

Arrandco Investments Limited

REPORT AND FINANCIAL STATEMENTS

for the year ended 31 March 2025

Directors

R H Donaldson
J R Taylor
A J Westbrook

Company number

00971268 (England and Wales)

Registered office

6th Floor
25 Farringdon Street
London
EC4A 4AB

Auditor

Saffery LLP
Trinity
16 John Dalton Street
Manchester
M2 6HY

Business review

The principal activity of the company during the year was that of a holding company for a group whose activities include, but are not limited to, the provision of both staff and premises to the RSM UK Group of LLPs, payroll services and the provision of NetSuite solutions.

The company made an operating and retained profit of £4.1m (2024: £3.7m profit) which was largely attributable to the dividends received from subsidiaries of £5.4m (2024: £3.7m).

The directors consider the result for the year to be in line with expectations.

A dividend of £3.1m was paid to RSM UK NLT Limited during the year (2024: £3.7m).

Key performance indicators

The directors use a range of Key Performance Indicators (KPIs) to measure the company's performance in its role as a service provider to the RSM UK Group. The company has KPIs as follows:

	2025 £'000	2024 £'000
Profit before tax	4,084	3,704
Net cash	2	318
Net assets	2,599	1,616

Risk management and principal risks

The environment in which the RSM UK Group operates presents a broad range of opportunities and risks. The effective identification and management of risk for each entity in the RSM UK Group is the responsibility of the individual Boards and management teams who have prepared their own risk registers, risk mitigation analysis and assurance measures.

Responsibility for the RSM UK Group as a whole is devolved to the board of the ultimate parent, RSM UK Holdings Limited, with responsibility for establishing and managing the group's risk management framework being delegated to the National Leadership Team.

The principal risks that could significantly impact the RSM UK Group's strategic objectives, professional reputation, and/or financial strength, are:

Principal risk	Risk appetite	Risk trend	Risk description
Client and engagement acceptance	Low	↔	Failure to adequately follow regulatory requirements or consider reputational impacts of accepting certain clients or engagements.
Client portfolio	Medium	↔	Failure to ensure a diverse client portfolio.
Service availability and delivery	Low	↔	Failure of core service-related systems, loss of data or the lack of capacity and/or capability to deliver large/complex engagements.
Compliance with other laws and regulations	Low	↔	Failure to adhere, and effectively respond, to the letter and the spirit of relevant laws and regulatory standards in providing services.
Disputes, complaints, and litigation	Low	↔	Failure to conduct services with due care and attention to detail.
Competition and technological change	High	↑	Failure to adapt our operations and service offerings to the needs of our current and prospective clients, including through the use of technology, as well as sustainably differentiating from our competitors.

Risk management and principal risks (continued)

Principal risk	Risk appetite	Risk trend	Risk description
Cyber, data, and information security	Low	↑	Failure to prevent, detect, respond to, or recover from, an attack on our systems and associated data.
Attracting, recruiting, developing, and retaining talent	Medium	↔	Failure to attract, recruit, develop and retain talent.
Culture	Medium	↔	Failure to foster and enable a culture where our people can thrive and have a positive impact in everything they do.
Global capabilities	Medium	↑	Failure to ensure access to a reputable global network with the reach and capabilities to provide a premium service.
Operating model	Medium	↑	Failure to generate and maintain sufficient capital, and realise sufficient value from key investments.
Macro-economic and geopolitical factors	Medium	↑	Failure to adapt and respond to economic and political factors impacting the UK and global network, directly or indirectly.

Further details of the RSM UK Group's risk management framework and risk mitigations for the principal risks outlined above can be found in the financial statements of RSM UK Holdings Limited.

Financial risk management objectives and policies

The company's activities expose it to credit and liquidity risk. To address credit risk, the company has standard processes to review the credit worthiness of potential clients prior to commencing an engagement or transaction. Receivable balances are monitored on an on-going basis with the aim of minimising the company's exposure to bad debts. The company has no significant concentration of credit risk.

The company manages liquidity risk and its working capital requirement through intercompany funding with its ultimate parent company RSM UK Holdings Limited and its fellow subsidiaries. Further details of the borrowings and the RSM UK Group's approach to liquidity risk can be found in the Annual Report of the ultimate parent.

Section 172(1) statement

It is the Board's responsibility to ensure that the directors have acted in good faith, individually and collectively, and in a way that they consider will promote the success of the company for the benefit of all its stakeholders, specifically, in relation to the matters set out in paragraphs (a) to (f) of Section 172(1) of the Companies Act 2006. The Board recognises the impact that decisions made today might have for the longer-term success of the RSM UK Group and company, particularly during this period of global uncertainty. All key decisions are made after appropriate discussion, engagement and collaboration between the group's leadership bodies, including the RSM UK Holdings Limited Board, National Leadership Team (NLT) and service line and core function leaders.

Notable activities of the RSM UK Holdings Limited board for the year ended 31 March 2025

Key board decisions	Board considerations	Principal stakeholders
Review of the firm's governance structures	<ul style="list-style-type: none"> Formalise the governance, oversight, representation role of the Board. Reviewed terms of reference for the Board, its sub-committees and the NLT. Ongoing transparency and clarity of Board, NLT and other roles. Partner election of CEO with fixed terms. Partner appointees to the Board. Recruitment of additional Partner Board members. Impact of Project Bamboo on governance arrangements review. 	All
Approval of the RSM UK group's budget for the year to 31 March 2026 (FY26)	<ul style="list-style-type: none"> Prior year performance. Marketplace opportunities and challenges. Resourcing constraints. Alignment to overall strategy. Investment requirements. Financing arrangements. 	Clients Suppliers Banks People Partners Pension Scheme
Approval of the Annual Report and Financial Statements for FY24	<ul style="list-style-type: none"> Review and refresh content. 	People Partners
Review of principal risks and risk appetite	<ul style="list-style-type: none"> Identification, likelihood and impact of risks. Evaluation, ownership and reporting requirements. Risk mitigation measures. 	All
Ongoing impact of the Speak Up policies	<ul style="list-style-type: none"> Employee engagement. Market appropriate policies. 	People Partners
Commitment to engage actively with RSM International	<ul style="list-style-type: none"> RSM International Board activity. Input into network 2030 strategy. Attendance at, and support for, key events, working Groups and strategy development. Engagement with the new CEO of RSM International. Sustainability and succession work for the network. Investment in key RSM International committees and processes. 	All

Section 172(1) statement (continued)

How the board engages with key stakeholders

The Board believes good governance and effective communication are essential to deliver our purpose and protect the group's brand and reputation. They are also vital for positive relationships with our stakeholder community.

To deliver excellence in everything we do, we must build sustainable relationships with our stakeholders through positive, collaborative interactions, based on transparency and respect, that aim to create value for all our stakeholders.

Areas of interest	How we engage	The value we create
Clients		
<ul style="list-style-type: none"> Value of service Quality of service 	<ul style="list-style-type: none"> Tailored approach to clients. Data driven industry and economic insight and thought leadership. Client related technical and industry events. Client surveys. Voice of Client reviews. 	We use the full breadth of our collective knowledge, experience and expertise to help our clients achieve their aims, overcome challenges and grow with confidence.
People		
<ul style="list-style-type: none"> Wellbeing Learning and development Reward and recognition Diversity and inclusion 	<ul style="list-style-type: none"> Firm-wide CEO broadcasts. Employee networks. Office updates and wellbeing activities. Technical and personal skills training. 360-degree feedback. Partnership Council. 	We provide rewarding careers and promote wellbeing in an inclusive environment where employees and partners can develop skills, gain experience and make an impact.
Suppliers		
<ul style="list-style-type: none"> Timely payments Landlord engagement Supplier code of conduct 	<ul style="list-style-type: none"> Key contact points for major suppliers. Timely and correct payments made within 11 days (2024: 11 days). RSM Code of Conduct for suppliers. 	We engage with local and national suppliers to address challenges, drive positive change and support the wider economy.
Community		
<ul style="list-style-type: none"> Social mobility and inclusion ESG considerations Charity 	<ul style="list-style-type: none"> 2,160 trainees (2024: 1,863). Volunteering scheme. Active participation in social mobility programmes. RSM UK Foundation. National and local charitable giving. RSM Together. External trusteeships. 	We allocate financial and non-financial resources towards making positive contributions to the communities in which we operate.
Partners		
<ul style="list-style-type: none"> Profitability and growth Ownership Operational performance Career development 	<ul style="list-style-type: none"> Access to Board members. Regular communication from the CEO. Election of CEO and partner Board appointees. Partner Remuneration Committee. 	Through transparency and good governance, we have built a profitable business, owned and controlled by the partners who are the custodians of the business.

Section 172(1) statement (continued)

How the board engages with key stakeholders (continued)

Areas of interest	How we engage	The value we create
RSM International		
<ul style="list-style-type: none"> Board representation Global initiatives and methodologies Network ISQM1 implementation Global quality Global cyber security 	<ul style="list-style-type: none"> The Executive Chair is a member of the RSM International Board. UK partners chair key committees (Governance and Global Quality), Centre of excellence membership (e.g. involvement in Groups such as audit, tax, financial reporting, risk, technology and digital). Dedicated country practice leads. 	Working alongside RSM International Network member firms, we support globally active clients, providing a high-quality international service.
Banks and loan note holders		
<ul style="list-style-type: none"> Loans, facilities and covenants Net cash held and cashflow 	<ul style="list-style-type: none"> Covenant compliance reporting to bank. Loan notes issued to loan note holders. 	We meet covenant obligations and repayments as planned.
Pension schemes		
<ul style="list-style-type: none"> Deficit and detriment recovery funding Liquidity requirements for LDIs (Liability Driven Investments) Acquisition of own shares Statement of investment principles 	<ul style="list-style-type: none"> Regular communication between Board members and the Trustee Independent Chair. Consultation with RSM and scheme advisers on key decisions. Agreement of detriment contribution funding plan for acquisition of own shares. Agreement to advance future committed contributions post gilt crisis in Oct 2022. Joint working Group involving the Board, NLT and trustees. 	<p>We meet our obligations to our defined benefit pension scheme and Group personal pension plan.</p> <p>We engage with trustees, scheme members and regulators to ensure we comply with the relevant industry standards.</p>

Further information on the RSM UK Group's response to section 172(1) can be found in the financial statements of the ultimate parent company, RSM UK Holdings Limited.

Premium service provider

Change is a constant in today's global political and economic landscape that presents an enormous challenge and opportunity to businesses.

We create a premium client experience through:

- Trusted technical expertise and advice.
- Insights tailored by industry, channel and economic environment.
- Client-led, digitally enabled delivery.

Our solutions help business leaders make informed decisions as they manage cost, risk and change. We collaborate to apply our technical expertise within the broader context, understanding our clients' circumstances and tailoring insights that enable them to move forward with confidence.

Globally active clients crave a seamless, quality service wherever in the world they are or want to be. Building on the success of our acquisition of RSM Ireland, this year RSM UK and RSM US made a significant announcement of a proposed merger. This would establish an even stronger platform to support clients operating on both sides of the Atlantic with quality services and resources, enhancing our position as global middle market advisers of choice.

Premium service provider (continued)

We aspire to lead the way in digital. Our digital first approach sets out our intention to equip people with the tools, skills and knowledge to deploy digital solutions that support our clients and enhance their experience. These ambitions have already driven significant investment in technology, training and partnerships, and the cultural evolution of our firm.

This year, we continued to grow. We increased revenue, reached wider external audiences with our insights, advanced our use of technology, reinvested into the business and expanded our global reach.

To cement our reputation as the premium provider in our market, we must continue to grow, innovate and enhance what we do and how we do it. We've set ourselves the following goals for the year ahead:

- To expand in global markets
- To grow FTSE 350 client base
- To lead services to fast-growth industries
- To become smart people to know

Further details of the RSM UK Group's premium service outlined above can be found in the financial statements of RSM UK Holdings Limited.

Premium employer

We are committed to supporting our people to have great careers and make an impact. To achieve this, we aim to:

- Attract great talent
- Recognise and reward our people's contribution
- Invest in continuous development
- Create an inclusive environment that optimises wellbeing

To realise our ambitions, we need the best and brightest. That means ensuring our people are focused and supported throughout every stage of their career. Underpinning all of this is our *grow our own* philosophy – an ambition to enable rewarding careers by creating an environment in which we can all thrive and make an impact.

In today's competitive market, flexible and hybrid working, attractive pay and benefits, and meaningful wellbeing and inclusion activities are all entry requirements for talent. We continue to invest in and evolve our approach in these areas while recognising that our magnetism lies in the unique way we engage our people in our mission and strategy.

As we respond to global trends and prepare for 'gen alpha' to join our multi-generational workforce, we continue to tailor our value proposition. At the heart of this, we are refining our policies and benefits provision and making heavy investments in pay and progression.

This year, we focused on the experience of our graduates and school leavers. Our *This is Me* campaign profiles the individual impact and diversity of our people. Adapting our recruitment and study support processes has created greater engagement, accelerated our time to hire and heralded some of our best exam pass rates ever. An ongoing review of our induction and onboarding programme aims to help new joiners acclimatise as quickly as possible.

Premium employer (continued)

Engaging with our people

Equipping our people for success requires clear expectations and tailored support. By regularly and clearly communicating our strategy, plans and progress, we aim to equip our people with the guidance they need.

Our regular leadership broadcasts give our people the opportunity to hear updates on business performance and priorities, and to ask questions of our most senior leaders. This approach is mirrored across lines of business to engage and inform in every sphere.

In May 2024, nearly 400 people attended our partner conference, and in December we held our second virtual RSM Week. With a television broadcast approach, these events inspired attendees to 'think differently' about how they could enhance our business. That could involve becoming 'smart people to know' by contextualising our insights, unlocking our 'brand power', or changing mindsets to consistently 'deliver excellence'. Our people were given opportunities to ask questions, learn more about our strategy and reflect on ways we can all make an impact.

The Group promotes employee engagement through a discretionary bonus scheme informed by the Group's financial performance, aligning employee and stakeholder interests and encouraging a shared focus on achieving our strategic objectives. Harnessing technology is key to efficient people processes. This year, we took steps towards adopting a new people and pay platform. It will launch in FY26 with further elements released across subsequent years.

Diversity, equality and inclusion

Our employee networks continue to actively influence culture, allyship and representation. They are empowered to communicate and celebrate significant progress and moments including Diwali, Passover, LGBT+ History Month, Black History Month, International Women's Day, Carers Week and much more. This year, colleagues across the country joined in a fasting challenge during Ramadan with the aim of fostering understanding, building community and showing allyship in action.

In FY25, we launched Women in Digital – a network to support and empower women who work in or aspire to work in digital roles. Network champions drive conversation, representation and training for peers, advancing our inclusion agenda and ambition to be a leading, digitally enabled business.

Training and development

To unlock our *grow our own* philosophy, we want to empower our people to take ownership of their career. Equipping them with both technical skills and personal mastery ensures they are positioned to make the most of the opportunities available to them. Development and education remain the cornerstone of that experience. This year we are also pleased to report the following achievements.

Disabled persons

We fully consider all applications for employment we receive from disabled people. In the event of an employee becoming disabled, we make every effort to ensure their employment within the Group continues and that appropriate adjustments are made. Our policies advocate that training, career development and promotion opportunities of disabled people should, as far as possible, be no different to that of other employees.

Making a difference

In FY25, we began laying the foundations for a broader approach to making a difference. Building on our previous success, we've formed a new operating framework structured around three areas of activity:

- **Our communities** (charity and volunteering)
- **Our environment** (environmental impact and sustainability)
- **Our firm** (operational excellence and ethics)

Our communities

Our formal volunteering programme continues to gather traction, engaging 26.7% (2024: 26.0%) of our people and positively impacting our local communities. This year our people volunteered 8,914 hours (2024: 8,731 hours) for charitable causes close to their heart while being paid their normal wage by the firm.

The Group directs donations through our registered charity, the RSM UK Foundation (RCN 1179349). During FY25, the foundation donated £1.0m (2024: £1.0m) including £0.7m (2024: £0.6m) to national charities. To date we have made £4.7m charitable donations via the RSM UK Foundation since its inception.

This year we added The British Red Cross to our strategic charity partnerships, which also includes:

- The Duke of Edinburgh's Award
- Anthony Nolan
- EDGA (formerly the European Disabled Golf Association)
- Leadership Through Sport and Business
- The Woodland Trust.

Our RSM Together office fundraising challenge saw people raise over £128,000. With support from the RSM UK Foundation, we were able to contribute £235,000 to 28 charities across the UK. This initiative will run again in FY26.

Our environment

The RSM UK Group recognises the importance of its environmental responsibilities, monitors its impact on the environment and implements policies to reduce any damage that might be caused by the Group's activities. Streamlined Energy and Carbon Reporting has been included in the group accounts of RSM UK Holdings Limited.

The RSM UK Group has developed detailed emission reduction targets that have helped to achieve a 7.5% (2024: 3.2%) reduction on our prior year emissions (tCO₂e). In setting our benchmark when monitoring our progress against our emission reduction targets, we have used FY20 as our reference period. The Group's goal is to reach net zero carbon emissions by 2030. We will continue to focus on reducing our emissions and will offset any residual emissions with accredited carbon offset arrangements to progress towards this goal.

The Company is exempt from disclosing information about its Greenhouse Gas Emissions, Energy Consumption and Energy Efficiency as it is included in the group report of RSM UK Holdings Limited which is prepared to 31 March 2025 and contains the Greenhouse Gas Emissions, Energy Consumption and Energy Efficiency disclosures required by Part 7A of Schedule 7 to Statutory Instrument 2008/410 'Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008'.

We continue to progress environmental preservation through waste, energy and sustainability initiatives. 100% of the electricity and gas that we directly procure supports green (renewable) sources and this year we used 80% less paper than pre-pandemic levels.

Making a difference (continued)

Our firm

At RSM, we aim to instil confidence in a world of change. To achieve that, we must continuously demonstrate we adhere to the highest ethical and regulatory standards. That means ensuring our commercial and employment environment is safe and progressive and that we have a positive impact on those we work and engage with.

During FY25 we updated our anti-harassment and bullying policy in response to legislation changes. We also enhanced our wellbeing provision through a new employee assistance provider and increased diversity across our progression pathways.

As artificial intelligence (AI) continues to transform our ways of working, it is critical we apply robust governance and ethical oversight. Our newly formed AI Security and Ethics Committee is spearheading efforts to ensure our people develop and use AI responsibly.

On behalf of the Board

A handwritten signature in black ink, appearing to read 'A J Westbrook'.

A J Westbrook
Director

28 August 2025

The directors submit their report and the financial statements of Arrandco Investments Limited for the year ended 31 March 2025.

The directors have chosen, in accordance with Section 414C(11) of the Companies Act 2006, to include information on the following areas in the Strategic Report.

<i>The disclosures can be found as follows:</i>	<i>Pages</i>
Risk management and principal risks	2 - 3
Financial risk management	3
Statement of engagement with suppliers, customers and others	4 - 6
Employee engagement	7 - 8
Inclusion policy	8
Streamlined Energy and Carbon reporting	9

Business review

The Directors expect the company to continue operating profitably in the future as it continues to expand its offering of tax, accounting and advisory services to the market.

The Directors are not aware of any planned or proposed changes to the size or structure of the RSM UK group that would impact the results of the company in the foreseeable future. Expenditure is closely monitored on a group basis and is recharged to the related businesses accordingly.

A dividend of £3.1m was paid to RSM UK NLT Limited during the year (2024: £3.7m).

Directors

The following directors have held office during the year, and subsequent to the year end:

R H Donaldson
J R Taylor
A J Westbrook

Directors' indemnities

During the year the RSM UK Group made qualifying third-party indemnity provisions for the benefit of its Directors and these remain in force at the date of this report.

Political and charitable donations

No charitable or political donations were made during the year or prior year by the company. Charitable donations are made by other group entities on behalf of the whole RSM UK Group.

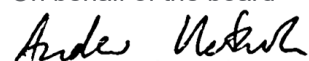
Auditor

The auditor, Saffery LLP, has indicated its willingness to continue in office.

Statement as to disclosure of information to auditor

The directors who were in office on the date of approval of these financial statements have confirmed that, as far as they are aware, there is no relevant audit information of which the auditor is unaware. Each of the directors have confirmed that they have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

On behalf of the board



A J Westbrook
Director
28 August 2025

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

Company law requires directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102, 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (FRS 102).

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 those financial statements, the directors are required to:

- a. select suitable accounting policies and then apply them consistently;
- b. make judgements and accounting estimates that are reasonable and prudent;
- c. state whether applicable United Kingdom accounting standards have been followed; and
- d. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

Opinion

We have audited the financial statements of Arrandco Investments Limited for the year ended 31 March 2025 which comprise the Income Statement, the Statement of Financial Position, the Statement of Changes in Equity and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2025 and its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; 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 under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us 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.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement set out on page 12, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for 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 the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Auditor's responsibilities for the audit of the financial statements (continued)

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the company's financial statements to material misstatement and how fraud might occur, including through discussions with the directors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the company by discussions with directors and updating our understanding of the sector in which the company operates.

Laws and regulations of direct significance in the context of the company include The Companies Act 2006, and UK Tax legislation.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the company's records of breaches of laws and regulations and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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.

Simon Kite (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Statutory Auditors

Trinity
16 John Dalton Street
Manchester
M2 6HY

28 August 2025

	Note	2025 £'000	2024 £'000
Administrative expenses		1,024	(50)
Impairment	7	(2,300)	-
Investment income	1	5,356	3,750
Operating profit		4,080	3,700
Finance costs	2	4	4
Profit on ordinary activities before taxation	3	4,084	3,704
Taxation	5	(1)	(1)
Profit on ordinary activities after taxation		4,083	3,703

The operating result for the year arises from the company's continuing operations.

The company has no items of other comprehensive income in either the current year or the previous year.

	Note	2025 £'000	2024 £'000
Fixed assets			
Investments	7	10,307	11,971
		<hr/> 10,307	<hr/> 11,971
Current assets			
Debtors	8	-	3,808
Cash at bank		2	318
		<hr/> 2	<hr/> 4,126
Creditors: Amounts falling due within one year	9	(7,710)	(14,376)
Net current liabilities		<hr/> (7,708)	<hr/> (10,250)
Creditors: Amounts falling due after one year	10	-	(105)
Net assets		<hr/> 2,599	<hr/> 1,616
Capital and reserves			
Called up share capital	11	11	11
Profit and loss account		2,588	1,605
Equity shareholders' funds		<hr/> 2,599	<hr/> 1,616

The financial statements on pages 17 to 27 were approved by the board of directors and authorised for issue on 28 August 2025 and signed on its behalf by:



A J Westbrook
Director

The notes on pages 20 to 27 form part of these financial statements

	Note	Share capital £'000	Profit and loss account £'000	Total £'000
Balance at 1 April 2023		11	1,602	1,613
Profit for the year		-	3,703	3,703
Total comprehensive income for the year		-	3,703	3,703
Transactions with owners in their capacity as owners:				
Dividends	6	-	(3,700)	(3,700)
Total transactions with owners in their capacity as owners		-	(3,700)	(3,700)
Balance at 31 March 2024		11	1,605	1,616
Profit for the year		-	4,083	4,083
Total comprehensive income for the year		-	4,083	4,083
Transactions with owners in their capacity as owners:				
Dividends	6	-	(3,100)	(3,100)
Total transactions with owners in their capacity as owners		-	(3,100)	(3,100)
Balance at 31 March 2025		11	2,588	2,599

The profit and loss account represents cumulative profits, net of dividends paid.

The notes on pages 20 to 27 form part of these financial statements

General information

Arrandco Investments Limited ("the company") is a private company limited by shares and is incorporated in England and Wales.

The registered office address of the company is 6th Floor, 25 Farringdon Street, London, EC4A 4AB.

The principal activity of the company is disclosed in the Directors' Report.

Basis of accounting

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102"), the requirements of the Companies Act 2006, and under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts are rounded to the nearest thousand pounds sterling except where otherwise indicated.

Reduced disclosures

In accordance with FRS 102, the company has taken advantage of the exemptions from the following disclosure requirements;

- Section 7 'Statement of Cash Flows' – Presentation of a Statement of Cash Flows and related notes and disclosures
- Section 11 'Basic Financial Instruments' – 11.42 Disclosure of terms and conditions of related party debt.
- Section 26 'Share-based Payment' – Reconciliation of opening and closing number and weighted average exercise price of share options, how the fair value of options granted was measured, measurement of liabilities for cash-settled share-based payments
- Section 33 'Related Party Disclosures' – Compensation for key management personnel

The financial statements of the company are consolidated in the financial statements of RSM UK Holdings Limited. The consolidated financial statements are available from the registered office, 6th Floor, 25 Farringdon Street, London, EC4A 4AB.

Non-consolidation

The company is a wholly owned subsidiary of RSM UK Holdings Limited, a company incorporated in England and Wales and, in accordance with Section 400 of the Companies Act 2006, is not required to produce, and has not published, consolidated accounts.

Going concern

As part of the RSM UK Group, the company is included within the group's annual strategic, risk, operational, and financial business planning process.

As part of this business planning process the group prepares detailed forecasts and cash flows for the year to 31 March 2026. It also prepares projections for a further two years to form an integrated three-year model including associated cash flows and statements of financial position.

In preparing these forecasts, the group considered sensitivity to changes in the macroeconomic environment and adverse impacts that could arise as a result of risks outlined in the risk management and principal risks section (pages 2 and 3).

Going concern (continued)

Based on these forecasts and cashflows, the directors are satisfied that the company has adequate resources to continue in operational existence for the foreseeable future and accordingly, continues to adopt the going concern basis in preparing these financial statements.

Investments

Investments in subsidiaries are held for the long term and are stated at cost, less any provision for impairment.

Taxation

The tax expense represents the sum of the current tax expense and deferred tax expense. Current tax is based on taxable profit for the year. Taxable profit differs from accounting profit reported because it excludes items of income or expense that are never taxable or deductible or are taxable or deductible in other periods, determined in accordance with the rules established by the taxation authorities.

Current tax is measured using tax rates that have been enacted or substantively enacted by the reporting date. A current tax asset is recognised when tax paid exceeds the tax payable.

Deferred tax liabilities are recognised in respect of all timing differences that exist at the reporting date. Timing differences are differences between taxable profits and total comprehensive income that arise from the inclusion of income and expenses in tax assessments in different periods from their recognition in the financial statements. Deferred tax assets are recognised only to the extent that it is probable that they will be recovered by the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based on tax rates that have been enacted or substantively enacted by the reporting date.

Current and deferred tax is charged or credited to the income statement, except when it relates to items charged or credited to other comprehensive income or equity, when the tax follows the transaction or event it relates to and is also charged or credited to other comprehensive income, or equity.

Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues' of FRS 102 to all of its financial instruments.

The company only has basic financial assets and financial liabilities and does not enter into financing transactions, other than a loan with a group undertaking and available for sale investments held at fair value. They are measured initially at transaction price and subsequently at amortised cost, being transaction price less amounts settled and any impairment losses.

Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The carrying value of investments is deemed to be a key area of judgement. The carrying value of investments is reviewed at least annually taking into consideration the value of net assets in the underlying subsidiary and the future economic benefit expected from the subsidiary. During the year the company recognised impairment losses of £2.3m (2024: £nil) in respect of subsidiary investments.

1. Investment income

	2025 £'000	2024 £'000
Dividends received from subsidiaries	3,710	3,700
Dividend in specie	1,646	50
	<u>5,356</u>	<u>3,750</u>

2. Finance Income

	2025 £'000	2024 £'000
Bank interest receivable	4	4
	<u>4</u>	<u>4</u>

3. Profit on ordinary activities before taxation

	2025 £'000	2024 £'000
Profit on ordinary activities before taxation is stated after crediting:		
Intercompany balance waived	894	-
Deferred consideration released	130	-
Impairment of fixed asset investments	(2,300)	-
	<u>(1,276)</u>	<u>-</u>

Auditor's remuneration is paid by and charged to the ultimate controlling party, RSM UK Holdings Limited.

4. Employees

The average number of staff, including directors, employed by the company during the financial year amounted to:

	2025 No.	2024 No.
Number of directors	<u>3</u>	<u>4</u>

No directors received any remuneration from the company in either the current or the prior year.

5. Taxation

	2025 £'000	2024 £'000
Current tax:		
UK corporation tax payable on results of the year	1	1
Total current tax charge on profit on ordinary activities	1	1

Factors affecting tax charge

The tax assessed for the year is different from the standard rate of corporation tax in the UK of 25% (2024: 25%). The differences are explained below:

	2025 £'000	2024 £'000
Profit on ordinary activities before tax	4,084	3,704
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 25% (2024: 25%)	1,021	926
Effects of:		
Expenses not deductible for tax purposes	575	-
Income not taxable	(1,595)	(925)
Total tax charge for the year	1	1

6. Dividends

A dividend of £3,100,000 has been approved this year representing £295.01 per share (2024: £3,700,000, representing £352.11 per share).

7. Fixed asset investments

	<i>Subsidiary undertakings £'000</i>
Cost	
1 April 2024	13,967
Transfers	636
Disposals	(382)
	<hr/>
31 March 2025	14,221
	<hr/>
Provision for impairment	
1 April 2024	1,996
Impairment	2,300
Disposals	(382)
	<hr/>
31 March 2025	3,914
	<hr/>
Net book value	
31 March 2025	10,307
	<hr/>
31 March 2024	11,971
	<hr/>

During the year the group transferred the investment in Baker Tilly Financial Management Limited from RSM Group (UK) Limited to Arrandco Investments Limited to allow for the liquidation of RSM Group (UK) Limited as part of the group's simplification project.

An impairment loss of £2.3m has been recognised in relation to the investment in RSM UK Consulting Solutions Limited. The impairment arose due to a decline in expected future cash flows. The recoverable amount was determined based on the fair value less cost to sell.

The company disposed of The Governance Forum Limited in September 2024 for £1. The investment in The Governance Forum Limited was already held at £nil net book value and the remaining deferred consideration was no longer deemed repayable, resulting in £130,000 being recognised in the income statement in the year.

The company has an investment in the following principal subsidiary undertakings that are registered in England and Wales.

<i>Subsidiary undertakings:</i>	<i>Class of holding</i>	<i>Proportion directly held</i>	<i>Nature of business</i>
RSM UK Management Limited	Ordinary	100%	Employment and support services
RSM UK Employer Services Limited	Ordinary	100%	Payroll and HR services
Baker Tilly Investment Solutions Limited	Ordinary	100%	Non-trading
Baker Tilly Financial Management Limited	Ordinary	100%	Non-trading
RSM UK Consulting Solutions Limited	Ordinary	100%	Software and consultancy

The registered office for the company and each subsidiary above is 6th Floor, 25 Farringdon Street, London, EC4A 4AB.

7. Fixed asset investments (continued)

The company has an investment in the following subsidiary undertakings that are registered in Northern Ireland.

<i>Subsidiary undertakings:</i>	<i>Class of holding</i>	<i>Proportion directly held</i>	<i>Nature of business</i>
RSM Northern Ireland (UK) Limited	Ordinary	100%	Non-trading

These subsidiaries have their registered office at the Ewart 4th Floor, 3 Bedford Square, Belfast, United Kingdom, BT2 7EP.

The company has an investment in the following subsidiary undertakings that are registered in the Republic of Ireland.

<i>Subsidiary undertakings:</i>	<i>Class of holding</i>	<i>Proportion directly held</i>	<i>Nature of business</i>
R Newco (Ireland) Limited	Ordinary	100%	Intermediate holding company
RSM Ireland Business Advisory Limited	Ordinary	100% ¹	Audit, tax and consultancy services
Appendix Limited	Ordinary	100% ¹	Non-trading

¹Owned by R Newco (Ireland) Limited

These entities have their registered office at 5th Floor, Block D, Iveagh Court, Harcourt Road, Dublin 2, D02 VH94.

The company has other dormant subsidiaries and subsidiaries in liquidation which it deems immaterial to disclose. All subsidiaries are included in the consolidated financial statements of RSM UK Holdings Limited, the ultimate parent company, and have accounting reference dates of 31 March.

8. Debtors

	2025 £'000	2024 £'000
Due within one year:		
Amounts owed by subsidiary undertakings	-	3,808
	<hr/>	<hr/>
	-	3,808

The amounts owed by group undertakings arising from trading activities are interest free and repayable on demand.

9. Creditors: Amounts falling due within one year

	2025 £'000	2024 £'000
Amounts owed to group undertakings	7,709	14,265
Deferred consideration	-	110
Corporation tax	1	1
	<u>7,710</u>	<u>14,376</u>

The amounts owed to parent and group undertakings arising from trading activities are interest free and repayable on demand.

10. Creditors: Amounts falling due after one year

	2025 £'000	2024 £'000
Deferred consideration: Due between one and two years	-	105
	<u>-</u>	<u>105</u>

11. Share capital

	2025 £'000	2024 £'000
Authorised: 11,000 ordinary shares of £1 each	11	11
Allotted, issued and fully paid: 10,508 ordinary shares of £1 each	11	11

The ordinary shares do not carry any rights to fixed income and there are no restrictions on the distribution of dividends and repayment of capital.

12. Related party transactions

The company has taken advantage of the exemption under FRS 102 Section 33.1A "Related Party Transactions" from disclosing transactions with wholly owned members of the RSM UK Holdings Limited Group.

13. Contingent liabilities

The company has provided guarantees and undertakings on behalf of other group entities under the requirements of certain contracts in the ordinary course of business.

14. Ultimate parent company

The immediate parent company for Arrandco Investments Limited is RSM UK NLT Limited, a company incorporated in England and Wales. RSM UK NLT Limited is a wholly owned subsidiary of RSM UK Holdings Limited.

For 31 March 2025 the largest and smallest group in which the results of the company are consolidated is that headed by RSM UK Holdings Limited, a company incorporated in England and Wales. The consolidated accounts are available from its registered office, 6th Floor, 25 Farringdon Street, London, EC4A 4AB.