

**NTT Data Business Solutions Limited**  
(Registered number: 03689001)

**Strategic Report, Report of the Directors and  
Financial Statements for the year ended 31 March 2024**  
for  
**NTT Data Business Solutions Limited**

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**NTT Data Business Solutions Limited**  
**(Registered number: 03689001)****Contents of the Financial Statements**  
**for the year ended 31 March 2024**

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**NTT Data Business Solutions Limited**

**Company Information  
for the year ended 31 March 2024**

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**DIRECTORS:** P Newman (Appointed 29<sup>th</sup> March 2006)  
N Rotter (Appointed 19<sup>th</sup> August 2010)  
J Brading (Appointed 19<sup>th</sup> August 2010)  
J Puerzer (Appointed 1<sup>st</sup> February 2023)

**REGISTERED OFFICE:** 12 Gough Square  
London  
EC4A 3DW

**REGISTERED NUMBER:** 03689001

**AUDITOR:** KPMG LLP  
15 Canada Square  
London  
E14 5GL

**NTT Data Business Solutions Limited**  
**(Registered number: 03689001)****Strategic Report**  
**for the year ended 31 March 2024****PRINCIPAL ACTIVITY**

The principal activity of the company in the year under review was that of the sale of software and associated services.

**REVIEW OF BUSINESS**

The company's profit for the period, after taxation, amounted to £11.7million (Prior Period: £9.1million). The Period saw the company Revenues equal £133.3million (Prior Period: £120.8million) a growth of 10.3%. The company continued to increase its importance to the NTT Data Business Solutions AG group ("group or parent company") in the period maintaining its third position as the contributor in Revenues and Profit for the group for the fiscal year ended 31<sup>st</sup> March 2024.

**KEY PERFORMANCE INDICATORS**

The company's financial and non-financial performance is reviewed and managed via monthly meetings of the executive team and during these meeting key performance indicators are reviewed and actions agreed to improve performance and maximise productivity.

In line with trends in the market, customers continued to demand systems to be delivered via a private cloud (software installed remotely in one of the company's data centres) or via public cloud (software installed remotely and shared with other customers in a "multi-tenanted" environment) rather than installed on computer hardware managed by the customer themselves. Consequently, the company has seen its revenues from its Managed Cloud and cloud product provision generate to £30.8million (Prior Period £23.8million), an increase of 29% on a 12-month related period.

A major KPI for the entire group, in the period, was Cash and Net Current Asset Management. This was measured by the average Days Sales Outstanding (DSO) for the fiscal period, the company achieved an average actual DSO of 23.42 days compared to the KPI target of 28 days.

Cash reserves was £32.85million at end of period (Prior Period £40.37million). When adjusted for the Dividend paid to Parent of £20.8million, net cash generated for the group decreased by 18.62%. Net Current Assets decreased by 34.6% to £16.3million (Prior Period: £24.8million).

The company exceeded its KPI targets in both Revenues and EBITDA for the period. Revenue was 5.9% over target of £125.9million. The Company's EBITA target was £13.2million at 10.5% margin and we achieved £15.2million at 11.4% margin.

**BUSINESS MODEL**

The company has continued to operate a direct sales model with the vast majority of its business (by revenue) being transacted in this way. During the year the company has continued to support the majority of its functions using its own staff to provide marketing support, sales capacity, financial management and accounting, and human resources. Headcount increased in line with demand. In March 2024, NDBS AG transferred Sapphire Systems Ltd to the Company for shares issued in NDBS Ltd., refer to note 10 of the financial statements. This extends the portfolio of knowledge in web-based SAP products (CX) as well as own products to enhance the customers systems.

**FUTURE APPROACH**

The company will maintain its approach of developing its people enabling them to acquire skills in developing technologies thus enabling it to compete at the forefront of its industry. As the industry moves to the Cloud, it is expected that Cloud related products and services will continue to increase as they have in this period.

**NTT Data Business Solutions Limited**  
(Registered number: 03689001)**Strategic Report**  
for the year ended 31 March 2024**PRINCIPAL RISKS AND UNCERTAINTIES**

Management of the business and the execution of the Company's strategy are subject to a number of risks. The key business risk affecting the Company are set out below. The Directors review the risk and ensure appropriate processes are put in place to monitor and mitigate them. The principal risks identified are:

**Economic environment*****Inflationary pressures***

Due to the increase in the employer's National Insurance levy as per the UK's 2024 Autumn Budget, while the Company's costs will inevitably rise, this will not affect the projected profits of the business. Though there will be a lag period where wages will reduce the operating margin, the company can mitigate the erosion of the operating margin over the longer-term period with contract indexation and repricing, as well as higher margin projects. Management has also assured employees across the business that the yearly salary adjustments for FY2025 will continue as planned, reaffirming the Company's commitment to supporting its workforce as a people-focused business.

***Interest rate pressure***

The Company has maintained a low-leveraged position with no borrowings. For the year ended March 2025, interest expense to banks and related parties is forecast to be £nil and it is estimated that interest revenues will be similar to last year's of £980k. A rise in interest rates, whilst benefiting the company, would still have a minimal effect on the operating income of the business. As such, management does not perceive interest rate increases as a likely risk to the going concern of the company.

**Competitive environment**

The company is the number one re-seller of SAP solutions in the UK and Platinum Partner, and continues to work on an almost exclusive basis with products provided by SAP therefore the company is exposed to changes in SAP's marketplace and its direct relationship with the company. The company minimises risk by continuing to maintain a strong and healthy relationship with SAP both locally and at a group level.

The business is influenced by changes in the UK economy and, to a lesser extent, changes in the global economy and to wage inflation in the consultant marketplace. The company seeks to minimise these risks by focusing on providing a superior customer service.

The company's main area of risk is the competitive marketplace for talent. The Directors have initiated initiatives to maintain and retain talent as well as utilising the vast talent pool available from our sister companies and related parties.

The Directors have carried out a robust assessment of the principal risks facing the company, including those that would threaten its business model, future performance, solvency, or liquidity. Based on this, the Company does not anticipate changes to its business model in the near to medium term. The Company will monitor for any possible implications to its business and operations and act in an appropriate manner to maintain the company's position within the industry and the Group.

**NTT Data Business Solutions Limited**  
(Registered number: 03689001)

**Strategic Report**  
For the year ended 31 March 2024

**Section 172(1) STATEMENT** The Directors consider their main duty is to promote the success of the company for the benefit of all its members and stakeholders. To achieve this, the Directors in doing so have regard, amongst other matters, to the Considerations set out in Section 172(1) a) - f) of the companies' act.

**ON BEHALF OF THE BOARD:**

Consideration	Directors/Company Action/Example
a) the likely consequences of any decisions in the long term	<p>NTT Data Business Solutions AG is the Company's shareholder, making it the Company's parent company. Two members of the Company's board also sit on the parent company's board, and a third is part of the parent company's extended management team. This allows stakeholders from both organisations to address considerations especially those shared by the two organisations. Both organisations set out and agree on the Company's plans in a long term planning ("LTP") process. The company's current long-term objectives are set out in accordance with group objectives. These are then used for mid-term (budgeting) and short-term goal setting (half-year forecasting). The current plan through to March 2025 includes measures to improve efficiency and, as a result, profitability, as well as focusing on measures to improve sustainability and acquire and retain talent. This not only supports the company's finances but also benefits relating to all stakeholders. The Company's executive management reviews short and long-term decisions monthly in a monthly executive meeting ("MET"). Any changes to the long-term plan are communicated to NTT Data Business Solutions AG via Microsoft Teams and email.</p>
b) the interests of the company's employees	<p>Employees are updated and informed of the company's status and key decisions via regular virtual town hall meetings and emails sent by members of the company's executive team. Employees may approach the Company's people team for confidential discussions and support as required. Flexible working policies have been introduced, including a "Work where it Works" approach that allows employees to work where it is most effective for them (subject to the needs of customers, the company, and the law). All employees are allowed one free Friday each month as an additional holiday. The employees greatly appreciate these benefits.</p>
c) the need to foster the company's business relationships with suppliers, customers and others	<p>The Company is a major partner of SAP, ServiceNow, and Infor in the UK and worldwide. This has expanded the Company's business opportunities beyond SAP, which was historically its only offering in the market. The Company has continued to enhance its relationships with key suppliers as its range of service opportunities has increased.</p>
d) the impact of the company's operations on the community and the environment	<p>The Company's executive team has set specific policies to increase its positive impact on the community and environment. This includes pledges to maintain a paperless office and the removal of all single-use plastics. The company also undertaken to be carbon neutral by 2027, and supports this challenge with an attractive electric vehicle leasing scheme and the government's cycle to work offering. Both are open to all employees.</p>
e) the desirability of the company maintaining a reputation for high standards of business conduct	<p>All employees are required to adopt our parent company's business conduct policy. Mandatory training is given when an employee joins and is refreshed annually.</p>
f) the need to act fairly as between members of the company	<p>The Company's policies are designed to promote fairness throughout the employee base. Policies apply to all employees regardless of their level. The company has implemented a culture of openness, and employees are encouraged to raise any issues with their manager. Should this approach not succeed, the company has several opportunities for the employee to escalate the matter via the people team or even through an international whistle-blowing function.</p>

*P. Newman*  
Philip Newman  
2025.04.02  
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Philip Newman Director  
12 Gough Square, London. EC4A 3DW  
Date: 2<sup>nd</sup> April 2025

**NTT Data Business Solutions Limited**  
(Registered number: 03689001)**Report of the Directors**  
For the year ended 31 March 2024

The directors present their report with the financial statements of the company for the year ended 31 March 2024. Across the financial statements, FY23 corresponds to the financial year that ended on 31 March 2024, while FY22 refers to the financial year that ended on 31 March 2023.

**DOMICILE AND LEGAL FORM**

NTT Data Business Solutions Limited is domiciled in the United Kingdom and has the legal form of a Limited Company. The company is a 100% owned subsidiary of NTT Data Business Solutions AG ("Group"), as detailed in Note 16.

**COUNTRY OF INCORPORATION**

NTT Data Business Solutions Limited is incorporated in the United Kingdom.

**DIVIDENDS**

On the 17th May 2023, the company paid a Dividend to the company's parent for the period ending 31<sup>st</sup> March 2022 of £20m.

**FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

The company's activities expose it to a number of financial risks including price risk, cash flow risk and liquidity risk. The use of financial derivatives is governed by the Group's policies approved by the board of directors of the ultimate parent company, which provide written principles on the use of financial instruments or derivatives to manage these risks. The Company does not use derivative financial instruments for speculative purposes.

**Price Risk** - The Company's exposure to price risk due to the industries competitive and evolving nature. Due to the company's strong relationship with partners and position in the industry in the UK, the risk is immaterial.

**Cash flow risk** - The Company's activities expose it to the financial risk in foreign currency exchange rates. This risk is managed locally under Group policies and principles. The volume of foreign currency trade is low, and the risk is considered as immaterial.

**Liquidity risk** - In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the Company has the ability to access a mixture of long-term and short-term debt finance provided by the Group treasury.

**Credit Risk** - The Company's main exposure to credit risk arises principally from Receivables from Customers. The carrying amount of the financial asset represents the maximum credit exposure. The company has established a credit policy whereby new customers are analysed for creditworthiness before a contractual relationship is entered into. Any non-standard credit terms must receive Financial and executive approval. Customer credit risk is monitored, and provision is provided in line with the group policies.

**DIRECTORS**

The directors shown below have held office during the whole of the period from 1 April 2023 to the date of this report.

P Newman

N Rotter

J Brading

J Purzer

**EMPLOYMENT POLICIES**

The company's outstanding achievements are dependent on the contribution of every member of staff. We have continued to focus our efforts towards making NDBS UK a great place to work, a place where talent, expertise and success are recognised, where we continue to focus on innovation and where employees are empowered to achieve their professional goals.

**Employee diversity**

Multiculturalism, respect and openness are at the heart of the culture. The diversity of our staff enriches the company with their different experiences and backgrounds. We explicitly outline a multicultural approach as the first of the prime core competencies required of our employees. Equality among all genders alignments is a key concern for the company, whose efforts are focused on increasing awareness and reinforcing policies in this matter. Diversity, and with-it equality among all employees, is the source of our incredible wealth in human assets, and the foundation and constant progress within the company.

The company gives full consideration to employing disabled persons and making reasonable adjustments where necessary. Employees who become disabled are given every opportunity and assistance to continue in their employment or to be trained for other suitable positions. The company is committed to equal opportunities for all its employees and potential employees. All individuals will be treated or considered for employment and advancement on the basis of their relative merits, abilities, and qualifications.

**Compensation and benefits**

The company offer competitive benefits to our employees that are specific to market needs and comply with local legislation. We seek to incentivise our employees through variable remuneration schemes linked to individual and company performance. We believe this comprehensive approach to reward reinforces our strong corporate culture and helps us maintain our sector leadership. A competitive remuneration package is key to attract and retain the best talent. The company provides comprehensive benefit packages, aligned with social security legislation, tax legislation and market practice. All our employees are entitled to a workplace defined contribution retirement plan.

**Employee wellbeing**

Employee wellbeing has come to the forefront during the Pandemic and the company continues to maintain it as a high priority. We have proactively development initiatives to improve employee health and wellbeing in the work environment and the company's "duty of care", including our "work where it works" policy, which form part of our focus on employee welfare and satisfaction.

**NTT Data Business Solutions Limited**  
**(Registered number: 03689001)****Report of the Directors - continued**  
**For the year ended 31 March 2024****RESEARCH AND DEVELOPMENT**

The Group, of which the Company is a part, is committed to research and development activities principally in relation to product and process development, to improve the added value of its product range to the company's customers. There was an immaterial amount completed in the period.

**DONATIONS**

The Company donated US\$ 52,140.77 to One Tree Planted Inc., for tree-planting Projects in Romania and Rwanda as the main designated charity of the company and part of the company Carbon footprint reduction program. The countries for the projects were chosen by the staff at Townhall meetings. No other charitable or political donations over £2,000 were made in the period.

**BRANCHES OUTSIDE THE UK**

The Company operates no branches outside the UK.

**GOING CONCERN**

In determining whether it is appropriate to continue to adopt going concern basis in preparing the financial statements for the year ended 31 March 2024, the Directors have considered the following factors:

- The Company's financial position and cash flow forecasts
- The Company's funding requirements to continue as going concern.

The Company has prepared a cash flow forecast for at least 12 months from the date of approval of these financial statements, which is based on the Company's budgets and expected performance in this period.

The directors have also prepared severe, but plausible downside scenarios taking into account the current economic uncertainty, which could result in significant decreases in revenue and margin which assume 1) reduction in revenues due to difficulty in acquiring and maintaining the talent required to deliver the contracted and forecasted services, 2) loss of key customers due to commercial pressures, significant cancellations or deferrals of contracts and major decreases in work pipeline and 3) adverse fluctuations in GBP against other major trading currencies including INR which impacts the Company's cost base. Even under these downside scenarios the Company expects that it will continue to generate positive cash flows and will continue to meet its obligations as they fall due.

In addition, the Company had £32.85million of available cash and net current assets £16.3million as at 31 March 2024. The cash balance as at 31 March 2025 was £29.5million.

Taken into account the facts and circumstances above, including the base case and downside cash flow forecasts, the Company's balance sheet position as well as its current cash reserves, the Directors are confident that the Company will continue to meet its obligations, settle liabilities as they fall due and continue to operate for at least 12 months from the date of approval of the financial statements and therefore have prepared these financial statements on a going concern basis.

**NTT Data Business Solutions Limited  
(Registered number: 03689001)**

**Report of the Directors - continued  
For the year ended 31 March 2024**

**GREENHOUSE GAS EMISSIONS, ENERGY CONSUMPTION AND ENERGY EFFICIENCY ACTION**

The company's greenhouse gas emissions and energy consumption as at March 2024 were as follows;

	<b>FY 2023</b>	<b>FY 2022</b>
Emissions resulting from activities for which the Company is responsible involving business travel in rental cars or employee-owned vehicles	446 tCO2e	611 tCO2e
Emissions resulting from the purchase of the electricity by the company for its own use Including for the purpose of transport	47 tCO2e	52 tCO2e
Energy consumed from activities for which the Company is responsible involving the combustion of gas, or the consumption of fuel for the purposes of transport, and the annual quantity of energy consumed resulting from the purchase of electricity by the Company for its own use, including for the purposes of transport	2,053,189 kWh	2,173,320 kWh

The Methodology applied to calculate the Company's energy and emissions is based on the principles set out in the company's SECR for the period in conjunction with the Government GHG reporting conversion factors.

The intensity Ratio used by the Company is Kg CO2e per square foot of total site area. For FY23, the carbon intensity ratio was 38.38 kgCO2e per sqft (Prior period: 38.29 kgCO2e per sqft).

The Company continues to strive for energy and carbon reduction arising from their activities. During the period actions were undertaken included:

- remote working and use of public transport have been increasingly encouraged.
- unnecessary power usage has been avoided.
- incentivising employees to take advantage of the electric car scheme thereby reducing scope 3 carbon emissions.


**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR**

So far as the directors are aware, there is no relevant audit information (as defined in Section 418 of the Companies Act 2006) of which the company's auditor is unaware, and each director has taken all the steps he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

**AUDITOR**

The Audit committee is reviewing appointment of an Audit firm for next year and will announce it's findings at a later date.

**ON BEHALF OF THE BOARD:**

 Philip Newman  
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Philip Newman Director  
12 Gough Square, London. EC4A 3DW  
Date: 2<sup>nd</sup> April 2025

**NTT Data Business Solutions Limited  
(Registered number: 03689001)**

**Statement of Directors' Responsibilities  
For the year ended 31 March 2024**

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**STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE STRATEGIC REPORT, THE DIRECTORS' REPORT AND THE FINANCIAL STATEMENTS**

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

Company law requires the directors to prepare financial statements for each financial year. Under that law they 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 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.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NTT DATA BUSINESS SOLUTIONS LIMITED

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## Opinion

We have audited the financial statements of NTT Data Business Solutions Limited ("the Company") for the year ended 31 March 2024 which comprise the Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2024 and of its profit for the year 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.

## 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").

In our evaluation of the directors' conclusions, we considered the inherent risks to the Company's business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for the going concern period.

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 above conclusions are not a guarantee that the Company will continue in operation.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NTT DATA BUSINESS SOLUTIONS LIMITED (continued)**

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### **Fraud and breaches of laws and regulations – ability to detect**

#### *Identifying and responding to risks of material misstatement due to fraud*

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of directors and inspection of policy documentation as to the Company's high-level policies and procedures to prevent and detect fraud as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.
- Considering remuneration incentive schemes and performance targets.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account possible pressures to meet profit targets, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that management may be in a position to make inappropriate accounting entries.

We did not identify any additional fraud risks.

We performed procedures including:

- Identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted to unusual accounts and those posted to seldom used accounts.
- Assessing whether the judgements made in making accounting estimates are indicative of a potential bias.
- Evaluating the business purpose of significant unusual transactions.

#### *Identifying and responding to risks of material misstatement related to compliance with laws and regulations*

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards) and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation and taxation legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NTT DATA BUSINESS SOLUTIONS LIMITED (continued)**

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Secondly, the Company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, data protection laws, anti-bribery, employment law, and money laundering regulations.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and inspection of regulatory and legal correspondence, if any. Therefore if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

### *Context of the ability of the audit to detect fraud or breaches of law or regulation*

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

### **Strategic report and directors' report**

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

Our responsibility is to read the strategic report and 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 strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have 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.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NTT DATA BUSINESS SOLUTIONS LIMITED (continued)

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### **Directors' responsibilities**

As explained more fully in their statement set out on page 8, 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 they 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.

### **Auditor's 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 auditor's 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

### **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.



**Alex Beard (Senior Statutory Auditor)**  
**for and on behalf of KPMG LLP, Statutory Auditor**  
*Chartered Accountants*  
15 Canada Square  
London, E14 5GL  
United Kingdom

2 April 2025

**NTT Data Business Solutions Limited**  
 (Registered number: 03689001)

**Statement of Comprehensive Income**  
 For the year ended 31 March 2024


	Notes	FY 2023 £	FY 2022 £
Turnover	3	133,310,902	120,814,437
Cost of Sales		(111,924,192)	(99,632,930)
<b>Gross Profit</b>		21,386,710	21,181,507
Administrative Expenses		(6,856,110)	(10,684,481)
<b>Operating Profit</b>		14,530,600	10,497,026
Interest receivable and similar income	4	1,071,552	610,724
Interest payable and expenses	4	(55,087)	(36,052)
<b>Profit before tax</b>		15,547,065	11,071,698
Taxation (Expense) / Recovery	7	(3,889,212)	(1,979,812)
<b>Profit for the financial year</b>		11,657,853	9,091,886
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to profit or loss:</b>			
Other comprehensive (expense) / income for the year, net of tax		-	-
<b>Total comprehensive income for the year</b>		11,657,853	9,091,886

The accompanying notes form part of these financial statements

**NTT Data Business Solutions Limited**  
 (Registered number: 03689001)

**Balance Sheet**  
**As at 31 March 2024**

	Notes	FY 2023 £	FY 2022 £
<b>Fixed assets</b>			
Goodwill	8	15,753,005	15,753,005
Investments	10	140,980,057	60,770
<b>Tangible Asset</b>			
Property, plant and equipment	9	1,122,044	888,969
Right of Use Assets	15	<u>2,282,910</u>	<u>2,276,114</u>
		160,138,016	18,978,858
<b>Current assets</b>			
Debtors	11	33,548,122	29,457,794
Cash at bank and in hand	12	<u>32,850,074</u>	<u>40,368,659</u>
		66,398,196	69,826,453
Creditors: amounts falling due within one year	14	(50,035,325)	(44,860,684)
<b>Net current assets</b>		16,362,871	24,965,769
Creditors: amounts falling due after more than one year		<u>(1,975,722)</u>	<u>(1,996,603)</u>
<b>Net assets</b>		<u>174,525,165</u>	<u>41,948,024</u>
<b>Capital and reserves</b>			
Called up share capital	13	10,587,279	10,587,278
Share Premium		140,919,287	-
Other Reserves		(5,834,297)	(5,834,297)
Profit and loss account		<u>28,852,896</u>	<u>37,195,043</u>
<b>Shareholders' funds</b>		<u>174,525,165</u>	<u>41,948,024</u>



Philip Newman  
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Philip Newman Director  
 12 Gough Square, London. EC4A 3DW  
 Date: 2<sup>nd</sup> April 2025

The accompanying notes form part of these financial statements

**NTT Data Business Solutions Limited**  
 (Registered number: 03689001)

**Statement of Changes in Equity**  
**for the year ended 31 March 2024**

	Called up share capital £	Share Premium	Other Reserves £	Profit and loss account £	Total equity £
<b>Balance at 1 April 2023</b>	10,587,278	-	(5,834,297)	37,195,043	41,948,024
<b>Total comprehensive income for the period</b>				11,657,853	11,657,853
<b>Transactions with owners, recorded directly in equity</b>					
Issues of shares	1	140,919,287			140,919,288
Dividends				(20,000,000)	(20,000,000)
<b>Total contribution by and distribution to owners</b>	<b>1</b>	<b>140,919,287</b>	<b>-</b>	<b>(20,000,000)</b>	<b>120,919,288</b>
<b>Balance at 31 March 2024</b>	<b>10,587,279</b>	<b>140,919,287</b>	<b>(5,834,297)</b>	<b>28,852,896</b>	<b>174,525,165</b>

	Called up share capital £	Share Premium	Other Reserves £	Profit and loss account £	Total equity £
<b>Balance at 1 April 2022</b>	10,587,278	-	-	36,903,158	47,490,436
<b>Total comprehensive income for the period</b>				9,091,885	9,091,885
<b>Transactions with owners, recorded directly in equity</b>					
Acquisition Equity Reserve			(5,834,297)		(5,834,297)
Dividends				(8,800,000)	(8,800,000)
<b>Total contribution by and distribution to owners</b>	<b>-</b>	<b>-</b>	<b>(5,834,297)</b>	<b>(8,800,000)</b>	<b>(14,634,297)</b>
<b>Balance at 31 March 2023</b>	<b>10,587,278</b>	<b>-</b>	<b>(5,834,297)</b>	<b>37,195,043</b>	<b>41,948,024</b>

The accompanying notes form part of these financial statements

**NTT Data Business Solutions Limited**  
(Registered number: 03689001)**Notes to the Financial Statements**  
**For the year ended 31 March 2024****1. ACCOUNTING POLICIES****Basis of preparation**

**NTT Data Business Solutions Limited** (the "Company") is a private company incorporated, domiciled and registered in England in the UK. The registered number is 03689001 and the registered address is 12 Gough Square, London, EC4A 3DW.

The Company is exempt by virtue of Section 401 of the Companies Act 2006 from the requirement to prepare group financial statements. These financial statements present information about the company as an individual undertaking and not about its group.

These financial statements were prepared and approved by the directors in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101"). In prior years the Financial Statements have been prepared in accordance with UK-adopted International Financial Reporting Standards ("UK-adopted IFRS"). The Company has transitioned to FRS 101 reporting this year end to take advantage of the disclosure exemptions available under FRS 101 in relation to cash flow statements, financial instruments, and related party transactions. No adjustments were identified as a result of this transition.

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of UK-adopted international accounting standards ("UK-adopted IFRS") 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.

The Company's ultimate parent undertaking, Nippon Telegraph and Telephone Corporation, includes the company in its consolidated financial statement. Information on parent companies is laid out in Note 16.

These financial statements have been prepared for the year ended 31 March 2024 (FY 2023) and the comparative period ended 31 March 2023 (FY 2022).

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

There are no judgements made by the directors, in the application of these accounting policies, that have a significant effect on the financial statements and no estimates with a significant risk of material adjustment in the next year.

**Financial Reporting Standard 101 – reduced disclosure exemptions**

In these financial statements, the Company has applied the exemptions available under FRS101 in respect of the following disclosures:

- A cash flow statement and related notes;
- Certain disclosures regarding revenues;
- Certain disclosures regarding leases;
- Comparative period reconciliations for share capital, tangible fixed assets and intangible assets;
- Disclosures in respect of transactions with wholly owned subsidiaries'
- Disclosures in respect of capital management;
- The effects of new but not yet effective IFRSs;
- Disclosures in respect of the compensation of key management personnel; and
- Disclosures of transaction with a management entity that provides key management personnel services to the company.

**NTT Data Business Solutions Limited**  
(Registered number: 03689001)**Notes to the Financial Statements - continued**  
**for the year ended 31 March 2024****1. ACCOUNTING POLICIES - continued**

As the consolidated financial statements of NTT Nippon Telegraph and Telephone Corporation include the equivalent disclosures, the Company has also taken the exemptions under FRS101 available in respect of the following disclosures.

- Certain disclosures required by IAS 36 Impairment of assets in respect of the impairment of goodwill;
- Certain disclosures required by IFRS 3 Business Combinations in respect of business combinations undertaken by the Company in the current and prior periods including the comparative period reconciliation for goodwill; and
- Certain disclosures required by IFRS 13 Fair Value Measurement and the disclosures required by IFRS 7 Financials Instruments: Disclosures.

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

**Going Concern**

In determining whether it is appropriate to continue to adopt going concern basis in preparing the financial statements for the year ended 31 March 2024, the Directors have considered the following factors:

- The Company's balance sheet position and cash flow forecasts; and
- The Company's funding requirements to continue as going concern.

The Company has prepared a cash flow forecast for at least 12 months from the date of approval of these financial statements, which is based on the Company's budgets and expected performance in this period.

The directors have also prepared severe, but plausible downside scenarios taking into account the current economic uncertainty, which could result in significant decreases in revenue and margin which assume 1) reduction in revenues due to difficulty in acquiring and maintaining the talent required to deliver the contracted and forecasted services, 2) loss of key customers due to commercial pressures, significant cancellations or deferrals of contracts and major decreases in work pipeline and 3) adverse fluctuations in GBP against other major trading currencies including INR which impacts the Company's cost base. Even under these downside scenarios the Company expects that it will continue to generate positive cash flows and will continue to meet its obligations as they fall due.

In addition, the Company had £32.8million of available cash and net current assets £16.3million as of 31 March 2024. The cash balance as at 31 March 2025 was £29.5million.

Taken into account the facts and circumstances above, including the base case and downside cash flow forecasts, the Company's financial position as well as its current cash reserves, the Directors are confident that the Company will continue to meet its obligations, settle liabilities as they fall due and continue to operate for at least 12 months from the date of approval of the financial statements and therefore have prepared these financial statements on a going concern basis.

**NTT Data Business Solutions Limited**  
 (Registered number: 03689001)

**Notes to the Financial Statements - continued**  
**For the year ended 31 March 2024**
**1. ACCOUNTING POLICIES – continued**
**Revenue recognition**

Revenue by the group is in scope of IFRS15 and is subject to the following recognition policy.

On inception of the contract, we identify a "performance obligation" for each Service we have promised to perform or product to provide to the customer. The consideration specified in the contract with the customer is allocated to each performance obligation identified based on their relative standalone selling price and is recognised as revenue as they are satisfied.

For Time & Material (T&M) projects, we recognise performance obligation on receipts of authorised timesheets. On Milestone projects, we recognise using the percentage of completion (POC) method.

The table below summaries the performance obligation we have identified for each service line and provides information on the timing of when they are satisfied and the related revenue policy:

Service Line	Performance obligation.	Revenue Recognition policy
Consultancy, Application Management Services.	Provision of IT Services, implementation and delivery of software solutions and support related to solutions provided. Performance obligations are identified for each distinct service which the customer has contracted, and are considered to be satisfied over the time period we deliver these services.	Revenue for service is recognised over time using a measure of progress that appropriately reflects the pattern by which the performance obligation is satisfied. For time and material contracts, revenue is recognised as the service is received by the customer. For milestone projects, the revenue is recognised based on percentage of completion of the performance obligation. For fixed price agreements, revenue is recognised on a straight line basis over the period the service is provided.
Managed Private Cloud, Maintenance fees, Public Cloud Solutions	Provision of support and access to software solutions hosted at data centres provided by either related sister companies or agreed partner suppliers. Performance obligations are identified for each distinct service which the customer has contracted, and are considered to be satisfied over the time period we deliver these services.	Revenue for service is recognised over time using a measure of progress that appropriately reflects the pattern by which the performance obligation is satisfied. For the majority, contracts are annual fixed price agreements. Revenue is recognised on a straight line basis over the period the service is provided.
On-Prem. Licence fee	Provision of supply of access to Partners software. Performance obligation are identified on delivery of access to end customer.	Revenue is recognised at point that the licence is granted to the end-customer from the Software supplier.
Commission on Cloud subscriptions	Provision of Sale of Cloud Subscription to end Customer. Performance obligation are identified at initial point of sale and when satisfied over the time period we deliver these services	Revenue is recognised at point that the Software supplier acknowledges the liability. This being when they invoice the end-customer.

**Impairment of non-financial assets**

The carrying amounts of the Company's non-financial assets including goodwill property, plant and equipment, right of use asset and investments in subsidiaries are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, the recoverable amount is tested annually for impairment and is estimated each year at the same time.

For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use, the cash-generating unit (CGU). These are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit" or "CGU"). The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

**NTT Data Business Solutions Limited**  
(Registered number: 03689001)

**Notes to the Financial Statements - continued**  
**For the year ended 31 March 2024**

**1. ACCOUNTING POLICIES - continued**

**Depreciation**

Depreciation is calculated using the straight-line method and therefore provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	-	8 years
Computer equipment	-	3 years
Building Improvement	-	8 years
Right of Use Assets	-	Over the lease period

**Taxation**

Current taxes are based on the results shown in the financial statements and are calculated according to local tax rules, using tax rates enacted or substantially enacted by the statement of financial position date.

**Foreign currencies**

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the statement of financial position date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are considered in arriving at the operating result.

**Employee benefit costs**

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the income statement in the period to which they relate.

**Leases**

**As a lessee**

All leases are classified as a Right of Use (RoU) Asset. Total value of all RoU Assets are shown in the Statement of Financial Position. The value of the Asset is depreciated over the lease period. The Company recognises a right-of-use asset and a lease liability at the lease commencement date.

**Financial instruments**

*Recognition and initial measurement*

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

*Classification and subsequent measurement*

On initial recognition, a financial asset is classified as measured at: amortised cost. A financial asset is measured at amortised cost if it meets both of the following conditions:

- 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

**NTT Data Business Solutions Limited**  
(Registered number: 03689001)**Notes to the Financial Statements - continued**  
for the year ended 31 March 2024**1. ACCOUNTING POLICIES - continued****Financial instruments (continued)**

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.

Financial liabilities are classified as measured at amortised cost.

The company recognises loss allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Company considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realising security (if any is held); or
- the financial asset is more than 120 days past due.

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Company expects to receive). The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery.

Write-off Policy: Management evaluates outstanding debt, determining its recoverability. If deemed unrecoverable, the debt is then written off.

**Cash and cash equivalents**

Cash and cash equivalents comprise cash at bank and in hand and short-term deposits. Short term deposits are defined as deposits with an initial maturity of three months or less. Bank overdrafts that are repayable on demand and form an integral part of the company's cash management are included as a component of cash and cash equivalents.

**Deferred tax**

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: the initial recognition of goodwill; the initial recognition of assets or liabilities that affect neither accounting nor taxable profit other than in a business combination, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the statement of financial position date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised.

**Judgments in applying accounting policies and key sources of estimation uncertainty**

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognized in the financial statements.

**NTT Data Business Solutions Limited**  
(Registered number: 03689001)**Notes to the Financial Statements - continued**  
**for the year ended 31 March 2024**

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**1. ACCOUNTING POLICIES - continued****Investments in subsidiaries**

Investments in subsidiaries held by the Company are accounted for at cost in the financial statements. The carrying values of investments in subsidiaries are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. If any such indication exists and where the carrying values exceed the estimated recoverable amount, the investments are written down to their recoverable amount.

**Business combinations under common control**

Business combination under common control is accounted for using book value method. The assets and liabilities recognised at historical cost from the parent or fellow subsidiary books and assessed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at acquisition date.

**NTT Data Business Solutions Limited**  
 (Registered number: 03689001)

**Notes to the Financial Statements - continued**  
**for the year ended 31 March 2024**

**2. EMPLOYEES AND DIRECTORS**

The totals below include directors' remuneration.

	FY 2023	FY 2022
	£	£
Wages and Salaries	48,484,138	44,795,435
Social Security	5,170,351	4,964,324
Define Contribution Pension	2,199,678	1,915,787
	<u>55,854,167</u>	<u>51,675,546</u>

The average monthly number of employees during the year was as follows:

	FY 2023	FY 2022
Administration	21	19
Sales And Marketing	39	33
Distribution	415	401
	<u>475</u>	<u>453</u>

**Directors' remuneration**

	FY 2023	FY 2022
	£	£
Directors emoluments	709,643	709,982
Directors defined contribution pension schemes	8,333	3,424
	<u>717,976</u>	<u>713,406</u>

The amount shown above represents the remuneration paid to the directors for qualifying services to the company for the year ending 31<sup>st</sup> March 2024.

In FY23, the highest paid director received a remuneration of £448,988 (FY2022 £388,148).

In accordance with FRS 101, pension contributions were made for one director during the year. The value of the company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £8,333 (FY 2022 £3,424).

**NTT Data Business Solutions Limited**  
 (Registered number: 03689001)

**Notes to the Financial Statements - continued**  
**For the year ended 31 March 2024**
**3. TURNOVER FROM CONTRACTS WITH CUSTOMERS**
**(i) Disaggregation of revenue**

In the following table the revenue is disaggregated by major products/service lines and timing of revenue recognition:

	FY 2023	FY 2022
	£	£
<b>Major products/service lines</b>		
Consultancy	54,726,510	50,302,032
Application Management Services	19,026,529	16,756,930
Managed Private Cloud	10,472,496	9,913,477
<b>Total Services</b>	<u>84,225,535</u>	<u>76,972,439</u>
On-Prem. Licence fees	1,567,563	4,642,724
On Prem. Maintenance fees	26,838,817	24,866,210
Public Cloud Subscriptions	18,216,763	13,016,983
Commission on Cloud Subscriptions	2,091,679	866,179
<b>Total Software</b>	<u>48,714,822</u>	<u>43,392,096</u>
Other Revenues	370,545	449,902
<b>Total Revenues</b>	<u><u>133,310,902</u></u>	<u><u>120,814,437</u></u>

**(ii) Revenue by geographic region**

	FY 2023	FY 2022
	£	£
United Kingdom	110,468,425	101,262,684
Rest of Europe	21,765,217	17,460,817
Rest of the world	1,077,260	2,090,936
	<u>133,310,902</u>	<u>120,814,437</u>

**(iii) Contract balance**

The following table provides information about receivables, contract assets and contract liabilities from contracts with customers.

	FY 2023	FY 2022
	£	£
<b>Contract Balances</b>		
Trade debtors	25,671,996	23,745,963
Contract assets	2,835,274	216,473
Contract Liabilities	22,702,273	21,107,295

The contract assets primarily relate to the company's rights to consideration for work completed but not billed at the reporting date on percentage completion contracts. The contract assets are transferred to receivables when the rights become unconditional. The contract liabilities primarily relate to the advance consideration received from customers for support and maintenance contracts.

**NTT Data Business Solutions Limited**  
 (Registered number: 03689001)

**Notes to the Financial Statements - continued**  
**for the year ended 31 March 2024**
**3. TURNOVER FROM CONTRACTS WITH CUSTOMERS (continued)**

Significant changes in the contract assets and the contract liabilities balances during the period are as follows:

Significant Changes	Contract assets	Contract liabilities
	£	£
Revenue recognised that was included in the contract liability balance at the beginning of the period		21,107,295
Increases due to cash received, excluding amount recognised as revenue during the period		22,702,273
Transfers from contract assets recognised at the beginning of the period to receivables	216,473	

**4. NET FINANCE INCOME/COSTS**

	FY 2023	FY 2022
	£	£
Interest Income from Banks	1,071,552	610,724
<b>Financial Income</b>	<b>1,071,552</b>	<b>610,724</b>
Interest Expense from Right-of-Use Assets	(55,087)	(36,052)
<b>Financial Costs</b>	<b>(55,087)</b>	<b>(36,052)</b>
<b>Net Finance Income/Cost</b>	<b>1,016,465</b>	<b>574,672</b>

**5. PROFIT BEFORE INCOME TAX**

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

	FY 2023	FY 2022
	£	£
Depreciation - RoU assets	461,391	449,882
Depreciation - owned assets	296,255	309,231
Foreign exchange differences	614,462	544,798

**6. AUDITORS REMUNERATION**

The Company paid the following amounts to its auditor in respect of the audit of the financial statements and for other services provided to the company:

	FY 2023	FY 2022
	£	£
Fees payable to the Company's auditor and its associates for the audit of the company's annual financial statements	281,000	215,826

Amounts receivable by the Company's auditor and its associates in respect of services other than the audit of the Company's financial statement is £nil (FY2022 £nil).

**NTT Data Business Solutions Limited**  
 (Registered number: 03689001)

**Notes to the Financial Statements - continued**  
**for the year ended 31 March 2024**

**7. ANALYSIS OF TAX EXPENSE**
**Analysis**

	<b>FY 2023</b>	<b>FY 2022</b>
	<b>£</b>	<b>£</b>
Analysis of tax expense		
Current Tax	3,892,285	2,097,295
Deferred tax	2,673	33,939
Prior year	(5,746)	(151,422)
<b>Tax Expenses</b>	<b>3,889,212</b>	<b>1,979,812</b>

**Factors affecting the tax expense.**

The tax assessed for the year is higher than the standard rate of Corporation tax in the UK. The difference is explained below:

	<b>FY 2023</b>	<b>FY 2022</b>
	<b>£</b>	<b>£</b>
Profit on ordinary activities	15,547,065	11,071,698
	25%	19%
at Tax Rate	3,886,766	2,103,623
Effects of:		
Temporary differences	(2,673)	8,145
Non-Deductible expenses	10,865	19,466
Adjustments for prior year	(5,746)	(151,422)
	<b>3,889,212</b>	<b>1,979,812</b>

**Deffered Tax**

	<b>£</b>
Balance at 31 March 2023	110,998
Temporary differences	(2,673)
Prior Year Adjustment	89
<b>Balance at 31 March 2024</b>	<b>108,414</b>

**Factors that may affect future current and total tax charges.**

The increase in the UK corporation rate from 19% to 25% (effective 1 April 2023) has been applied for the Current year calculations. The deferred tax asset at 31/3/2024 has been calculated based on these rates, reflecting the expected timing of reversal of the related temporary differences (FY2022: 25%).

**NTT Data Business Solutions Limited**  
 (Registered number: 03689001)

**Notes to the Financial Statements - continued**  
**for the year ended 31 March 2024**

**8. GOODWILL**

The goodwill of £15,753,005 (FY 2022 £15,753,005) arose on the acquisition of the trade and net assets of Chelford SAP Solutions on 4th August 2010, Contemporary plc on 1st Dec 2013, Blueprint Management Systems Limited on 2nd July 2012, and IT Performs Limited on 5th June 2015.

The entire goodwill amount is allocated to NTT Data Business Solutions Limited which is the Company's only cash generating unit. The previous acquisitions made are all included within this cash generating unit.

The recoverable amount of this cash generating unit has been determined based on the value in use calculation. The calculation uses pre-tax cash flow projections based on financial forecast approved by management for the five years forthcoming, beyond which a terminal growth rate of 1% has been applied. Changing the key assumptions to reasonably possible alternative assumptions would not give rise to the recognition of any impairment.

The key assumptions of the impairment review calculation are shown below. The values assigned to the key assumptions represent the management's assessment of future developments in the relevant industry and are based on historical values from external and internal sources.

	<b>FY2023</b>	<b>FY2022</b>
Period on which management approved forecasts are based	5 years	5 years.
Growth rate applied beyond approved forecast period	1%	2%
Discount Rate	9.80%	11.80%

**9. Property, Plant and Equipment**

	<b>Leasehold Improvements</b>	<b>Furniture and Fittings</b>	<b>Computer Equipment</b>	<b>Total</b>
<b>Cost or valuation</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
As at 31st Mar 2023	649,417	220,699	466,757	1,336,873
Additions	153,082	90,942	285,306	529,330
As at 31 Mar 2024	<u>802,499</u>	<u>311,641</u>	<u>752,063</u>	<u>1,866,203</u>
<b>Depreciation</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
As at 31st Mar 2023	169,008	96,079	182,817	447,904
Depreciation	80,708	27,795	187,752	296,255
As at 31 Mar 2024	<u>249,716</u>	<u>123,874</u>	<u>370,569</u>	<u>744,159</u>
<b>Net Book Value</b>				
As at 31st Mar 2023	480,409	124,620	283,940	888,969
As at 31st Mar 2024	<u>552,783</u>	<u>187,767</u>	<u>381,494</u>	<u>1,122,044</u>

**NTT Data Business Solutions Limited**  
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**Notes to the Financial Statements - continued**  
**For the year ended 31 March 2024**
**10. INVESTMENTS IN SUBSIDIARIES**

Movement	£
As at 1st Apr 2022	4,049,988
Exercise of option- 49% Weaveability and Weaveability Hosting	3,810,730
Shareholder Deposit Release	385,061
Current put option brought forward	592,180
Forward contract Liability brought forward	(1,112,514)
Merger of Weaveability and Weaveability Hosting	(7,668,205)
Investment in Dormant Companies	3,530
As at 31st Mar 2023	60,770
Investment in Acquisition	140,919,287
As at 31 Mar 2024	140,980,057

On 8th of November 2023, the Company's parent, NDBS AG, acquired 100% ownership of Muscovite Topco Limited and its subsidiaries, including Sapphire Systems Limited. On 25th of March 2024, NDBS UK entered into series of agreements with NDBS AG to transfer its 100% ownership of Muscovite Topco Limited and its subsidiaries to NDBS UK. These common control transactions were recorded using book value accounting, in accordance with the Company's accounting policy. As a result of these transactions, at 31st March 2024, NDBS UK acquired direct ownership of Muscovite Topco Limited, Muscovite Bidco Limited, Opal Wave Solutions Limited, and Sapphire Systems Limited at a total book value of £140,919,288, in exchange for 1 ordinary share.

Company	Registered office address	Ownership	
		FY2023	FY2022
Weaveability Ltd	12 Gough Square, London, England, EC4A 3DW	100%	100%
Weaveability Hosting Limited	12 Gough Square, London, England, EC4A 3DW	100%	100%
NTT Data Business Solutions Ltd	Boole House, Beech Hill Office Campus, Clonskeagh, Dublin 4, Ireland	100%	100%
Sapphire Systems Limited	12 Gough Square, London, England, EC4A 3DW	100%	-
Opal Wave Solutions Limited	12 Gough Square, London, England, EC4A 3DW	100%	-
Muscovite Topco	12 Gough Square, London, England, EC4A 3DW	100%	-
Muscovite Bidco	12 Gough Square, London, England, EC4A 3DW	100%	-
Muscovite Holdco	12 Gough Square, London, England, EC4A 3DW	100%	-
Muscovite Midco	12 Gough Square, London, England, EC4A 3DW	100%	-
ITOM Solutions Limited	12 Gough Square, London, England, EC4A 3DW	100%	-
In Cloud Solutions Ltd	12 Gough Square, London, England, EC4A 3DW	100%	-
Opal Wave Offshore SARL	17 Street Bouyouf 4	100%	-
Opal Wave Sarl	Real Estate N. 1162 Haret Sakher part Real Estate N. 186	100%	-
Argentis Systems Sarl	Ain el Kabou Main Street, Lebanon Maipu 1300, 13 Floor City of Buenos Aire	100%	-
Argentis Systems Limited	12 Gough Square, London, England, EC4A 3DW	100%	-

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**Notes to the Financial Statements - continued**  
**For the year ended 31 March 2024**
**11. DEBTORS**

	FY 2023	FY 2022
	£	£
Trade Debtors	25,671,996	23,745,963
Expected Credit Loss on Trade Receivables	(415,691)	(625,070)
Amounts owed by group undertakings	1,365,668	1,467,360
Contract assets	2,835,274	216,473
Prepayments and accrued income	3,268,212	4,068,505
Other Debtors	714,249	473,565
Deferred Tax	108,414	110,998
<b>Current Trade Debtors</b>	<b>33,548,122</b>	<b>29,457,794</b>
	<b>FY 2023</b>	<b>FY 2022</b>
	<b>£</b>	<b>£</b>
<b>Non-Current Trade Debtors</b>	<b>-</b>	<b>-</b>
Trade Debtors over one year	-	-

Amounts due from group undertakings are payable on demand and are interest free.

**12. CASH AT BANK IN HAND**

	FY 2023	FY 2022
Bank Accounts	32,850,074	40,368,659
	<b>32,850,074</b>	<b>40,368,659</b>

**13. CALLED UP SHARE CAPITAL**

Number of Shares	Nominal value	Class	FY 2023	FY 2022
			£	£
10,587,279	£1.00	Ordinary - NDBS UK	10,587,279	10,587,278

After the balance sheet date, dividends of £12million per qualifying ordinary share were proposed by the directors. The dividends have not been provided for.

**14. CREDITOR: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	FY 2023	FY 2022
	£	£
<b>Current</b>		
Trade Creditors	2,042,136	1,867,430
Contract Liabilities	22,702,273	21,107,295
VAT Liabilities	4,931,088	4,275,475
Payroll related tax Liabilities	1,464,953	1,332,934
Amounts owed to group undertakings	1,933,392	1,505,837
Accruals	12,595,287	10,667,046
	<b>45,669,129</b>	<b>40,756,017</b>

**NTT Data Business Solutions Limited**  
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**Notes to the Financial Statements - continued**  
**For the year ended 31 March 2024**

**15. LEASES**

	<b>Land and buildings</b>
	<b>£</b>
Balance as at 1st Apr 2022	2,895,046
Depreciation charge for the year	(491,313)
Depreciation Transfers to/from other Assets	14,768
Depreciation Retirement	26,663
Derecognition of right-of-use assets	<u>(169,050)</u>
Balance as at 31st Mar 2023	<u>2,276,114</u>
Additions to right-of-use assets	468,187
Depreciation charge for the year	(461,391)
Balance as at 31 Mar 2024	<u>2,282,910</u>

*Amounts recognised in profit or loss*

The following amounts have been recognised in profit or loss for which the Company is a lessee:

	<b>£</b>	<b>£</b>
Interest expense on lease liabilities	55,087	36,052

**16. ULTIMATE CONTROLLING PARTY**

NTT Data Business Solutions AG is the immediate parent and the smallest group of which the company is a member and for which group accounts are drawn up. The consolidated accounts can be obtained at [www.de.nttdata.com](http://www.de.nttdata.com) or can be obtained from Königsbreede 1, 33605 Bielefeld, Germany.

The ultimate parent and ultimate controlling party of the company is Nippon Telegraph and Telephone Corporation, registered in Japan, which also the largest group in which the results of the company are consolidated. The consolidated accounts can be obtained from Otemachi First Square, East Tower, 5-1, Otemachi 1-Chome, Chiyoda-ku, Tokyo 100-8116, Japan.

**17. POST-BALANCE SHEET EVENTS**

On the 1<sup>st</sup> of April 2024, the Company entered the agreement with Sapphire Systems Limited to transfer all business assets and liability to the company.