Company registration number: 11393341

Lendlease Development Holdings (Europe) Limited

Annual Report and Financial Statements

for the period from 1 June 2018 to 30 June 2019



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Directors' Report for the Period from 1 June 2018 to 30 June 2019

The directors of Lendlease Development Holdings (Europe) Limited present their report for the financial period from 1 June 2018 to 30 June 2019.

Directors of the company

The following persons held office as directors of the Company during the financial period and up to the date of this report:

J Clark (appointed 1 June 2018)

J Davies (appointed 1 June 2018)

J M Emery (appointed 1 June 2018)

Results

The Company's loss after tax for the period was £4.4m.

Dividends

The directors do not recommend the payment of a dividend.

Political donations

The Company made no political donations or incurred any political expenditure during the period.

Employment of disabled persons

It is the Group's policy to give full and fair consideration to applications for employment made by disabled persons having regard to their aptitudes and abilities. The Group also uses its best endeavours to provide continuing employment for employees who are disabled whilst the Group employs them and where appropriate, provides facilities for training and retraining and opportunities for career development and promotion.

Employee involvement

The Company has employment policies designed to suit the needs of individuals and comply with certain key principles, to encourage involvement within the Group. Employees are regularly advised of the Group and individual Company's achievements. Furthermore, employees benefit from a bonus scheme that enables them to identify more closely with Lendlease Group's performance and to share common objectives with shareholders.

Research and development

Innovation is part of the Lendlease Group's heritage and is embedded in the approach to business.

Outlook

With the continuing support of the Lendlease group, the Company will continue to hold investments and engage in bidding activities for new property developments.

Lendlease continues to monitor potential risks and uncertainties posed from the UK's exit from the EU. In particular, consideration has been given to specific risks relating to the workforce, investors, customers, the security of our supply chain and where possible, mitigating actions are being implemented. We are of the view that the UK, and in particular London, is one of the most resilient economies in the world. While the continuing political uncertainty surrounding Brexit is unsettling, Lendlease believes in the long-term viability of the UK as a place to invest

Events after the balance sheet date

There were no material events subsequent to the end of the financial period.

Directors' Report for the Period from 1 June 2018 to 30 June 2019 (continued)

Disclosure of information to the auditor

The directors who held office at the date of approval of this directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware; and each director has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Reappointment of auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.

Approved by the Board on IIIIII and signed on its behalf by:

Clark Director

Statement of Directors' Responsibilities

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 Reduced Disclosure Framework.

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 Company and of the profit or loss of the Company for that period. 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 applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

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 Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

Independent Auditors' Report to the Members of Lendlease Development Holdings (Europe) Limited

Opinion

We have audited the financial statements of Lendlease Development Holdings (Europe) Limited (the "Company") for the period from 1 June 2018 to 30 June 2019, which comprise the Statement of Profit or Loss and Other Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, and Notes to the Financial Statements, including a summary of significant accounting policies in note 3.

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 30 June 2019 and of its loss for the period then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 101 Reduced Disclosure Framework; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

The impact of uncertainties due to the UK exiting the European Union on our audit

Uncertainties related to the effects of Brexit are relevant to understanding our audit of the financial statements. All audits assess and challenge the reasonableness of estimates made by the directors, related disclosures and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the Company's future prospects and performance.

Brexit is one of the most significant economic events for the UK, and at the date of this report its effects are subject to unprecedented levels of uncertainty of outcomes, with the full range of possible effects unknown. We applied a standardised firm-wide approach in response to that uncertainty when assessing the Company's future prospects and performance. However, no audit should be expected to predict the unknowable factors or all possible future implications for a company and this is particularly the case in relation to Brexit.

Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease its operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least a year from the date of approval of the financial statements. In our evaluation of the directors' conclusions, we considered the inherent risks to the Company's business model, including the impact of Brexit, and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the Company will continue in operation.

Independent Auditors' Report to the Members of Lendlease Development Holdings (Europe) Limited (continued)

Directors' report

The directors are responsible for the directors' report. Our opinion on the financial statements does not cover that report and we do not express an audit opinion thereon.

Our responsibility is to read the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the directors' report;
- in our opinion the information given in that report for the financial period is consistent with the financial statements; and
- in our opinion that report has been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006, we are required to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- · the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Directors' responsibilities

As explained more fully in the Statement of Directors' Responsibilities set out on page 3, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities

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

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

Independent Auditors' Report to the Members of Lendlease Development Holdings (Europe) Limited (continued)

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Ian Griffiths

(Senior Statutory Auditor)

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

15 Canada Square

London

United Kingdom

E14 5GL

Date: 14 Novem 2019

Statement of Profit or Loss and Other Comprehensive Income For the period from 1 June 2018 to 30 June 2019

	Note	2019 £ 000
Revenue Administrative expenses		(5,591)
Results from operating activities Finance costs	4 .	(5,591) (435)
Net finance cost		(435)
Loss before tax Income tax credit	8 _	(6,026) 1,592
Loss after tax		(4,434)
Total comprehensive loss after tax	=	(4,434)

The above results were derived from continuing operations.

The notes to and forming part of these financial statements are set out on pages 10 to 18.

Statement of Financial Position as at 30 June 2019

	Note_	2019 £ 000
Non current assets		
Inventories	10	1,327
Investments	9 _	
Total non current assets	· 	1,327
Current assets		
Trade and other receivables	11	390
Current tax assets	_	1,592
Total current assets		1,982
Total assets	_	3,309
Current liabilities		
Trade and other payables	12 _	(7,743)
Total current liabilities	_	(7,743)
Net assets	=	(4,434)
Equity		
Issued capital	13	-
Retained earnings	_	(4,434)
Total equity	_	(4,434)

J Clark

Director

Company Registration Number: 11393341

Statement of Changes in Equity for the period from 1 June 2018 to 30 June 2019

	Share capital £ 000	Retained earnings £ 000	Total £ 000
At 1 June 2018		-	_
Total comprehensive income			
Loss for the period		(4,434)	(4,434)
Total comprehensive income		(4,434)	(4,434)
At 30 June 2019		(4,434)	(4,434)

The notes to and forming part of these financial statements are set out on pages 10 to 18.

Notes to the Financial Statements for the period from 1 June 2018 to 30 June 2019

1 General information

Lendlease Development Holdings (Europe) Limited (the "Company") is a private company limited by share capital incorporated and domiciled in United Kingdom. The company registration number is 11393341.

The address of its registered office is:

20 Triton Street Regent's Place

London

NW1 3BF

United Kingdom

The principal activity is to hold investments and engage in bidding activities for new property developments.

2 Basis of preparation

Basis of preparation

The financial statements have been prepared in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework.

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of International Financial Reporting Standards as adopted by the EU ("Adopted IFRSs"), but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

In the financial statements, the Company has taken advantage of the following disclosure exemptions available under FRS 101:

IAS 7: Preparing a cash flow statement and related notes;

IAS 8: The listing of new or revised standards that have not been adopted (and information about the likely impact);

IFRS 7: Financial instruments and financial risk disclosures;

IAS 1: Disclosures in respect of capital management;

IFRS 13: Fair value measurement disclosures;

IAS 24: Disclosure of related party transactions entered into between members of the group, providing that any subsidiaries party to the transaction are wholly owned;

IAS 24: Disclosure of compensation for key management personnel and amounts incurred by an entity for the provision of key management personnel services that are provided by a separate management entity.

As the consolidated financial statements of Lendlease Europe Holdings Limited include the equivalent disclosures, the Company has also taken the exemptions under FRS 101 available in respect of the following disclosures:

• Certain disclosures required by IFRS 13 Fair Value Measurement and the disclosures required by IFRS 7 Financial Instrument Disclosures.

Amounts are presented in pounds sterling, with all values rounded to the nearest thousand pounds unless otherwise indicated.

Notes to the Financial Statements for the period from 1 June 2018 to 30 June 2019 (continued)

2 Basis of preparation (continued)

These financial statements are the separate financial statements of Lendlease Development Holdings (Europe) Limited. The Company is exempt under section 400 of the Companies Act 2006 from the requirement to prepare consolidated financial statements as it and its subsidiary undertakings are included by full consolidation in the IFRS compliant consolidated financial statements of the parent, Lendlease Europe Holdings Limited. Refer to note 14.

Significant accounting policies

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

Disclosure of long or short period

The current period figures were prepared for a long period of 13 months from 1 June 2018 to 30 June 2019.

Going concern

The financial statements have been prepared on the going concern basis which the directors believe to be appropriate. The Company is dependent for its working capital on funds provided to it by Lendlease Europe Holdings Limited (LLEH), the Company's ultimate UK parent entity. LLEH has indicated its intention to continue to make available financial support for twelve months from the signing date of these financial statements, or earlier, to such period when either LLEH or the Company ceases to be part of the group headed by LLEH, to enable the Company to trade, and not to call for settlement of amounts owing to LLEH where to do so would place the Company in an insolvent position. As with any company placing reliance on other group entities for financial support, the directors of LLEH acknowledge that there can be no certainty that this support will continue although, at the date of approval of these financial statements, they have no reason to believe that it will not do so.

Critical accounting judgements and key sources of estimation uncertainty

The preparation of financial statements that comply with IFRS requires management to make judgements, estimates and assumptions which can affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. These estimates and underlying assumptions are reviewed on an ongoing basis and revisions are recognised prospectively. Accounting judgements that have the most significant effects on reported amounts and further information about estimated uncertainties are highlighted in the relevant accounting policy in note 3.

3 Accounting policies

Finance income and costs

Finance costs include interest, amortisation of discounts or premiums relating to borrowings and amortisation of costs incurred in connection with the arrangement of new borrowings facilities. Costs incurred in connection with the arrangement of borrowings are capitalised and amortised over the life of the borrowings. Finance costs are expensed immediately as incurred unless they relate to acquisition and development of qualifying assets. Qualifying assets are assets that take more than six months to prepare for their intended use or sale. Finance costs related to qualifying assets are capitalised.

Interest receivable and interest payable is recognised in the Statement of Profit or Loss as it accrues, using the effective interest method.

Notes to the Financial Statements for the period from 1 June 2018 to 30 June 2019 (continued)

3 Accounting policies (continued)

Taxation

Income tax on the profit or loss for the period comprises current tax. Income tax is recognised in the Statement of Profit or Loss, except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable or receivable on the taxable income for the financial year, using applicable tax rates (and tax laws) at the Statement of Financial Position date, and any adjustment to tax payable in respect of previous financial years. The current tax payable or receivable includes amounts awaiting settlement of group relief with other Lendlease Europe Holdings Limited subsidiary entities.

Deferred tax is the expected tax payable or receivable in future periods as a result of past transactions or events and is calculated by comparing the accounting balance sheet to the tax balance sheet. Temporary differences are provided for any differences in the carrying amounts of assets and liabilities between the accounting and tax balance sheets. Temporary differences are not provided for on the initial recognition of assets or liabilities that affect neither accounting nor taxable profit and differences relating to investments in subsidiaries to the extent that they are not likely to reverse in the foreseeable future.

Measurement of deferred tax is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities using applicable tax rates and laws at the reporting date.

Recognition of deferred tax assets is only to the extent it is probable that future taxable profits will be available so as the related tax asset will be realised. Deferred tax assets may include deductible temporary differences, unused tax losses and unused tax credits.

Management considers the estimation of future taxable profits to be an area of estimation uncertainty as a change in any of the assumptions used in budgeting and forecasting would have an impact on the future profitability of the Company. Forecasts and budgets form the basis of future profitability to support the carrying value of deferred tax assets.

Presentation of deferred tax assets and liabilities can be offset if there is a legally enforceable right to offset current tax liabilities and assets, they relate to income taxes levied by the same tax authority, and they are intended to be settled on a net basis or realised simultaneously.

Investments

Equity investments in subsidiaries, joint ventures and associates are stated at cost less impairment. Adjustments are made to the carrying value to reflect the net realisable value of the investment where these are lower than cost. Management conducts annual impairment reviews.

Inventories

The gross amount of work in progress consists of costs attributable to work performed, including recoverable pre contract and project bidding costs and emerging profit after providing any foreseeable losses. In applying the accounting policies on providing for these losses accounting judgement is required.

Work in progress is presented as part of inventories for all contracts in which costs incurred exceeds cost of sales. If cost of sales exceed costs incurred, then the difference is presented in trade and other payables as an other payable.

Notes to the Financial Statements for the period from 1 June 2018 to 30 June 2019 (continued)

3 Accounting policies (continued)

The recoverable amount of each property is assessed at each Statement of Financial Position date and accounting judgement is required to assess whether a provision is raised where cost (including costs to complete) exceeds net realisable value.

Inventories are expensed as a cost of sales in the Statement of Profit or Loss. Management uses accounting judgement in determining:

- The apportionment of cost of sales through either land area or sales revenue;
- · The amount of cost of sales, which includes costs incurred to date and final forecast costs; and
- The nature of the expenditure, which may include acquisition costs, development costs, borrowing costs and those costs incurred in preparing the property for sale.

Trade and other payables

Liabilities are recognised for amounts to be paid in the future for goods or services received, whether or not billed to the Company. Trade and other payables are settled in the normal course of business. Trade and other payables are carried at amortised cost using the effective interest method, which applies the interest rate that discounts estimated future cash outflows over the term of the trade and other payables. Cash flows relating to short term trade and other payables are not discounted if the effect of discounting is immaterial. The discount, if material, is then recognised as a finance cost over the remaining term.

Share capital

Ordinary shares are classified as equity. Equity instruments are measured at the fair value of the cash or other resources received or receivable, net of direct costs of issuing the equity instruments. If payment is deferred and the time value of money is material, the initial measurement is on a present value basis.

4 Finance income and costs

	£ 000
Finance costs	
Interest payable to related parties	(435)
Total finance costs	(435)

2010

5 Employees

The Company did not employ any staff during the period.

Notes to the Financial Statements for the period from 1 June 2018 to 30 June 2019 (continued)

6 Directors' remuneration

The directors of the Company were all directly employed by Lendlease Construction (Europe) Limited during the financial period. Their remuneration was recharged to the Company apart from the following directors whose costs were recharged to the following entities:

J D Clark: Lendlease Development (Europe) Limited J Davies: Lendlease Development (Europe) Limited J M Emery: Lendlease Development (Europe) Limited

Any qualifying services in respect of the Company are considered to be incidental and part of the directors' overall management services for the above entities. The directors' remuneration for the current period is included in the financial statements of the above entities.

Auditors' remuneration 2019 £ 000 Audit of financial statements (4) The auditors' remuneration has been borne by a fellow group undertaking. 8 Taxation Tax credited in the Statement of Profit or Loss 2019 £ 000 Current tax Current year 1,592 Total current tax 1,592 The tax on profit before tax for the period is lower than the standard rate of corporation tax in the UK of 19%. The differences are reconciled below: 2019 £ 000 Loss before tax (6,026)Income tax using the domestic corporation tax rate 19%. 1,145 Allocated taxable loss from partnership 447 1,592 Total income tax credit

Notes to the Financial Statements for the period from 1 June 2018 to 30 June 2019 (continued)

8 Taxation (continued)

The effective rate of taxation will vary as a result of any dividends paid by shareholdings, overseas tax rates, prior year tax claims and the utilisation of tax losses brought forward. A reduction in the corporate tax rate to 17% (effective from 1 April 2020) was substantively enacted on 15 September 2016. This will reduce the Company's future current tax charge accordingly. The Company's profits for the accounting period are taxed at a statutory rate of 19%.

9 Investments

Reconciliation of subsidiaries

Shares in subsidiaries amount to £200.

Details of the subsidiaries as at 30 June 2019 are as follows:

Name of subsidiary	Principal activity	Country of Incorporation	Note	Ownership and voting right % 2019
Lendlease Silvertown Limited	Hold investments	United Kingdom	1	100%
Lendlease Development Partner (Europe) Limited	Hold investments	United Kingdom	1	100%
Lendlease Euston Holdings LLP	Hold investments	United Kingdom	1	100%
Lendlease Euston Development LLP	Property development	United Kingdom	1	100%
Lendlease Smithfield Holdings LLP	Hold investments	United Kingdom	1	100%
Lendlease Smithfield Development LLP	Property development	United Kingdom	1	100%

Notes - registered addresses:

1. 20 Triton Street, Regent's Place, London, NW1 3BF

Notes to the Financial Statements for the period from 1 June 2018 to 30 June 2019 (continued)

9 Investments (continued)

Summarised financial information

Please find below summarised financial information for each of the subsidiaries that has material non-controlling interests:

Associates

Details of the associates as at 30 June 2019 are as follows:

Name of associate	Principal activity	Country of incorporation	Note	Ownership and voting rights % 2019
Starlend Developments Limited	Hold investments	United Kingdom	1	50%
Starlend UK HoldCo Limited	Hold investments	United Kingdom	1	50%
Starlend UK CPL Limited	Hold investments	United Kingdom	1	50%
The Silvertown Partnership LLP	Property development	United Kingdom	1	50%
Starlend UK Nomineeco	Hold investments	United Kingdom	1	50%

Notes - registered addresses:

1. 20 Triton Street, Regent's Place, London, NW1 3BF

10 Inventories

	2019 £ 000
Non current	
Work in progress	1,327_
Total non current inventories	1,327
11 Trade and other receivables	
	2019 £ 000
Current	
Amounts owing from related parties	22
Other receivables	368
Total trade and other receivables	390

Notes to the Financial Statements for the period from 1 June 2018 to 30 June 2019 (continued)

11 Trade and other receivables (continued)		
There is no impairment recognised on any receivables and no receiv	vables past due.	
12 Trade and other payables		
		2019 £ 000
Current		
Amounts due to related parties		(7,743)
13 Issued capital		
Allotted, called up and fully paid shares		
	30 June	2019
	No.	£
Ordinary A Shares of £1 each	100	100
Rights, preferences and restrictions		
Ordinary shares have the following rights, preferences and restriction. The holder of ordinary shares have the right to receive declared done vote per share at meetings of the Company.		nd are entitled to

14 Parent and ultimate parent undertaking

The Company's immediate parent is Lendlease Europe Holdings Limited.

The ultimate parent is Lendlease Corporation Limited.

Notes to the Financial Statements for the period from 1 June 2018 to 30 June 2019 (continued)

14 Parent and ultimate parent undertaking (continued)

Relationship between entity and parents

The parent of the largest group in which these financial statements are consolidated is Lendlease Corporation Limited, incorporated in Australia.

The address of Lendlease Corporation Limited is:

Level 14 Tower Three

International Towers Sydney

Exchange Place

300 Barangaroo Avenue

Barangaroo NSW 2000

The consolidated financial statements of that group may be obtained from www.lendlease.com.

The parent of the smallest group in which these financial statements are consolidated is Lendlease Europe Holdings Limited, incorporated in England and Wales.

The address of Lendlease Europe Holdings Limited is:

20 Triton Street

Regent's Place

London NW1 3BF

The consolidated financial statements of that group may be obtained from:

The Registrar of Companies

Companies House

Crown Way

Maindy, Cardiff.

15 Subsequent events

There has been no event or circumstance since the balance sheet date that would significantly affect the Company.