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**VISA**

**Visa Europe Services LLC**  
**2021 FINANCIAL STATEMENTS**

**Company number FC025276**

**UK establishment number BR007632**

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## Directors' Report

The Board of Directors (the Directors) present their annual report and financial statements for Visa Europe Services LLC (the Company) for the year ended 30 September 2021.

### Principal activities, review of business and future developments

The Company was registered as a UK branch of an overseas private corporation limited by shares under the name of Visa Europe Services Inc., on 25 June 2004. On 17 February 2017, the Company undertook a reorganisation, which resulted in the conversion of the Company from a Delaware corporation to a Delaware limited liability company (LLC), and accordingly, the Company was renamed Visa Europe Services LLC.

In December 2017, the Company and other Visa group entities, underwent a reorganisation, which resulted in the transfer of its investment in Visa Europe Management Services Limited to Visa Europe Limited, its immediate parent company.

Effective 31 March 2018, directly related to the Visa group reorganisation, the Company and Visa Europe Limited executed an Intra Group Business Transfer Agreement involving the sale by the Company and the purchase by Visa Europe Limited of the majority of the Company's UK business operations as a going concern together with the assets and liabilities used in connection with its operations. The transaction resulted in the transfer of these assets and liabilities from the Company to Visa Europe Limited.

The principal activity of the Company is to provide client liaison, business development and general support services to Visa Europe Limited, its immediate parent company.

Turnover has increased from €32.6 million in 2020 to €63.7 million in 2021. The increase is directly attributable to the increase in administrative expenses from €29.3 million in 2020 to €58.0 million in 2021. The increase in administrative expenses is largely driven by higher personnel, marketing and general support costs, as well as foreign exchange losses, in 2021, offset by a net credit related to the provision for indirect taxes. (Refer to Notes to the financial statements, Note 3, Administrative expenses, and Note 11, Provisions.)

### Results and dividends

The Company made a profit before tax for the period of €5.4 million (2020: €2.9 million), which is set out on page 4. The statement of financial position is on page 5 and shows a net asset balance of €383.8 million (2020: €369.8 million).

The Directors do not recommend any dividend (2020: €0 million).

### Directors

Certain Directors benefit from qualifying third party indemnity provisions in place during the financial year and at the date of this report.

### Employees

It is the Company's policy to ensure that no job applicant or employee is disadvantaged or receives unfavourable treatment and that all employees have the opportunity for advancement and development, regardless of race, colour, nationality or ethnic origin, gender, marital status, age, disability, religion or sexual orientation. The Company is an equal opportunity employer. Equal opportunity is about good employment practices and treating our most valuable asset, our employees, fairly and equally. The Company considers and, where appropriate, provides reasonable workplace adjustments to both current and prospective disabled employees.

The Company is also committed to ensuring that all prospective applicants for employment are treated fairly and equitably throughout the recruitment process.

The Company has established clear standards of communication for all of our employees, to provide information and to consult with our staff about important developments in the business and future changes to the organisation, and to generate an understanding of our purpose, strategy, values and business performance on an ongoing basis. Employees are provided with an anonymous channel to communicate views and opinions about working for the Company through periodic Employee Surveys. Visa's Code of Business Conduct and Ethics sets out Visa's commitment to the highest ethical standards and provides employees with channels to raise any concerns and questions including a Confidential Compliance Hotline where they can remain anonymous if they chose to do so.

**Financial risk management**

The Company has exposure to the following financial risks:

**Credit risk**

Credit risk is the risk of financial loss to the Company if a customer or counterparty fails to meet an obligation under a contract and arises principally from the Company's transfer pricing arrangement with Visa Europe Limited.

**Liquidity risk**

Liquidity risk is the risk that the Company is unable to meet its current and future cash flow obligations as and when they fall due, or can only do so at excessive cost.

**Market risk**

Market risk is the risk that movements in market factors will reduce the Company's income. The Company is exposed to market risk factors such as changes in foreign exchange rates and interest rates.

Financial risk is managed on a Visa Europe group level and is set out in the publicly available financial statements of Visa Europe Limited. An enterprise-wide risk management framework is used to identify, assess, measure, report and manage all types of risk and to align the risk management with the business strategy.

**Political donations**

The Company made no political contributions during the year (2020: €nil).

**COVID-19**

The global outbreak of COVID-19 continues to evolve at the time of writing this report. At Visa, the health and safety of our employees remains a primary concern, in parallel with our operational resilience. To support our employees in the remote work environment, Visa has increased flexibility in schedules, encouraged individuals to collaborate with managers to balance professional and personal obligations and launched "Wellbeing Hours" to encourage schedule flexibility at the end of the work week. This global risk is also set out in the publicly available financial statements of Visa Europe Limited.

**Going concern**

The Directors have adopted the going concern basis in preparing these financial statements having given due consideration to the liabilities of the Company and the financial resources available to meet its obligations. The Directors have also considered the impact of COVID-19 and the evolving macroeconomic uncertainty (supply chain issues, inflation, rising interest rates, geopolitical considerations) in their assessment including the severe but reasonably possible downside scenarios, such as ongoing or further periods of travel bans and restrictions, quarantines, shelter-in-place or total lockdown orders and business limitations and shutdowns in the next twelve months. The Company supplies all its services to Visa Europe Limited and will continue to do so for the foreseeable future. Visa Europe Limited's balance sheet has sufficient capacity to withstand significant interruption to its revenues without jeopardising either its capital or liquidity positions.

**Post balance sheet events**

Refer to Notes to the financial statements, Note 14, Contingent liabilities, for details on activity of pending litigation against the Company taking place subsequent to the balance sheet date and before the date of approval of the Directors' Report.

Given the deteriorating situation in Russia and Ukraine, Visa Europe Limited has undertaken a review of business exposure to the Visa Europe group, noting that the conflict zone is outside of the markets that form the Visa Europe region. There is no exposure to the Company and although a revenue and credit exposure does exist for Visa Europe Limited, the amounts are not considered to be material. Visa's top priority is ensuring the safety and security of its employees who are directly impacted by these recent events and supporting the humanitarian relief efforts underway to aid the Ukrainian people.

There were no other significant events between the balance sheet date and the date of approval of the Directors' Report.

**Board membership**

The following Directors held office during and subsequent to the year ended 30 September 2021:

Sharon Dean  
Robert Livingston  
Antony Cahill

On behalf of the Board

DocuSigned by:



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Sharon Dean  
Director

14 October 2022

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## Statement of directors' responsibilities in respect of the Directors' report and the financial statements

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 they have elected to prepare the financial statements in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006 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 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 estimates that are reasonable, relevant and reliable;
- state whether they have been prepared in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006;
- 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 its 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.

**Income statement**

For the year ended 30 September 2021

	Note	2021 €'000	2020 €'000
<b>Turnover</b>	15	<b>63,727</b>	32,618
Administrative expenses	3	(58,017)	(29,317)
Other expenses			
Impairment of property, plant and equipment	6	—	(13)
<b>Operating profit</b>		<b>5,710</b>	3,288
Interest expense		(352)	(376)
<b>Profit before tax</b>		<b>5,358</b>	2,912
Income tax credit/(expense)	5	7,619	(1,293)
<b>Profit for the year</b>		<b>12,977</b>	1,619

There are no other recognised gains or losses for the year.

The notes on pages 8 to 23 form part of these financial statements.

**Statement of financial position**


As at 30 September 2021

	Note	2021 €'000	2020 €'000
<b>Non-current assets</b>			
Property, plant and equipment	6	2,773	4,269
Right-of-use assets	13	3,381	2,739
Deferred tax asset	7	1,419	1,331
		<b>7,573</b>	<b>8,339</b>
<b>Current assets</b>			
Trade and other receivables	8	571,802	634,725
Cash and cash equivalents	9	36,352	55,349
		<b>608,154</b>	<b>690,074</b>
<b>Current liabilities</b>			
Trade and other payables	10	191,846	280,569
		<b>191,846</b>	<b>280,569</b>
<b>Net current assets</b>		<b>416,308</b>	<b>409,505</b>
<b>Non-current liabilities</b>			
Other liabilities		11,728	11,727
Provisions	11	26,199	34,821
Lease liabilities	13	2,146	1,524
		<b>40,073</b>	<b>48,072</b>
<b>Net assets</b>		<b>383,808</b>	<b>369,772</b>
<b>Equity</b>			
Other reserves		4,310	4,310
Retained earnings		379,498	365,462
<b>Total equity</b>		<b>383,808</b>	<b>369,772</b>

The notes on pages 8 to 23 form part of these financial statements.

The financial statements were approved by the Board of Directors on 14 October 2022, and were signed on its behalf by:

DocuSigned by:



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Sharon Dean  
Director

14 October 2022

**Statement of changes in equity**

For the year ended 30 September 2021

	Attributable to equity holders of the parent company			
	Merger reserve €'000	Cash flow hedging reserve €'000	Retained earnings €'000	Total €'000
<b>Balance as at 1 October 2020</b>	<b>2,045</b>	<b>2,265</b>	<b>365,462</b>	<b>369,772</b>
<b>Total comprehensive income for the year</b>				
Profit for the year attributable to equity holders of the parent	—	—	12,977	12,977
<b>Total comprehensive income for the year</b>	<b>—</b>	<b>—</b>	<b>12,977</b>	<b>12,977</b>
<b>Transactions with owners, recorded directly in equity</b>				
Contributions by and distribution to owners:				
Equity settled share-based payment transactions	—	—	938	938
Income tax relating to transactions with owners, recorded directly in equity	—	—	121	121
<b>Total contributions by and distributions to owners</b>	<b>—</b>	<b>—</b>	<b>1,059</b>	<b>1,059</b>
<b>Balance as at 30 September 2021</b>	<b>2,045</b>	<b>2,265</b>	<b>379,498</b>	<b>383,808</b>

	Attributable to equity holders of the parent company			
	Merger reserve €'000	Cash flow hedging reserve €'000	Retained earnings €'000	Total €'000
<b>Balance as at 1 October 2019</b>	<b>2,045</b>	<b>2,265</b>	<b>360,997</b>	<b>365,307</b>
<b>Total comprehensive loss for the year</b>				
Profit for the year attributable to equity holders of the parent	—	—	1,619	1,619
<b>Total comprehensive income for the year</b>	<b>—</b>	<b>—</b>	<b>1,619</b>	<b>1,619</b>
<b>Transactions with owners, recorded directly in equity</b>				
Contributions by and distribution to owners:				
Equity settled share-based payment transactions	—	—	2,846	2,846
<b>Total contributions by and distributions to owners</b>	<b>—</b>	<b>—</b>	<b>2,846</b>	<b>2,846</b>
<b>Balance as at 30 September 2020</b>	<b>2,045</b>	<b>2,265</b>	<b>365,462</b>	<b>369,772</b>

The notes on pages 8 to 23 form part of these financial statements.

**Statement of cash flows**

For the year ended 30 September 2021

	Note	2021 €'000	2020 €'000
<b>Profit before tax</b>		<b>5,358</b>	<b>2,912</b>
Adjustments for:			
Depreciation of property, plant and equipment	3, 6	1,817	864
Depreciation of right-of-use assets	3,13	1,445	1,245
Loss on disposal and impairment of property, plant and equipment	6	—	13
Foreign exchange loss/(gain)	3	12,217	(17,843)
Change in other assets and liabilities		88	(1,408)
Share-based compensation	4	938	2,846
(Decrease)/increase in provisions	11	(8,622)	4,206
<b>Operating cash flows before movements in working capital</b>		<b>13,241</b>	<b>(7,165)</b>
Decrease in receivables		65,245	99,892
Decrease in payables		(94,967)	(117,314)
<b>Cash generated by operations</b>		<b>(16,481)</b>	<b>(24,587)</b>
Income taxes paid		(1,224)	(36)
<b>Net cash from operating activities</b>		<b>(17,705)</b>	<b>(24,623)</b>
<b>Investing activities</b>			
Purchase of property, plant and equipment	6	(321)	(1,678)
<b>Net cash used in investing activities</b>		<b>(321)</b>	<b>(1,678)</b>
<b>Financing activities</b>			
Payment of lease liabilities - principal	13	(1,454)	(1,210)
Payment of lease liabilities - interest	13	(66)	(63)
<b>Net cash used in financing activities</b>		<b>(1,520)</b>	<b>(1,273)</b>
Net decrease in cash and cash equivalents		(19,546)	(27,574)
Cash and cash equivalents at the beginning of the year		55,349	84,326
Foreign exchange gain/(loss) thereon		549	(1,403)
<b>Cash and cash equivalents at the end of the year</b>	9	<b>36,352</b>	<b>55,349</b>

The notes on pages 8 to 23 form part of these financial statements.

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## Notes to the financial statements

For the year ended 30 September 2021

### 1. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements of Visa Europe Services LLC (the Company).

#### IFRS

The Company's financial statements have been prepared in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006.

#### Basis of preparation

The financial statements have been prepared under the historical cost convention. These financial statements are presented in Euros, which is both the Company's functional and presentational currency, rounded to the nearest thousand, unless stated otherwise.

#### Going concern

The Directors have adopted the going concern basis in preparing these financial statements having given due consideration to the liabilities of the Company and the financial resources available to meet its obligations. The Directors have also considered the impact of COVID-19 and the evolving macroeconomic uncertainty (supply chain issues, inflation, rising interest rates, geopolitical considerations) in their assessment including the severe but reasonably possible downside scenarios, such as ongoing or further periods of travel bans and restrictions, quarantines, shelter-in-place or total lockdown orders and business limitations and shutdowns in the next twelve months. The Company supplies all its services to Visa Europe Limited and will continue to do so for the foreseeable future. Visa Europe Limited's balance sheet has sufficient capacity to withstand significant interruption to its revenues without jeopardising either its capital or liquidity positions. The period covered by the Directors' assessment of going concern is twelve months from the date of approval of the financial statements.

#### Adoption of revised standards

Amendments were made to accounting standards and pronouncements effective in the current financial year and the adoption of these standards, if applicable to the Company, has had no material impact on the Company's financial statements.

A number of amendments to accounting standards and pronouncements were issued as at 30 September 2021, but are effective for accounting periods beginning on or after 1 October 2021. Amendments applicable to the Company effective for accounting periods beginning after 30 September 2021 are not expected to have a material impact.

#### Turnover

Turnover is measured at the fair value of the consideration received or receivable and consists of fees earned under a supply of services agreement between the Company and Visa Europe Limited, the Company's immediate parent company, net of value added tax and other sales related taxes. Certain services are provided under this agreement, primarily client liaison, business development and general support services. These services are provided in various European countries to enable offices to be maintained in those European countries.

#### Foreign currency translation

In preparing the financial statements, transactions in currencies other than the Company's functional currency (foreign currencies) are translated at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the exchange rate ruling at the reporting date and any exchange differences arising are included in administrative expenses in the income statement.

#### Leases

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### *The Company as lessee*

At commencement or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. Lease agreements generally contain lease and non-lease components. Non-lease components primarily include payments for maintenance and utilities. The Company does not combine lease payments with non-lease components for any of its leases.

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

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, a rate based upon the Visa group's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed and determinable payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company presents right-of-use assets as a separate line item in the Statement of financial position. The current portion of lease liabilities are included in Trade and other payables and the non-current portion is presented as Lease liabilities in the Statement of financial position.

Depreciation of right-of-use assets is charged to the Income statement and included in Administrative expenses. Interest expense on lease liabilities is charged to the Income statement and presented as Interest expense.

#### Short-term leases and leases of low-value assets

The Company has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

#### Share-based payments

The overall parent company of the Visa group issues equity-settled share-based payments to certain employees, which are not charged back to the Company. The benefit received by the Company is therefore considered a capital contribution recognised in equity. Equity-settled share-based payments are measured at fair value (excluding the effect of non-market-based vesting conditions) at the date of grant. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Visa group's estimate of the shares that will eventually vest and adjusted for the effect of non-market-based vesting conditions.

The fair value of awards of non-vested shares is equal to the closing price of the Visa Inc. shares on the date of grant, adjusted for the present value of future dividend entitlements where appropriate.

#### Taxation

The tax expense represents the sum of the tax currently payable and deferred tax in the Income statement except as relates to other comprehensive income.

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

Deferred tax is recognised in respect of temporary differences arising between the carrying amounts of assets and liabilities and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associates, and interests in joint ventures, except where the Company is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, based on tax rates that have been enacted or substantively enacted by the end of the year. Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off assets against liabilities and when they relate to income taxes levied by the same taxation authority.

Current tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company intends to settle its current tax assets and liabilities on a net basis.

### **Property, plant and equipment**

Items of property, plant and equipment are stated at cost less accumulated depreciation and any impairment losses.

The cost of self-constructed assets includes the costs of materials and direct labour. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

Computer equipment and software includes integrated computer hardware, purchased software and IT system infrastructures which consist of integrated, indissociable hardware and software.

Land is not depreciated. Depreciation on all other assets is charged to the Income statement using the straight-line method so as to write off the cost to their estimated residual values over their estimated useful lives on the following bases:

Buildings	40 years
Leasehold improvements	40 years (or lease term if shorter)
Fixtures and equipment	3 to 10 years
Computer equipment and software	3 to 10 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Any gain or loss arising on disposal or retirement of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in the Income statement.

### **Impairment of non-financial assets**

At each reporting date, or more frequently when an indication of impairment has been identified, the Company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. A cash-generating unit is the smallest group of assets that independently generates cash flow and whose cash flow is largely independent of the cash flows generated by other assets.

The recoverable amount is the higher of fair value less costs to sell and value in use. If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised in the Income statement immediately.

Where an impairment loss subsequently reverses, the carrying amount of the asset 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 in prior periods.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for transparency and accountability, particularly in financial matters. The text suggests that organizations should implement robust systems to track every aspect of their operations, from procurement to sales, to ensure that all data is reliable and accessible.

2. The second part of the document addresses the challenges of data management in a rapidly changing environment. It highlights the need for continuous monitoring and updates to data systems to reflect current trends and requirements. The author argues that organizations must invest in advanced technologies and skilled personnel to effectively manage large volumes of data and extract meaningful insights from it.

3. The third part of the document focuses on the role of leadership in driving organizational success. It stresses that leaders must provide clear vision and direction, while also fostering a culture of innovation and collaboration. The text suggests that effective leaders should be able to inspire their teams, make strategic decisions, and adapt to changing circumstances. It also emphasizes the importance of communication and transparency in leadership practices.

4. The fourth part of the document discusses the importance of risk management in achieving long-term goals. It argues that organizations must proactively identify and assess potential risks, and develop strategies to mitigate them. The text suggests that risk management should be integrated into all aspects of the organization's operations, from financial planning to operational management. It also emphasizes the need for regular risk assessments and updates to risk management plans.

5. The fifth part of the document concludes by summarizing the key points discussed and providing a call to action. It encourages organizations to embrace change, invest in their people and technology, and maintain a strong focus on transparency and accountability. The author suggests that these practices are essential for achieving sustainable growth and success in the long run.

**Financial assets**

On initial recognition, a financial asset is classified as measured at: amortised cost; Fair Value through OCI (FVOCI) — debt investment; FVOCI — equity investment; or Fair Value through Profit and Loss (FVTPL).

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL.

On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

**Business model assessment:**

The Company makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Company's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated - e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Company's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

**Assessment whether contractual cash flows are solely payments of principal and interest:**

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Company considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it not meet this condition. In making this assessment, the Company considers:

- contingent events that would change the amount and/or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate terms;
- prepayment and extension features; and
- terms that limit the Company's claim to cash flows from specified assets (e.g. non-recourse features).

- future first time the Combank's capital to cash flows from absorbed assets (e.g. non-recurring income);
- liabilities and expenses estimates; and
- future first time under the contractual, without using including various-type items;
- contingent events that would change the amount and/or timing of cash flows.

the Combank considers:

could change the timing or amount of contractual cash flows such that it not meet the condition. In making the assessment contractual terms of the instrument. The indicators assessed whether the financial asset contains a contractual term that is assessed whether the contractual cash flows are so clearly determinable of business and interest, the Combank considers the assets' as well as a broad market.

contractual amount of business being of time and for other, basic lending risks and costs (e.g., individually risk and administrative is required as consideration for the time value of money and for the credit risk associated with the business amount for the business of the assessment, business, is required as the first value of the financial asset on initial recognition. Interest, Assessment whether contractual cash flows are clearly determinable of business and interest.

measured at FVPL.

Financial assets that are held for trading or are measured and whose measurement is evaluated on a fair value basis are the business' considered with the Combank's continuing recognition of the assets:

Changes of financial assets to their bases in subsequent first do not directly for recognition and not considered assets for

- expectations about future sales activity;
- the historical volume and timing of sales of financial assets in their business; the resource for such sales and assets measured at the contractual cash flows collected; and
- how measurement of the business are consideration - e.g. whether consideration is passed on the fair value of the model) and how those risks are measured;
- the risks that affect the performance of the business model (and the financial assets held within that business from the determination of the business is evaluated and related to the Combank's measurement;
- onflow or lending cash flows through the rate of the assets;
- the degree including the question of the financial assets to the question of any related liabilities or expected cash without measurement, stated as assessed on current contractual interest income, measuring a business interest interest the stated policies and objectives for the business and the duration of those policies in practice. These include information considered includes:
- level, because this part reflects the risk, the business is measured and information is provided to management. The Combank makes an assessment of the objective of the business model in which a financial asset is held at a business business model assessment;

first world alternative sales.

measured at amortized cost or at FVOCI as at FVPL. It could be eliminated or significantly reduced an accounting measurement on initial recognition of the Combank may involve the classification of financial assets that otherwise meets the conditions in the

All financial assets not classified as measured at amortized cost or FVOCI are classified as measured at FVPL.

approach change in the investment's fair value in OCI. This election is made on an investment-by-investment basis. On initial recognition of an equity investment that is not held for trading, the Combank may, nevertheless, elect to measure

the business amount, considering:

- its contractual terms give rise to expected cash flows that are clearly determinable of business and interest or financial assets; and
- it is held within a business model whose objective is to hold assets to collect contractual cash flows and selling

A debt investment is measured at FVOCI if it meets both of the following conditions and is not classified as at FVPL:

- the business model, considering:
- its contractual terms give rise to expected cash flows that are clearly determinable of business and interest or
- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and

A financial asset is measured at amortized cost if it meets both of the following conditions and is not classified as at FVPL:

being following the change in the business model.

for unclassified financial assets, in which case all affected financial assets are reclassified on the last day of the first reporting Financial assets are not reclassified approach to their initial recognition unless the Combank changes its business model

investment; FVOCI — equity investment or FVPL Asset (through both and cost (FVPL).

On initial recognition a financial asset is classified as measured at amortized cost, FVPL/Asset through OCI (FVOCI) — debt Financial assets

**Subsequent measurement and gains and losses:**

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Debt instruments at FVOCI	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Equity instruments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

**Trade and other receivables**

Trade receivables are measured at fair value at the date of trade plus directly attributable transaction costs on initial recognition, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in the income statement. When estimating loss allowances for trade receivables, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward-looking information. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

**Cash and cash equivalents**

Cash and cash equivalents are comprised of cash on hand and demand deposits, short-term bank deposits with an original maturity of three months or less, money market funds and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

Cash and overdrafts are held separately on the Statement of financial position as assets and liabilities, but are combined for the purpose of the Statement of cash flows, and are carried at amortised cost.

**Trade and other payables**

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

**Retirement benefit costs**

Obligations for contributions to defined contribution plans are expensed as the related service is provided and recognised as administrative expenses in the Income statement.

**Provisions and contingent liabilities**

Provisions are recognised when the Company has a present obligation as a result of a past event, and it is probable that the Company will be required to settle that obligation. Provisions are measured at the Company's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value using a commercial rate where the effect is material. The discount rate adopted for present value purposes in calculating provisions is pre-tax, reflective of the risks specific to the liability, and not reflective of risks for which future cash flow estimates have been adjusted. Discounts are unwound through the Income statement from the date the provision is made up to the date that the expenditure covered by the provision is incurred.

Contingent liabilities are disclosed when the Company has a present obligation as a result of a past event, but the probability that it will be required to settle that obligation is more than remote, but not probable.

that it will be reduced to settle first obligation is more than removed, but not bioprospe.

Concurrent liabilities are disclosed when the Company has a direct obligation as a result of a past event, but the bioprospe  
expenditure covered by the bioprospe is incurred  
acquired. Discontinue are incurred through the income statement from the date the bioprospe is made up to the date that the  
acquisition of the asset specific to the liability and not effective of date for which future cash flow estimates have been  
late before the effect is material. The income tax expense for bioprospe is calculated on the basis of the bioprospe is bioprospe  
not significant, it will be recorded to settle the obligation, it is the liability of the company and the bioprospe is bioprospe  
Company, it is not recorded to settle the liability, it is the liability of the company, it is the liability of the company, it is the liability of the company  
bioprospe, it is recorded when the Company has a direct obligation as a result of a past event, but not bioprospe, it is bioprospe  
bioprospe and concurrent liabilities

acquired through expenditure in the income statement.  
Obligations for contributions to required contributions have not been recorded as the relevant service is provided and recorded as  
Required payment costs

incurred into liability.  
Large bioprospe are incurred at the same time and are recorded as incurred cost, but the effective  
Large and other bioprospe

the purpose of the statement of cash flows and are caused at incurred cost.  
Cash and overdrafts are held separately on the statement of financial position as assets and liabilities, but are combined for  
convertible to a known amount of cash and are applied to an obligation, it is the liability of the company, it is the liability of the company, it is the liability of the company

usually, of three months or less, unless under funds and other, it is the liability of the company, it is the liability of the company, it is the liability of the company  
Cash and cash equivalents are combined as cash on hand and demand deposits, it is the liability of the company, it is the liability of the company, it is the liability of the company  
Cash and cash equivalents

recognized at the effective interest rate combined at incurred cost.  
incurred as the difference between the assets, liability, income, and the bioprospe, it is the liability of the company, it is the liability of the company, it is the liability of the company  
historical expenditure and incurred cost, it is the liability of the company, it is the liability of the company, it is the liability of the company  
income cost or other. This includes both contributive and distributive income, it is the liability of the company, it is the liability of the company, it is the liability of the company  
for large bioprospe, the Company's contributive and distributive income, it is the liability of the company, it is the liability of the company, it is the liability of the company  
allowances for estimated bioprospe income are recorded in the income statement. When estimated loss allowances  
recorded, and are recorded, it is the liability of the company, it is the liability of the company, it is the liability of the company  
Large bioprospe are incurred at the same time and are caused at incurred cost, but the effective interest rate incurred. Bioprospe  
Large and other bioprospe

Edinly instrumente si FAOCI	recorded in OCI and are not recognized to bioprospe. usually, of three months or less, unless under funds and other, it is the liability of the company, it is the liability of the company, it is the liability of the company recorded as income in bioprospe or loss unless the liability clearly indicates a These assets are contributed, it is the liability of the company, it is the liability of the company, it is the liability of the company
Dipl instrumente si FAOCI	in OCI are recorded to bioprospe. income are recorded in OCI. On the bioprospe, it is the liability of the company, it is the liability of the company, it is the liability of the company income and bioprospe are recorded in bioprospe or loss. Other, it is the liability of the company, it is the liability of the company, it is the liability of the company calculated, it is the liability of the company, it is the liability of the company, it is the liability of the company These assets are contributed, it is the liability of the company, it is the liability of the company, it is the liability of the company
Financiari si bioprospe cost	bioprospe or loss. A bioprospe or loss on the bioprospe is recorded in bioprospe or loss. income, bioprospe exclude gains and losses and bioprospe are recorded in income, it is the liability of the company, it is the liability of the company, it is the liability of the company These assets are contributed, it is the liability of the company, it is the liability of the company, it is the liability of the company
Financiari si bioprospe cost	bioprospe or loss. A bioprospe or loss on the bioprospe is recorded in bioprospe or loss. income, bioprospe exclude gains and losses and bioprospe are recorded in income, it is the liability of the company, it is the liability of the company, it is the liability of the company These assets are contributed, it is the liability of the company, it is the liability of the company, it is the liability of the company

Financiari si bioprospe cost

## 2. Critical accounting judgments and key sources of estimation uncertainty

The key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

### Provisions and contingent liabilities

The Company exercises its judgement in considering whether a liability may arise and where measurement is possible, makes an estimate of that liability. Judgement is necessary in assessing the likelihood that a claim or allegation will succeed or that a negotiated settlement may be reached. Judgement is further required in recognising and estimating the quantum of provisions and contingent liabilities related to legal and regulatory proceedings. (Refer to Note 11, Provisions, and Note 14, Contingent liabilities.)

The Company evaluates the likelihood of an unfavourable outcome in legal or regulatory proceedings to which it is a party and recognises a provision when it is probable that an outflow of resources will be required to settle the obligation and the amount of the loss can be estimated reliably. "Probable" is defined as more likely than not. The amount recorded as a provision is the Company's best estimate of the expenditure required to settle the obligation. If the best estimate of the expenditure is a range, and if one amount in that range represents a better estimate than any other amount within the range, that amount is recorded. If no amount in the range is a better estimate than any other amount, the Company recognises the midpoint of the range for recording the liability. These judgements are subjective, based on the status of such legal or regulatory proceedings, the merits of the Company's defences and consultation with corporate and external legal counsel. Actual outcomes of these legal and regulatory proceedings may differ materially from the Company's estimates.

Contingent liabilities are possible obligations arising from past events, whose existence will be confirmed only by uncertain future events or present obligations arising from past events that are not recognised because either an outflow of economic benefits is not probable or the amount of the obligation cannot be reliably measured. Contingent liabilities are not recognised but information about them is disclosed unless the possibility of any outflow of economic benefits in settlement is remote. See Note 14, Contingent liabilities.

Due to the inherent uncertainty in these evaluation processes, assessments or estimates may prove to be incorrect and actual outflows of resources may be different from the original assessment.

## 3. Administrative expenses

Administrative expenses include:

	Note	2021 €'000	2020 €'000
Employee benefit costs	4	36,883	29,339
Net Provision (credit)/charge for indirect taxes	11	(8,979)	4,150
Depreciation (see below)		3,262	2,109
Operating lease cost	13	207	146
Foreign exchange loss/(gain)		12,217	(17,843)
Other administrative expenses		14,427	11,416
<b>Total Administrative expenses</b>		<b>58,017</b>	<b>29,317</b>

Other administrative expenses includes administrative and marketing costs incurred to provide a range of client liaison, business development and general support services to the Company's immediate parent company.

Depreciation includes:

	2021 €'000	2020 €'000
Depreciation of property, plant and equipment (see Note 6)	1,817	864
Depreciation of right-of-use assets (see Note 13)	1,445	1,245
<b>Total Depreciation</b>	<b>3,262</b>	<b>2,109</b>

business development and general support services to the Company's immediate parent company. Other administrative expenses included administrative and marketing costs incurred to provide a range of client liaison

	1991	1992
1991 Administrative expenses	28 011	33 311
Office administrative expenses	14 753	11 410
Foreign exchange loss (gain)	15 311	(11 893)
Operating lease cost	501	148
Depreciation (see below)	3 585	5 108
Net Provision (credit)/charge for income taxes	11	4 120
Embodied patent costs	4	52 358
	C.000	C.000
	5051	5050

scripted options of resources may be different from the original assessment'.<sup>1</sup> Due to the inherent uncertainties in these examination processes, assessments may have to be incorrect and

is *relativer*. See Note 14. *Conjunctive* *inspissare* is recollected *plus* information *spont* than is *disjunctive* *inspissare* for *boaspetit* of *cul* *outlook* of *economic* *potentia* in *self-interest*, *prudentia* is not *dispositive* of the *student* of *the* *application* *cannot* *for* *relatively* *increasing*. *Conjunctive* *inspissare* are not *formis* *exclus* of *honest* *applicabile* *stare* *from* *best* *exclus* *just* *not* *not* *recollected* *because* *direct* *an* *outlook* of *economic* *Conjunctive* *inspissare* *are* *boaspetit* *applicabile* *stare* *from* *best* *exclus* *whose* *exclus* *will* *for* *conjunctive* *only* *for* *increasing* *sentences*:

The Combank estimates the likelihood of an unsuccessful outcome in legal or technical proceedings to which it is a party. The Combank estimates the likelihood of an unsuccessful outcome in legal or technical proceedings to which it is a party, and recognises a bioequivalence when it is bioparallel and not an outlier of resources will be required to settle the litigation and the Combank estimates the likelihood of an unsuccessful outcome in legal or technical proceedings to which it is a party.

[illegible]

significant part of carrying a successful adjustment to the early joint survivors of stroke and is typically within the next financial year. Key assumptions concerning the future sources of restriction uncertainty at the reporting date that have been examined and challenged are:

## 5. Critical accounting judgments and key sources of estimation uncertainty

**4. Employee benefit costs and employee numbers**

Employee benefits costs were as follows:

	2021 €'000	2020 €'000
Wages and salaries	27,590	22,066
Social security costs	6,043	2,996
Other retirement benefit obligation costs	1,508	1,334
Share-based compensation	938	2,846
Severance costs	749	97
Other	55	—
	<b>36,883</b>	<b>29,339</b>

The average number of employees (excluding Directors) during the period was:

	2021	2020
Technology and Business operations	55	46
Sales and marketing	132	111
Management and administrative	34	30
	<b>221</b>	<b>187</b>

Retirement benefit obligation costs for the year represents contributions payable by the Company to defined contribution pension schemes and amounted to €1.5 million (2020: €1.3 million). There was no outstanding pension plan contribution at the year-end (2020: €Nil).

**Share-based payment arrangements****Description of Share-based payment arrangements**

Equity based remuneration has been issued to select employees since November 2017. The majority of awards are made as part of the annual compensation cycle in the form of Restricted Stock Units (RSUs) with some executives eligible to receive stock options. Awards are made by the overall parent company, Visa Inc.

Shares generally vest rateably over three years from the date of grant, subject to earlier vesting in full under certain conditions. Recipients must be employed through each respective grant date, except in the case of termination of employment due to death or disability, in which case restrictions would cease immediately.

	Restricted Stock Units	Weighted-Average Grant Date Fair Value <sup>1</sup>	Weighted Average Remaining Contractual Term (in years)	Fair Value at Grant <sup>1</sup>
Outstanding at 30 September 2020	26,673	\$155.85		
Granted	15,247	\$207.57		\$207.57
Exercised	(13,449)	\$143.92		
Transfers Out	(52)	\$173.46		
Forfeited <sup>2</sup>	(2,345)	\$183.70		
<b>Outstanding at 30 September 2021<sup>3</sup></b>	<b>26,074</b>	<b>\$188.26</b>	<b>1.35</b>	

<sup>1</sup> Visa Inc. shares are quoted in USD.

<sup>2</sup> No shares expired during the period.

<sup>3</sup> None of the shares outstanding as at 30 September 2021 are exercisable.

7. None of the shares outstanding at 30 September 2011 are exercisable.  
 8. No shares are held in trust.  
 9. All share awards are vested in 2011.

Outstanding at 30 September 2011,	2011	2010	2009
Forfeited	(5,342)	2183.10	
Transfers Out	(25)	213.48	
Exercised	(13,448)	2143.85	
Granted	12,541	2501.21	2501.21
Outstanding at 30 September 2010	20,813	2122.82	

Stock Units Restricted	Weighted Average Grant Date Fair Value	Term (in years) Remaining Weighted Average	Grant Date Fair Value at
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employment due to death or disability in which case restrictions would cease immediately conditions. Recipients must be employed through each respective grant date, except in the case of termination of shares otherwise vest immediately over three years from the date of grant, subject to earlier vesting in full under certain

stock options. Awards are made by the overall parent company, Visa Inc. part of the annual compensation cycle in the form of Restricted Stock Units (RSUs) with some executives eligible to receive fully vested remuneration has been issued to select employees since November 2011. The majority of awards are made as description of share-based payment arrangements

#### Share-based payment arrangements

the year-end (2010: €111).

Pension schemes and amounted to €1.2 million (2010: €1.3 million). There was no outstanding pension plan contribution at Retirement benefit obligation costs for the year represents contributions payable by the Company to defined contribution

	2011	2010
Management and administrative	34	30
Sales and marketing	135	111
Technology and Business operations	22	48
	2011	2010

The average number of employees (excluding Directors) during the period was:

	2011	2010
Other	22	—
Share-based costs	148	81
Share-based compensation	838	5,840
Other retirement benefit obligation costs	1,208	1,334
Social security costs	8,043	5,880
Wages and salaries	55,280	55,080
	6,000	6,000
	2011	2010

Employee benefits costs were as follows:

#### 4. Employee benefit costs and employee numbers

**Measurement of Share-based payment arrangements**

RSUs have been treated as equity-settled share-based payment transactions and have been valued at Visa Inc.'s closing stock price on the date of grant, or in cases where the date of grant is not a trading day, the last trading day prior.

Each RSU entitles the participant to dividend equivalents with respect to regular cash dividends during the period from the grant date to the date such shares are delivered to employees. Dividend equivalents have been settled in cash.

**Details of increase in equity arising from Share-based payments**

RSUs have been granted by the overall parent company, Visa Inc., which are not charged back to the Company. The benefit received by the Company is therefore considered a capital contribution recognised in equity.

The expense recognised for the period totals:

Equity settled transactions	2021	2020
	€'000	€'000
Total share-based compensation expense recognised during the period	938	2,846

**5. Income tax expense**

The Income tax expense represents the sum of both current and deferred taxes.

Current tax payable is based on taxable profit for the year. Taxable profit can differ from the profit reported on the Income statement due to permanent or timing differences for tax purposes.

Deferred tax is the tax expected to be payable or recoverable in the future, arising from temporary differences between the carrying value in the accounts and the tax bases used in the computation of taxable profits.

	2021	2020
	€'000	€'000
Current tax:		
UK corporation tax:		
Current tax on profit for the year	1,143	832
Adjustment in respect of prior years	(8,624)	(15)
	(7,481)	817
Foreign tax:		
Current tax on profit for the year	—	214
Total current income tax (credit)/expense	(7,481)	1,031
Deferred tax:		
Origination and reversal of temporary differences	(105)	208
Adjustment in respect of prior years	—	54
Rate change	(33)	—
	(138)	262
Total income tax (credit)/expense	(7,619)	1,293

The income tax expense represents the sum of both current and deferred taxes. Current tax payable is added on taxable profit for the year. Taxable profit can differ from the profit reported on the income statement due to permanent or timing differences for tax purposes.

Jointly stated-purposed contribution expenses incurred during the period	338	5,840
	6,000	6,000
Endings relating transactions	5051	5050

Details of increases in edibility arising from genetic-based biomarkers received by the Combsay, is therefore considered a capital contribution recognised in edibility. RCHs have been awarded by the overall parent company, Alfa Inc., which are not charged back to the Combsay. The purpose of increases in edibility arising from genetic-based biomarkers

stock prices on the date of receipt of the cash payment. The cash payment is not a dividend for the shareholder.

Results have been mixed as to whether sex-related differences in the use of space-based navigation strategies have been found. For example, in a study by Wilson and colleagues (2002), men were found to use a more direct route than women when navigating through a virtual environment. However, in a study by Wilson and colleagues (2003), no significant differences were found between men and women in the use of space-based navigation strategies.

**Reconciliation of income tax expense**

The total income tax expense for the year is lower (2020: higher) than the standard rate of corporation tax in the UK of 19.0% (2020: 19.0%).

The differences are explained below:

	2021 €'000	2020 €'000
Profit before tax	5,358	2,912
Taxation at the standard UK tax rate of 19.0%	1,018	553
Effects of:		
Non-deductible expenses	322	487
Share options	(302)	—
Effect of foreign tax	—	214
Effect of tax rate changes	(33)	—
Prior year adjustments	(8,624)	39
Total income tax (credit)/expense (see above)	(7,619)	1,293

Finance Act 2021, enacted on 10 June 2021, increased the main rate of UK corporation tax to 25% from 1 April 2023.

Deferred tax assets and liabilities are required to be valued using the tax rate which will be in force at the time when the temporary difference is expected to unwind. In line with the requirements of IAS 12, the impact of the future change in rate to 25% has been reflected in the deferred tax balances at 30 September 2021.

Future tax charges and therefore the Company's effective tax rate, may be affected by factors such as acquisitions, disposals, restructuring, tax regime reforms and resolutions of open matters as we continue to manage our tax affairs.

disposals, restructuring, tax regime reforms and resolutions of open matters as we continue to manage our tax affairs. Future tax changes and therefore the Company's effective tax rate, may be affected by factors such as acquisitions,

Share has been reflected in the deferred tax balances at 30 September 2021.

Temporary difference is expected to unwind in line with the requirements of IAS 12, the impact of the future change in rate to

Deferred tax assets and liabilities are required to be valued using the tax rate which will be in force at the time when the

Finance Act 2021, enacted on 10 June 2021, increased the main rate of UK corporation tax to 25% from 1 April 2023

Total income tax (credit)/expense (see above)	(1'018)	1'583
Prior year adjustments	(8'234)	38
Effect of tax rate changes	(33)	—
Effect of foreign tax	—	114
Share options	(305)	—
Non-deductible expenses	355	481
Effects of:		
Taxation at the standard UK tax rate of 19.0%	1'018	223
Profit before tax	2'328	5'815
	0.000	0.000
	5051	5050

The differences are explained below:

(2020: 19.0%)

The total income tax expense for the year is lower (2020: higher) than the standard rate of corporation tax in the UK of 19.0%

#### Reconciliation of income tax expense

**6. Property, plant and equipment**

	Building and leasehold improvements €'000	Assets in course of construction €'000	Fixtures and equipment €'000	Computer equipment and software €'000	Total €'000
<b>Cost</b>					
At 30 September 2019	—	—	33	5	38
Additions	529	670	393	86	1,678
Impairment	—	—	—	(31)	(31)
Transfer to Visa Europe Limited	3,382	—	671	1,049	5,102
At 30 September 2020	3,911	670	1,097	1,109	6,787
Additions	—	321	—	—	321
Transfer between items	386	(955)	495	74	—
At 30 September 2021	4,297	36	1,592	1,183	7,108
<b>Accumulated depreciation and impairment</b>					
At 30 September 2019	—	—	(6)	(2)	(8)
Charge for the year	(427)	—	(231)	(206)	(864)
Impairment	—	—	—	18	18
Transfer to Visa Europe Limited	(1,105)	—	(44)	(515)	(1,664)
At 30 September 2020	(1,532)	—	(281)	(705)	(2,518)
Charge for the year	(1,303)	—	(274)	(240)	(1,817)
At 30 September 2021	(2,835)	—	(555)	(945)	(4,335)
<b>Carrying amount</b>					
At 30 September 2020	2,379	670	816	404	4,269
At 30 September 2021	1,462	36	1,037	238	2,773

There are no restrictions on title and property, plant and equipment have not been pledged as security for liabilities.

An annual assessment has been made as to whether the carrying amount of tangible assets is impaired. No such indication of impairment was identified.

	1990 LMO monoculture harvested brandy and vodka and	1990 LMO monoculture harvested vodka in	1990 LMO poly-culture harvested brandy and vodka and	1990 LMO poly-culture harvested brandy and vodka and	1990 LMO poly-culture harvested brandy and vodka and
VI 30 gedruempel 5034	4'581	38	1'285	1'183	1'108
Isuwaqar pequmavut isua	386	(822)	482	14	—
Aqqiluaq	—	351	—	—	351
VI 30 gedruempel 5050	3'611	610	1'081	1'108	6'181
Isuwaqar to Aqia Ennobe Pimilq publissuut	3'385	—	611	1'046	2'105
Aqqiluaq	258	610	383	86	1'618
VI 30 gedruempel 5016	—	—	33	2	38

5051 Financier Services LLC  
1229 Enclave Services LLC

**7. Deferred tax**

The table below summarises the deferred tax assets and liabilities recognised by the Company and movements thereon during the current reporting period.

	Total €'000
At 30 September 2020	1,331
Credited to profit for the year	138
Charged to equity	(50)
<b>At 30 September 2021</b>	<b>1,419</b>

The deferred tax assets and liabilities have been offset where there is a legal right of set off. The deferred tax assets recognised in the Statement of financial position relate to timing differences related to tangible fixed assets and stock based compensation.

The following is the analysis of the deferred tax balances (before offset) for financial reporting purposes:

	2021 €'000	2020 €'000
Deferred tax assets	1,514	1,331
Deferred tax liabilities	(95)	—
	<b>1,419</b>	<b>1,331</b>

**8. Trade and other receivables**

	2021 €'000	2020 €'000
Amounts due from related parties (Note 15)	548,081	616,655
Prepayments and accrued income	22,856	17,202
Other receivables	865	868
	<b>571,802</b>	<b>634,725</b>

**9. Cash and cash equivalents**

	2021 €'000	2020 €'000
Bank balances	36,352	55,349
	<b>36,352</b>	<b>55,349</b>

**10. Trade and other payables**

	2021 €'000	2020 €'000
<b>Current</b>		
Trade payables and accruals	15,689	12,949
Amounts due to related parties (Note 15)	173,863	266,038
Social security and other taxes	1,275	502
Current lease liabilities (Note 13)	1,019	1,080
	<b>191,846</b>	<b>280,569</b>

**11. Provisions**

Provisions held as at 30 September 2021:

	Indirect taxes €'000	Other €'000	Total €'000
At 30 September 2020	34,539	282	34,821
Additional provision in the year	3,272	—	3,272
Provisions reversed during the year	(12,251)	—	(12,251)
Exchange difference	357	—	357
At 30 September 2021	25,917	282	26,199

The provision for indirect taxes reflects a number of matters, the tax treatment of which involves a degree of estimation and judgement. The movement in recognised provisions during financial year 2021 was driven by the assessment of estimates and the utilisation of provisions in light of ongoing discussions with tax authorities in various jurisdictions.

**12. Share capital**

Called up share capital

	2021		2020	
	Number	€	Number	€
Called up, allotted and fully paid				
Equity: Ordinary shares of \$1 USD each	101	82	101	82

### 13. Leases

#### The Company as lessee (IFRS 16)

The Company leases its office properties. The leases typically run for an average term of four years, with an option to renew the lease after that date and lease payments are renegotiated to reflect market rentals. The Company's lease agreements do not contain any material residual value guarantees or material restrictive covenants. Payments under the Company's lease arrangements are generally fixed. Some leases provide for additional rent payments that are based on changes in local price indices.

Information about leases for which the Company is a lessee is presented below.

##### *Right-of-use assets*

Right-of-use assets are leased office properties that do not meet the definition of investment property.

	2021 €'000
Balance at 1 October 2020	2,739
Depreciation charge for the year	(1,445)
Additions to right-of-use assets	2,087
Balance at 30 September 2021	3,381

	2020 €'000
Balance at 1 October 2019	3,984
Depreciation charge for the year	(1,245)
Balance at 30 September 2020	2,739

##### *Amounts recognised in Income statement*

	2021 €'000	2020 €'000
Depreciation of right-of-use assets presented in 'Administrative expenses'	1,445	1,245
Interest on lease liabilities presented in 'Interest expense'	66	63
Expense related to short-term leases presented in 'Administrative expenses'	207	146

##### *Amounts recognised in Statement of cash flows*

	2021 €'000	2020 €'000
Total cash outflow for leases:		
Payment of lease liabilities-principal	1,454	1,210
Payment of lease liabilities-interest	66	63
	1,520	1,273

*Lease liabilities*

At 30 September 2021, the present value of future minimum lease payments was as follows:

	2021 €'000	2020 €'000
Within one year	1,115	1,153
One to two years	755	661
Two to three years	687	230
Three to four years	300	216
Four to five years	206	133
More than five years	305	401
Total undiscounted lease payments	3,368	2,794
Less: interest	(203)	(190)
Present value of lease liabilities	3,165	2,604
<hr/>		
Current portion of lease liabilities presented in 'Trade and other payables'	1,019	1,080
Non-current portion of lease liabilities presented in 'Lease liabilities'	2,146	1,524
Present value of lease liabilities	3,165	2,604

The total amount of the Company's lease commitments for short-term leases at 30 September 2021 was €46 thousand (2020: €67 thousand).

At 30 September 2021 the Company did not have any leases that had not yet commenced but to which the Company is committed (2020: Nil)..

*Extension options*

Some property leases contain extension options exercisable by the Company up to one year before the end of the non-cancellable contract period. Where practicable, the Company seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Company and not by the lessors. The Company assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Company reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control. The above lease liabilities balance includes extension options exercisable by the Company.

## 14. Contingent liabilities

*Retailer litigation*

During 2013, certain UK and Irish retailers issued proceedings against a number of Visa entities, which included the Company, claiming for losses suffered in respect of alleged breaches of EU, EEA and UK (and in some cases Irish) competition law. Further retailers have brought similar proceedings since. In October 2014 the English High Court struck out those elements of the claim that were out of time (i.e. in relation to the period preceding the six years before the claims were brought). The retailers' appeals were ultimately unsuccessful. In principle, this judgment on limitation issues will apply to all current and future related claims which concern domestic and intra-EEA multilateral interchange fees (MIFs) on UK transactions. In other words, claimants can only claim damages for the six years prior to issuing their claim.

A trial in relation to certain of these claims commenced in November 2016 and ended in March 2017. Three retailers settled before the trial started, and a further twelve settled during the course of the trial. Judgment was handed down in relation to the one remaining merchant claim involving Sainsbury's on 30 November 2017, with the Court finding that Visa's domestic UK interchange fees did not restrict UK and EU competition law, leading it to reject Sainsbury's claim in its entirety. A further judgment by the same court, which was considered on the hypothetical question of what a lawful level of interchange would have been in the event that a restriction of competition had been found, was handed down on 23 February 2018.

Sainsbury's claim went ultimately to the Supreme Court which handed down its judgment on 17 June 2020, finding that for the relevant claim period, Visa's UK consumer interchange fee was a restriction of competition, and directing a trial on exemption issues and quantum.

As Visa and Sainsbury's had agreed on the exemptible levels of Visa's MIFs for the purpose of those proceedings only, the proceedings moved straight to a quantum trial.

On 30 September 2021, Visa and Sainsbury's entered into a confidential forward-looking settlement on all types of MIFs (amongst other matters), which was paid in full in November 2021 by Visa Europe Limited.

In addition, a substantial number of merchants have threatened to commence, or have issued, similar proceedings and standstill agreements (or similar arrangements) have been entered into with respect to some of those merchants' claims. A large number of these claims have been, or are being, moved to the Competition Appeal Tribunal (CAT).

In December 2020, some of these claimants had made an application to the CAT for summary judgment on restriction issues for all types of interchange fee, for all time periods, even though the Supreme Court had only considered UK and Irish domestic and intra-EEA consumer interchange and did not discuss the introduction of the Interchange Fee Regulation from 2015 (IFR). On 26 November 2021, the CAT refused to give summary judgment for UK and Irish domestic and intra-EEA consumer MIFs in the post-IFR period and for any of inter-regional, commercial card and Italian MIFs in the pre- and post-IFR periods. On 1 February 2022, the claimants have received permission to appeal in respect of the post-IFR period and inter-regional MIFs. Visa has submitted a respondent's notice including on points it lost that the CAT considered that it was not arguable that (i) the OneVisa acquisition in 2016 meant that none of the MIFs were determined collectively; and (ii) Visa Inc. set inter-regional MIFs throughout the claim period, such that they were not set collectively or by a defendant in those proceedings. On 4 October 2022, the Court of Appeal upheld the CAT ruling (i.e., sided with Visa on the question of the post-IFR period and inter-regional interchange). It also agreed that Visa Inc, not the defendant, set interregional interchange; however sided with the claimants that the OneVisa transaction in 2016 did not change the collective nature of rate setting for non-interregional interchange. If the summary judgment ruling is not overturned on a potential appeal to the UK Supreme Court, there will be a new trial on whether interchange is a restriction of competition in the post-IFR period, and whether commercial, domestic Italian and inter-regional interchange is a restriction of competition for the entire claim period.

While parts of the Sainsbury's case may be relevant to these cases, the outcome of any other retailer claims will still depend on the application of these legal tests to the relevant facts and evidence on those cases, that may well be different. In these cases, Visa will have an opportunity to put forward new evidence to demonstrate the benefits of interchange to the Court, meaning there is no read-across from the Sainsbury's case to these other cases. The Supreme Court test for pass-through will be equally burdensome for new claimants as it was for Sainsbury's.

#### *Euronet*

On 13 December 2019, Euronet 360 Finance Limited, Euronet Polska Sp6tka z.o.o., Euronet Services spol. S.r.o. and Euronet Card Services S.A. ("Euronet") served a claim in the UK alleging that certain rules affecting ATM access fees in Poland, the Czech Republic and Greece by Visa Inc. and Mastercard Incorporated, and certain of their subsidiaries, which included the Company, breach various competition laws. Visa served its defence to the claim on 24 April 2020, and a Case Management Conference, to determine next steps in the case, took place on 19 October 2020. The parties subsequently agreed to transfer the claim from the High Court to the CAT. The Court confirmed the transfer to the CAT in an Order dated 14 June 2021. The parties also agreed to revise the timetable, which the Court confirmed in an order also dated 14 June 2021. In accordance with this Order, the parties have now provided disclosure and inspection of their documents (on 30 September 2021 and 7 October 2021, respectively).

On 18 March 2022, the CAT rejected Euronet's application for a split trial which means that liability and quantum issues will be heard together. A trial will not occur before October 2023. Euronet seeks damages, costs, and injunctive relief to prevent the defendants from enforcing the aforementioned rule.

Visa Europe Limited will absorb all losses associated with the Retailer Litigation and the Euronet claim and consistent with prior years will recognise any required losses or related settlements in its accounts. Therefore, no such losses will be recognised in the Company's financial statements.

**15. Related party transactions**

The Company earns intercompany fees through the provision of various services to Visa Europe Limited. The services include the provision of client liaison, business development and general support services to Visa Europe Limited. The total intercompany revenue fees for the year were as follows:

	2021 €'000	2020 €'000
Visa Europe Limited	63,727	32,618

The Company's trade and other receivables falling due within one year include the following amounts due from Visa Europe Limited and subsidiaries and the Company's trade and other payables falling due within one year include the following amounts due to Visa Europe Limited and subsidiaries:

	2021 €'000	2020 €'000
Amounts due from related parties (see Note 8):		
Visa Europe Limited and subsidiaries	548,081	616,655

	2021 €'000	2020 €'000
Amounts due to related parties (see Note 10):		
Visa Europe Limited and subsidiaries	173,863	266,038

**Overall Parent Company**

The results of the Company, as well as the Company's immediate parent, Visa Europe Limited and all of its subsidiaries, are included in the audited consolidated financial statements of Visa Inc., the Visa group's overall parent company, for the years ended 30 September 2021 and 2020. Visa Inc. is incorporated in the United States of America and copies of Visa Inc.'s financial statements are available from its website.

**16. Post balance sheet events**

See Note 14, Contingent liabilities, for details on activity of pending litigation against the Company taking place subsequent to the balance sheet date and before the date of approval of the Directors' Report.

Given the deteriorating situation in Russia and Ukraine, Visa Europe Limited has undertaken a review of business exposure to the Visa Europe group, noting that the conflict zone is outside of the markets that form the Visa Europe region. There is no exposure to the Company and although a revenue and credit exposure does exist for Visa Europe Limited, the amounts are not considered to be material. Visa's top priority is ensuring the safety and security of its employees who are directly impacted by these recent events and supporting the humanitarian relief efforts underway to aid the Ukrainian people.

There were no other significant events between the balance sheet date and the date of approval of the Directors' Report