

Company registration number 04338525 (England and Wales)

**INDEPENDENT TALENT GROUP LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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COMPANIES HOUSE

# INDEPENDENT TALENT GROUP LIMITED

## COMPANY INFORMATION

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<b>Directors</b>	S Long-Innes P Lyon-Maris R Burkle D Barnes B D Heath
<b>Secretary</b>	H Shah
<b>Company number</b>	04338525
<b>Registered office</b>	40 Whitfield Street London W1T 2RH
<b>Auditor</b>	RSM UK Audit LLP 25 Farringdon Street London EC4A 4AB
<b>Business address</b>	40 Whitfield Street London W1T 2RH
<b>Bankers</b>	Barclays Bank Plc 27 Soho Square London W1D 3QR
<b>Solicitors</b>	Lee & Thompson LLP 80 Charlotte Street London W1U 1JD

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# **INDEPENDENT TALENT GROUP LIMITED**

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# INDEPENDENT TALENT GROUP LIMITED

## STRATEGIC REPORT

### FOR THE YEAR ENDED 31 MARCH 2022

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The directors present their Strategic Report for the year ended 31 March 2022.

#### **Fair review of business**

The group extended its accounting period to a 12 month period and so the comparative information included in these financial statements - which is for a six month period - is not comparable.

The results for the period, as set out on page 11, and the group and company financial position at the period-end were considered satisfactory by the directors. Group revenue from continuing activities has increased in relation to the pro rata revenue for the 6 month prior period, mainly as a result of an increase in agency activities as Covid-19 restrictions have lifted.

The group profit after tax has increased from £2,122,710 in (a 6 month period ended 31 March) 2021 to £3,911,100 in (a 12 month period ended 31 March) 2022. The net assets for the group have increased to £5,823,228 in 2022 from £4,871,883 in 2021. Directors of the group are constantly evaluating similar business opportunities both locally and abroad.

Please refer to key performance indicators for more details.

Directors' remuneration is as disclosed in note 7 to the financial statements.

#### **Future developments**

Looking forward, the directors will look to expand the core agency whilst maintaining the group's reputation in the industry. This is supported by the group's strategy of properly managing industry relationships and connections in order to attract new and emerging talent. In addition, the group will continue to assess potential investments in other businesses where there is scope for those investments to enhance the group's offering. During the year, agents signed up to work with the group for the next 5 years.

#### **Principal risks and uncertainties**

The management of the business and the execution of the group's strategy are subject to a number of risks. The key business risks and uncertainties affecting the group continue to be relating to the retention of key employees and their relationships with existing and prospective clients, together with competition for client placement within the industry.

Management also consider a principal risk faced by the group is relating to the continuing global financial climate as a result of COVID-19 and its impact on the media sector.

#### **Business environment and governance**

The talent management industry is highly competitive, although the group consider that, as an industry independent and sizeable within its market places, its offering is attractive to new clientele.

The group directors meet regularly to discuss the progress of the group and all other matters concerning the governance of the group and its subsidiaries.

# INDEPENDENT TALENT GROUP LIMITED

## STRATEGIC REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### Key performance indicators

The directors consider the key performance indications for the continuing operations of the business to be as follows:-

	12 months to 2022	6 months to 2021
Revenue	£43,189,944	£16,320,127
Gross profit	£40,166,160	£15,654,995
Profit before tax	£4,359,825	£2,571,723
Number of key agents	57	47

Revenue	12 months to 31 March 2022	£43,189,944
	6 months to 31 March 2021	£16,320,127
	12 months to 31 March 2021	£27,464,929

The directors of Independent Talent Group Limited manage the group's operations on a divisional basis, with the main source of continuing revenue being generated by individual agents. For this reason, and how yearly profits are distributed, the directors believe that the main key performance indicator for the group, to understand its development and performance for the year, is movement in revenue. Group activity levels, as reflected in revenue, are considered as part of managements review.

The year under review was characterised by a resumption of production activity following disruption to operations in the prior period due to COVID-19 coupled with regular monthly reviews of the company's trading activities against forecasts, cash and working capital requirements. The increase in revenue is also linked to the strength of talent management and staff retention, with an increase in the number of key agents from 47 to 57.

Group revenue is reported for the 12 month period to 31 March 2022. The prior period is 6 months to 31 March 2021, however like-for-like revenue for the 12 months to 31 March 2021 reflects an increase of 57.3% to £43,189,944 for the year to 31 March 2022.

The gross profit margin from continuing operations remained fairly consistent moving from 96% to 93% in 2022.

#### Going Concern

The coronavirus pandemic has affected the theatrical, film and television industry, causing delays in company's clients work and auditioning of new talent. The directors have considered the impact of Covid 19 on the future performance of the company. The directors have seen a return in demand for productions and talent since the easing of lockdown restrictions. The directors continue to monitor developments closely and will take appropriate action to ensure the impact of any further developments on the business is minimised.

At the time of approving the financial statements, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future based upon the expected demand for clients work increasing to prior levels due to the easing of lockdown restrictions. Thus, the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

#### Financial risk management objectives and policies

The group uses various financial instruments which include cash balances and other items, such as debtors and creditors, which arise directly from its operations.

The main risk arising from the group's financial instruments is credit risk. The directors review and agree policies for managing credit risk with the principal financial assets being cash and trade debtors.

The credit risk associated with cash balances is limited as the group uses banks with high credit ratings assigned by international credit-rating agencies.

With respect to trade debtors, the company monitors overdue accounts on a regular basis and has various credit management policies in place. The group has not experienced any significant trade debtor write offs to date.

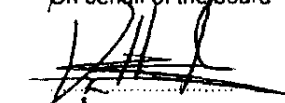
**INDEPENDENT TALENT GROUP LIMITED**

**STRATEGIC REPORT (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2022**

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On behalf of the board

  
B D Heath  
Director

24/02/2023

# **INDEPENDENT TALENT GROUP LIMITED**

## **DIRECTORS' REPORT**

### ***FOR THE YEAR ENDED 31 MARCH 2022***

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The directors present their annual report and financial statements for the year ended 31 March 2022. The comparative period is the 6 month period from 1 October 2020 to 31 March 2021.

#### **Principal activities**

The principal activities of the company and group continued to be that of an agency in the theatrical, film and television industry and television programme production.

#### **Directors**

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

LA Posner	(Resigned 31 December 2022)
S Long-Innes	
P Lyon-Maris	
R Burkle	
D Barnes	
B D Heath	

#### **Results and dividends**

The results for the year are set out on page 11.

The directors recommend dividends on preference shares totalling £2,942,255 (2021: £1,724,753). No dividends were paid on other share classes in either the current year or prior period.

#### **Qualifying third party indemnity provisions**

The company has made qualifying third party indemnity provisions for the benefit of its directors during the year. These provisions remain in force at the reporting date.

#### **Directors' insurance**

The group maintains insurance policies on behalf of all the directors against liability arising from negligence, breach of duty and breach of trust in relation to the group.

#### **Events after the reporting date**

In October 2022, the group disposed of its shareholding in Sid Gentle Films Limited, which was an associate of the group. The profit on disposal of the associate was approximately £7.3million.

#### **Auditor**

RSM UK Audit LLP has indicated its willingness to be reappointed for another term and appropriate arrangements have been put in place for them to be deemed reappointed as auditors in the absence of an Annual General Meeting.

#### **Strategic report**

The company has chosen, in accordance with Section 414C of the Companies Act 2006, to set out the following information in the Strategic Report which would otherwise be required to be contained in the Directors' Report:

- Future developments; and
- Financial risk management objectives and policies.

# INDEPENDENT TALENT GROUP LIMITED

## DIRECTORS' REPORT (CONTINUED)

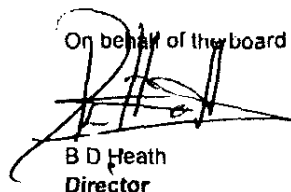
FOR THE YEAR ENDED 31 MARCH 2022

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### Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the auditor of the company is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the auditor of the company is aware of that information.

On behalf of the board



B D Heath  
Director

24/03/2023

# **INDEPENDENT TALENT GROUP LIMITED**

## **DIRECTORS' RESPONSIBILITIES STATEMENT**

### **FOR THE YEAR ENDED 31 MARCH 2022**

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The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 group and company, and of the profit or loss of the group for that period. In preparing each of the group and company financial statements 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;
- *prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in business.*

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

# INDEPENDENT TALENT GROUP LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF INDEPENDENT TALENT GROUP LIMITED

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#### Opinion

We have audited the financial statements of Independent Talent Group Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise group income statement, the group statement of financial position, the company statement of financial position, the group statement of changes in equity, the company statement of changes in equity, the group statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent company's affairs as at 31 March 2022 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### 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 group and parent company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including 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 group's or the parent 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 TALENT GROUP LIMITED**

## **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

### **TO THE MEMBERS OF INDEPENDENT TALENT GROUP LIMITED**

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#### **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.

#### **Matters on which we are required to report by exception**

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company 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.

#### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement on page 6, 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 group's and the parent 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 group or the parent company or to cease operations, or have no realistic alternative but to do so.*

#### **Auditor's responsibilities for the audit of the financial statements**

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

# **INDEPENDENT TALENT GROUP LIMITED**

## **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

### **TO THE MEMBERS OF INDEPENDENT TALENT GROUP LIMITED**

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#### **The extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory framework that the group and parent company operates in and how the group and parent company are complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur, including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Companies Act 2006 and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements, which included reviewing financial statement disclosures and evaluating advice received from external tax advisors.

There were no significant laws and regulations that were considered to have an indirect impact on the financial statements.

The group audit engagement team identified the risk of management override of controls, valuation of accrued bonuses, cut off of revenue and accrued income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates applied in the recognition of bonuses and accrued income.

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

## INDEPENDENT TALENT GROUP LIMITED

### INDEPENDENT AUDITOR'S REPORT (CONTINUED)

#### TO THE MEMBERS OF INDEPENDENT TALENT GROUP LIMITED

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##### 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.

RSM UK Audit LLP

David Blacher (Senior Statutory Auditor)

for and on behalf of RSM UK Audit LLP, Statutory Auditor

##### Chartered Accountants

25 Farringdon Street

London

EC4A 4AB

24/3/23

# INDEPENDENT TALENT GROUP LIMITED

## GROUP INCOME STATEMENT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	12 month period ended 31 March 2022 £	6 month period ended 31 March 2021 £
Revenue	3	43,189,944	16,320,127
Cost of sales		(3,023,784)	(665,132)
<b>Gross profit</b>		<b>40,166,160</b>	<b>15,654,995</b>
Administrative expenses		(38,088,344)	(13,462,121)
Other operating income		4,394	95,149
<b>Operating profit</b>	4	<b>2,082,210</b>	<b>2,288,023</b>
Share of results of associates and joint ventures		2,272,150	281,548
Investment income	8	5,710	2,249
Finance costs	9	(245)	(97)
<b>Profit before taxation</b>		<b>4,359,825</b>	<b>2,571,723</b>
Tax on profit	10	(448,725)	(449,013)
<b>Profit for the financial year</b>		<b>3,911,100</b>	<b>2,122,710</b>
Profit for the financial year is attributable to:			
- Owners of the parent company		3,843,640	2,094,824
- Non-controlling interests		67,460	27,886
		<b>3,911,100</b>	<b>2,122,710</b>

The profit and loss account has been prepared on the basis that all operations are continuing operations.

# INDEPENDENT TALENT GROUP LIMITED

## GROUP STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2022

			31 March 2022		31 March 2021
	Notes	£	£	£	£
<b>Non-current assets</b>					
Goodwill	12		54,025		112,075
Property, plant and equipment	13		811,325		624,780
Investments	14		1,466,227		1,068,305
			<u>2,331,577</u>		<u>1,805,160</u>
<b>Current assets</b>					
Trade and other receivables	15	4,664,213		3,466,660	
Cash and cash equivalents		8,898,230		17,262,843	
			<u>13,562,443</u>	<u>20,729,503</u>	
<b>Current liabilities</b>	17	(9,820,792)		(17,402,780)	
			<u>3,741,651</u>		<u>3,326,723</u>
<b>Net current assets</b>					
			<u>6,073,228</u>		<u>5,131,883</u>
<b>Total assets less current liabilities</b>					
<b>Provisions for liabilities</b>					
Provisions	20	250,000	(250,000)	260,000	(260,000)
			<u>5,823,228</u>		<u>4,871,883</u>
<b>Net assets</b>					
<b>Equity</b>					
Called up share capital	18		2,359		2,359
Share premium account	23		2,499,572		2,499,572
Equity reserve	23		(38,383)		(38,383)
Capital redemption reserve	23		200		200
Retained earnings	23		3,425,565		2,541,680
			<u>5,889,313</u>		<u>5,005,428</u>
<b>Equity attributable to owners of the parent company</b>					
<b>Non-controlling interests</b>			(66,085)		(133,545)
			<u>5,823,228</u>		<u>4,871,883</u>

# **INDEPENDENT TALENT GROUP LIMITED**

## **GROUP STATEMENT OF FINANCIAL POSITION (CONTINUED)**

**AS AT 31 MARCH 2022**

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The financial statements were approved by the board of directors and authorised for issue on 24/03/23 and are signed on its behalf by:



B D Heath  
Director

Company Registration No. 04338525

# INDEPENDENT TALENT GROUP LIMITED

## COMPANY STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2022

	Notes	£	31 March 2022 £	£	31 March 2021 £
<b>Non-current assets</b>					
Goodwill	12		11,149		47,761
Property, plant and equipment	13		779,929		610,710
Investments	14		1		1
			<u>791,079</u>		<u>658,472</u>
<b>Current assets</b>					
Trade and other receivables	15	4,274,716		3,659,675	
Cash and cash equivalents		<u>8,362,246</u>		<u>16,892,128</u>	
		12,636,962		20,551,803	
<b>Current liabilities</b>	17	<u>(8,692,209)</u>		<u>(16,882,284)</u>	
<b>Net current assets</b>			<u>3,944,753</u>		<u>3,669,519</u>
<b>Total assets less current liabilities</b>			<u>4,735,832</u>		<u>4,327,991</u>
<b>Provisions for liabilities</b>					
Provisions	20	<u>250,000</u>	<u>(250,000)</u>	<u>260,000</u>	<u>(260,000)</u>
<b>Net assets</b>			<u>4,485,832</u>		<u>4,067,991</u>
<b>Equity</b>					
Called up share capital	18		2,359		2,359
Share premium account	23		2,499,572		2,499,572
Capital redemption reserve	23		200		200
Retained earnings	23		<u>1,983,701</u>		<u>1,565,860</u>
<b>Total equity</b>			<u>4,485,832</u>		<u>4,067,991</u>

As permitted by s408 Companies Act 2006, the company has not presented its own income statement and related notes. The company's profit and total comprehensive income for the year was £3,360,096 (2021: £1,751,756).

# **INDEPENDENT TALENT GROUP LIMITED**

## **COMPANY STATEMENT OF FINANCIAL POSITION (CONTINUED)**

**AS AT 31 MARCH 2022**

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The financial statements were approved by the board of directors and authorised for issue on 24/03/23 and are signed on its behalf by:



B D Heath  
Director

Company Registration No. 04338525

# INDEPENDENT TALENT GROUP LIMITED

## GROUP STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Share capital £	Share premium account £	Equity reserve £	Capital redemption reserve £	Retained earnings £	Total controlling interest £	Non- controlling interest £	Total £
Balance at 1 October 2020		2,359	2,499,572	(38,383)	200	2,171,609	4,635,357	(161,431)	4,473,926
Period ended 31 March 2021:									
Profit and total comprehensive income for the period		-	-	-	-	2,094,824	2,094,824	27,886	2,122,710
Dividends	11	-	-	-	-	(1,724,753)	(1,724,753)	-	(1,724,753)
Balance at 31 March 2021		2,359	2,499,572	(38,383)	200	2,541,680	5,005,428	(133,545)	4,871,883
Year ended 31 March 2022:									
Profit and total comprehensive income for the period		-	-	-	-	3,843,640	3,843,640	67,460	3,911,100
Dividends	11	-	-	-	-	(2,959,755)	(2,959,755)	-	(2,959,755)
Balance at 31 March 2022		2,359	2,499,572	(38,383)	200	3,425,565	5,889,313	(66,085)	5,823,228

# INDEPENDENT TALENT GROUP LIMITED

## COMPANY STATEMENT OF CHANGES IN EQUITY

### FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Share capital £	Share premium account £	Capital redemption reserve £	Retained earnings £	Total £
<b>Balance at 1 October 2020</b>		2,359	2,499,572	200	1,538,857	4,040,988
<b>Period ended 31 March 2021:</b>						
Profit and total comprehensive income for the for the 6 month period		-	-	-	1,751,756	1,751,756
Dividends	11	-	-	-	(1,724,753)	(1,724,753)
<b>Balance at 31 March 2021</b>		2,359	2,499,572	200	1,565,860	4,067,991
<b>Year ended 31 March 2022:</b>						
Profit and total comprehensive income for the for the 12 month period		-	-	-	3,360,096	3,360,096
Dividends	11	-	-	-	(2,942,255)	(2,942,255)
<b>Balance at 31 March 2022</b>		2,359	2,499,572	200	1,983,701	4,485,832

# INDEPENDENT TALENT GROUP LIMITED

## GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

		31 March 2022	31 March 2021
	Notes	£	£
<b>Cash flows from operating activities</b>			
Cash (absorbed by)/generated from operations	29	(5,878,724)	1,830,067
Interest paid		(245)	(97)
Income taxes (paid)/refunded		(1,051,670)	35,409
<b>Net cash (outflow)/inflow from operating activities</b>		<b>(6,930,639)</b>	<b>1,865,379</b>
<b>Investing activities</b>			
Proceeds of disposal of subsidiaries		-	3,479,135
Purchase of property, plant and equipment		(486,916)	(40,041)
Proceeds on disposal of property, plant and equipment		132,746	5,800
Interest received		5,710	2,249
Dividends received from associates and joint ventures		1,874,250	286,650
<b>Net cash generated from investing activities</b>		<b>1,525,790</b>	<b>3,733,793</b>
<b>Financing activities</b>			
Repayment of bank loans		(9)	9
Dividends paid to equity shareholders		(2,959,755)	(2,790,575)
<b>Net cash used in financing activities</b>		<b>(2,959,764)</b>	<b>(2,790,566)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(8,364,613)</b>	<b>2,808,606</b>
Cash and cash equivalents at beginning of year		17,262,843	14,454,237
<b>Cash and cash equivalents at end of year</b>		<b>8,898,230</b>	<b>17,262,843</b>

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2022

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#### 1 Accounting policies

##### Company information

Independent Talent Group Limited ("the Company") is a private limited company by shares domiciled and incorporated in England and Wales. The registered office is 40 Whitfield Street, London, W1T 2RH. The company's registered number is 04338525.

The Group consists of Independent Talent Group Limited and all of its subsidiaries as set out in note 26 to the accounts.

The principal activities of the company and group are set out in the directors' report.

##### 1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 including the provisions of the Large and Medium-sized Companies and Group (Accounts and reports) Regulations 2008.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of certain financial instruments at fair value, where applicable. The principal accounting policies adopted are set out below.

The Company has taken advantage of exemption from disclosing the following information in its company only accounts, as permitted by the reduced disclosure regime with FRS102:

- Section 7 'Statement of Cash Flows' – Presentation of a statement of cash flow and related notes and disclosures;
- Section 33 'Related Party Disclosures' – Compensation for key management personnel.

As permitted by s408 Companies Act 2006, the company has not presented its own income statement and related notes. The company's profit and total comprehensive income for the year was £3,360,096 (2021: £1,751,756).

These financial statements are for the year ended 31 March 2022. The comparative period is the 6 month period from 1 October 2020 to 31 March 2021. The comparative amounts presented in the financial statements (including the related notes) are therefore not entirely comparable.

##### 1.2 Basis of consolidation

The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The cost of the combination includes the estimated amount of contingent consideration that is probable and can be measured reliably and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date.

In the parent company financial statements, investments in subsidiaries, joint ventures and associates are accounted for at cost less impairment.

Deferred tax is recognised on differences between the value of assets (other than goodwill) and liabilities recognised in a business combination accounted for using the purchase method and the amounts that can be deducted or assessed for tax, considering the manner in which the carrying amount of the asset or liability is expected to be recovered or settled. The deferred tax recognised is adjusted against goodwill or negative goodwill.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 1 Accounting policies

(Continued)

The consolidated financial statements incorporate those of Independent Talent Group Limited and all of its subsidiaries (ie entities that the group controls through its power to govern the financial and operating policies so as to obtain economic benefits). Subsidiaries acquired during the year are consolidated using the purchase method. Their results are incorporated from the date that control passes.

All financial statements are made up to 31 March 2022 except for those disclosed as otherwise in note 26. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

#### Associated undertakings

The group's share of profits less losses of associated undertakings is included in the consolidated profit and loss account and the group's share of their net assets is included in the consolidated balance sheet. Where necessary, adjustments are made to the financial statements to bring the accounting policies used into line with those by the group.

#### Joint ventures

The group's share of operating profits and losses of joint ventures is included in the group profit and loss account, and the group's share of their net assets/liabilities are included in the group balance sheet. Where necessary, adjustments are made to the financial statements to bring the accounting policies used into line with those by the group. Where there are losses in excess of the investment and no constructive obligation to make payments on the joint venture's behalf, the parent will discontinue recognising further losses and reduce its interest in the group balance sheet to zero.

### 1.3 Going concern

The coronavirus pandemic has affected the theatrical, film and television industry, causing delays in the group's clients work and auditioning of new talent. The directors have considered the impact of Covid 19 on the future performance of the group. The directors have seen a return in demand for production and talent since the easing of lockdown restrictions. Work that was on hold during lockdowns is to be produced.

At the time of approving the financial statements, the directors have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future and for a period of at least 12 months following the signing of the financial statements. Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

### 1.4 Revenue

Revenue is recognised at the fair value of the consideration received or receivable for services provided in the normal course of business and is shown net of VAT and other sales related taxes.

Revenue represents commission on fees received and royalties. Royalties are credited to the profit and loss account when fees are accepted on behalf of clients. Commission is recognised on an accruals basis when the work is completed by the client. If fees are not received yet, the commission is accrued on basis of when work is completed by the clients. Commission income on book advances is only recognised to the profit and loss when the books are delivered.

Rental income is recognised on an accruals basis.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 1 Accounting policies

(Continued)

##### 1.5 Intangible fixed assets - goodwill

Intangible assets are initially recognised at cost (which for intangible assets acquired in a business combination is the fair value at acquisition date) and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Acquired goodwill is written off in equal annual instalments over its estimated useful economic life of ten years. Other goodwill is written off in equal instalments over a period of eight years since the transition date of 1 April 2014 to FRS 102. The economic life of all goodwill does not exceed ten years which the directors believe represents a true and fair view of the economic life, unless a reliable estimate of its useful economic life can be formed. Amortisation charge is included within administrative expenses in the profit and loss account.

##### 1.6 Property, plant and equipment

Property, plant and equipment are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	20% per annum on a straight line basis over the remaining lease term
Fixtures, fittings & equipment	20% per annum on a reducing balance basis
General equipment & computers	25% - 33% per annum on a reducing balance basis
Motor vehicles	25% per annum on a reducing balance basis

Depreciation charge is included within administrative expenses in the profit and loss account. The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the income statement.

##### 1.7 Non-current investments

Equity investments are measured at fair value through profit or loss, except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

##### 1.8 Impairment of non-current assets

At each reporting period end date, the group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The carrying amount of the investments accounted for using the equity method is tested for impairment as a single asset. Any goodwill included in the carrying amount of the investment is not tested separately for impairment.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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### 1 Accounting policies

(Continued)

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

#### 1.9 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less and bank overdrafts.

#### 1.10 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's balance sheet when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### **Basic financial assets**

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price, including transaction costs, and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 1 Accounting policies

(Continued)

##### **Impairment of financial assets**

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

##### **Derecognition of financial assets**

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the group transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

##### **Classification of financial liabilities**

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

##### **Basic financial liabilities**

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised. Where preference shares don't have the characteristics of debt, they are treated as equity.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Other financial liabilities**

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless hedge accounting is applied and the hedge is a cash flow hedge. Convertible preference shares are recognised at fair value through the profit and loss account.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the group's contractual obligations expire or are discharged or cancelled.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 1 Accounting policies

(Continued)

#### 1.11 Equity instruments

Equity instruments issued by the group are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the group.

#### 1.12 Taxation

The tax expense represents the sum of the current tax expense and deferred tax expense.

##### *Current tax*

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

##### *Deferred tax*

Deferred taxation is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

#### 1.13 Provisions

Provisions are recognised when the group has a legal or constructive present obligation as a result of a past event, it is probable that the group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in profit or loss in the period in which it arises.

#### 1.14 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or non-current assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.15 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 1 Accounting policies

(Continued)

#### 1.16 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease, except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

#### 1.17 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in profit or loss.

#### 1.18 Cash flow liquid resources

The only liquid resources within the company are bank balances.

### 2 Judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

#### *Impairment of Goodwill*

Goodwill is subject to impairment reviews based on whether current or future events and circumstances suggest that its recoverable amount may be less than its carrying value. Recoverable amount is based on the higher of the value in use and fair value less costs to dispose. Value in use is calculated from expected future cash flows using suitable discount rates and includes management assumptions and estimates of future performance.

#### *Critical judgements*

The following judgement (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

#### *Revenue recognition*

Revenue from commission may involve estimating the fair value of consideration before it is received. In making these judgements, the group considers the detailed criteria for recognition of revenue set out in section 23 of FRS 102 and the accounting policies criteria set out in note 1 and whether the group can reliably measure the revenue and stage of completion of the work performed by the client.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 3 Revenue

An analysis of the group's revenue is as follows:

	12 month period ended 31 March 2022 £	6 month period ended 31 March 2021 £
<b>Revenue analysed by class of business</b>		
Talent management	37,104,235	14,385,257
Other	6,085,709	1,934,870
	<u>43,189,944</u>	<u>16,320,127</u>
	<b>2022 £</b>	<b>2021 £</b>
<b>Other significant revenue</b>		
Interest income	<u>5,710</u>	<u>2,249</u>
	<b>2022 £</b>	<b>2021 £</b>
<b>Revenue analysed by geographical market</b>		
United Kingdom	<u>43,189,944</u>	<u>16,320,127</u>

### 4 Operating profit

	12 month period ended 31 March 2022 £	6 month period ended 31 March 2021 £
Operating profit for the year is stated after charging/(crediting):		
Exchange losses	452	998
Depreciation of owned property, plant and equipment	228,605	94,737
Profit on disposal of property, plant and equipment	(60,979)	(3,215)
Amortisation of intangible assets	58,050	39,744
Operating lease charges	<u>1,377,046</u>	<u>700,863</u>

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 5 Auditors' remuneration

	12 month period ended 31 March 2022 £	6 month period ended 31 March 2021 £
Fees payable to the company's auditor and its associates:		
<i>For audit services</i>		
Audit of the financial statements of the group and company	43,000	45,750
Audit of the company's subsidiaries	2,000	2,000
	<u>45,000</u>	<u>47,750</u>

### 6 Employees

The average monthly number of persons (including directors) employed by the group during the year was:

	Group 12 month period ended 31 March 2022 Number	Group 6 month period ended 31 March 2021 Number	Company 12 month period ended 31 March 2022 Number	Company 6 month period ended 31 March 2021 Number
Directors	6	6	6	6
Agents	57	49	57	49
Assistants	40	48	38	42
Administration	73	31	31	29
Production	4	26	-	-
	<u>180</u>	<u>160</u>	<u>132</u>	<u>126</u>

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Wages and salaries	29,476,769	10,124,748	27,672,130	9,475,576
Social security costs	3,932,290	1,321,214	3,746,750	1,241,479
Pension costs	205,987	75,882	136,079	63,791
	<u>33,615,046</u>	<u>11,521,844</u>	<u>31,554,959</u>	<u>10,780,846</u>

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 7 Directors' remuneration

	12 month period ended 31 March 2022 £	6 month period ended 31 March 2021 £
Remuneration for qualifying services	8,726,034	2,682,384
Company pension contributions to defined contribution schemes	1,430	-
	<u>8,727,464</u>	<u>2,682,384</u>

The total remuneration of the directors who considered to be the key management personnel of the Group was £8,727,464 (2021: £2,682,384), including employer's national insurance of £1,033,067 (2021: £305,331).

The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to 1 (2021 - 0).

Remuneration disclosed above includes the following amounts paid to the highest paid director:

	2022 £	2021 £
Remuneration for qualifying services	<u>2,835,802</u>	<u>843,571</u>

#### 8 Investment income

	12 month period ended 31 March 2022 £	6 month period ended 31 March 2021 £
<b>Interest income</b>		
Interest on bank deposits	<u>5,710</u>	<u>2,249</u>

Investment income includes the following:

Interest on financial assets not measured at fair value through profit or loss	<u>5,710</u>	<u>2,249</u>
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#### 9 Finance costs

	12 month period ended 31 March 2022 £	6 month period ended 31 March 2021 £
Other interest on financial liabilities	<u>245</u>	<u>97</u>

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 10 Taxation

	12 month period ended 31 March 2022 £	6 month period ended 31 March 2021 £
<b>Current tax</b>		
UK corporation tax on profits for the current period	417,736	449,013
<b>Deferred tax</b>		
Origination and reversal of timing differences	30,989	-
<b>Total tax charge</b>	<b>448,725</b>	<b>449,013</b>

The actual charge for the year can be reconciled to the expected charge for the year based on the profit or loss and the standard rate of tax as follows:

	2022 £	2021 £
Profit before taxation	4,359,825	2,571,723
Expected tax charge based on the standard rate of corporation tax in the UK of 19.00% (2021: 19.00%)	828,367	488,627
Tax effect of expenses that are not deductible in determining taxable profit	87,966	(46,263)
Tax effect of income not taxable in determining taxable profit	(431,709)	-
Unutilised tax losses carried forward	(24,068)	-
Group relief and tax losses	-	315
Permanent capital allowances in excess of depreciation	(245)	6,945
Profit or loss on disposal	(11,586)	(611)
<b>Taxation charge</b>	<b>448,725</b>	<b>449,013</b>

### 11 Dividends

	2022 £	2021 £
Preference dividend	2,942,555	1,724,753

Preference Share dividends of £2,942,555 (2021: £1,724,753) were payable for the year ended 31 March 2022. The total dividends for the year were £150.12 (2021: £43.12) per share on the 19,600 A1 preference shares and also £Nil (2021: £43.12) per share on the 20,400 A2 preference shares. This being dividends on A1 and A2 shares of £2,942,500 (2021: £845,129) and £Nil (2021: £879,624) respectively. All preference shares for the group are treated as equity.

At each year end £2,404,636 (2021: £1,724,753) of the dividend for the year was unpaid and included in other creditors.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 12 Intangible fixed assets

<b>Group</b>	<b>Goodwill</b>
	<b>£</b>
<b>Cost</b>	
At 1 April 2021 and 31 March 2022	975,301
<b>Amortisation and impairment</b>	
At 1 April 2021	863,226
Amortisation charged for the year	58,050
At 31 March 2022	921,276
<b>Carrying amount</b>	
At 31 March 2022	54,025
At 31 March 2021	112,075
<b>Company</b>	<b>Goodwill</b>
	<b>£</b>
<b>Cost</b>	
At 1 April 2021 and 31 March 2022	760,922
<b>Amortisation and impairment</b>	
At 1 April 2021	713,161
Amortisation charged for the year	36,612
At 31 March 2022	749,773
<b>Carrying amount</b>	
At 31 March 2022	11,149
At 31 March 2021	47,761

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 13 Property, plant and equipment

Group	Leasehold land and buildings	Fixtures, fittings & equipment	General equipment & computers	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2021	512,625	935,463	1,791,468	563,296	3,802,852
Additions	-	4,325	91,220	391,371	486,916
Disposals	-	-	-	(203,315)	(203,315)
At 31 March 2022	512,625	939,788	1,882,688	751,352	4,086,453
<b>Depreciation and impairment</b>					
At 1 April 2021	512,625	789,857	1,544,247	331,341	3,178,070
Depreciation charged in the year	-	28,917	93,263	106,422	228,602
Eliminated in respect of disposals	-	-	-	(131,548)	(131,548)
At 31 March 2022	512,625	818,774	1,637,510	306,215	3,275,124
<b>Carrying amount</b>					
At 31 March 2022	-	121,014	245,178	445,137	811,329
At 31 March 2021	-	145,606	247,221	231,955	624,780

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 13 Property, plant and equipment

(Continued)

Company	Leasehold land and buildings	Fixtures, fittings & equipment	General equipment & computers	Motor vehicles	Total
	£	£	£	£	£
<b>Cost</b>					
At 1 April 2021	512,625	899,583	1,764,038	563,296	3,739,542
Additions	-	650	66,470	391,371	458,491
Disposals	-	-	-	(203,315)	(203,315)
At 31 March 2022	512,625	900,233	1,830,508	751,352	3,994,718
<b>Depreciation and impairment</b>					
At 1 April 2021	512,625	764,221	1,520,645	331,341	3,128,832
Depreciation charged in the year	-	27,115	83,966	106,424	217,505
Eliminated in respect of disposals	-	-	-	(131,548)	(131,548)
At 31 March 2022	512,625	791,338	1,604,611	306,215	3,214,789
<b>Carrying amount</b>					
At 31 March 2022	-	108,895	225,897	445,137	779,929
At 31 March 2021	-	135,362	243,393	231,955	610,710

### 14 Fixed asset investments

		Group 2022	2021	Company 2022	2021
	Notes	£	£	£	£
Investments in subsidiaries	25	-	-	1	1
Investments in joint ventures and associates	26	1,466,227	1,068,305	-	-
		1,466,227	1,068,305	1	1

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 14 Fixed asset investments

(Continued)

##### Movements in non-current investments Group

##### Shares in group undertakings and participating interests

£

##### Cost or valuation

At 1 April 2021

1,068,305

Share of results of associates

397,922

At 31 March 2022

1,466,227

##### Carrying amount

At 31 March 2022

1,466,227

At 31 March 2021

1,068,305

##### Movements in non-current investments Company

##### Shares in group undertakings

£

##### Cost or valuation

At 1 April 2021 and 31 March 2022

1

##### Carrying amount

At 31 March 2022

1

At 31 March 2021

1

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 15 Trade and other receivables

	Group 2022	2021	Company 2022	2021
	£	£	£	£
<b>Amounts falling due within one year:</b>				
Trade receivables	983,772	338,284	25,460	3,498
Corporation tax recoverable	151,780	110,685	151,780	110,685
Amounts owed by group undertakings	-	-	708,525	749,062
Amounts owed by undertakings in which the company has a participating interest	26,219	24,888	24,888	24,888
Other receivables	704,519	650,287	675,432	524,526
Prepayments and accrued income	2,795,617	2,309,221	2,686,325	2,213,721
	<u>4,661,907</u>	<u>3,433,365</u>	<u>4,272,410</u>	<u>3,626,380</u>
<b>Amounts falling due after more than one year:</b>				
Deferred tax asset (note 19)	<u>2,306</u>	<u>33,295</u>	<u>2,306</u>	<u>33,295</u>
<b>Total debtors</b>	<u>4,664,213</u>	<u>3,466,660</u>	<u>4,274,716</u>	<u>3,659,675</u>

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 16 Borrowings

	Group 2022 £	2021 £	Company 2022 £	2021 £
Bank loans	-	9	-	-
Payable within one year	-	9	-	-

### 17 Current liabilities

	Notes	Group 2022 £	2021 £	Company 2022 £	2021 £
Loans and bank loans	16	-	9	-	-
Corporation tax payable		150,493	743,332	117,726	692,230
Other taxation and social security		2,924,049	2,547,453	2,650,430	2,384,285
Trade payables		438,598	224,882	193,712	56,995
Amounts due to subsidiary undertakings		-	-	-	1
Other payables		2,404,641	5,793,393	2,404,636	5,707,086
Accruals and deferred income		3,903,011	8,093,711	3,325,705	8,041,687
		<u>9,820,792</u>	<u>17,402,780</u>	<u>8,692,209</u>	<u>16,882,284</u>

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 18 Share capital

	Group and company	
	2022	2021
	£	£
<b>Ordinary share capital</b>		
<b>Issued and fully paid</b>		
19,600 'A' Ordinary shares of 1p each	196	196
14,000 'B1' Ordinary shares of 1p each	140	140
6,400 'B2' Ordinary shares of 1p each	64	64
3,067 'C1' Ordinary shares of 1p each	30	30
1,933 'C2' Ordinary shares of 50p each	967	967
990 'D1' Ordinary shares of 1p each	10	10
1,010 'D2' Ordinary shares of 50p each	505	505
19,600 Convertible series A1 preference shares of 1p each	196	196
20,400 Convertible series A2 preference shares of 1p each	204	204
4,614 Convertible series A3 preference shares of 1p each	46	46
Deferred share of £1 each	1	1
	<u>2,359</u>	<u>2,359</u>

#### Ordinary Shares

The company's ordinary shares carry no right to fixed income, voting rights are described below.

#### Preference shares

A1 and A2 preference shares are classified as equity.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 18 Share capital

(Continued)

##### Voting:

Only the holders of the 'A' ordinary shares and A1 preference shares have voting rights in general meetings

##### Income:

Income amounts to be distributed shall be applied: First, arrears on accruals of the dividend on the A3 preference shares; second, a fixed cumulative preference dividend of 6% per annum on the subscription price of the A3 preference shares; third, an amount as the board shall determine shall be distributed to the holders of the A1 preference shares and A2 preference shares ("preference shares") in proportion to the number of shares held; fourth, an amount as the board shall determine shall be distributed to the holders of the A Ordinary shares, B1 Ordinary shares and B2 Ordinary shares ("Ordinary shares") in proportion to the numbers of Ordinary shares held.

##### Capital:

On a return of capital on liquidation, realisation (as defined) or otherwise, surplus assets remaining after liabilities shall be applied: If the A3 preference shares have not converted: First, the subscription price paid for the A3 preference shares plus arrears and accruals of the dividend; second, in paying to the holders of the preference shares the preferred payment (as defined); third, in paying to the holders of the preference shares an amount equal to any declared but unpaid dividends outstanding; fourth, in paying to the holders of the Ordinary shares the preferred payment; fifth, in respect of any balance remaining to be distributed up to £6,000,000 of such balance in distributing (A) the investor percentage (as defined) to the holders of the preference shares in proportion to the number of shares held; and (B) the balance to the holders of the A Ordinary shares and B1 Ordinary shares in proportion to the number of shares held; sixth, in respect of any balance remaining to be distributed up to £12,000,000 of such balance in distributing (A) the investor percentage (as defined) to the holders of the preference shares in proportion to the number of shares held; and (B) the balance to the holders of the C1 Ordinary shares and C2 Ordinary shares ("C Ordinary shares") in proportion to the number of shares held and; seventh, in respect of the balance remaining in distributing: (A) The investor percentage (as defined) to the holders of the preference shares in proportion to the number of shares held; and (B) The balance to the holders of the D1 Ordinary shares and D2 Ordinary shares in proportion to the number of shares held.

##### If the A3 preference shares have converted:

First, in paying to the holders of the preference shares the adjusted preferred payment (as defined); second, in paying to the holders of the preference shares an amount equal to any declared but unpaid dividends outstanding; third, in paying to the holders of the Ordinary shares the preferred payment; fourth, in respect of any balance remaining to be distributed up to £6,000,000 of such balance in distributing (A) the adjusted investor percentage (as defined) to the holders of the preference shares in proportion to the number of shares held; and (B) the balance to the holders of the A Ordinary shares and B1 Ordinary shares in proportion to the number of shares held; fifth, in respect of any balance remaining to be distributed up to £12,000,000 of such balance in distributing (A) the adjusted investor percentage to the holders of the preference shares in proportion to the number of shares held; and (B) the balance to the holders of the C Ordinary shares in proportion to the number of shares held; sixth, in respect of the balance remaining in distributing: (A) The adjusted investor percentage to the holders of the preference shares in proportion to the number of shares held; and (B) the remainder of such balance to the holders of the D Ordinary shares in proportion to the number of shares held.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 19 Deferred taxation

Deferred tax assets and liabilities are offset where the group or company has a legally enforceable right to do so. The following is the analysis of the deferred tax balances (after offset) for financial reporting purposes:

	<b>Assets 2022 £</b>	<b>Assets 2021 £</b>
<b>Group</b>		
Accelerated Capital Allowances	2,306	33,295
	<u>2,306</u>	<u>33,295</u>
	<b>Assets 2022 £</b>	<b>Assets 2021 £</b>
<b>Company</b>		
Accelerated Capital Allowances	2,306	33,295
	<u>2,306</u>	<u>33,295</u>
	<b>Group 2022 £</b>	<b>Company 2022 £</b>
<b>Movements in the year:</b>		
Asset at 1 April 2021	(33,295)	(33,295)
Charge to profit or loss	30,989	30,989
	<u>30,989</u>	<u>30,989</u>
Asset at 31 March 2022	(2,306)	(2,306)
	<u>(2,306)</u>	<u>(2,306)</u>

#### 20 Provisions for liabilities

	<b>Group 2022 £</b>	<b>2021 £</b>	<b>Company 2022 £</b>	<b>2021 £</b>
<i>Dilapidations on rented property</i>	250,000	260,000	250,000	260,000
	<u>250,000</u>	<u>260,000</u>	<u>250,000</u>	<u>260,000</u>
<b>Movements on provisions:</b>				
				<b>Dilapidations on rented property £</b>
<b>Group</b>				
At 1 April 2021				260,000
Reversal of provision				(10,000)
				<u>(10,000)</u>
At 31 March 2022				250,000
				<u>250,000</u>

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 20 Provisions for liabilities

(Continued)

	Dilapidations on leased property £
<b>Company</b>	
At 1 April 2021	260,000
Reversal of provision	(10,000)
At 31 March 2022	<u>250,000</u>

The provision of £250,000 (2021: £260,000) represents the company's estimated obligation as part of their contractual dilapidation commitment to return its leased property back to its original state at the end of the lease agreement.

#### 21 Retirement benefit schemes

	2022 £	2021 £
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	<u>205,987</u>	<u>75,882</u>

A defined contribution pension scheme is operated for all qualifying employees. The assets of the scheme are held separately from those of the group in an independently administered fund.

#### 22 Reserves

Share premium account - includes any premiums received on issue of share capital. Any transaction costs associated with the issuing of shares are deducted from share premium.

Capital redemption reserve - represents amounts transferred following the redemption of the company's own shares.

Equity reserve - represents the additional consideration above the cost of additional shares in subsidiary Gulp! Marketing Limited.

The Profit & Loss Account reserve reflects accumulated retained historic profits and losses less dividends paid.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 23 Related party transactions

##### Remuneration of key management personnel

The total remuneration of the Directors who are considered to be the key management personnel of the Group is as follows:

	2022	2021
	£	£
Aggregate compensation	8,727,464	2,682,384

##### Other information

The company has taken advantage of the exemption under FRS 102 not to disclose related party transactions between and with wholly owned group members.

The group charged SID Gentle Films Limited, an associate, £149,461 (2021: £65,336) in respect of services provided in the period. Included in other debtors is £1,331 (2021: £31) owed to the company.

Included in other debtors is £24,888 (2021: £24,888) owed by Codependent Limited, a joint venture to the company.

The company charged, or recharged, expenses to non-wholly owned undertakings during the period as follows: Influence Digital Limited £30,177 (2021: £20,539); Independent Talent Digital Limited £41,613 (2021: £10,627); Expanded Media Productions Limited £219,071 (2021: £23,243); Merman Independent Limited £33,003 (2021: £36,333). Influence Digital Limited made sales to the company of £63,173 (2021: £61,866). Independent Talent Digital Limited recharged expenses to the company totalling £1,226 (2021: £677).

At 31 March 2022, the company was owed £243,806 (2021: £281,177) by Influence Digital Limited, £1,136 (2021: £72) by Independent Talent Digital Limited and £Nil (2021: £31,234) by Expanded Media Productions Limited. The company owed £186 (2021: £909) to Independent Talent Digital Limited.

Expanded Media Productions Limited provided services during the period to Expanded Media, LLC, a related party, amounting to £1,440,075 (2021: £481,288). A balance of £80,374 (2021: £Nil) was owing at year end.

Included in other debtors is £467,615 (2021: £342,094) owed to the company by directors. A balance of £466,541 (2021: £340,091) was owed to the company by BD Heath, a director, an amount of £672,585 (2021: £335,452) was advanced and £546,135 (2021: £226,499) repaid during the year. A balance of £32 (2021: £19) was owed to the company by L Posner, expenses of £468 (2021: £132) were paid on behalf of the director and £455 was repaid by the director. A balance of £932 (2021: £1,974) was due from P Lyon-Maris, £74,553 of expenses were paid by the company on behalf of the director and £75,595 (2021: £14,717) was repaid by the director. A balance of £110 (2021: £10) was due from S Long-Innes, £63,648 (2021: £434) of expenses were paid by the company on behalf of the director and £63,548 (2021: £1,294) was repaid by the director.

During the period a sum of £136,560 (2021: £68,280) was paid to a Director through the company which was subsequently repaid by Yucaipa Entertainment Group, a subsidiary of company shareholder, Yucaipa Entertainment Holdings LLC. Amounts totaling £2,404,636 (2021: £5,707,086) was due to Yucaipa at the year end.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 24 Operating lease commitments

##### Lessee

At the reporting end date the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group 2022 £	2021 £	Company 2022 £	2021 £
Within one year	939,350	939,350	939,350	939,350
Between two and five years	3,757,400	3,757,400	3,757,400	3,757,400
In over five years	939,350	1,878,700	939,350	1,878,700
	<u>5,636,100</u>	<u>6,575,450</u>	<u>5,636,100</u>	<u>6,575,450</u>

#### 25 Subsidiaries

Details of the company's subsidiaries at 31 March 2022 are as follows:

Name of undertaking and country of incorporation or residency	Nature of business	Class of shareholding	% Held
8th Floor Productions Limited*	England and Wales TV production services	Ordinary	100.00
Gulp! Marketing Limited*	England and Wales Holding company	Ordinary	55.01
Independent Talent Digital Limited	England and Wales Digital talent agency	Ordinary	80.00
Influence Digital Limited*	England and Wales Marketing agency	Ordinary	55.01
Talent Media Group Investments Limited	England and Wales Investment holding company	Ordinary	100.00
TMGI Holdings Limited*	England and Wales Holding company	Ordinary	100.00
Expanded Media Productions Limited*	England and Wales TV project development	Ordinary	40.00
Off Script Limited*	England and Wales Creation of podcasts	Ordinary	85.00

## INDEPENDENT TALENT GROUP LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2022

#### 25 Subsidiaries

(Continued)

\*Held by a subsidiary undertaking

Expanded Media Productions Limited is a subsidiary by nature as Independent Talent Group Limited has control over it.

The registered offices of all UK subsidiaries is the same as that of this company.

Independent Talent Digital Limited, 8th Floor Productions Limited, Expanded Media Productions Limited, Gulp! Marketing Limited, Influence Digital Limited and Off Script Limited are exempt from audit by virtue of s479A of the Companies Act 2006 as there are cross guarantees given by the parent.

Independent Talent Investments Limited was a wholly owned indirect subsidiary company incorporated in England and Wales and which was an investment holding company. The directors decided to voluntarily strike off the company during the year as it is no longer required. The strike-off at Companies House was completed on 1 February 2022.

#### 26 Joint ventures

Details of joint ventures at 31 March 2022 are as follows:

Name of undertaking and country of incorporation or residency		Nature of business	Class of shareholding	% Held
Black Label Productions (international) Ltd**	England and Wales	Commercial production	Ordinary	50.00
Codependent Limited**	England and Wales	Holding company	Ordinary	50.00
TMGI Sports Ltd	England and Wales	Dormant	Ordinary	50.00

Companies annotated as \*\* are held indirectly.

Black Label Productions (International) Ltd is in liquidation.

Merman London Subco Limited was disposed of in November 2021. This was held at nil carrying value and there was no profit or loss on disposal.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 27 Associates

Details of associates at 31 March 2022 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held
Sid Gentle Films Limited	England and Wales	T.V. production	Ordinary	22.05
Sid Gentle Films (SS-GB) Limited **	England and Wales	T.V. production	Ordinary	22.05
Sid Gentle Films (Gaiman) Limited **	England and Wales	T.V. production	Ordinary	22.05
Sid Gentle Films (The Durrells) Limited **	England and Wales	T.V. production	Ordinary	22.05
Sid Gentle Films (Corfu) Limited **	England and Wales	T.V. production	Ordinary	22.05
Sid Gentle Films (TD4) Limited**	England and Wales	T.V. production	Ordinary	22.05
Sid Gentle Films (Killing Eve) Limited **	England and Wales	T.V. production	Ordinary	22.05
Sid Gentle Films (KE2) Limited**	England and Wales	T.V. production	Ordinary	22.05
Sid Gentle Films (KE3) Limited**	England and Wales	T.V. production	Ordinary	22.05
Y Festival Limited***	England and Wales	Music Events	Ordinary	25.00
Sid Gentle Films (KE4) Limited**	England and Wales	T.V. Production	Ordinary	22.05
Sid Gentle Films (Ragdoll) Limited**	England and Wales	T.V Production	Ordinary	22.05
TMGI (Music) Limited***	England and Wales	Dormant	Ordinary	20.00
Coda ITG Sports Limited***	England and Wales	Holding Company	Ordinary	25.00
Sid Gentle Films (Costello Jones) Limited**	England and Wales	T.V. production	Ordinary	22.05
Sid Wild Films Limited	England and Wales	T.V. production	Ordinary	22.05

The company owns 22.05% of the ordinary shares of SID Gentle Films Limited and its subsidiary undertakings. The aggregate capital and reserves of the company and its subsidiary undertakings at 31 March 2022 is £5,128,317 and profit during the period is £9,062,513. As disclosed in the events after the reporting date note below, the group disposed of its interest in Sid Gentle Films Limited in October 2022.

Companies annotated as \*\* are subsidiaries of SID Gentle Films Limited and held indirectly by the company.

The registered offices is Ground Floor, Charles House, 5-11 Regent Street, St James's, London, SW1Y 4LR.

Companies annotated as \*\*\* are held indirectly.

The registered offices of Y Festival Limited and Coda ITG Sports Limited is 1 Wenlock Road, London, England, N1 7SL.

The registered office of TMGI (Music) Limited is Ground Floor, Charles House, 5-11 Regent Street, St James's, London, SW1Y 4LR.

# INDEPENDENT TALENT GROUP LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 28 Events after the reporting date

In October 2022, the group disposed of its shareholding in Sid Gentle Films Limited, which was an associate of the group. The profit on disposal of the associate was approximately £7.3million.

#### 29 Cash (absorbed by)/generated from group operations

	2022 £	2021 £
Profit for the year after tax	3,911,100	2,122,710
<b>Adjustments for:</b>		
Share of results of associates and joint ventures	(2,272,172)	(281,548)
Taxation charged	448,725	449,013
Finance costs	245	97
Investment income	(5,710)	(2,249)
Gain on disposal of property, plant and equipment	(60,979)	(3,215)
Amortisation and impairment of intangible assets	58,050	39,744
Depreciation and impairment of property, plant and equipment	228,604	94,736
Decrease in provisions	(10,000)	-
<b>Movements in working capital:</b>		
Increase in trade and other receivables	(1,181,418)	(320,272)
Decrease in trade and other payables	(6,995,169)	(268,949)
<b>Cash (absorbed by)/generated from operations</b>	<b>(5,878,724)</b>	<b>1,830,067</b>

#### 30 Analysis of changes in net funds - group

	1 April 2021 £	Cash flows £	31 March 2022 £
Cash at bank and in hand	17,262,843	(8,364,613)	8,898,230
Borrowings excluding overdrafts	(9)	9	-
	<u>17,262,834</u>	<u>(8,364,604)</u>	<u>8,898,230</u>

#### 31 Guarantees

In order for the subsidiary companies, 8<sup>th</sup> Floor Productions Limited, Gulp! Marketing Limited, Independent Talent Digital Limited, Influence Digital Limited, Expanded Media Productions Limited and Off Script Limited to take the audit exemption in section 479A of the Companies Act 2006, the Company has guaranteed all outstanding liabilities of those subsidiary companies at 31 March 2022 those liabilities are satisfied in full.