Begbies Traynor Group plc

ANNUAL REPORT AND ACCOUNTS 2023

Our vision

To be leaders in our chosen professional services giving outstanding advice and transactional support to enable clients to protect, enhance and realise the value of their assets, businesses and investments throughout the economic cycle.

Financial highlights

REVENUE

£121.8m
+11%

ADJUSTED EBITDA[1]

£26.6m
+12%

ADJUSTED PROFIT BEFORE TAX[2]

£20.7m
+16%

PROFIT BEFORE TAX

£6.0m

ADJUSTED BASIC EPS[3]

10.5p
+15%

BASIC EPS

1.9p

PROPOSED TOTAL DIVIDEND

3.8p
+9%

NET CASH

£3.0m

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For more on who we are and what we do:
ir.begbies-traynorgroup.com

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Why invest?

1

Strong track record

of cash-generative, profitable growth with a well-established progressive dividend policy

More information:
KPIs on page 10

2

AIM listed

since 2004 with a highly experienced board and leadership team

3

Strongly positioned

in insolvency and defensive activities, representing 80% of total revenue

More information:
Business model on page 6

4

Market-leading

insolvency practice taking the largest number of corporate insolvency appointments in the UK

5

Strong referral network

across the group leading to high levels of repeat business

6

Diverse income streams

provide multiple sources of growth across the economic cycle in fragmented markets

More information:
Business model on page 6

7

Growth strategy

of organic investment and value-accretive acquisitions across our service lines with proven financial track record

More information:
Strategy on page 8

Chairman's statement

Ric Traynor
Executive chairman

Introduction

I am pleased to report on a further successful year for the group, in which we have continued to execute our strategy to deliver strong, sustainable financial performance and reported results for the year ahead of original market expectations. This performance was delivered through our broadening range of services to an increasingly diverse range of clients.

We have a proven growth strategy which, over the five years [illegible] between 2018 and 2023, has doubled revenue from £[illegible]m to £[illegible]m and tripled adjusted profit before tax from £7m to £[illegible]m from a combination of organic growth and acquisitions. This growth has been delivered across insolvency and our full range of advisory and transactional services.

Revenue from formal insolvency appointments has increased to £[illegible]m from £35m in 2019 and we have continued to make good progress in the year. We have experienced a significant increase in higher value insolvency appointments over the last twelve months, benefitting from our enhanced reputation in mid-market [illegible].

We have maintained our market-leading position by volume of appointments, with a [illegible]% share of the overall market, ranked first nationally. An area of strategic focus has been to increase our exposure to larger and more complex insolvency appointments. We have been successful in doing so and our current [illegible]% share of the administration market has seen our national ranking increase to second place from fourth over the last five years.

Our advisory, transactional and [illegible] services, which are delivered within the [illegible] of our operating divisions of insolvency and property, increased revenue to £[illegible]m from £[illegible]m in 2019. From a standing start in [illegible], these services, which span counter-cyclical, defensive and pro-cyclical activities, now represent [illegible]% of our group revenue. Our services now include financial advisory, transactional support, acquisitions and disposals, funding, valuations, property and development, and asset management and insurance. This expanded service offering has increased the depth of talent and expertise we can provide to our clients and broadened the development of referral networks at corporate, [illegible] professional and institutions benefitting the whole group.

Overall, the group remains well-positioned in the current macroeconomic environment, with a diverse mix of services and [illegible]% of income generated from [illegible] and defensive activities.

In July 2022, we acquired Mantra Capital, a London-based property finance brokerage, to enhance the scale of our funding business, which we commenced with the [illegible] acquisition in May 20[illegible]. This service line [illegible] complementary to both our insolvency and advisory offerings.

In addition, we acquired two chartered surveyors, [illegible] Hardcastle in June 2022 and Mark Jenkinson & [illegible] in March 2023, which have strengthened our teams in eastern England and South Yorkshire respectively. Following the year end, in May 2023 we acquired Banks Long & Co, another firm of chartered surveyors, further strengthening our regional presence across Eastern England.

The group continues to be highly cash generative, with free cash flow of £[illegible]m, and ended the year with a net cash balance of £[illegible]m (2022: £[illegible]m). This is having made £[illegible]m of acquisition and deferred consideration payments and paid dividends of £[illegible]m in the year. This cash generation enables us to propose a [illegible] increase in the total dividend for the year, representing [illegible] consecutive year of dividend growth.

Our strong financial position leaves us well placed to continue to [illegible] the business, both organically and through acquisition, to further build our scale and range of complementary services.

Results

Group revenue in the year increased by [illegible] to £[illegible]m (2022: £[illegible]m), [illegible] growth was organic. Adjusted profit before tax increased [illegible] to £[illegible]m (2022: £17.8m). Statutory profit before tax was £[illegible]m (2022: £[illegible]m).

Adjusted basic earnings per share increased by [illegible] to [illegible]p (2022: [illegible]p). Basic earnings per share was [illegible]p (2022: [illegible]p), [illegible] deferred tax charge.

Net cash at 30 April 2023 was £[illegible]m (2022: £[illegible]m).

Dividend

The board is pleased to recommend a final dividend of [illegible] per share for approval at the company's annual general meeting scheduled for [illegible] September 2023, a [illegible]% increase in the total dividend for the year to [illegible] April 2023. This represents the [illegible] consecutive year of dividend growth. When combined with the interim dividend paid of 1.2p (2022: 1.1p), the total proposed dividend for the year is [illegible] (2022: [illegible]).

This reflects the board's confidence in the group's financial position and prospects, whilst retaining capacity to fund our continued organic and acquisitive growth strategy. We remain committed to our long-term progressive dividend policy, which takes account of the group's underlying earnings growth, cash generation, investment plans and capital requirements, together with the market outlook.

The final dividend will be paid on [illegible] November 2023 to shareholders on the register on [illegible] October 2023, with an ex-dividend date of [illegible] October 2023.

Strategy

We believe that the execution of our strategy will continue to enhance shareholder value through the delivery of strong, sustainable financial performance, building on our progress in recent years.

Organic growth will be targeted through:

- retention and development of our existing partners and employees;
- recruitment of new talent;
- enhanced cross-selling of our service lines and expertise to our wider client base; and
- investment in technology and processes to improve working practices and more effectively serve our clients.

Our acquisition strategy is to target value-enhancing acquisitions in any of the following market segments:

- insolvency, to increase market share;
- advisory and transactional services, to enhance expertise or geographical coverage; and
- complementary professional services businesses to continue the development of the group and its service offering.

People

The continuing success of the group is reliant on the hard work and dedication of our colleagues and the quality of advice and service they deliver to our clients. I would like to thank all of our colleagues for their contribution over the course of the last financial year. We have completed a number of acquisitions in recent years and we are pleased with the way our teams are working together and our new colleagues have integrated into our culture.

Board

In February 2023 we appointed Mandy Donald to the board as a non-executive director and member of the audit committee, as part of our plans to manage the development of our non-executive team. Mandy brings valuable and relevant experience from her executive and non-executive roles to complement the board's existing skills and expertise. In the new financial year, Mandy will succeed Graham McInnes as chair of the audit committee.

Sustainability

The board is committed to developing the business in a sustainable way for the benefit of all our stakeholders.

We look to have a positive impact for our colleagues and the communities we serve, operate with a culture of strong governance and responsible behaviour, and minimise our impact on the environment.

During the year under review, we have made progress in a number of areas, notably through investing in our human resources expertise to enhance our people management. In addition, we have made progress in transitioning our company car fleet to ultra-low-emission vehicles, migrating energy supplies to renewable tariffs and making changes to our IT estate to reduce energy consumption.

Further information on our sustainability policies and progress is detailed on page 18.

Outlook

We have started the new year confident of a further year of growth, in line with market expectations.

The increased scale of the group, with complementary professional services and an enhanced client base, provides a strong platform for us to continue delivering our strategy of organic and acquired growth. We remain well-positioned in the current macro-economic environment, with a diverse mix of services and [illegible] of income generated from countercyclical and defensive activities.

Our insolvency team will benefit from the recent insolvency appointments and increased order book, together with an expected further growth in the insolvency market. We continue to identify growth opportunities for our advisory and transactional teams, having completed a further acquisition of a firm of chartered surveyors in May 2023.

Our strong balance sheet and cash generation underpin our capacity to deliver organic growth, investment and progress our pipeline of acquisitions, thereby continuing our track record of growth. We will provide an update on trading at the annual general meeting in September 2023.

Ric Traynor
Executive chairman
10 July 2023

Business model

Our business is providing advice and transactional support to clients to protect, enhance and realise the value of their assets, businesses and investments throughout the economic cycle.

We do this with our team of fee earners operating within the local business community from offices across the UK.

Our market-leading insolvency practice, which takes the largest number of corporate insolvency appointments in the UK, and our growing complementary service lines, enable us to offer wide-ranging solutions for our clients.

Our key strengths

People

- Highly experienced and qualified professionals
- Detailed market knowledge
- Entrepreneurial approach

Clients and relationships

- Diverse client base
- Enduring relationships
- Trusted brand and reputation

Know-how

- Creative, problem-solving expertise
- Established business practices
- Specialist services with barriers to entry

Financial

- Strong financial position
- Resilient financial performance across the economic cycle
- Growing operating margins

Our activities

80% Insolvency and defensive activities

20% Pro-cyclical activities

We are well-positioned in a challenging economic environment, with the majority of our income from insolvency and defensive activities

Insolvency and defensive activities

- Corporate and personal insolvency
- Business and financial restructuring
- Debt advisory
- Accelerated corporate finance
- Due diligence and transaction support
- Forensic accounting and investigations
- Pensions advisory
- Insurance broking
- Valuation and sale of distressed assets (property, machinery and other business assets)
- Specialist insurance and vacant property risk management
- Property auctions
- Building consultancy
- Commercial property management
- Property lettings
- Lease advisory

Pro-cyclical activities

- Finance broking
- Corporate finance
- Valuation of commercial properties
- Commercial property agency
- Business sales agency
- Transport planning and design

Our culture and values

Values

- Trusted advisor to our clients
- Act with integrity
- Take pride in our advice and solutions provided to clients

Governance

- Board oversight
- Highly experienced leadership team in executive and senior management positions

Risk management

- Established business and risk management processes
- Dedicated compliance functions
- Business diversification to reduce exposure to one activity or changes in the business cycle

How we create value for our stakeholders

People

Provide an environment in which our people

- are valued and enjoy working for the group
- can develop their talents and fulfil their potential
- are appropriately rewarded through reward packages including share incentive schemes

Clients

Optimise value for clients through providing

- high quality service
- competitive and cost-effective charging structure
- innovative and entrepreneurial advice and solutions

Shareholders

Sustainable increase in shareholder value through

- growing earnings per share
- paying dividends
- delivering share price appreciation

Our strategy and objectives

Delivering value through growth.

Our strategy

The board believes the execution of this strategy will enhance shareholder value through the delivery of strong, sustainable financial performance.

Organic growth strategy

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]

Acquisition strategy

[illegible]

- [illegible]
- [illegible]
- [illegible]

Our vision

To be leaders in our chosen professional services giving outstanding advice and transactional support to enable clients to protect, enhance and realise the value of their assets, businesses and investments throughout the economic cycle.

Our strategic objectives

1

Increase scale and quality

[illegible]

2

Shareholder value

[illegible]

3

Effective capital structure

[illegible]

4

Strong corporate governance

[illegible]

Acquiring for growth

The group has a well-defined process for the identification, valuation, acquisition and integration of target businesses.

Our acquisition process

Target identification

The group maintains a pipeline that [illegible] both internally managed [illegible] and responding to external sales processes.

We target value-accretive acquisitions in any of the following market segments:

- insolvency [illegible] market share;
- property [illegible] geographical coverage; and
- complementary professional services [illegible] the development of the group and its [illegible] offering.

Valuation and pricing strategy

The group has a standard process for assessing the value of a target business.

We require an appropriate ongoing commitment to the business from vendors.

Opportunities that do not meet the pricing, valuation and commercial parameters are quickly rejected.

Effective transaction process

The group has an established legal and financial due diligence process which combines in-house and external expertise alongside commercial due diligence and integration planning.

This enables the group to complete transactions in an effective, [illegible] and timely manner.

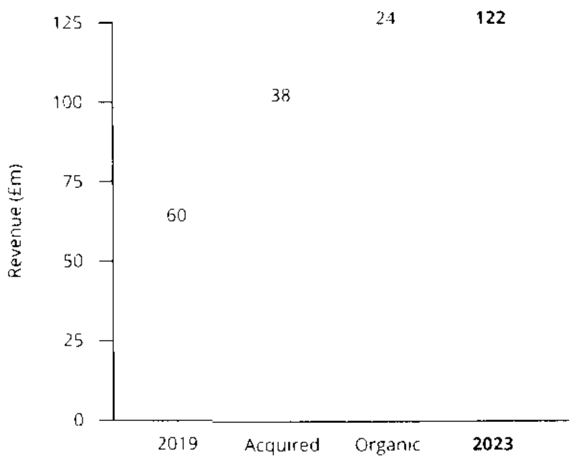
Integration and value delivery

There is a clear post-acquisition integration strategy and plan to ensure continued value delivery.

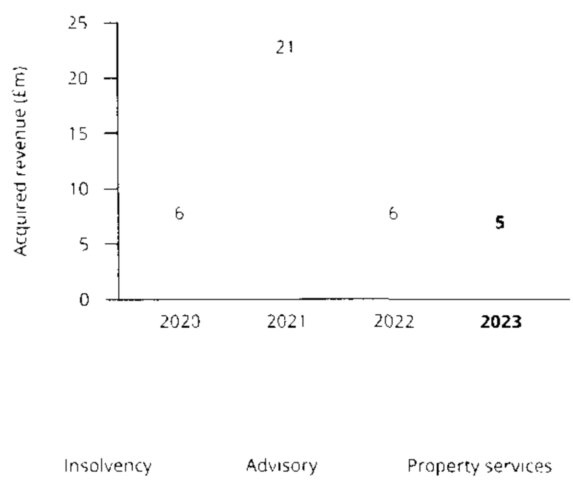
The integration model is based on:

- clear communication to key stakeholders;
- integration of support services;
- alignment of [illegible]; and
- cultural alignment where appropriate.

Revenue growth



Acquired revenue by year of acquisition



Our key performance indicators

The board uses the following KPIs to manage the performance of the business and progress against our strategic objectives.

REVENUE (£m)

£121.8m

[illegible]

23	121.8
22	110.0
21	83.8
20	70.5
19	60.1

The measure

[illegible]

The target

[illegible]

ADJUSTED PROFIT BEFORE TAX (£m)

£20.7m

[illegible]

23	20.7
22	17.8
21	11.5
20	9.2
19	7.0

The measure

[illegible]

The target

[illegible]

ADJUSTED BASIC EPS (p)

10.5p

[illegible]

23	10.5
22	9.1
21	6.9
20	5.7
19	4.8

The measure

[illegible]

The target

[illegible]

NET CASH (DEBT) (£m)

£3.0m

[illegible]

23	3.0
22	4.7
21	3.0
20	(2.8)
19	(6.0)

The measure

[illegible]

The target

[illegible]

More information:

[illegible]

Operating review

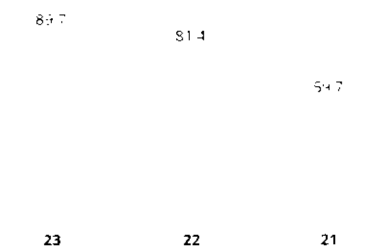
Ric Traynor
Executive chairman

Insolvency and advisory services

REVENUE (£m)

£89.7m

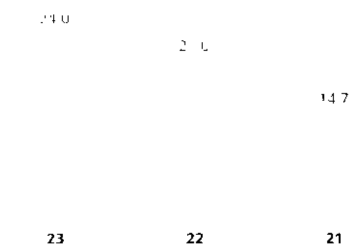
[illegible]



SEGMENTAL PROFITS (£m)

£24.0m

[illegible]



Financial summary

[illegible]

[illegible]

[illegible]

Insolvency market

[illegible]

[illegible]

Operating review
Insolvency

[illegible]

[illegible]

Operating review *continued*

Operating review continued
Insolvency continued

[illegible]

[illegible]

[illegible]

Advisory

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

People

[illegible]

Property advisory and transactional services

[illegible]

[illegible]

[illegible]

Valuations

[illegible]

[illegible]

Transactions

[illegible]

[illegible]

[illegible]

REVENUE (£m)

£32.1m

[illegible]

23	22	21
32.1	28.5	24.1

SEGMENTAL PROFITS (£m)

£5.7m

[illegible]

23	22	21
5.7	4.8	3.9

[illegible]

[illegible]

Projects and development

[illegible]

[illegible]

[illegible]

Asset management and insurance

[illegible]

[illegible]

[illegible]

People

[illegible]

Finance review

Nick Taylor
Group finance director

Financial summary

	2023 £m	[illegible]
Revenue	**121.8**	[illegible]
Adjusted EBITDA	**26.6**	[illegible]
Share-based payments	**(1.3)**	[illegible]
Depreciation	**(3.5)**	[illegible]
Operating profit before transaction costs and amortisation	**21.8**	[illegible]
Finance costs	**(1.1)**	[illegible]
Adjusted profit before tax	**20.7**	[illegible]
Transaction costs	**(8.4)**	[illegible]
Amortisation of intangible assets arising on acquisitions	**(6.3)**	[illegible]
Profit before tax	**6.0**	[illegible]
Tax on profit on ordinary activities	**(3.1)**	[illegible]
Deferred tax charge due to change in tax rate	**—**	[illegible]
Profit for the year	**2.9**	[illegible]

Operating result (before transaction costs and amortisation)

[illegible]

[illegible]

[illegible]

	[illegible]			[illegible]		
	2023	[illegible]	[illegible]	**2023**	[illegible]	
Business recovery and advisory services	**89.7**	[illegible]	[illegible]	**24.0**	[illegible]	[illegible]
Property advisory and transactional services	**32.1**	[illegible]	[illegible]	**5.7**	[illegible]	[illegible]
Shared and central costs	**—**	—	—	**(7.9)**	[illegible]	[illegible]
Total	**121.8**	[illegible]	[illegible]	**21.8**	[illegible]	[illegible]

[illegible]

[illegible]

[illegible]

Transaction costs

[illegible]

- [illegible]
- [illegible]
- [illegible]

[illegible]

Tax

[illegible]

	2023			
	Profit before tax £m	Tax £m	Profit after tax £m	Effective rate
Adjusted	**20.7**	**(4.3)**	**16.4**	**21%**
Transaction costs	**(8.4)**	**—**	**(8.4)**	**—**
Amortisation	**(6.3)**	**1.2**	**(5.1)**	**19.5%**
Statutory (before rate change)	**6.0**	**(3.1)**	**2.9**	**52%**
Deferred tax charge from change in rate	**—**	**—**	**—**	**—**
Statutory	**6.0**	**(3.1)**	**2.9**	**52%**

	[illegible]			
	[illegible]	[illegible]	[illegible]	[illegible]
Adjusted	[illegible]	[illegible]	[illegible]	[illegible]
Transaction costs	[illegible]	—	[illegible]	[illegible]
Amortisation	[illegible]	[illegible]	[illegible]	[illegible]
Statutory (before rate change)	[illegible]	[illegible]	[illegible]	[illegible]
Deferred tax charge from change in rate	—	[illegible]	[illegible]	—
Statutory	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]

Earnings per share

[illegible]

Growth in our team

[illegible]

[illegible]

	2023			
	Insolvency and advisory services	Property advisory and transactional services	Shared and support teams	Total
Fee earners	**533**	**295**	**—**	**828**
Support teams	**53**	**10**	**87**	**150**
Total	**586**	**305**	**87**	**978**

	[illegible]			
	[illegible]	[illegible]	[illegible]	[illegible]
Fee earners	[illegible]	[illegible]	—	[illegible]
Support teams	[illegible]	—	[illegible]	[illegible]
Total	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]

Acquisitions

[illegible]

- [illegible]

  [illegible]

- [illegible]

  [illegible]

[illegible]

Finance review *continued*

Acquisitions continued

The cash outflow from acquisitions in the year was £10.[illegible]m net of cash acquired[illegible] comprising current year acquisitions of £[illegible] and prior year acquisitions of £5.4m.

[illegible] value of net assets acquired exceeds the [illegible] value of consideration [illegible] deemed remuneration [illegible] has been recognised within transaction costs in the year.

Liquidity

The group remains in a strong financial position. At 30 April 2023 the group had net cash of £[illegible]m (2022: £[illegible]m) representing [illegible] balances of £[illegible]m (2022: £[illegible]m) net of drawn borrowing [illegible] of £5.0m ([illegible]). All bank covenants were comfortably met during the year.

We have extended our borrowing facilities with HSBC, which now mature in August 2025 and comprise a £2[illegible]m unsecured committed revolving credit facility (of which £5m was drawn at 30 April 2023) and a £[illegible]m uncommitted acquisition facility. We have significant levels of headroom in these facilities to fund organic investment and acquisition opportunities.

Cash flow

The group remains strongly cash-generative and generated free cash flow of £14.1m (2022: £14.0m).

Cash flow in the year is summarised as follows:

	2023 £m	2022 £m
Adjusted EBITDA	**26.6**	[illegible]
Working capital	**(2.2)**	[illegible]
Cash from operating activities before acquisition consideration payment	**24.4**	[illegible]
Provisions	**(0.6)**	[illegible]
Accelerated tax payments	**(1.0)**	—
Underlying tax payment	**(4.3)**	[illegible]
Interest	**(1.1)**	[illegible]
Capital expenditure	**(1.0)**	[illegible]
Capital element of lease payments	**(2.3)**	[illegible]
Free cash flow	**14.1**	14.0
Net proceeds from share issues	**0.2**	[illegible]
Acquisition payments (net of cash acquired)	**(10.6)**	[illegible]
Dividends	**(5.4)**	[illegible]
(Decrease)/increase in net cash	**(1.7)**	[illegible]

Cash from operating activities before acquisition consideration payments was £24.4m (2022: £2[illegible]m), with increased EBITDA of £[illegible]m partially offset by increased working capital absorption of £[illegible]m.

Tax payments [illegible] (2022: £3.6m) [illegible] changes in due dates for corporation tax payments, which resulted in an accelerated payment of £1.0m in the year [illegible] underlying payment of £4.3m (2022: £[illegible]m).

Acquisition payments net of cash acquired in the year were £10.6m (2022: £5.4m), comprising the acquisitions of [illegible], Godwin [illegible] (£[illegible]m), [illegible], MAF Finance Group (£[illegible]m), Daniells Harrison (£[illegible]m) and [illegible] (£[illegible]m). Contingent payments in respect of [illegible] acquisitions [illegible] (2022: £[illegible]m) and acquisition costs £0.4m ([illegible]).

Net assets

At 30 April 2023, net assets were £84.[illegible]m (2022: £84.[illegible]m). The [illegible] in net assets reflects the post-tax impact of acquisition-related transaction and amortisation costs of £[illegible]m offset by post-tax adjusted earnings of £1[illegible]m, net of dividends of £5.4m, a £1.[illegible]m credit for equity-settled share-based payments and £1.[illegible]m from the issue of new shares to satisfy share options and acquisition consideration.

Going concern

The group is in a strong financial position and has significant liquidity as detailed above.

In carrying out their duties in respect of going concern, the directors have completed a review of the group's financial forecasts for a period exceeding 12 months from the date of approving this statement. This review included sensitivity analysis and stress testing to determine the potential impact on the group of reasonably possible downside scenarios. Under all modelled scenarios, the group's banking facilities [illegible] and all [illegible] covenant measures were forecast to be met.

As a result, the directors have a reasonable expectation that the company and the group have adequate resources to continue in operational existence for the foreseeable future. Accordingly, the financial information in these financial statements is prepared on the going concern basis.

Ric Traynor
Executive chairman
10 July 2023

Nick Taylor
Group finance director
10 July 2023

[illegible]

Stakeholder engagement

Section 172 statement

The following disclosure forms the directors' statement required under section 414CZA of the Companies Act 2006 on how the directors have had regard to the matters set out in section 172(1)(a) to (f) when performing their duties. The board recognises that engagement with its stakeholders is fundamental to the long-term success of the company and considers the views and interests of all key stakeholders in its decision-making.

The principal decisions made by the board during the year are as follows:

Acquisitions

In line with our strategy detailed on page 8, we completed three acquisitions in the financial year with a further acquisition completed following the year end. The board believe this strategy increases value for all stakeholders and is for the long-term benefit of the group.

Board appointment

We strengthened the depth and diversity of the board through the appointment of Mandy Donald as an independent non-executive director and member of the audit committee.

Sustainability

The board has continued to develop its sustainability strategy in the year with key developments in the year as detailed on pages 18 to 22.

Capital structure

The board reviewed its capital structure during the year and extended the group's committed banking facilities with the [illegible] facility now maturing in August 2025. This is a long-running relationship which commenced in 2010. The board believes that the facility provides the group with the flexibility required to enable continuing investment in the business including acquisitions, fund operational requirements and make dividend distributions to shareholders.

Our people

Why we engage

The business is dependent on the professional development, recruitment and retention of our highly experienced colleagues who are responsible for delivering a high-quality service to our clients.

The directors recognise that the quality, motivation and commitment of our people is fundamental to the group's success.

How we engage

We engage and interact with our teams both on a local office level and nationally, as detailed on page [illegible].

The senior management teams across all the group's operations meet both formally and informally on a regular basis with the executive directors.

Shareholders

Why we engage

Access to capital is of vital importance to the long-term success of our business.

Through our engagement activities, we aim to obtain investor support for our strategic objectives and the execution of them.

We believe that delivering value for our shareholders ensures that the business continues to be successful in the long term and continues to deliver value for all our stakeholders.

How we engage

The chairman and finance director have primary responsibility for investor relations (IR) and there is a regular programme of engagement. This includes results announcements which are also available on the group's IR website. The IR programme maintains ongoing communication with shareholders and helps to ensure that the board is aware of shareholders' views.

The board and audit committee has a role to [illegible] the [illegible] of the company.

The company makes announcements using the regulatory news service throughout the financial year on material developments.

The AGM provides an opportunity for all shareholders to ask questions and to meet the directors.

Community

Why we engage

We believe that through our community engagement activities we can make a beneficial impact in the areas where our people live and work.

We are conscious of the impact we have on the environment and are committed to making positive changes to minimise this where possible.

How we engage

Our sustainability commitment, as detailed on pages 18 to 22, aims to add value to the communities in which we operate whilst minimising our impact on the environment.

Clients

Why we engage

Our clients are key to the success of our business.

How we engage

The group has a diverse client base across all service lines.

Our client-facing teams are in regular contact with their clients and are responsible for understanding their expectations and managing the delivery of our service.

Sustainability

Our commitment to a sustainable future

The board is committed to developing the group in a sustainable way for the benefit of all our stakeholders.

We take our role in the community and [illegible] seriously. We seek to operate with a culture of strong governance and responsible leadership and minimise our impact on the environment.

Our environmental social and governance (ESG) goals

We will work to deliver sustainability outcomes for the group that are relevant, achievable and [illegible], including:

- compliance with ESG laws, regulations and reporting;
- excellence in the management and empowerment of our colleagues – including diversity, equity and inclusion practices for our workforce;
- a transition plan for the group to meet the UK's target of achieving net zero carbon emissions by 2050;
- a commitment to maintaining high standards of corporate governance; and
- transparent disclosure of data that underpins our stated commitments.

ESG developments

We have made progress in the following areas in the period under review:

- Established new ESG governance and management structure, reporting to the board. In addition, we have formed three sub-committees: community, diversity and inclusion, and sustainability, which will be responsible for determining priorities and managing associated risks and opportunities.
- Following our appointment of a highly experienced HR professional to the newly created group role of people director, we have made further senior appointments to the team to enhance our people management. Details of some of the initiatives which have been completed in the year are detailed on pages 19 to 20 of this sustainability report.
- Ongoing migration of directly contracted energy supplies onto renewable tariffs. For offices where utility supplies are contracted by the landlord or managing agent, we are engaging with them to migrate these supplies to renewably sourced energy.
- Continued transition of company car fleet to ultra-low emission vehicles (ULEV):
  - Since 2022, [illegible]% of fleet cars are now ULEV; and
  - ULEV car ordered or supplied to an [illegible] new salary sacrifice scheme which enables all employees to acquire a ULEV or low emission vehicle in a tax-efficient manner and encourages the transition of our employees to more environmentally friendly vehicles.
- Commenced migration of IT services from on-premise servers to a more energy efficient cloud based solution.
- Updates to office-based printer and scanner hardware to reduce energy consumption with an ongoing project to identify means of continuing to reduce the consumption of paper and consumables.
- We are investing in replacement of [illegible] IT storage platform with cloud-enabled SSD (Solid State Drive) storage technology, which are more energy efficient, have a smaller footprint and will [illegible] expansion of our data storage to [illegible].
- Maintenance of our strong governance framework.

ESG governance

The board believes that strong ESG performance is important to the group and its stakeholders. Our ESG goals help us to set targets, manage risks and opportunities, deliver progress and improvements and increase transparency through our reporting.

The group's ESG committee is chaired by the group managing director and includes the company secretary and other senior members of staff. The committee reports to the board with the purpose of:

a) creating a focus on sustainability within the group;

b) delivering the group's sustainability strategy;

c) highlighting ESG compliance issues, risks and opportunities; and

d) contributing to the group's evolution and transformation through ensuring that it remains aligned with the principles of sustainability.

Managing ESG risks

The board and the audit committee review the group's principal risks on an ongoing basis. Four of the internal principal risks and uncertainties are relevant to ESG. We also continue to identify and assess emerging risks, including those relating to ESG and climate change detailed on page 21.

Our ESG-related principal risks are:

1. recruitment and retention of high-calibre partners and employees;
2. business continuity;
3. legal and regulatory; and
4. failure or interruption of IT systems.

ESG action plan

We will progress our sustainability strategy via a four-step plan, which is summarised as follows:

1) Strong ESG governance through the ESG Committee.

2) Enhance the group's resilience. We will develop and maintain robust contingency plans to strengthen our response to a range of risk factors within the ESG landscape which could impact on the long-term viability of our business.

3) Monitor our ESG performance. We will identify the key ESG performance indicators that apply to the group and monitor our performance against these measures.

4) Rectify shortcomings and innovate. Based on the insight gained regarding our ESG performance, we will rectify any shortcomings through taking appropriate corrective action and innovate through the insights we gain. Analysis of the data we gather will also inform our work to produce a transition plan for the 2050 net zero carbon target. As part of this important step, we will identify the resources required to invest in our transition to a more sustainable future.

5) Disclose and communicate. We will [illegible] ESG [illegible] to all our stakeholders openly and transparently [illegible] we will be clear about how we measure [illegible] performance.

Our sustainability agenda [illegible]

Social

Social commitment

We are committed to a culture [illegible] that:

- our people are valued and enjoy working for the group;
- can develop their talent and fulfil their potential; and
- share in corporate success through reward packages and the share incentive schemes.

We are committed to maintaining a business environment and culture where colleagues are:

- professionals and experts in their field;
- trusted advisors to our clients; and
- entrepreneurial.

We are investing in a performance management approach to support the delivery of our strategic growth ambition, where every individual will own their own development plan and [illegible] to give their talents to the group. Our retention rate over the last financial year was 86% (2022: 80%).

[illegible]

In November 2022 we completed an all-colleague [illegible] survey. The participation rate was 7[illegible]% compared to [illegible]% in the 2020 survey and an external benchmark of [illegible]%. The overall engagement score was 75% [illegible] 75% in 2020 and an external benchmark of 74%, which is pleasing as we have increased our headcount by over [illegible] since the last survey.

We used feedback from the survey to inform key initiatives under our new people strategy, which is made up of three pillars:

- inclusion, diversity and wellbeing;
- learning for growth; and
- our community.

Inclusion, diversity and wellbeing

Equal opportunities

We are an equal opportunities employer [illegible]

As at 30 April 2023 the total workforce [illegible] comprised [illegible] males and [illegible] females. In common with other professional services firms there are a greater proportion of male colleagues in [illegible] and executive roles. The gender mix at this level was 304 males and [illegible] females (2022: 322 males and [illegible] females).

In accordance with the Equality Act 2010, Begbies Traynor Limited and Eddisons Commercial Limited, as employers with 250 or more UK employees, publish their gender pay statistics. These are calculated in accordance with the current legal requirements and can be found on the Begbies Traynor and Eddisons websites.

Building a diverse candidate pipeline is essential to our organic growth. We seek potential candidates through multiple recruiting organisations, including relationships with schools, colleges and universities [illegible] work placement students and graduates.

We build a positive working environment to increase job satisfaction and productivity amongst our teams. Flexible working is supported and adjustments are made for disabilities. HR policies are reviewed at least annually to maintain a healthy environment.

Wellbeing

Wellbeing is essential to achieving optimal organisational performance. The core of our approach to wellbeing is focusing on quality job design, effective performance management and an environment that creates the conditions for success.

Supporting change across the profession

We are working closely with the Insolvency Service to support its diversity and inclusion steering group and seek [illegible] the profession [illegible] diverse and inclusive colleague [illegible] build relationships and share best practice.

Sharing success

We aim to provide market competitive reward packages for our people which comprise a competitive salary together with a bonus and other benefits where applicable.

We believe that it is important for our people to share in the success of the group and we have share incentive schemes in place. These include all-employee save as you earn (SAYE) schemes and share option schemes.

In total 35% (2022: 24%) of our colleagues currently participate in either SAYE or share option schemes. The increase in participation reflects the level of uptake in our third SAYE scheme in the year.

Sustainability *continued*

Social continued

Learning for growth

Everyone is talent and development for all

We continue to develop talent and learning [illegible] growth ambitions. We [illegible] [illegible] our learning and development [illegible] for all.

The introduction of our new learning and development strategy is focused on two key objectives:

- **run the firm** – ensuring the basics are right; and
- **grow the firm** – enabling business growth through [illegible] skills development.

Our support enables colleagues to develop and [illegible] gain professional qualifications to further their [illegible] career progression. We provide this support through apprenticeships, work experience and learning study programmes. This enables our people to gain professional qualifications in accountancy, insolvency, chartered surveying, business banking and asset finance. We also provide work placement opportunities for undergraduates, which in many cases will lead to a graduate employment opportunity in the group.

During the year, we provided support to [illegible] [illegible] professional qualifications.

We review the performance of colleagues through [illegible] of annual performance assessments and ongoing [illegible] conversations. The approach continues to focus on embedding performance management, by having regular quality performance and career conversations, creating the right conditions for individuals and teams to be successful.

Our community

Internal communications and engagement

During the year, we created a new role of internal communications manager and established a working group to support content creation across our new internal communications [illegible].

We continue to engage and interact with teams through:

- regular team meetings;
- a national partner conference; and
- internal updates from the executive chairman on major corporate events, including financial results, [illegible] and acquisitions.

To strengthen our employee engagement, we have also [illegible] four colleague networks:

- **Community** – define and promote our charity [illegible] and review community policies
- **Diversity and inclusion** – work with local colleges and universities to raise awareness of the [illegible] and career opportunities; raise awareness of inclusion and diversity activities
- **Sustainability** – reduce emissions and waste across the group, supporting better use of technology with more efficient and sustainable ways of working
- **People engagement** – champion and embed key people initiatives

Building and supporting communities

[illegible] [illegible] [illegible] [illegible] [illegible]

[illegible] operate in the heart of [illegible] communities [illegible] through charity and fundraising work. We are continuing to develop relationships with local schools, colleges and universities to support young people in establishing a career in [illegible].

Governance

Governance commitment

The board is committed to maintaining high standards of corporate governance. We recognise that a positive culture, together with a robust approach to governance, is key to the success of the organisation.

We have a clear approach to governance and risk management, with a highly experienced leadership team together with robust compliance and governance [illegible].

Many of the group's services are regulated by externally governed codes of practice and ethical behaviour. [illegible] group policies in the following areas:

Whistleblowing

We are committed to maintaining high ethical standards and take any malpractice very seriously. All our employees should feel able to raise any matters of concern to their manager. If they are not able to do so, we have a whistleblowing policy in place which [illegible] across the group.

Anti-bribery and corruption

We have a zero-tolerance approach to bribery and other forms of corruption and our policies are designed to ensure compliance with relevant laws wherever we do business.

Modern slavery

The Modern Slavery Act came into force in 2015. We have a zero-tolerance approach to modern slavery and believe that the risk of slavery or human trafficking in the recruitment and engagement of our employees is low. [illegible] further [illegible] our approved supplier process to mandate this approach [illegible] suppliers. The group's Modern Slavery and Human Trafficking Statement is available on the group's website.

Data protection and information security

The group has policies in place to protect personal data held by the group, which meet the requirements of the Data Protection Act 2018 incorporating GDPR. In addition, annual data protection compliance training is completed by our employees and partners.

We have an information security policy in place which [illegible] [illegible]. There is an ongoing programme of online training for all staff [illegible] which highlights key areas of information security risk and raises awareness of [illegible] risk areas. During the year, no data breaches arose from the group's managed IT infrastructure, which would have required formal notification to the Information Commissioner's Office.

Environment

Environmental commitment

[illegible]

[illegible]

Our Task Force on Climate-related Financial Disclosures (TCFD) statement below sets out our approach to governance, strategy and risk management of climate-related matters. [illegible]

Governance

The board has overall responsibility for ESG issues, including climate-related matters, and monitors the management of our climate-related risks and opportunities. The board delegates its overall authority in this area to an ESG committee, which provide quarterly updates to the board.

The audit committee reviews [illegible] climate-related risks [illegible] the board [illegible] oversight.

Risk management

[illegible]

[illegible] the ESG committee [illegible] the audit committee and the board.

Strategy

The board [illegible] risks and opportunities arising from climate change.

We have considered and reviewed the climate-related risks and opportunities [illegible] with key business stakeholders. This has enabled us to define a climate-specific risk register which is managed by the ESG committee and embedded within our overall risk management approach.

The table below details the climate-related risks and opportunities we have identified [illegible] the board believes that they are not likely to have a material impact on the group's strategy. [illegible] different climate scenarios [illegible] years.

Risk/opportunity	Overview
Transition risks	
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
Physical risks	
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
Opportunities	
[illegible]	[illegible]
[illegible]	[illegible]

Sustainability *continued*

Environment continued
Metrics and targets

[illegible]

Greenhouse gas emissions ('GHG') statement

[illegible]

[illegible]

		2023	[illegible]	[illegible]	[illegible]
GHG emissions					
Scope 1	Tonnes of CO_2e	**253**	[illegible]	[illegible]	[illegible]
Scope 2	Tonnes of CO_2e	**189**	[illegible]	[illegible]	[illegible]
Scope 3	Tonnes of CO_2e	**245**	[illegible]	[illegible]	[illegible]
Total group emissions	Tonnes of CO_2e	**687**	[illegible]	[illegible]	[illegible]
Intensity measure					
Emissions per full time equivalent member of staff	Tonnes of CO_2e / FTE	**0.69**	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	**5.68**	[illegible]	[illegible]	[illegible]
Energy consumption					
Scope 1	kWh	**1,098,000**	[illegible]	[illegible]	[illegible]
Scope 2	kWh	**913,000**	[illegible]	[illegible]	[illegible]
Scope 3	kWh	**1,011,000**	[illegible]	[illegible]	[illegible]
Total	kWh	**3,022,000**	[illegible]	[illegible]	[illegible]

Scope 1 [illegible]

Scope 2 [illegible]

Scope 3 [illegible]

[illegible]

[illegible]

Risk management and principal risks

Identifying and managing risk

[illegible]

[illegible]

Risk management governance structure

Board of directors

[illegible]

[illegible]

The board delegates responsibility for risk management activities to the audit committee

Audit committee

[illegible]

[illegible]

Risk management committees

IT security committee

[illegible]

Operational risk committees

[illegible]

Environmental, social and governance (ESG) committee

[illegible]

Divisional operating boards

[illegible]

[illegible]

[illegible]

Risk management and principal risks *continued*

[illegible]

[illegible]

[illegible]

Risk	Mitigating activities	Change
Recruitment and retention of high-calibre partners and employees		
[illegible]	[illegible]	[illegible]
Business continuity		
[illegible]	[illegible]	[illegible]
Operational gearing		
[illegible]	[illegible]	[illegible]

Risk	Mitigating activities

Liquidity risk

Risk	Mitigating activities
[illegible]	[illegible]

Marketplace

Risk	Mitigating activities
[illegible]	[illegible]
[illegible]	[illegible]

Legal and regulation

Risk	Mitigating activities
[illegible]	[illegible]
[illegible]	[illegible]

Risk management and principal risks *continued*

Risk	Mitigating activities	Change
Failure or interruption in IT systems		
[illegible]	[illegible]	[illegible]
Acquisition risk		
[illegible]	[illegible]	[illegible]

Approval

[illegible]

Ric Traynor
Executive chairman
10 July 2023

Nick Taylor
Group finance director
10 July 2023

Chairman's introduction

Ric Traynor
Executive chairman

The board is committed to maintaining high standards of corporate governance. As chairman it is my role to ensure that these standards are promoted by the board and to ensure that the group is managed in the best interests of shareholders and our broader stakeholder group.

We recognise that a positive culture, together with the consistent application of good governance, is key to the success of the organisation. As a professional services consultancy, the group's services are regulated and externally governed [illegible] best practice and ethical behaviour. These regulatory professional standards are reinforced by the board which sets the culture of the group in promoting entrepreneurial growth against the background of sound regulatory compliance and ethical standards and a measured approach to risk taking.

We seek to be a trusted advisor to all our clients, to act with integrity at all times and to take pride in the advice and solutions we provide.

We have a clear approach to governance and risk management with a highly experienced leadership team in executive and senior management positions, together with robust compliance and governance procedures.

We are committed to a culture which ensures that our people working for the group can develop their talent and fulfil their potential with us.

In the following sections we have provided details on our approach to governance and application of the QCA Code, including reports from the audit and remuneration committees. I believe that the framework provided by the QCA Code contributes to our ability to deliver long-term shareholder value and assists the board in managing the business for all of its stakeholders while maintaining a flexible, efficient and effective management framework within an entrepreneurial environment.

Further detail on our compliance with the QCA Code can be found on our website at begbies-traynorgroup.com/corporate-governance

Ric Traynor
Executive chairman
10 July 2023

Board of directors

Executive directors

Ric Traynor
Executive chairman

C

Appointment date:
May 2004

Experience
[illegible]

[illegible]

Nick Taylor
Group finance director

Appointment date:
December 2010

Experience
[illegible]

Mark Fry
Head of insolvency
and advisory

Appointment date:
July 2011

Experience
[illegible]

[illegible]

Non-executive directors

John May
Non-executive director

A R I

Appointment date:
October 2007

Experience
[illegible]

(C) Chair A Audit committee R Remuneration committee I Independent

Graham McInnes
Non-executive director

(A) R I

Appointment date:
September 2004

Experience
Graham was appointed to the board in 2004, initially as group finance director and subsequently as corporate development director. In 2012 Graham became a non-executive director. He has held a number of senior finance positions including corporate finance partner at Spicer and Oppenheim [illegible] part of [illegible] director [illegible] in addition to developing his own corporate finance boutique in the 1990s. Graham is also a director of Newton Technology Group Ltd, a group specialising in the engineering technology sector.

Mark Stupples
Non-executive director

R I

Appointment date:
July 2017

Experience
Mark was appointed to the board in 2017 as a non-executive director. He has significant property services experience as a result of his senior roles in major firms, including King Sturge as UK Managing Partner and JLL as UK Chief Operating Officer until leaving the business in December 2016. During this time Mark had responsibility for the operations of the business, working closely with finance, HR and IT, and was responsible for the UK sustainability strategy. Mark now runs his own consultancy, focussing on business strategy and change.

Mark is an experienced Trustee, chairing both the [illegible] Retirement Benefits Scheme and the [illegible] Foundation, both of which [illegible] social mobility in the real estate sector. This has strengthened Mark's belief in the need for inclusion alongside diversity.

Peter Wallqvist
Non-executive director

I

Appointment date:
December 2019

Experience
Peter was appointed to the board in December 2019 as a non-executive director. Peter has a scientific degree in information technology. In [illegible] he [illegible] and became Chief Executive Officer of the [illegible] systems, which delivered a digital transformation initiative [illegible] acquired by Mitratech, a leading vendor of [illegible] management [illegible] to the legal and professional services industries in 2017. Following the acquisition, Peter served as VP of Strategy and Global Practice Director for Mitratech until his retirement in October 2019.

Mandy Donald
Non-executive director

A I

Appointment date:
February 2023

Experience
Mandy was appointed to the board in February 2023 as a non-executive director. Mandy is a chartered accountant and experienced non-executive director. She joined EY in [illegible] and spent [illegible] years working in professional roles in the firm. In 2002 she was appointed as Executive Director of Finance and Operations and from 2007-[illegible] was the Global Director of Finance and Operations for EY's transaction advisory services and EY assurance services. Since 2011 Mandy has held a number of non-executive director positions in the financial and professional services sector, including at Punter Southall Group Limited, [illegible] Asset Management, JP Morgan Investment Trust plc and [illegible] LLP, as well as in the not for profit sector at the Institute of Cancer Research. These roles included acting as Chair of several audit and risk committees.

Corporate governance statement

Overview

[illegible]

Responsibilities of the board

[illegible]

Board members

[illegible]

Role of the executive chairman

[illegible]

Executive directors

[illegible]

Non-executive directors

[illegible]

Company secretary

[illegible]

Audit committee report

Graham McInnes
Chair of the audit committee

As chair of the audit committee (the committee), I am pleased to present the committee's report for the year ended 30 April 2023. The purpose of the report is to describe the work undertaken by the committee and explain how it has discharged its responsibilities during the year.

Members of the audit committee

I am an independent non-executive director and have chaired the committee since 2018. The other members of the committee during the year were John May and Mandy Donald. Mandy joined the committee in February 2023 when she was appointed to the board as a non-executive director. The group company secretary is at the disposal of the committee to advise and assist the members.

In the new financial year, Mandy Donald will succeed me as chair and I will remain as a member of the committee.

The executive chairman, the group finance director and a representative of the group's external auditor are permitted to attend meetings of the committee by invitation only. The committee meets at least three times a year, in accordance with its terms of reference.

The committee's terms of reference are available on the group's website. Its principal responsibilities are to review and approve governance, financial reporting and internal control and risk management.

Key actions during the year

During the year the committee discharged its responsibilities by:

- approving the external auditor's plan for the audit of the group's annual financial statements, including key audit matters, key risks, confirmation of auditor independence and terms of engagement and audit fees;
- reviewing the group's draft annual report and accounts and the external auditor's detailed audit completion report, including the consideration of key audit matters and risk;
- reviewing the group's half year and full year results announcements;
- reviewing the performance of the external auditor;
- reviewing the group's risk management process, including the group's key risks and mitigations;
- [illegible] operating as a sub-committee of the audit committee [illegible] risk management [illegible]; and
- [illegible] areas [illegible] in the future.

Role of the external auditor

The committee monitors the relationship with the external auditor, Crowe, to ensure that auditor independence and objectivity are maintained. Crowe [illegible] which followed a tender process. The committee will keep under review the need for a further external tender. Any proposal for Crowe to provide non-audit services to the group must be approved in advance by the committee. No fees were paid to Crowe for non-audit services during the year.

Having reviewed the auditor's independence and performance, the committee has concluded that these are effective and recommends that Crowe be reappointed at the next AGM.

Audit process

The auditor prepares an annual planning report for consideration by the committee, which details areas of audit focus and anticipated key audit risks, together with the anticipated level of materiality. This is reviewed and approved by the committee. Following the audit, the auditor presented its findings to the committee. No significant areas of concern were raised by the external auditor.

Internal audit

The committee has reviewed the group's processes for the review and testing of its internal control framework, considering the size and complexity of the group. It concluded that assurance on the adequacy and effectiveness of internal controls can be obtained through the group's compliance and finance teams, supplemented, where necessary, by external, independent review.

Internal controls and risk management

The systems of internal control and risk management are the ultimate responsibility of the board, which sets and reviews appropriate policies. The systems are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. Managers are delegated the tasks of implementation and maintenance of systems in accordance with those policies and the identification, evaluation, management and reporting of risk and control issues.

Controls and processes are reviewed on a periodic basis by the group's finance and compliance teams with any issues and recommendations reported to the audit committee.

Budgets are prepared annually and key performance targets, with authority limits set by the board. Performance against these budgets is regularly reviewed and variances are investigated and acted upon by members of the board and other head office and divisional managers.

The principal risks and uncertainties faced by the group, together with mitigating activities, are disclosed in the strategic report on pages 23 to 27.

Graham McInnes
Chair of the audit committee
10 July 2023

Remuneration committee report

John May
Chair of the remuneration committee

Members of the remuneration committee

Policy

Directors' remuneration

Long-term incentive plans

Non-executive directors

Remuneration committee report *continued*

Directors' emoluments

[illegible]	[illegible]	[illegible]	[illegible]	2023 total £	[illegible]	[illegible]
Executive						
[illegible]	[illegible]	[illegible]	[illegible]	**663,411**	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	**406,476**	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	**790,046**	[illegible]	[illegible]
Non-executive						
[illegible]	[illegible]	—	[illegible]	**44,167**	[illegible]	—
[illegible]	[illegible]	—	[illegible]	**49,289**	[illegible]	—
[illegible]	[illegible]	—		**44,167**	[illegible]	[illegible]
[illegible]	[illegible]	—	—	**44,167**	[illegible]	—
[illegible]	[illegible]	—	—	**11,250**	[illegible]	—
Aggregate emoluments	[illegible]	[illegible]	[illegible]	**2,052,973**	[illegible]	[illegible]

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Executive						
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Non-executive						
[illegible]	[illegible]	—	—	[illegible]	[illegible]	—
[illegible]	[illegible]	—	[illegible]	[illegible]	[illegible]	—
[illegible]	[illegible]	—	—	[illegible]	[illegible]	—
[illegible]	[illegible]	—	—	[illegible]	[illegible]	—
Aggregate emoluments	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Directors' share options

[illegible]

[illegible]	[illegible]	[illegible]	[illegible]	Number at 30 April 2023	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	—	**1,000,000**	[illegible]	[illegible]
	[illegible]	[illegible]	—	**250,000**	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	**142,472**	[illegible]	[illegible]
	[illegible]	[illegible]	—	**250,000**	[illegible]	[illegible]

[illegible]

[illegible]

Directors' interests

[illegible]

[illegible]	[illegible]	30 April 2023		[illegible]	
[illegible]	[illegible]	number	%	[illegible]	
[illegible]	[illegible]	**27,178,980**	**17.55**	[illegible]	[illegible]
[illegible]	[illegible]	**261,786**	**0.17**	[illegible]	[illegible]
[illegible]	[illegible]	**661,610**	**0.43**	[illegible]	[illegible]
John May	[illegible]	**383,514**	**0.25**	[illegible]	[illegible]
[illegible]	[illegible]	**917,432**	**0.59**	[illegible]	[illegible]
[illegible]	[illegible]	**30,727**	**0.02**	[illegible]	[illegible]
[illegible]	[illegible]	**30,000**	**0.02**	[illegible]	[illegible]
[illegible]	[illegible]	—	—	—	—

[illegible]

John May
Chair of the remuneration committee
[illegible] July 2023

Directors' report

The [illegible] present their annual report on the affairs of the group, together with the financial statements [illegible] for the year ended 30 April 2023. [illegible] strategic report [illegible] governance statement [illegible] incorporated into it by cross-reference.

The stakeholder engagement section of the strategic report contains information in respect of the group's key stakeholders and business relationships, including employees, clients, shareholders and the community and environment.

Directors

The names and brief biographical details of the [illegible] are shown on page 28.

Risks and uncertainties

The principal business risks and uncertainties to which the company is exposed are detailed on page 23 of the strategic report.

Dividends

The directors recommend a final dividend of [illegible] per ordinary share to be paid on [illegible] November 2023 to shareholders on the register on [illegible] October 2023. This, together with the interim dividend of 1.20p paid on 5 May 2023 (2022: [illegible]), makes a total dividend of 3.90p for the year (2022: [illegible]).

Substantial shareholdings

On [illegible] July 2023 the company had been notified [illegible] sections 791 to 828 of the Companies Act 2006 [illegible] interests in the ordinary share capital of the company:

[illegible]	[illegible]	[illegible]
Close Brothers Asset Management	[illegible]	[illegible]
Amati Global Investors	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
[illegible] Investments	[illegible]	[illegible]
Gresham House Asset Management	[illegible]	[illegible]
River and Mercantile Asset Management	[illegible]	[illegible]

Other than the above holdings and those [illegible] page 35, the board is not aware of any beneficial holding in excess of 3% of the issued share capital of the company.

Financial instruments

The financial risk management objectives and policies of the group are shown in note [illegible].

Capital structure

Details of the issued share capital, together with details of the movements in share capital during the year, are shown in note [illegible].

Political donations

[illegible]

Disabled employees

[illegible]

Greenhouse gas ('GHG') emissions report

Details of the group's GHG emissions [illegible] on page 22 of the strategic report.

Employees

The policy of the group is to recruit, promote, train and develop its people by reference to their skills [illegible]. The group [illegible] an equal opportunities employer.

[illegible]

Auditor

[illegible]

- [illegible]
- [illegible]

In accordance with section 489 of the Companies Act [illegible] resolution will be proposed at the annual general meeting [illegible].

[illegible] board

John Humphrey
Company secretary
10 July 2023

Directors' responsibilities statement

The directors are responsible for preparing the annual 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 group financial statements in accordance with UK-adopted International Accounting Standards and the company 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. The directors are also required to prepare financial statements in accordance with the rules of the London Stock Exchange for companies trading securities on AIM.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether they have been prepared in accordance with UK-adopted International Accounting Standards, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

Website publication

The directors are responsible for ensuring the annual report and the financial statements are made available on a website. Financial statements are published on the company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the company's website is the responsibility of the directors. The directors' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Independent auditor's report

to the members of Begbies Traynor Group plc

Opinion

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

[illegible]

In our opinion:

- [illegible]
- [illegible]
- [illegible]
- [illegible]

Basis for opinion

[illegible]

Conclusions relating to going concern

[illegible]

[illegible]

[illegible]

[illegible]

Overview of our audit approach
Materiality

[illegible]

[illegible]

[illegible]

Group materiality	[illegible]
Group performance materiality	£700,000
Parent Company materiality	£750,000
Parent Company performance materiality	£525,000
Basis for Group materiality	5% of adjusted profit before tax
Basis for Parent Company materiality	Based on net assets and restricted to [illegible] Group materiality
Rationale for the benchmark adopted	Begbies Traynor Group plc is AIM listed [illegible]

[illegible]

Overview of the scope of our audit

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Independent auditor's report *continued*

to the members of Begbies Traynor Group plc

Overview of our audit approach continued

Key audit matters

[illegible]

[illegible]

Key audit matter	How the scope of our audit addressed the key audit matter
Carrying value of goodwill	
[illegible]	[illegible]

Overview of our audit approach continued
Key audit matters continued

Key audit matter	How the scope of our audit addressed the key audit matter
Revenue and unbilled income recognition	
[illegible]	[illegible]

Other information

[illegible]

[illegible]

[illegible]

Opinion on other matter prescribed by the Companies Act 2006

[illegible]

- [illegible]
- [illegible]

Matters on which we are required to report by exception

[illegible]

Independent auditor's report *continued*

to the members of Begbies Traynor Group plc

Matters on which we are required to report by exception continued

Responsibilities of the directors for the financial statements

Auditor's responsibilities for the audit of the financial statements

Use of our report

Michael Jayson (Senior Statutory Auditor)
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
Manchester
10 July 2023

Consolidated statement of comprehensive income

for the year ended 30 April 2023

	Note	2023 £'000	[illegible]
Revenue	3	121,825	[illegible]
Direct costs		(67,700)	[illegible]
Gross profit		**54,125**	[illegible]
Other operating income		208	[illegible]
Administrative expenses		(47,178)	[illegible]
Operating profit (before amortisation and transaction costs)		**21,821**	[illegible]
Transaction costs	5	(8,440)	[illegible]
Amortisation of intangible assets arising on acquisitions		(6,226)	[illegible]
Operating profit		**7,155**	[illegible]
Finance costs	7	(1,170)	[illegible]
Profit before tax		**5,985**	[illegible]
Tax before impact of deferred tax charge	[illegible]	(3,074)	[illegible]
Deferred tax charge due to change in tax rate	[illegible]	—	[illegible]
Profit (loss) and total comprehensive income for the year		**2,911**	[illegible]
Earnings (loss) per share			
Basic	[illegible]	1.9p	[illegible]
Diluted	[illegible]	1.8p	[illegible]

[illegible]

Consolidated statement of changes in equity

for the year ended 30 April 2023

	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
At 1 May 2021	[illegible]	[illegible]	[illegible]	304	[illegible]	[illegible]
Total comprehensive income for the year	[illegible]	—	—	—	[illegible]	[illegible]
Dividends	—	—	—	—	[illegible]	[illegible]
Credit to equity for equity-settled share-based payments	—	—	—	—	[illegible]	[illegible]
Shares issued as consideration for acquisitions	[illegible]	—	[illegible]	—	—	[illegible]
Shares issued for share-based payments	[illegible]	[illegible]	—	—	—	[illegible]
At 30 April 2022	[illegible]	[illegible]	27,172	304	[illegible]	[illegible]
Total comprehensive income for the year	—	—	—	—	[illegible]	[illegible]
Dividends	—	—	—	—	[illegible]	[illegible]
Credit to equity for equity-settled share-based payments	—	—	—	—	[illegible]	[illegible]
Shares issued as consideration for acquisitions	[illegible]	—	[illegible]	—	—	[illegible]
Shares issued for share-based payments	[illegible]	[illegible]	—	—	—	[illegible]
At 30 April 2023	**7,727**	**29,973**	**27,944**	**304**	**18,392**	**84,340**

[illegible]

Consolidated balance sheet

at 30 April 2023

		2023 £'000	[illegible]
Non-current assets			
Intangible assets		73,386	[illegible]
Property, plant and equipment		1,993	[illegible]
Right-of-use assets	[illegible]	7,751	[illegible]
Trade and other receivables	[illegible]	5,200	[illegible]
		88,330	[illegible]
Current assets			
Trade and other receivables	[illegible]	55,550	[illegible]
Cash and cash equivalents		8,001	[illegible]
		63,551	[illegible]
Total assets		151,881	[illegible]
Current liabilities			
Trade and other payables	[illegible]	(42,644)	[illegible]
Current tax liabilities		(1,110)	[illegible]
Lease liabilities	[illegible]	(1,554)	[illegible]
Provisions	[illegible]	(1,006)	[illegible]
		(46,314)	[illegible]
Net current assets		17,237	[illegible]
Non-current liabilities			
Borrowings	[illegible]	(5,000)	[illegible]
Lease liabilities	[illegible]	(6,658)	[illegible]
Provisions	[illegible]	(2,139)	[illegible]
Deferred tax	[illegible]	(7,430)	[illegible]
		(21,227)	[illegible]
Total liabilities		(67,541)	[illegible]
Net assets		84,340	[illegible]
Equity			
Share capital	[illegible]	7,727	[illegible]
Share premium		29,973	[illegible]
Merger reserve		27,944	[illegible]
Capital redemption reserve		304	[illegible]
Retained earnings		18,392	[illegible]
Equity attributable to owners of the company		84,340	[illegible]

[illegible]

Ric Traynor
Executive chairman

Nick Taylor
Group finance director

Consolidated cash flow statement

for the year ended 30 April 2023

	Notes	2023 £'000	[illegible]
Cash generated by operations	[illegible]	**13,218**	[illegible]
Income taxes paid		**(5,328)**	[illegible]
[illegible]		**(668)**	[illegible]
Interest paid on lease liabilities		**(408)**	[illegible]
Net cash from operating activities (before acquisition consideration payments)		**17,413**	[illegible]
Acquisition consideration payments which are deemed remuneration under IFRS 3	[illegible]	**(10,599)**	[illegible]
Net cash from operating activities		**6,814**	[illegible]
Investing activities			
Purchase of intangible fixed assets	[illegible]	**(56)**	[illegible]
Purchase of property, plant and equipment	[illegible]	**(931)**	[illegible]
Proceeds on disposal of property, plant and equipment		**20**	[illegible]
Acquisition of businesses	[illegible]	**(809)**	[illegible]
[illegible]	[illegible]	**(325)**	[illegible]
[illegible]	[illegible]	**1,158**	[illegible]
Net cash used in investing activities		**(943)**	[illegible]
Financing activities			
Dividends paid	[illegible]	**(5,387)**	[illegible]
[illegible]		**213**	[illegible]
Capital element of lease payments		**(2,381)**	[illegible]
Net cash used in financing activities		**(7,555)**	[illegible]
Net (decrease) increase in cash and cash equivalents		**(1,684)**	[illegible]
Cash and cash equivalents at beginning of year		**9,685**	[illegible]
Cash and cash equivalents at end of year		**8,001**	[illegible]

Notes to the consolidated financial statements

for the year ended 30 April 2023

1. General information

Begbies Traynor Group plc is a company incorporated in England and Wales under the Companies Act 2006. The address of the registered office is 340 Deansgate, Manchester M3 4[illegible].

These financial statements are presented in pounds sterling because that is the currency of the primary economic environment in which the group operates.

2. Accounting policies

The principal accounting policies adopted in the preparation of these financial statements are set out below.

(a) Basis of accounting

The financial statements have been prepared in accordance with UK-adopted International Accounting Standards (IAS).

The financial statements have been prepared on the historical cost basis, except where modified by the revaluation of assets and liabilities to fair value where required by UK-adopted IAS. All accounting policies have been applied consistently throughout the current and preceding year.

Going concern

The group's business activities, together with factors likely to affect its future development, performance and position are set out in the chairman's statement and strategic report. The financial position of the group, the principal risks and uncertainties, its cash flows, liquidity position and borrowing facilities are described in the strategic report.

Furthermore, notes 17 and 20 to the financial statements include full details of the group's borrowings, in addition to the group's objectives and policies for managing its capital, its financial risk management objectives and its exposures to credit, interest rate and liquidity risk.

At the year end the group had cash balances of [illegible] together with an undrawn committed borrowing facility of [illegible], providing significant liquidity entering the new financial year.

In carrying out their duties in respect of going concern, the directors have completed a review of the group's current financial position and cash flow forecasts for a period of two years from the year end. This review included sensitivity analysis and stress tests to determine the potential impact on the group of reasonably possible downside scenarios. Under all modelled scenarios, the group's banking facilities were sufficient and all associated covenant measures were forecast to be met.

As a result, the directors have a reasonable expectation that the company and the group have adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts.

Adjusted performance measures

Management believes that adjusted performance measures provide meaningful information to the users of the accounts on the operating performance of the business and are the performance measures used by the board to monitor operational performance and to determine remuneration levels (including bonuses) for executives and senior management. Accordingly, adjusted measures of operating profit, profit before tax, net cash from operating activities and earnings per share exclude, where applicable, transaction costs, amortisation of intangible assets arising on acquisitions and related tax effects on these items. These terms are not defined terms under UK-adopted International Accounting Standards and may therefore not be comparable with similarly titled profit measures reported by other companies. They are not intended to be a substitute for, or superior to, GAAP measures.

The items excluded from adjusted results are those which arise due to acquisitions and are charged to the consolidated statement of comprehensive income in accordance with IFRS 3. They are not influenced by the day-to-day operations of the group.

(b) Basis of consolidation

The consolidated financial statements incorporate the financial statements of Begbies Traynor Group plc and entities controlled by Begbies Traynor Group plc (its subsidiaries) and limited liability partnerships. Control is achieved if all three of the following are achieved: power over the investee; exposure to variable returns from the investee; and the ability of the investor to use its power to affect those variable returns.

The results of subsidiaries are included in the consolidated statement of comprehensive income.

The results of entities acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the effective date of acquisition or up to the effective date of disposal, as appropriate.

Where necessary, the accounts of the subsidiaries are adjusted to conform to the group's accounting policies. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

2. Accounting policies continued

(c) Business combinations

[illegible]

Measurement of consideration

[illegible]

[illegible]

Deemed remuneration

[illegible]

[illegible]

[illegible]

[illegible]

Fair value assessment

[illegible]

Gain on acquisition or goodwill

[illegible]

[illegible]

Acquisition costs

[illegible]

2. Accounting policies continued

(d) Intangible assets

Goodwill

Goodwill arising on consolidation [illegible].

Following initial recognition, goodwill is subject to impairment reviews, at least annually, and measured at cost less accumulated impairment losses. Any impairment is recognised immediately in the consolidated statement of comprehensive income and is not subsequently reversed.

On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the gain or loss on disposal.

Goodwill arising on acquisitions before the date of transition to IFRS has been retained at the previous UK GAAP amount subject to being tested for impairment at that date and at least annually thereafter.

Other intangible assets

Other intangible assets are measured initially at cost and are amortised on a straight-line basis over their estimated useful lives. The carrying amount is reduced by any provision for impairment where necessary.

On a business combination, as well as recording separable intangible assets already recognised in the balance sheet of the acquired entity at their fair value, identifiable intangible assets that are separable or arise from contractual or other legal rights are also included in the acquisition balance sheet at fair value.

Amortisation is charged within administrative expenses in the consolidated statement of comprehensive income so as to write off the cost or valuation of assets over their estimated useful lives, on the following basis:

Software	10%–33⅓% of cost
Intangible assets arising on acquisitions	Over [illegible]

(e) Property, plant and equipment

All assets are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Depreciation is charged so as to write off the cost or valuation of assets over their estimated useful lives, on the following basis:

Computers	[illegible]%–33⅓% of cost
Motor vehicles	25% on a reducing balance basis
Office equipment	15%–20% of cost
Leasehold improvements	Evenly over period of the lease

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying amount of the asset and is recognised within profit or loss for the period.

(f) Impairment of tangible and intangible assets

At each balance sheet 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 any impairment loss. Where the asset does not generate cash flows that are independent from other assets, the group estimates the recoverable amount of the cash-generating unit (CGU) to which the asset belongs.

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 CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognised as an expense immediately.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or CGU) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or CGU) in prior years. A reversal of an impairment loss is recognised in income immediately.

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

2. Accounting policies continued

(g) Financial instruments

[illegible]

Cash and cash equivalents

[illegible]

Trade and other receivables (excluding unbilled income and deemed remuneration)

[illegible]

[illegible]

Trade receivables are written off where there is no expectation of recovery.

Other receivables are initially stated at their fair value and subsequently at amortised cost.

Trade and other payables

Trade and other payables are initially stated at their fair value and subsequently at amortised cost.

Financial liabilities and equity instruments

[illegible]

Equity instruments

[illegible]

Bank borrowings

[illegible]

(h) Provisions

[illegible]

(i) Professional indemnity insurance claims

[illegible]

2. Accounting policies continued

(j) Leases

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

(k) Revenue recognition

[illegible]

[illegible]

[illegible]

- insolvency and advisory services;
- corporate finance services and finance broking;
- commercial property management;
- property consultancy services; and
- commercial property and other business auctions and sales.

Insolvency and advisory services

[illegible]

- [illegible]
- [illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

2. Accounting policies continued
(k) Revenue recognition continued
Insolvency and advisory services continued

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Corporate finance services and finance broking

[illegible]

Commercial property management

[illegible]

Property consultancy services

[illegible]

Asset disposals

[illegible]

Financing component

[illegible]

(l) Borrowing costs

[illegible]

(m) Pensions and retirement benefits

[illegible]

2. Accounting policies continued

(n) Share-based payments

(o) Dividends

(p) Taxation

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

Current tax

Deferred tax

(q) Critical accounting judgements and sources of estimation uncertainty

Key sources of estimation uncertainty

Goodwill

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

2. Accounting policies continued

(q) Critical accounting judgements and sources of estimation uncertainty continued

Other sources of estimation uncertainty

Intangible assets in a business combination

[illegible]

Unbilled income

[illegible]

[illegible]

Provisions and claims

[illegible]

(r) Recently issued accounting pronouncements

UK-adopted IAS

[illegible]

New standards and interpretations not yet adopted

[illegible]

3. Revenue

[illegible]

[illegible]

	2023 £'000	[illegible]
Contract assets		
[illegible]	**37,489**	[illegible]
Contract liabilities		
[illegible]	**(6,503)**	[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

4. Segmental analysis

[illegible]

[illegible]

	Insolvency and advisory services 2023 £'000	Property advisory and transactional services 2023 £'000	Shared and central costs 2023 £'000	Consolidated 2023 £'000
Revenue				
Total revenue from rendering of professional services	89,696	32,187	—	121,883
Inter-segment revenue	—	(58)	—	(58)
Revenue from external customers	89,696	32,129	—	121,825
Over time	77,212	2,989	—	80,201
At a point in time	12,484	29,140	—	41,624
Revenue from external customers by timing of recognition	89,696	32,129	—	121,825
Insolvency and advisory services	77,212	—	—	77,212
Corporate finance services and [illegible]	12,484	—	—	12,484
Commercial property management	—	2,989	—	2,989
Property consultancy services	—	18,003	—	18,003
Asset disposals	—	11,137	—	11,137
Revenue from external customers by service line	89,696	32,129	—	121,825
Operating profit before amortisation and transaction costs	23,999	5,692	(7,870)	21,821

	Insolvency and advisory services 2023 £'000	Property advisory and transactional services 2023 £'000	Unallocated corporate amounts 2023 £'000	Consolidated 2023 £'000
Balance sheet				
Assets	130,676	13,204	8,001	151,881
Liabilities	(51,220)	(10,210)	(6,111)	(67,541)
Net assets	79,456	2,994	1,890	84,340

[illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

4. Segmental analysis continued

Revenue				
Total revenue from rendering of professional services	[illegible]	[illegible]	—	[illegible]
Inter-segment revenue	—	[illegible]	—	[illegible]
Revenue from external customers	[illegible]	[illegible]	—	[illegible]
Over time	[illegible]	[illegible]	—	[illegible]
At a point in time	[illegible]	[illegible]	—	[illegible]
Revenue from external customers by timing of recognition	[illegible]	[illegible]	—	[illegible]
Insolvency and advisory services	[illegible]		—	[illegible]
Corporate finance services and finance broking	[illegible]	—	—	[illegible]
Commercial property management	—	[illegible]	—	[illegible]
Property consultancy services	—	[illegible]	—	[illegible]
Asset disposals	—	[illegible]	—	[illegible]
Revenue from external customers by service line	[illegible]	[illegible]	—	[illegible]
Operating profit before amortisation and transaction costs	[illegible]	[illegible]	[illegible]	[illegible]

Balance sheet				
Assets	[illegible]	[illegible]	[illegible]	[illegible]
Liabilities	[illegible]	[illegible]	[illegible]	[illegible]
Net assets	[illegible]	[illegible]	[illegible]	[illegible]

Geographical segments

The group's principal operations and markets are located in the UK.

5. Profit (loss) for the year

[illegible]

	2023 £'000	[illegible]
[illegible]	1,114	[illegible]
[illegible]	2,136	[illegible]
[illegible]	6,410	[illegible]
[illegible]	(13)	[illegible]
[illegible]	42	[illegible]
[illegible]	74,254	[illegible]
[illegible]	846	[illegible]
[illegible]	524	[illegible]
[illegible]	(31)	[illegible]

[illegible]

	2023 £'000	[illegible]
Fees payable to the company's auditor for the audit of the company's annual accounts	30	[illegible]
Fees payable to the company's auditor for other services to the group		
— [illegible]	113	[illegible]
— [illegible]	6	–
Total audit fees	149	[illegible]

[illegible]

	2023 £'000	[illegible]
[illegible]	12,304	[illegible]
[illegible]	434	[illegible]
[illegible]	(4,298)	[illegible]
Total transaction costs	8,440	[illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

6. Employee costs

[illegible]

[illegible]

	2023 number	[illegible]
Partners	81	[illegible]
Employees	991	[illegible]
	1,072	[illegible]

[illegible]

	2023 £'000	[illegible]
[illegible]		
Wages, salaries and partners' compensation charged as an expense	63,977	[illegible]
Social security costs	5,398	[illegible]
Pension costs (note [illegible])	3,602	[illegible]
Share-based payments	1,277	[illegible]
	74,254	[illegible]

Directors' remuneration

	2023 £'000	[illegible]
Short-term benefits	2,053	[illegible]
Share-based payments	177	[illegible]
	2,230	[illegible]

	number	[illegible]
The average number of directors who:		
Had awards receivable in the form of shares under a long-term incentive scheme	2	[illegible]

No directors participated in the group's defined contribution pension scheme during either year.

7. Finance costs

	2023 £'000	[illegible]
Interest on borrowings	762	[illegible]
Finance charge on lease liabilities	343	[illegible]
Finance charge on [illegible]	65	[illegible]
Total finance costs	1,170	[illegible]

8. Tax

	2023 £'000	[illegible]
[illegible] tax charge	**4,447**	[illegible]
Deferred tax [illegible]	**(1,373)**	[illegible]
Impact of change in tax rate	**—**	[illegible]
Total deferred tax [illegible] charge	**(1,373)**	[illegible]
Total income tax charge	**3,074**	[illegible]

Corporation tax is calculated at [illegible] of the estimated assessable profit for the year.

The charge for the year can be reconciled to the profit per the consolidated statement of comprehensive income as follows:

	2023 £'000	[illegible]
Profit before tax	**5,985**	[illegible]
[illegible] tax charge at the UK corporation tax rate of [illegible]	**1,167**	[illegible]
[illegible] transaction costs	**1,624**	[illegible]
Impact of change in tax rate on deferred tax balances	**—**	[illegible]
Tax effect of expenses that are not deductible in determining taxable profit	**283**	[illegible]
Total tax charge reported in the consolidated statement of comprehensive income	**3,074**	[illegible]

[illegible]

9. Dividends

	2023 £'000	[illegible]
Amounts recognised as distributions to equity holders in the year		
Interim dividend for the year ended 30 April [illegible] per share	**1,687**	[illegible]
Final dividend for the year ended 30 April [illegible] per share	**3,700**	[illegible]
	5,387	[illegible]
Amounts proposed as distributions to equity holders		
Interim dividend for the year ended 30 April [illegible] per share	**1,854**	[illegible]
Final dividend for the year ended 30 April [illegible] per share	**4,017**	[illegible]
	5,871	[illegible]

[illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

10. Earnings per share

[illegible]

	2023 £'000	[illegible]
Earnings		
Profit (loss) for the year attributable to equity holders	**2,911**	[illegible]

	2023 number '000	[illegible]
Number of shares		
Weighted average number of ordinary shares for the purposes of basic earnings per share	**155,634**	[illegible]
Effect of:		
Share options	**6,423**	[illegible]
Contingent shares	**233**	—
Weighted average number of ordinary shares for the purposes of diluted earnings per share	**162,290**	[illegible]

	2023 pence	[illegible]
Basic earnings (loss) per share	**1.9**	[illegible]
Diluted earnings (loss) per share	**1.8**	[illegible]

[illegible]

	2023 £'000	[illegible]
Earnings		
[illegible]	**2,911**	[illegible]
[illegible]	**6,226**	[illegible]
Transaction costs	**8,440**	[illegible]
Tax effect of above items	**(1,236)**	[illegible]
[illegible]	**—**	[illegible]
Adjusted earnings	**16,341**	[illegible]

	2023 pence	[illegible]
[illegible]	**10.5**	[illegible]
[illegible]	**10.1**	[illegible]

11. Intangible assets

	[illegible]	[illegible]	[illegible]	[illegible]
Cost				
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	—	—	[illegible]	[illegible]
[illegible]	—	[illegible]	—	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	—	[illegible]	[illegible]	[illegible]
[illegible]	—	[illegible]	—	[illegible]
At 30 April 2023	**60,208**	**2,676**	**46,322**	**109,206**
Amortisation and impairment				
[illegible]	—	[illegible]	[illegible]	[illegible]
Amortisation during the year	—	[illegible]	[illegible]	[illegible]
[illegible]	—	[illegible]	[illegible]	[illegible]
Amortisation during the year	—	[illegible]	[illegible]	[illegible]
At 30 April 2023	**—**	**2,263**	**33,557**	**35,820**
Carrying amount				
At 30 April 2023	**60,208**	**413**	**12,765**	**73,386**
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Key assumptions used in value in use calculation

[illegible]

- [illegible]
- [illegible]
- [illegible]

Pre-tax discount rate

[illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

11. Intangible assets continued

Revenue

[illegible]

Insolvency CGU EBITDA margins

[illegible]

Sensitivity to changes in assumptions

[illegible]

12. Property, plant and equipment

	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cost					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]		[illegible]
[illegible]	—	—	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]		[illegible]
[illegible]	[illegible]	[illegible]	[illegible]		[illegible]
[illegible]	—	—	—	[illegible]	[illegible]
At 30 April 2023	**4,741**	**1,837**	**6,724**	**69**	**13,371**
Depreciation and impairment					
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	—	—	—	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	—	—	—	[illegible]	[illegible]
At 30 April 2023	**4,186**	**1,623**	**5,503**	**66**	**11,378**
Carrying amount					
At 30 April 2023	**555**	**214**	**1,221**	**3**	**1,993**
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

13. Right of use assets

	[illegible]	[illegible]	[illegible]	[illegible]
Cost				
At 1 May 2021	[illegible]	[illegible]	[illegible]	[illegible]
Arising on acquisitions	[illegible]	—	—	[illegible]
Additions	[illegible]	[illegible]	—	[illegible]
Disposals	[illegible]	—	[illegible]	[illegible]
At 30 April 2022	[illegible]	[illegible]	[illegible]	[illegible]
Arising on acquisitions	871	—	—	[illegible]
Additions	[illegible]	[illegible]	—	[illegible]
Disposals	(213)	—	—	[illegible]
At 30 April 2023	**17,775**	**3,335**	**577**	**21,687**
Depreciation and impairment				
At 1 May 2021	[illegible]	[illegible]	[illegible]	[illegible]
Charge for the year	1,035	[illegible]	[illegible]	[illegible]
Disposals	[illegible]	—	—	[illegible]
At 30 April 2022	[illegible]	[illegible]	[illegible]	[illegible]
Charge for the year	[illegible]	[illegible]	[illegible]	[illegible]
Disposals	[illegible]	—	—	[illegible]
At 30 April 2023	**10,587**	**2,772**	**577**	**13,936**
Carrying amount				
At 30 April 2023	**7,188**	**563**	**—**	**7,751**
At 30 April 2022	[illegible]	[illegible]	[illegible]	[illegible]
At 30 April 2021	[illegible]	[illegible]	[illegible]	[illegible]

14. Trade and other receivables

	2023 £'000	[illegible]
Non-current		
Deemed remuneration	**5,200**	[illegible]
Current		
Trade receivables	**14,564**	[illegible]
Less: impairment provision	**(2,912)**	[illegible]
Trade receivables — net	**11,652**	[illegible]
Unbilled income	**37,489**	[illegible]
Other debtors and prepayments	**2,987**	[illegible]
Deemed remuneration	**3,422**	[illegible]
	55,550	[illegible]

The directors consider that the carrying amount of trade and other receivables approximates to their fair value.

Trade receivables are non-interest bearing and are generally on 30 day terms. Refer to note 20 for disclosures on credit risk.

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

14. Trade and other receivables continued

[illegible]

30 April 2023	Days past due <30 days £'000	<60 days £'000	<90 days £'000	<180 days £'000	>180 days £'000	Total £'000
Expected loss rate	**1%**	**2%**	**4%**	**10%**	**22%**	**4%**
Gross amount less specific loss allowance	**6,201**	**2,262**	**896**	**1,741**	**898**	**11,988**
Expected credit loss provision	**29**	**52**	**35**	**175**	**199**	**490**

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Expected loss rate	[illegible]	3%	[illegible]	[illegible]	[illegible]	[illegible]
Gross amount less specific loss allowance	[illegible]	[illegible]	47	[illegible]	[illegible]	[illegible]
Expected credit loss provision	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Movement in the impairment provision

	2023 £'000	[illegible]
Balance at beginning of the year	**2,501**	[illegible]
[illegible]	**41**	—
Amounts written off during the year	**(113)**	[illegible]
Amounts recovered during the year	**(41)**	[illegible]
Impairment charge in the year	**524**	[illegible]
Balance at end of the year	**2,912**	[illegible]

15. Trade and other payables

	2023 £'000	[illegible]
Current		
Trade payables	**2,055**	[illegible]
Accruals	**10,454**	[illegible]
Other taxes and social security	**5,209**	[illegible]
Deferred income	**6,503**	[illegible]
Other creditors	**14,350**	[illegible]
Deferred consideration	**13**	[illegible]
Deemed remuneration liabilities	**4,060**	[illegible]
	42,644	[illegible]

Trade creditors [illegible] settled [illegible] agreed with suppliers.

The directors consider that the carrying amount of trade and other payables approximates to their fair value.

In addition to the deemed remuneration liabilities [illegible] obligations based on current [illegible] performed. The maximum potential payments if all performance conditions are met would be [illegible] provided and [illegible] additional for [illegible] obligations above.

16. Lease liabilities

	[illegible]	[illegible]	[illegible]	[illegible]
Cost				
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	—	[illegible]
[illegible]	[illegible]	—	—	[illegible]
[illegible]	[illegible]	—	—	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	—	[illegible]
[illegible]	[illegible]	[illegible]	—	[illegible]
[illegible]	[illegible]	—	—	[illegible]
[illegible]	[illegible]		[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
At 30 April 2023	**7,644**	**568**	**—**	**8,212**
[illegible]	[illegible]	[illegible]	—	[illegible]
[illegible]	[illegible]	[illegible]	—	[illegible]
At 30 April 2023	**7,644**	**568**	**—**	**8,212**

[illegible]

	2023 £'000	[illegible]
[illegible]	73	[illegible]

17. Borrowings

	2023 £'000	[illegible]
Non-current		
[illegible]	5,000	[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

18. Provisions

	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	—	[illegible]	—	[illegible]
Additions	—	[illegible]	—	[illegible]
[illegible]	—	[illegible]	—	[illegible]
Disposal	—	[illegible]	—	[illegible]
[illegible]		[illegible]	[illegible]	[illegible]
At 30 April 2023	**91**	**2,794**	**260**	**3,145**
Current liabilities	[illegible]	[illegible]	[illegible]	[illegible]
Non-current liabilities	—	[illegible]		[illegible]
At 30 April 2023	**91**	**2,794**	**260**	**3,145**

Disposal provisions include liabilities arising from warranty and [illegible] obligations [illegible] businesses.

The [illegible] elements of the provisions are all expected [illegible] April 202[illegible].

19. Deferred tax

[illegible]

	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	—	[illegible]	[illegible]	[illegible]
[illegible]	—	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
At 30 April 2022	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	—	[illegible]	[illegible]	[illegible]
[illegible]	—	[illegible]	[illegible]	[illegible]
At 30 April 2023	**(6,292)**	**(3,217)**	**2,079**	**(7,430)**

Certain deferred tax assets and liabilities have been offset. The following is the analysis of the deferred tax balances after offset for financial reporting purposes:

	2023 £'000	[illegible]
Deferred tax liabilities	(9,511)	[illegible]
Deferred tax assets	2,081	[illegible]
	(7,430)	[illegible]

20. Financial instruments
Financial risk management objectives and policies

Interest rate risk

Credit risk

Liquidity risk

	At 30 April 2023				[illegible]			
	Within 1 year £'000	Between 2–5 years £'000	After 5 years £'000	Total £'000	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	328	5,436	—	5,764	[illegible]	[illegible]		[illegible]
[illegible]	42,644	—	—	42,644	[illegible]	—	—	[illegible]
[illegible]	2,082	6,935	1,678	10,695	[illegible]	[illegible]	[illegible]	[illegible]
	45,054	12,371	1,678	59,103	[illegible]	[illegible]	[illegible]	[illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

20. Financial instruments continued

Capital management

[illegible]

The table below presents quantitative data for the components the group manages as capital: [illegible]

	2023 £'000	[illegible]
Shareholders' funds	84,340	[illegible]
Bank borrowings	5,000	[illegible]
At 30 April	**89,340**	[illegible]

Categories of financial instruments

The table below shows the classification of the group's financial instruments: [illegible]

	2023 £'000	[illegible]
Financial assets at amortised cost		
Trade receivables	11,652	[illegible]
Cash at bank	8,001	[illegible]
	19,653	[illegible]
Financial liabilities at amortised cost		
Trade and other payables	(42,644)	[illegible]
Bank borrowings	(5,000)	[illegible]
	(47,644)	[illegible]

21. Share capital

	2023 thousand	[illegible]	2023 £'000	[illegible]
Allotted, called up and fully paid				
Ordinary shares of 5p				
At 1 May	153,402	[illegible]	7,671	[illegible]
Issue of shares for share-based payments	551	[illegible]	28	[illegible]
Shares issued as consideration for acquisitions	559	[illegible]	28	[illegible]
At 30 April	**154,512**	[illegible]	**7,727**	[illegible]

Ordinary shares carry no right to fixed income and each share carries the right to one vote at general meetings of the company. [illegible]

22. Share-based payments

The group operated three equity-settled share-based payment arrangements in the year: a market value share option scheme, a performance share plan (PSP) for senior management and an HMRC approved save as you earn (SAYE) scheme for qualifying employees. [illegible]

The group recognised an expense relating to equity-settled share-based payment transactions of [illegible]

The group also operated a cash-settled share-based payment arrangement in the year. [illegible] relating to the cash-settled share-based payment arrangement.

22. Share-based payments continued

[illegible]

	2023		[illegible]	
	Number of share options thousand	Weighted average exercise price pence	[illegible]	[illegible]
Outstanding at 1 May	**10,316**	**37**	[illegible]	[illegible]
Granted during the period	**918**	**5**	[illegible]	
Forfeited during the period	**(269)**	**5**	[illegible]	—
Lapsed during the period	**(182)**	**5**	—	—
Exercised during the period	**(978)**	**59**	[illegible]	[illegible]
Outstanding at 30 April	**9,805**	**33**	[illegible]	[illegible]
Exercisable at 30 April	**1,500**	**46**	[illegible]	[illegible]

[illegible]

[illegible]

[illegible]	[illegible]	2023 Number of share options thousand	2023 Contractual life remaining years	[illegible]	[illegible]
[illegible]	[illegible]	**1,000**	**0.5**	[illegible]	[illegible]
[illegible]	[illegible]	**500**	**4.5**	[illegible]	[illegible]
[illegible]	[illegible]	**—**	**—**	[illegible]	[illegible]
[illegible]	[illegible]	**1,500**	**6.5**	[illegible]	[illegible]
PSP 2020	[illegible]	**4,006**	**7.2**	[illegible]	[illegible]
[illegible]	[illegible]	**1,356**	**1.2**	[illegible]	[illegible]
[illegible]		**525**	**7.7**	[illegible]	[illegible]
[illegible]	[illegible]	**—**	**—**	[illegible]	[illegible]
[illegible]	[illegible]	**918**	**3.2**	[illegible]	–

[illegible]

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	–
[illegible]	[illegible]

[illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

23. Acquisitions
Budworth Hardcastle

[illegible]

[illegible]

	[illegible]	[illegible]	[illegible]
Net assets acquired			
Intangible assets	[illegible]	[illegible]	[illegible]
Property, plant and equipment	[illegible]	–	[illegible]
Trade and other receivables	[illegible]	—	[illegible]
Cash and cash equivalents	397	—	[illegible]
Trade and other payables	[illegible]	—	[illegible]
Provisions	—	[illegible]	[illegible]
Deferred tax	—	[illegible]	[illegible]
Total identifiable assets	[illegible]	[illegible]	[illegible]
Satisfied by:			
Consideration under IFRS 3			[illegible]
Gain on acquisition			[illegible]
Consideration accounted for as deemed remuneration under IFRS 3:			
Cash consideration			[illegible]
[illegible]			[illegible]
[illegible]			[illegible]
Contingent consideration			[illegible]
[illegible]			[illegible]
			[illegible]
Cash flows arising on acquisition			
[illegible]			[illegible]
Less: cash and cash equivalents acquired			[illegible]
			[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

23. Acquisitions continued
Mantra Capital

[illegible]

[illegible]

	[illegible]	[illegible]	[illegible]
Net assets acquired			
Intangible assets	[illegible]	[illegible]	[illegible]
Investments	[illegible]	[illegible]	[illegible]
Property, plant and equipment	[illegible]	[illegible]	[illegible]
Right of use asset	—	[illegible]	[illegible]
Trade and other receivables	[illegible]	[illegible]	[illegible]
Cash and cash equivalents	[illegible]	—	[illegible]
Trade and other payables	[illegible]	[illegible]	[illegible]
Corporation tax	[illegible]	[illegible]	[illegible]
Provisions	—	[illegible]	[illegible]
Lease liabilities	—	[illegible]	[illegible]
Deferred tax	[illegible]	[illegible]	[illegible]
Total identifiable assets	[illegible]	[illegible]	[illegible]
Satisfied by:			
Consideration under IFRS 3			[illegible]
Gain on acquisition			[illegible]
Consideration accounted for as deemed remuneration under IFRS 3:			
Cash consideration			[illegible]
[illegible]			[illegible]
[illegible]			[illegible]
Contingent consideration			[illegible]
Earn out			[illegible]
			[illegible]
Cash flows arising on acquisition			
[illegible]			[illegible]
[illegible]			[illegible]
			[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

23. Acquisitions continued

Mark Jenkinson & Son

[illegible]

	[illegible]	[illegible]	[illegible]
Net assets acquired			
Intangible assets	—	[illegible]	[illegible]
Deferred tax	—	[illegible]	[illegible]
Total identifiable assets	—	[illegible]	[illegible]
Satisfied by:			
Consideration under IFRS 3:			
Cash paid			[illegible]
Gain on acquisition			[illegible]
Cash outflows arising on acquisition			
Consideration			[illegible]

[illegible]

Summary of cash flows arising from acquisitions

	2023 £'000	[illegible]
Acquisition consideration payments which are deemed remuneration under IFRS 3		
Initial payment	**5,547**	[illegible]
Deferred consideration payments	**5,052**	[illegible]
	10,599	[illegible]
Investing acquisition payments		
Cash consideration under IFRS 3	**375**	[illegible]
[illegible]	**434**	—
	809	[illegible]
Deferred consideration payments	**325**	[illegible]
	1,134	[illegible]
Net cash and cash equivalents acquired	**(1,158)**	[illegible]
Total cash flows arising from acquisitions	**10,575**	[illegible]

[illegible]

[illegible]

24. Reconciliation to the cash flow statement

	2023 £'000	2022 £'000
Profit (loss) for the year	**2,911**	[illegible]
Adjustments for:		
Tax	**3,074**	[illegible]
Finance costs	**1,170**	[illegible]
Amortisation of intangible assets	**6,410**	[illegible]
Depreciation of property, plant and equipment	**1,114**	[illegible]
Depreciation of right of use assets	**2,136**	[illegible]
[illegible]	**(4,298)**	[illegible]
[illegible]	**434**	—
Profit on disposal of fixed assets	**(13)**	[illegible]
[illegible]	**42**	[illegible]
Share-based payment expense	**1,277**	[illegible]
Deemed remuneration obligations settled through equity	**800**	[illegible]
Increase in deemed remuneration receivable	**(1,769)**	[illegible]
Increase in deemed remuneration liabilities	**2,675**	[illegible]
Operating cash flows before movements in working capital	**15,963**	[illegible]
Increase in receivables (excluding deemed remuneration)	**(4,656)**	[illegible]
Increase in payables (excluding deemed remuneration liabilities)	**2,480**	[illegible]
[illegible] in provisions	**(569)**	[illegible]
Cash generated by operations	**13,218**	[illegible]

Cash and cash equivalents (which are presented as a single class of assets on the face of the balance sheet) comprise cash at bank and other short-term highly liquid investments with a maturity of three months or less.

25. Reconciliation of movement in net cash

	Cash and cash equivalents £'000	[illegible] £'000	Net cash £'000
At 1 May 2022	[illegible]	(5,000)	[illegible]
Cash flow	[illegible]	—	[illegible]
Net cash and cash equivalents acquired (note 23)	[illegible]		[illegible]
At 30 April 2023	**8,001**	**(5,000)**	**3,001**

26. Contingent liabilities

As disclosed in note 15, the group has contingent consideration payable in respect of acquisitions [illegible]

The group had no other material contingent liabilities at 30 April 2023 or 30 April 2022.

27. Pensions

The group operates defined contribution pension schemes for all qualifying employees.

[illegible] £4[illegible] 2022 [illegible]

Notes to the consolidated financial statements *continued*

for the year ended 30 April 2023

28. Related party transactions

[illegible]

Trading transactions

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

Key management personnel

[illegible]

29. Reserves

[illegible]

Share premium	Amount subscribed for share capital in excess of nominal value
Merger reserve	[illegible] Companies Act requirements
Capital redemption reserve	Repurchase of own share capital
Retained earnings	Cumulative net gains and losses recognised in the consolidated statement of comprehensive income

30. Post-balance sheet events

[illegible]

Company balance sheet

at 30 April 2023

	[illegible]	2023 £'000	
Fixed assets			
Investments in subsidiaries	[illegible]	**79,701**	[illegible]
Current assets			
Trade and other receivables		**40,348**	[illegible]
Creditors: amounts falling due within one year			
Trade and other payables	[illegible]	**(2,741)**	[illegible]
Net current assets		**37,607**	[illegible]
Total assets less current liabilities		**117,308**	[illegible]
Creditors: amounts falling due after more than one year			
Trade and other payables	[illegible]	**(18,861)**	[illegible]
Net assets		**98,447**	[illegible]
Capital and reserves			
Called up share capital	[illegible]	**7,727**	[illegible]
Share premium account		**29,973**	[illegible]
Merger reserve		**27,944**	[illegible]
Capital redemption reserve		**304**	[illegible]
Profit and loss account		**32,499**	[illegible]
Shareholders' funds		**98,447**	[illegible]

[illegible]

The financial statements [illegible] were approved by the board [illegible]

Ric Traynor
Executive chairman

Nick Taylor
Group finance director

Notes to the company financial statements

for the year ended 30 April 2023

1. Significant accounting policies

Basis of accounting

[illegible]

[illegible]

[illegible]

Investments

[illegible]

Share-based payments

[illegible]

Critical accounting judgements and key sources of uncertainty

[illegible]

[illegible]

[illegible]

FRS 102 exemption

[illegible]

[illegible]

[illegible]

2. Auditor's remuneration

[illegible]

3. Staff costs

[illegible]

	2023 £'000	[illegible]
[illegible]		
[illegible]	**927**	[illegible]
[illegible]	**135**	[illegible]
[illegible]	**15**	[illegible]
	1,077	[illegible]

Notes to the company financial statements *continued*

for the year ended 30 April 2023

4. Investment in subsidiaries

	[illegible]
Cost and net book value	
[illegible]	[illegible]
Additions	[illegible]
At 30 April 2023	**79,701**

[illegible]

[illegible]	[illegible]	[illegible]
340 Deansgate, Manchester M3 4LY		
Begbies Traynor Limited[1]	Holding company	England and Wales
BTG Consulting Limited[1]	Holding company	England and Wales
Begbies Traynor International Limited	Holding company	England and Wales
Begbies Traynor (Central) LLP	Insolvency	England and Wales
Begbies Traynor (London) LLP	Insolvency	England and Wales
Begbies Traynor (SY) LLP	Insolvency	England and Wales
Springboard Corporate Finance LLP	Corporate finance	England and Wales
BTG Corporate Finance LLP	Corporate finance	England and Wales
BTG Advisory LLP	Financial consulting	England and Wales
BTG Global Advisory Limited	International network organisation	England and Wales
BTG Corporate Solutions Limited	Insolvency	England and Wales
[illegible] Finance Limited	Finance broking	England and Wales
Mantra Consulting & Capital Limited	Finance broking	England and Wales
Mantra Insurance Brokers Limited	Insurance brokerage	England and Wales
MAF Property Limited	Dormant	England and Wales
Asset Finance Compared Limited	Dormant	England and Wales
Axiom Consulting & Investments Limited	Dormant	England and Wales
Ellayaan Limited	Dormant	England and Wales
Eneus Capital Limited	Dormant	England and Wales
Mantra Capital Holdings Limited	Dormant	England and Wales
Mantra Private Finance Limited	Dormant	England and Wales
Mantra Midlands Limited	Dormant	England and Wales
Mantra Capital Partners Limited	Dormant	England and Wales
David Rubin & Partners Limited	Insolvency	England and Wales
Begbies Traynor (Guernsey) Limited	Insolvency	Guernsey
CVR Global LLP	Insolvency	England and Wales
Begbies Traynor (Jersey) Limited	Insolvency	Jersey
Begbies Traynor (Gibraltar) Limited	Insolvency	Gibraltar

Notes to the company financial statements *continued*

for the year ended 30 April 2023

4. Investment in subsidiaries continued

[illegible]

[illegible]
[illegible]
[illegible]
[illegible]
[illegible]
MAF Property Limited
[illegible]
[illegible]
[illegible] & Company Limited
[illegible] Holdings Limited
Hargreaves Newberry Cowgill Limited
David Rubin & Partners Limited
[illegible] Consulting & Capital Limited
[illegible] Insurance Brokers Limited
[illegible]
Budworth Hardcastle Limited
[illegible]
[illegible] Consulting & Investments Limited
[illegible] Limited
[illegible] Capital Limited
[illegible] Capital Holdings Limited
[illegible] Finance Limited
[illegible] Limited
[illegible] Limited
Begbies Traynor (Gibraltar) Limited
Begbies Traynor (Jersey) Limited
Begbies Traynor (Guernsey) Limited

5. Trade and other receivables

	2023 £'000	
Amounts falling due within one year		
[illegible]	**40,314**	[illegible]
[illegible]	**34**	[illegible]
	40,348	[illegible]

6. Trade and other payables

	2023 £'000	
Amounts falling due within one year		
Deferred consideration	**2,741**	[illegible]
Amounts falling due after more than one year		
Deferred consideration	**18,861**	[illegible]

[illegible]

7. Share capital

	2023 thousand		2023 £'000	
Allotted, called up and fully paid				
[illegible]				
At 1 May	**153,402**	[illegible]	**7,671**	[illegible]
[illegible]	**551**	[illegible]	**28**	[illegible]
[illegible]	**559**	[illegible]	**28**	[illegible]
At 30 April	**154,512**	[illegible]	**7,727**	[illegible]

[illegible]

[illegible]

Officers and professional advisors

Directors
[illegible]

Secretary
[illegible]

Company number
[illegible]

Registered office
[illegible]
Manchester
[illegible]

Bankers
HSBC Bank plc
[illegible]

Auditor
Crowe U.K. LLP
[illegible]

Registrar
Computershare Investor Services Plc
[illegible]

Corporate and financial PR advisors
MHP Communications Limited
[illegible]

Nominated advisor and joint broker
Canaccord Genuity Limited
[illegible]

Joint broker
Shore Capital Stockbrokers Limited
[illegible]

Begbies Traynor Group plc
340 Deansgate
Manchester
M3 4LY
Tel: 0161 837 1700
Fax: 0161 837 1701
Web: www.begbies-traynorgroup.com

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