REPORT OF THE DIRECTORS AND

UNAUDITED FINANCIAL STATEMENTS FOR THE PERIOD 1 JULY 2017 TO 31 DECEMBER 2018

FOR

D.U.K.E. Development Group (UK) Limited

TUESDAY
A8E0G7PT
A34 24/09/2019 #187
COMPANIES HOUSE

CONTENTS OF THE FINANCIAL STATEMENTS
for the Period 1 July 2017 to 31 December 2018

D.U.K.E. Development Group (UK) Limited

COMPANY INFORMATION
for the Period 1 July 2017 to 31 December 2018

DIRECTORS:	J E Maddy Cromwell Director Limited R S Jones
SECRETARY:	Cromwell Corporate Secretarial Limited
REGISTERED OFFICE:	Ist Floor Unit 16 Manor Court Business Park Scarborough YO11 3TU
REGISTERED NUMBER:	04045874 (England and Wales)
ACCOUNTANTS:	Deloitte LLP Chartered Accountants and Statutory Auditors 4 Brindley Place Birmingham B1 2HZ
BANKERS:	Bank of Scotland 2nd Floor New Uberior House 11 Earl Grey Street Edinburgh EH3 9BN
SOLICITORS:	Nabarro LLP 125 London Wall London EC2Y 5AL

REPORT OF THE DIRECTORS
for the Period 1 July 2017 to 31 December 2018

The directors present their annual report and the audited financial statements of the company for the year ended 31 December 2018.

PRINCIPAL ACTIVITY
The principal activity of the company in the period under review was that of a management and holding company.

REVIEW OF BUSINESS
Both the level of activity for the year and the financial position at the end of the year were as anticipated by the directors.

The results of the company for the period ended 31 December 2018 are set out on page 3.

DIRECTORS
The directors shown below have held office during the whole of the period from 1 July 2017 to the date of this report.

J E Maddy
Cromwell Director Limited

Other changes in directors holding office are as follows:

R S Jones was appointed as a director after 31 December 2018 but prior to the date of this report.

A P Richardson ceased to be a director after 31 December 2018 but prior to the date of this report.

PRINCIPAL RISKS AND UNCERTAINTIES
The directors of D.U.K.E. Real Estate Limited manage the group's risks at a group level, rather than at an individual business unit level. For this reason, the company's directors believe that a discussion of the company's risks would not be appropriate for an understanding of the development, performance or position of the business of the company. The principal risks and uncertainties of D.U.K.E. Real Estate Limited, which include those of the company, are discussed in the group's annual report which does not form part of this report.

KEY PERFORMANCE INDICATORS
The directors of D.U.K.E. Real Estate Limited manage the group's operations on a divisional basis. For this reason, the company's directors believe that analysis using key performance indicators of the company is not necessary or appropriate for an understanding of the development, performance or position of the business of the company. The development, performance and position of D.U.K.E. Real Estate Limited, which includes the company, is discussed in the group's annual report, which does not form part of this report.

FINANCIAL RISK MANAGEMENT
The company's financial risk management is set out in detail in the notes to the financial statements.

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:

....
J E Maddy - Director

Date: 23/09/2019

INCOME STATEMENT
for the Period 1 July 2017 to 31 December 2018

	Notes	Period 1.7.17 to 31.12.18 £'000	Year Ended 30.6.17 £'000
CONTINUING OPERATIONS			
Revenue		-	1
Administrative expenses		29	(1,530)
Forgiveness of intercompany balances		-	10,979
OPERATING PROFIT		29	9,450
Finance income	4	-	123
PROFIT BEFORE INCOME TAX	5	29	9,573
Income tax	6	-	-
PROFIT FOR THE PERIOD		29	9,573

The notes form part of these financial statements

STATEMENT OF COMPREHENSIVE INCOME
for the Period 1 July 2017 to 31 December 2018

	Period 1.7.17 to 31.12.18 £'000	Year Ended 30.6.17 £'000
PROFIT FOR THE PERIOD	29	9,573
OTHER COMPREHENSIVE INCOME	-	-
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	29	9,573

The notes form part of these financial statements

STATEMENT OF FINANCIAL POSITION
31 December 2018

	Notes	31.12.18 £'000	30.6.17 £'000
ASSETS			
CURRENT ASSETS			
Trade and other receivables	7	17	26
TOTAL ASSETS		17	26
EQUITY			
SHAREHOLDERS' EQUITY			
Called up share capital	8	50	50
Accumulated losses	9	(40)	(69)
TOTAL EQUITY		10	(19)
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	10	7	45
TOTAL LIABILITIES		7	45
TOTAL EQUITY AND LIABILITIES		17	26

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the period ended 31 December 2018.

The members have not required the company to obtain an audit of its financial statements for the period ended 31 December 2018 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its profit or loss for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The financial statements on pages 3 to 17 were approved by the Board of Directors on 23/09/2019 and were signed on its behalf by:

....
J E Maddy - Director

The notes form part of these financial statements

STATEMENT OF CHANGES IN EQUITY
for the Period 1 July 2017 to 31 December 2018

	Called up share capital £'000	Accumulated losses £'000	Total equity £'000
Balance at 1 July 2016	50	(9,642)	(9,592)
Changes in equity			
Total comprehensive income	-	9,573	9,573
Balance at 30 June 2017	50	(69)	(19)
Changes in equity			
Total comprehensive income	-	29	29
Balance at 31 December 2018	50	(40)	10

The notes form part of these financial statements

STATEMENT OF CASH FLOWS
for the Period 1 July 2017 to 31 December 2018

	Notes	Period 1.7.17 to 31.12.18 £'000	Year Ended 30.6.17 £'000
Cash flows from operating activities			
Cash generated from operations	1	(15)	(148)
Net cash from operating activities		(15)	(148)
Cash flows from investing activities			
Sale of fixed asset investments		15	25
Interest received		-	123
Net cash from investing activities		15	148
Increase in cash and cash equivalents		-	-
Cash and cash equivalents at beginning of period		-	-
Cash and cash equivalents at end of period		-	-

The notes form part of these financial statements

NOTES TO THE STATEMENT OF CASH FLOWS
for the Period 1 July 2017 to 31 December 2018

1. RECONCILIATION OF PROFIT BEFORE INCOME TAX TO CASH GENERATED FROM OPERATIONS

	Period 1.7.17 to 31.12.18	Year Ended 30.6.17
	£'000	£'000
Profit before income tax	29	9,573
Profit on disposal of fixed assets	(15)	(25)
Waiver of intercompany loans	-	(10,979)
Impairment of investments	-	59
Finance income	-	(123)
	14	(1,495)
Decrease in trade and other receivables	9	1,310
(Decrease)/increase in trade and other payables	(38)	37
Cash generated from operations	(15)	(148)

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
for the Period 1 July 2017 to 31 December 2018

1. STATUTORY INFORMATION

D.U.K.E. Development Group (UK) Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

2. ACCOUNTING POLICIES

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

These financial statements have been prepared in accordance with European Union ("EU") Endorsed International Financial Reporting Standards ("IFRSs"), IFRS IC interpretations and those parts of the Companies Act 2006 applicable to companies reporting under IFRS. The financial statements have been prepared under the historical cost convention, with the exception of financial instruments which require an alternative treatment under IFRS.

The preparation of financial statements in conformity with IFRSs requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed within the accounting policies.

The company is exempt under section 399 of the Companies Act 2006 from preparing consolidated financial statements on the grounds that it is subject to the small companies regime.

As a consequence of a deal agreed during the year to sell the Group's remaining assets, as detailed below, the directors have prepared the financial statements on a basis other than going concern. The key features of a basis of preparation other than going concern are that the assets are written down to their recoverable amount and provision is made for all future closure costs and operating losses. No adjustments were needed in these financial statements to reduce assets to their recoverable values, to provide for liabilities arising from the decision and to reclassify fixed assets and long term liabilities as current assets and liabilities. Any future closure costs will be borne by the parent entity and a relevant provision for these has been made in the parent company accounts.

2. **ACCOUNTING POLICIES - continued**

New and amended standards not currently relevant to the company
There are no new standards and amendments to standards that are mandatory for the financial period beginning 1 July 2016.

New and amended standards not currently relevant to the company
The following new standards, amendments to standards and interpretations are mandatory for the first time for the financial year beginning 1 July 2016, but are not currently relevant to the company:

- Amendment to IFRS 11 'Joint arrangements' on acquisition of an interest in a joint operation (effective 1 January 2016)

- Amendments to IAS 16 'Property, plant and equipment' and IAS 38 'Intangible assets' on depreciation and amortisation (effective 1 January 2016)

- Amendments to IAS 27, 'Separate financial statements' on the equity method (effective 1 January 2016)

- Annual improvements 2014 (effective 1 January 2016)

ACCOUNTING POLICIES - continued

- Amendment to IAS 1 'Presentation of financial statements' on the disclosure initiative (effective 1 January 2016)

- Amendment to IFRS 10 and IAS 28 on investment entities applying the consolidation exception (effective 1 January 2016)

New and amended standards not effective for current financial year

The following new standards and amendments have been issued but are not effective for the financial year beginning 1 July 2016 and have not been adopted early:

- Amendments to IAS 7, 'Statement of cash flows' on disclosure initiative (effective 1 January 2017)

- Amendments to IAS 12, 'Income taxes' on recognition of deferred tax assets for unrealised losses (effective 1 January 2017)

- IFRS 15 'Revenue from contracts with customers' (effective 1 January 2018)

- IFRS 9 'Financial instruments' (effective 1 January 2018)

New and amended standards not effective for current financial year - continued

- Amendments to IFRS 2 'Share-based payment' on clarifying how to account for certain types of share-based payment transactions (effective 1 January 2018)

- Amendments to IFRS 16 'Leases' (effective 1 January 2019)

- Amendments to IAS 40, 'Investment property' relating to transfers of investment property (effective 1 January 2018)

- Annual Improvements 2014-16, (effective 1 January 2017)

- IFRIC 22 'Foreign currency transactions and advance consideration' (effective 1 January 2018)

The impact of these standards is yet to be finalised by the company.

2. **ACCOUNTING POLICIES - continued**

General information

The company is a limited liability company incorporated and domiciled in Scotland. The address of its registered office is: Exchange Place 3, 3 Semple Street, Edinburgh, EH3 8BL.

Financial instruments

The company recognises financial instruments when it becomes party to the contractual provisions of the instrument. Financial assets are derecognised when the contractual right to receive the cash flows expires or it has transferred the financial asset and the economic benefit of the cash flows. Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled or expires.

Financial instruments are used to support the company's operations. Interest is charged to the income statement as incurred or earned. Issue costs for instruments subsequently recorded at amortised cost are netted against the fair value of the related debt instruments on initial recognition and are charged to the income statement over the term of the relevant facility.

Financial instruments are recorded initially at fair value. Subsequent measurement depends on the designation of the instrument, as follows:

a) Financial assets/liabilities held for short term gain, including derivatives other than hedging instruments, are measured at fair value and movements in fair value are credited/charged to the income statement in the year.

b) Loans and receivables/payables and non-derivative financial assets/liabilities with fixed or determinable payments that are not quoted in an active market are measured at amortised cost. These are included in current assets/liabilities except for instruments that mature after more than 12 months which are included in non current assets/liabilities.

Critical judgements in applying accounting policies and key sources of estimation uncertainty

Some of the amounts included in the financial statements involve the use of judgement and/or estimation. These judgements and estimates are based on management's best knowledge of the relevant facts and circumstances, having regard to previous experience, but actual results may differ from the amounts included in the financial statements.

There are not considered to be any significant areas of judgement and sources of estimation uncertainty affecting the amounts recognised in the company's financial statements.

2. ACCOUNTING POLICIES - continued

Taxation

Current tax

The expense or credit for current tax is based on the results for the year adjusted for items that are either not subject to taxation or for expenditure which cannot be deducted in computing the tax expense or credit. The tax expense or credit is calculated using taxation rates that have been enacted or substantively enacted at the balance sheet date.

Deferred tax

Deferred tax is recognised using the balance sheet liability method on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax basis used in the computation of taxable profit. Deferred tax is recognised in respect of all taxable temporary differences, with certain limited exceptions:

- deferred tax is not provided on the initial recognition of an asset or liability in a transaction that does not affect accounting profit or taxable profit and is not a business combination; and

- deferred tax assets are only recognised if it is probable that there will be sufficient profits from which the future reversal of the temporary differences can be deducted. In deciding whether future reversal is probable, the directors review the company's forecasts and make an estimate of the aggregate deferred tax asset that should be recognised. This aggregate deferred tax asset is then allocated into the different categories of deferred tax.

Deferred tax is calculated at the tax rates that are expected to apply in the periods in which temporary differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date. Deferred tax is charged or credited to the income statement, except where it applies to items credited or charged to equity, in which case the deferred tax is also dealt with in equity.

Foreign currencies

Functional and presentation currency

Transactions in foreign currencies are initially recorded in the functional currency by applying the spot exchange rate ruling at the date of the transaction. The company's functional currency is British Pounds Sterling.

Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement.
Translation differences on non-monetary financial assets such as equities classified as available for sale financial assets are included in equity.

Dividend distribution

Dividend distribution to the company's shareholders is recognised in the financial statements in the year in which the dividends are paid.

Borrowing costs

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest method.

2. ACCOUNTING POLICIES - continued

Revenue
Revenue principally comprises management fees, which arose wholly within the United Kingdom from the continuing principal activity. Revenue is recognised to the extent it is probable that the economic benefits will flow to the company and the revenue can be reliably measured. All such revenue is reported net of discounts and value added and other sales taxes.

Investments
Fixed asset investments are stated in the balance sheet at cost, less provision for any impairment.

Subsidiaries
Subsidiaries are all entities (including special purpose entities) over which the company has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the company controls another entity.

Joint ventures
Joint ventures are those entities over whose activities the company has joint control established by contractual agreement. Interests in joint ventures through which the company carries on its business are classified as jointly controlled entities.

Impairment
The carrying value of cash generating units (taking into account related liabilities and allocated central net assets) is tested for impairment by comparison with expected relevant future cash flows discounted at pre-tax costs of capital taking into account appropriate risk. Provision is made for any impairment identified.

When a review for impairment is conducted, the recoverable amount is assessed by reference to the higher of 'value in use' (being the present value of expected future cash flows of the relevant cash generating unit) or 'fair value less costs to sell'. Where there is no binding sale agreement or active market, fair value less costs to sell is based on the best information available to reflect the amount the company could receive for the cash generating unit in an arm's length transaction.

Trade receivables
Trade receivables are recognised initially at fair value and are subsequently measured at amortised cost using the effective interest rate method less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the company will not be able to collect all amounts due. Indicators of impairment would include financial difficulties of the debtor, likelihood of the insolvency, default in payment or a significant deterioration in credit worthiness. Any impairment is recognised in the income statement within 'administrative expenses'. When a trade receivable is uncollectible, it is written off against the allowance account.

Subsequently recoveries of amounts previously written off are credited against 'administrative expenses' in the income statement.

Trade payables
Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

Cash and cash equivalents
In the preparation of the company's statements of cash flow, cash and cash equivalents represent short term liquid investments which are readily realisable. Cash which is subject to restrictions, being held to match certain liabilities, is included in cash and cash equivalents in the balance sheet.

Ordinary shares
Ordinary shares are classified as equity, Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

2. ACCOUNTING POLICIES - continued

Fair value estimation

Fair value estimation under IFRS 13 requires the company to classify for disclosure purposes fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements on its financial assets and liabilities.The fair value hierarchy has the following levels:-

- Level (1) quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level (2) inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices)
- Level (3) inputs for the asset or liability that are not based on observable market data (unobservable inputs)

The fair value of assets held for sale, other financial assets and investment property are determined by using valuation techniques.

3. EMPLOYEES AND DIRECTORS

The company had no employees during the current or prior year.

Directors' emoluments

The directors are executives of the Cromwell (Europe) Limited group. D.U.K.E. Real Estate Limited, the ultimate parent company, has a management agreement with Cromwell Management Services Limited, a subsidiary of Cromwell (Europe) Limited. The management charge is invoiced to D.U.K.E. Real Estate Limited and a recharge is not made to subsidiary companies. The management charge includes various costs and the directors' remuneration cannot be separately identified.

4. NET FINANCE INCOME

	Period 1.7.17 to 31.12.18 £'000	Year Ended 30.6.17 £'000
Finance income:		
Other interest received	-	123

5. PROFIT BEFORE INCOME TAX

The profit before income tax is stated after charging/(crediting):

	Period 1.7.17 to 31.12.18 £'000	Year Ended 30.6.17 £'000
Profit on disposal of fixed assets	(15)	(25)
Impairment of joint venture loans	(34)	1,566
Waiver of group loans (payable)/ receivable	-	(10,979)
Impairment of investments	(7)	59

The audit fee of the company for the current year is borne by the ultimate parent company, D.U.K.E Real Estate Limited.

6. INCOME TAX

Analysis of tax expense

No liability to UK corporation tax arose for the period ended 31 December 2018 nor for the year ended 30 June 2017.

6. **INCOME TAX - continued**

Factors affecting the tax expense
The tax assessed for the period is lower than the standard rate of corporation tax in the UK. The difference is explained below:

	Period 1.7.17 to 31.12.18 £'000	Year Ended 30.6.17 £'000
Profit before income tax	29	9,573
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2017 - 19.750%)	6	1,891
Effects of:		
Non-deductible provision/(Non-taxable release of provision) against loans	(8)	-
Non-taxable waiver of intercompany loans	-	(2,168)
Expenses not deductible for tax purposes	-	12
of depreciation		
respect of prior years		
Group relief surrendered for nil consideration	-	265
Carry forward of tax losses	2	-
Tax expense	-	-

A change to the UK corporation tax rate was announced in the Chancellor's Budget on 16 March 2016. The change announced is to reduce the main rate to 17% from 1 April 2020. Changes to reduce the UK corporation tax rate to 19% from 1 April 2017 and to 18% from 1 April 2020 had already been substantively enacted on 26 October 2015. Given that these changes were substantively enacted at the balance sheet date its effects are included in these financial statements.

7. **TRADE AND OTHER RECEIVABLES**

	31.12.18 £'000	30.6.17 £'000
Current:		
Amounts owed by group undertakings	17	-
Other taxation and social security	-	26
	17	26

All amounts owed by group undertakings are repayable on demand, carry no security and incur no interest. All amounts owed by joint venture undertakings are repayable on demand, carry no security and incur interest at 2% above the base rate of the Bank of England.

The carrying amount of trade and other receivables approximate to their fair value due to their short term nature. All of the company's receivables are denominated in sterling.

The maximum exposure to credit risk at the reporting date is the face value of each class of receivables as disclosed in the financial instruments note. The company does not hold any collateral as security.

8. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	31.12.18 £'000	30.6.17 £'000
50,000	Ordinary	£1.00	50	50

9. RESERVES

	Accumulated losses £000
At 1 July 2017	(69)
Profit for the year	29
At 31 December 2018	(40)

10. TRADE AND OTHER PAYABLES

	31.12.18 £'000	30.6.17 £'000
Current:		
Trade payables	-	10
Amounts owed to joint ventures	1	35
Other payables	6	-
	7	45

All amounts owed to group undertakings are repayable on demand, carry no security and are interest free.

11. FINANCIAL INSTRUMENTS

The company's principal financial instruments include trade and other receivables and trade and other payables.

Other financial assets and liabilities	31.12.18		30.6.17	
	Book value £'000	**Fair value** £'000	**Book value** £'000	**Fair value** £'000
Assets				
Trade and other receivables	17	17	26	26
Liabilities				
Trade and other payables	7	7	45	45

In accordance with IAS 39, the company classifies the assets and liabilities in the analysis above as 'loans and receivables' and 'other financial liabilities' measured at amortised cost, respectively. At the current and prior year ends, the company did not have any 'held to maturity' or 'available for sale' financial assets or 'held for trading' financial assets and liabilities as defined by IAS 39.

The fair value hierarchy at the current and prior year end was level 3.

12. ULTIMATE PARENT COMPANY

The company's immediate parent undertaking is D.U.K.E. Property Holdings (UK) Limited.

The company's ultimate parent undertaking, D.U.K.E. Real Estate Limited, is jointly owned by Uberior Europe Limited (a subsidiary of Lloyds Banking Group plc - a UK entity) and Cromwell Holdings Europe Limited. Cromwell Holdings Europe Limited's ultimate parent entity is Cromwell Corporation Limited, an Australian entity.

13. RELATED PARTY DISCLOSURES

Amounts owed by group undertakings
The funding of D.U.K.E. Real Estate Limited and its subsidiaries ('the group') is controlled centrally. Resources are allocated to different entities within the group according to their needs, which constantly vary due to differing trading patterns, seasonality and other factors.

14. FINANCIAL RISK MANAGEMENT

The company's activities expose it to a variety of financial risks: credit risk and liquidity risk. The company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the group's financial performance. The company uses derivative financial instruments to hedge certain risk exposures.

Risk management is carried out by a central treasury function on a group-wide basis under policies approved by the board of directors. The central treasury function identifies, evaluates and hedges financial risks in close co-operation with the group's operational managers. The board provides written principles for overall risk management, as well as written policies covering specific areas, such as interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments and investment of excess liquidity.

Credit risk
The company is part of a group which is subject to credit risk arising from outstanding receivables. The group's policy is to manage credit exposure to trading counterparties within defined trading limits. All of the company's significant counterparties are assigned internal credit limits.

If any of the company's customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, the company assesses the credit quality of the customer taking into account its financial position, past experience and other factors.

Liquidity risk
The company is subject to the risk that it will not have sufficient borrowing facilities to fund its existing business and its future plan for growth. The company manages its liquidity requirements with the use of both short and long-term cash flow forecasts. These forecasts are supplemented by a financial headroom position which is used to demonstrate funding adequacy for at least a 12 month period.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying business, the central treasury function aims to maintain flexibility in funding by keeping committed credit lines available.

Capital risk management
The company's objectives when managing capital are to safeguard the company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimum capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the company may adjust the amount of dividends paid to shareholders, return capital to its parent, issue new shares or sell assets to reduce debt.