Chance LLP, a LLP registered in England and Wales. The largest and smallest group of undertakings for which group financial statements are prepared and which include the results of the Company are the consolidated financial statements of Clifford Chance LLP. Copies of the consolidated financial statements can be obtained from the Designated Members, Clifford Chance LLP, 10 Upper Bank Street, London, England, E14 5JJ, United Kingdom. The immediate parent undertaking is Mithras Limited.

(c) Revenue

Revenue represents amounts chargeable to clients for professional services provided, excluding external disbursements where the Group acts as an agent and sales tax. The Company is generally paid in arrears for its services. Invoices are typically payable within 30 to 60 days.

The Company provides services to clients under a contract or matter. In most instances, services within a matter are not considered distinct and are therefore accounted for as a single performance obligation. However, where a contract or matter requires services that are capable of being distinct, are distinct in the context of the contract and are accounted for as separate performance obligations, revenue is allocated to each of the performance obligation based on a standalone fee.

2. Summary of significant accounting policies (continued)

(c) Revenue (continued)

Typically, performance obligations are satisfied over time as services are provided, because the client receives and uses the benefits simultaneously. Revenue, for variable time-based contracts, is recognised where the Company has the right to invoice the client. For fixed or capped fee contracts, revenue is recognised based on the proportion of the service performance with an input method used to measure progress for each performance obligation. The input method used is the value of time recorded to date relative to the total value of time expected to be incurred to complete the scope of the matter. The Company has applied the practical expedient of IFRS 15 paragraph 121 to not disclose information about remaining performance obligations as the performance obligations are part of contracts or matters with an original expected duration of one year or less.

Revenue for services which is contingent and dependent on external events, (for example the completion of a transaction, listing or fund formation), is recognised when the event is highly probable and a significant reversal is unlikely. The revenue constraint is applied until such time as the event has occurred, contingent fees have been confirmed with the client or there remains little uncertainty that the event will occur.

The valuation of accrued income and calculation of revenue is dependent on judging the likely engagement outcome for matters with a contingent fee arrangement.

(d) Property, plant and equipment

Property, plant and equipment is stated at cost less accumulated depreciation and any recognised impairment loss. Depreciation is charged to the profit and loss account on a straight-line basis over the estimated useful lives of the assets.

The estimated useful lives of the assets are as follows :

Office equipment, furniture, fixtures & fittings	-	3 - 5 years
Leasehold improvements	-	10 years or life of lease if shorter

(e) Taxation

Current tax is provided at the amounts expected to be paid or refunded applying the rates that have been enacted or substantively enacted by the balance sheet date.

(f) Deferred tax

Deferred tax is recognised without discounting, in respect of all timing differences between the treatment of certain items for taxation and accounting purposes which have arisen but not reversed by the balance sheet date, except as otherwise required by IAS 12.

2. Summary of significant accounting policies (continued)

(g) Leases

The Company assesses whether a contract is, or contains a lease at inception of the contract. A lease conveys the right to direct the use and obtain substantially all of the economic benefits of an identified asset for a period of time in exchange for consideration.

As a lessee
The Company leases building for its office space. The leases of office space typically run for a defined period, but may have extension options. Contracts may contain both lease and non-lease components. For property leases the Company has elected to separate lease and non lease components and allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Company. Lease liabilities include the net present value of the following lease payments:
- fixed payments;
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date; and
- payments of penalties for terminating the lease, if the lease term reflects the group exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is the case for leases in the Company, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Company:
- uses a relevant corporate bond rate within United Kingdom region; and
- makes an adjustment specific to the lease term and the risk in each region relative to the overall market.

The Company is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset. The Company has no variable lease payments for its property leases other than those linked to an index or a rate.

2. Summary of significant accounting policies (continued)

(g) Leases (continued)

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, less any lease incentives receivable, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

(h) Financial instruments

Financial assets and financial liabilities are recognised in the balance sheet when the Company becomes a party to the contractual provisions of the instruments.

Trade and other receivables
The Company's trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method less provision for impairment. For trade receivables, the simplified approach is used to measure expected credit losses using a lifetime expected loss allowance. For amounts due from group undertakings the general approach is used where the Company recognises the losses that are expected to result from all possible default events over the expected life of the receivable when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the receivable has not increased significantly since initial recognition, the Company measures the expected loss allowance based on losses that are expected to result from default events that are possible within 12 months after the reporting date. When a trade and other receivable is determined to be uncollectable it is written off, firstly against any expected credit loss allowance available and then to the income statement. Subsequent recoveries of amounts previously provided for are credited to the income statement. Long-term receivables are discounted where the effect is material.

Accrued income
Accrued revenue is measured at selling value of unbilled hours chargeable to clients less any impairment, including an expected credit loss provision by using a simplified approach to measure expected credit losses using a lifetime expected loss allowance.

2. Summary of significant accounting policies (continued)

(h) Financial instruments (continued)

Cash and cash equivalents
Cash and cash equivalents comprise cash in hand or demand deposits.

Trade and other payables
Trade and other payables are initially recognised at fair value and then held at amortised cost using the effective interest rate method. Long-term trade and other payables are discounted where the effect is material.

(i) Functional and presentation currency

The functional and presentation currency of the Company is Pounds Sterling (GBP / £).

(j) Share capital

Ordinary shares are classified as equity.

3. Critical accounting judgements & estimates and key sources of estimation

a. Critical accounting judgements

The Directors do not consider that there are any critical accounting judgements that have been made in the process of applying the Company's accounting policies and that have had a significant effect on the amounts recognised in the financial statements.

b. Critical accounting estimates and assumptions

In preparing the financial statements, the Directors are required to make estimates and assumptions that affect the amounts reported in the financial statements. Actual amounts and results could differ from those estimates. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year in terms of IAS 1 'Presentation of Financial Statements' are addressed below:

Leases - discount rate

Given the absence of the interest rate implicit in a lease the Company has applied a methodology to determine the lessee's incremental borrowing rate. This rate is determined as being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. An adjustment is then made specific to the risk factor in the United Kingdom.

4. Revenue

The Company derives revenue from its customers by the following types and geographic areas.

Revenue by type:

	2023	2022
	£'000	£'000
Provision of legal support services to clients	9,443	7,157
Provision of legal services to clients in relation to real estate	91	234
Provision of support staff to the ultimate parent undertaking	67	46
	9,601	**7,437**

Revenue by geographic area:

	2023	2022
	£'000	£'000
United Kingdom	9,601	7,437
	9,601	**7,437**

5. Staff and related costs

The average monthly number of persons employed by the company was:

	2023	2022
	No.	No.
Fee earners	92	84
Support staff	14	15
	106	99

The average number of directors during the year was 6 (2022: 7).

The Directors did not receive any remuneration from the Company or from any other group undertaking during the year for their services as directors of the Company (2022: £nil).

Staff costs incurred during the year were:	2023	2022
	£'000	£'000
Salaries	3,154	2,704
Social security costs	300	254
Pension contributions	84	80
Other staff costs	55	22
	3,593	**3,060**

6. Other operating costs

	2023	2022
	£'000	£'000
Depreciation of property, plant and equipment	254	83
Depreciation of right of use of assets	360	154
Other expenses	1,147	624
	1,761	**861**

7. Income tax expense

	2023	2022
	£'000	£'000
Current tax:		
Current year UK corporation tax charge	684	679
Prior year adjustment	-	62
	684	741
Deferred Tax		
Prior year adjustment (note 8)	(1)	(24)
In respect of fixed assets (note 8)	148	(6)
In respect of unpaid bonuses (note 8)	1	3
	148	(27)
Income tax on profit	**832**	**714**

	2023	2022
	£'000	£'000
Reconciliation of tax charge:		
Profit before taxation	4,149	3,502
Tax at 19.49% (2022: 19%) thereon	809	665
Effects of:		
Change in tax rate on deferred tax	(6)	(6)
Permanent disallowables	29	17
Prior year adjustments	-	38
Total tax charge for the year	**832**	**714**

A rise in the UK corporation tax rate to 25% from 1 April 2023 has been substantively enacted and therefore the deferred tax is now valued using the 25% rate.

Notes to the financial statements
for the year ended 30 April 2023

8. Deferred tax (liability)/asset

	2023	2022
	£'000	£'000
The following are the major deferred tax asset movements during the current and prior reporting year.		
a. Property, plant and equipment:		
At 1 May 2022	25	19
Current year movement	(148)	6
At 30 April 2023	(123)	25
b. Accrued bonuses:		
At 1 May 2022	21	-
Prior year adjustment	1	24
Current year movement	(1)	(3)
At 30 April 2023	21	21
Deferred tax (liability)/asset - total	**(102)**	**46**

9. Property, plant and equipment

	Leasehold Improvements	Office equipment furniture, fixtures & fittings	Total
	£'000	£'000	£'000
Cost			
Balance at 1 May 2021	-	380	380
Additions	97	63	160
Balance at 30 April 2022	97	443	540
Additions	2,524	7	2,531
Disposals	-	(70)	(70)
Balance at 30 April 2023	2,621	380	3,001
Accumulated depreciation			
Balance at 1 May 2021	-	(256)	(256)
Depreciation for the year	-	(83)	(83)
Balance at 30 April 2022	-	(339)	(339)
Depreciation for the year	(194)	(60)	(254)
Disposals	-	70	70
Balance at 30 April 2023	(194)	(329)	(523)
Carrying amount			
At 30 April 2022	97	104	201
At 30 April 2023	2,427	51	2,478

Notes to the financial statements
for the year ended 30 April 2023

10. Trade and other receivables

	2023	2022
	£'000	£'000
Amounts falling due within one year		
Amounts due from group undertakings	1,481	1,023
Other debtors	87	76
Corporation tax	132	-
	1,700	**1,099**

There is no material difference between the fair value and carrying value of receivables.

Amounts due from group undertakings are fees owed by other offices in respect of client matters, and arise when the leading office issues a fee note to the client, as well as in respect of inter-office charges for items such as management charges. Such balances are interest free and repayable on demand.

11. Trade and other payables

	2023	2022
	£'000	£'000
Amounts falling due within one year		
Accounts payable	31	2
Social security and other taxes	69	70
Accruals	761	674
Current tax liability	-	52
Lease liabilities (note 13)	-	4
Amounts owed to group undertakings	1	-
	862	**802**
Amounts falling due after more than one year		
Lease liabilities (note 13)	2,608	2,737
	2,608	**2,737**
	3,470	**3,539**

There is no material difference between the fair value and carrying value of payables.

12. Ordinary shares

	2023	2022
	£	£
Authorised		
100 shares of £1 (2022: 100 shares)	100	100
Issued and fully paid		
100 shares of £1 (2022: 100 shares)	100	100
	100	**100**

13. Leases

(a) As a lessee:

(i) The balance sheet shows the following amounts relating to leases:

	2023	2022
	£'000	£'000
Right-of-use assets		
Property	2,212	2,713
	2,212	**2,713**

The following are the changes in the carrying value of right of use assets for the year:

	Property
	£'000
Cost	
Balance as at 1 May 2021	474
Additions	2,636
Balance as at 30 April 2022	3,110
Additions	-
Terminations	(750)
Balance as at 30 April 2023	2,360
Accumulated Depreciation	
Balance as at 1 May 2021	(243)
Depreciation	(154)
Balance as at 30 April 2022	(397)
Depreciation	(360)
Terminations	609
Balance as at 30 April 2023	(148)
Carrying amount	
As at 30 April 2022	2,713
As at 30 April 2023	2,212

	2023	2022
	£'000	£'000
Lease Liabilities		
Current	-	4
Non-current	2,608	2,737
	2,608	**2,741**

Notes to the financial statements
for the year ended 30 April 2023

13. Leases (continued)

(a) As a lessee (continued):

(ii) The following is the movement in lease liabilities during the year:

	Property £'000
Balance as at 1 May 2021	242
Additions	2,636
Finance cost accrued during the year	16
Payment of lease liabilities	(153)
Balance as at 30 April 2022	2,741
Additions	-
Terminations	(142)
Finance cost accrued during the year	107
Payment of lease liabilities	(98)
Balance as at 30 April 2023	2,608

Total undiscounted lease liabilities as at 30 April:	**2023** £'000	**2022** £'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	106	115
One to two years	395	124
Two to three years	395	412
Three to four years	395	412
Four to five years	395	412
More than five years	1,470	1,949
	3,156	**3,424**

(iii) The income statement shows the following amounts relating to leases:

	2023 £'000	**2022** £'000
Depreciation charge of right-of-use assets	360	154
Interest on lease liabilities (included in net finance cost)	107	16

(iv) Extension and termination options

There are no extension or termination options included in the property leases of the Company.

(v) Liquidity

The Company does not face a significant liquidity risk with regard to its lease liabilities as the current assets are sufficient to meet the obligations related to lease liabilities as and when they fall due.

14. Related party transactions

During the year, the Company provided legal and support staff services to its ultimate parent and its fellow subsidiary undertakings totaling £9,563,544 (2022: £7,437,397). Management services were purchased from its ultimate parent totalling to £220,000 (2022: £200,000). The balances outstanding between the Company and its group undertakings at the end of the financial year are shown in note 10 and 11.

15. Dividends

A dividend of £2,000,000 was declared and paid during the year (2022: £nil).