

NCP EMPIRE NO. 1 LIMITED, NCP EMPIRE NO.3 LIMITED, NCP EMPIRE NO.4 LIMITED, EUROPARKS U.K. LIMITED, GEORGE WATT LIMITED, NCP NOMINEES LIMITED, PARK AND RIDE LIMITED, STEPBRANCH LIMITED, REGENT LION PROPERTIES LIMITED, JOHN MATTHEWS PROPERTIES LIMITED, BLAXMILL (THIRTY-EIGHT) LIMITED, BLAXMILL (TWENTY-FIVE) LIMITED, BLAXMILL (TWENTY-SIX) LIMITED, BOARDPOST, POINTEURO III, MEIF II CP SPV 1 LIMITED, MEIF II CP SPV 2 LIMITED, NCP EAST ANGLIA , DEVELOPMENT LIMITED, NCP LONDON CENTRAL CITY DEVELOPMENT LIMITED, NCP LONDON CENTRAL CITY LIMITED, NCP LONDON SOHO LIMITED, NCP LONDON WEST DEVELOPMENT LIMITED, NCP LONDON WEST LIMITED, NCP MIDLANDS DEVELOPMENT LIMITED, NCP MIDLANDS LIMITED, NCP NORTH EAST DEVELOPMENT LIMITED, NCP NORTH EAST LIMITED, NCP NORTH WEST DEVELOPMENT LIMITED, NCP NORTH WEST LIMITED, NCP NORTHERN IRELAND LIMITED, NCP PROPERTY MANAGEMENT LIMITED, NCP SCOTLAND LIMITED, NCP SOUTH EAST & EAST ANGLIA LIMITED, NCP SOUTH ENGLAND LIMITED, NCP SOUTH WEST & WALES DEVELOPMENT LIMITED, NCP SOUTH WEST & WALES LIMITED, NCP HOLDCO LIMITED, NATIONAL PARKING CORPORATION LIMITED, NCP HOLDINGS LIMITED, NATIONAL CAR PARKS GROUP LIMITED, POINTSPEC LIMITED, STATUSAWARD LIMITED, TRENDCYCLE LIMITED, PRIMEPANEL LIMITED, PIHL (2003) LIMITED, OVAL (2041) LIMITED, OVAL (2042) LIMITED*, PARKING INTERNATIONAL HOLDINGS LIMITED

Directors' report for the decision of creditors on 12 May 2026

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The directors of the company have asked us to assist in the preparation of this document to enable them to provide information intended to help creditors understand the company, its background, its financial affairs and its business.

The directors have provided the information this document contains. We have not carried out anything in the nature of an audit of this information or verified the existence of, or title to, the company's assets and liabilities.

We have discussed a draft of this report with the directors who have confirmed that there are no material errors or omissions.

This document should not be used for any purpose other than in connection with the creditors' decision or by any party other than a creditor without our express permission in writing.

Schedule of Companies (“the Companies”)

NCP EMPIRE NO. 1 LIMITED	04429275
NCP EMPIRE NO.3 LIMITED	04429286
NCP EMPIRE NO.4 LIMITED	4438077
EUROPARKS U.K. LIMITED	01568141
GEORGE WATT LIMITED	02823519
NCP NOMINEES LIMITED	04094851
PARK AND RIDE LIMITED	02906250
STEPBRANCH LIMITED	04440323
REGENT LION PROPERTIES LIMITED	00574175
JOHN MATTHEWS PROPERTIES LIMITED	00991116
BLAXMILL (THIRTY-EIGHT) LIMITED	05282749
BLAXMILL (TWENTY-FIVE) LIMITED	05279003
BLAXMILL (TWENTY-SIX) LIMITED	05282746
BOARDPOST	03477664
POINTEURO III	03739954
MEIF II CP SPV 1 LIMITED	08008656
MEIF II CP SPV 2 LIMITED	08008660
NCP EAST ANGLIA DEVELOPMENT LIMITED	03577180
NCP LONDON CENTRAL CITY DEVELOPMENT LIMITED	03577567
NCP LONDON CENTRAL CITY LIMITED	03577465
NCP LONDON SOHO LIMITED	03577557
NCP LONDON WEST DEVELOPMENT LIMITED	03577576
NCP LONDON WEST LIMITED	03577472
NCP MIDLANDS DEVELOPMENT LIMITED	03579651
NCP MIDLANDS LIMITED	03577551
NCP NORTH EAST DEVELOPMENT LIMITED	03577591
NCP NORTH EAST LIMITED	03577187
NCP NORTH WEST DEVELOPMENT LIMITED	03577184
NCP NORTH WEST LIMITED	03577772
NCP NORTHERN IRELAND LIMITED	03577588
NCP PROPERTY MANAGEMENT LIMITED	03577171
NCP SCOTLAND LIMITED	03577575
NCP SOUTH EAST & EAST ANGLIA LIMITED	03577582
NCP SOUTH ENGLAND LIMITED	03577415
NCP SOUTH WEST & WALES DEVELOPMENT LIMITED	03577174
NCP SOUTH WEST & WALES LIMITED	03577610
NCP HOLDCO LIMITED	13205944

NATIONAL PARKING CORPORATION LIMITED	01104488
NCP HOLDINGS LIMITED	03577164
NATIONAL CAR PARKS GROUP LIMITED	03577168
POINTSPEC LIMITED	03461277
STATUSAWARD LIMITED	04438082
TRENDCYCLE LIMITED	04572195
PRIMEPANEL LIMITED	04422283
PIHL (2003) LIMITED	04422335
OVAL (2041) LIMITED	05459475
OVAL (2042) LIMITED	05459479
PARKING INTERNATIONAL HOLDINGS LIMITED	05459474

Group history

The information below is provided in relation to all the Companies.

The Companies were incorporated between 1973 and 2021 and operated in a range of ways to support National Car Parks Limited and the National Car Parks Group (“the Group”), one of the UK’s largest private car park operators. The Group operated a nationwide car park portfolio providing parking services across city centres, transport hubs, retail parks and healthcare locations. The Group is currently owned by Fairborn Service Limited.

The Group’s performance has deteriorated over a number of years post COVID-19 as demand for parking has not recovered to historic levels, particularly across city-centre and commuter locations. Continued shifts in commuting and customer driving patterns have impacted site occupancy, while the high concentration of long-term, inflexible leases has meant the Group has been unable to reduce costs in line with revenue or to exit loss-making sites, resulting in ongoing trading losses.

As a result of having insufficient cash available to meet their financial obligations, National Car Parks Limited, MEIF II CP Holdings 3 Limited and NCP Empire No.2 Limited were placed into administration on 16 March 2026 with Zelf Hussain, Rachael Wilkinson and Toby Banfield, all of PwC LLP, appointed as Joint Administrators.

The impact of the administrations is that the Companies at Schedule 1 are themselves rendered balance sheet insolvent and lack any realistic prospect of recovery. While the realisability of their intercompany receivables may have been uncertain in any event, the administrations have crystallised this position, with such balances now unlikely to be recoverable.

In addition, as members of the NCP VAT group, the majority of the Companies are jointly and severally liable for any outstanding VAT owed to HMRC by the VAT group, which ranks as a secondary preferential claim in the relevant entities, further impacting their financial position. Certain of the companies have also provided lease guarantees in respect of leases held by the entities in administration, creating additional contingent liabilities that may crystallise.

Accordingly, the Companies are unable to meet their liabilities as they fall due and have no reasonable prospect of solvent restructuring. In these circumstances, the directors have concluded that the appropriate course is for the Companies listed in the schedule on page 4-5 to be placed into liquidation. PricewaterhouseCoopers LLP was engaged on 12 March 2026 by the Companies to confirm that a CVL was appropriate (as opposed to other insolvency processes), to assist with the potential insolvency process and associated timings and to assist with the preparation of CVL documents.

Comments on Material Transactions in the previous 12 months

The directors have indicated that during the 12 months prior to the winding up resolution, no material transactions have taken place involving the Companies.

Appendices

Appendix 1 – NCP EMPIRE NO. 1 LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Inter group debtor	2,014	-	-
Current Liabilities			
Amounts owed to group undertakings	(2,700)	(686)	(686)
Net assets	(686)	(686)	(686)
Capital and Reserves			
Called upon share capital	-	-	-
Profit and loss account	(686)	(686)	(686)
	(686)	(686)	(686)
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		(686)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(2,014)	
		(2,014)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(3,489)

Key information

Company number	04429275		
Date of incorporation	01/05/2002		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	NCP East Anglia Development Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 2 – NCP EMPIRE NO. 3 LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current assets			
Debtors	10,530	10,530	10,530
Current Liabilities			
Amounts owed to group undertakings	(5)	(5)	(5)
Net assets	10,525	10,525	10,525
Capital and Reserves			
Called upon share capital	2,631	2,631	2,631
Profit and loss account	7,894	7,894	7,894
	10,525	10,525	10,525
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		10,525
Amounts written down for the purposes of the statement of affairs		
Investments		-
Cash & cash equivalents		-
Inter group debtor	(10,530)	(10,530)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(2,631)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(3,424)

Key information

Company number	04429286		
Date of incorporation	01/05/2002		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	NCP Empire No. 2 Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 3 – NCP EMPIRE NO.4 LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Fixed Assets			
Investments	2,631	2,631	2,631
Current Assets			
Debtors	-	-	-
Net assets	2,631	2,631	2,631
Capital and Reserves			
Called upon share capital	(2,631)	2,631	2,631
Other Reserves	-	-	-
	2,631	2,631	2,631
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		2,631
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(2,631)	
		(2,631)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(2,631)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(3,419)

Key information

Company number	04438077		
Date of incorporation	14/05/2002		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	NA		
Shareholders	NCP East Anglia Development Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 4 – EUROPARKS U.K. LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Liabilities			
Amounts owed to group undertakings	(5)	(5)	(5)
Net assets	(5)	(5)	(5)
Capital and Reserves			
Called upon share capital	-	-	-
Profit and loss account	(5)	(5)	(5)
	(5)	(5)	(5)
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		(5)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	-	
		-
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(0)
Trading profit/(loss)		-
(balancing figure)		
Total deficiency from the statement of affairs		(5)

Key information

Company number	01568141		
Date of incorporation	15/06/1981		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 5 – George Watt Limited

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Liabilities			
Amounts owed to group undertakings	(6,516)	(6,516)	(6,516)
Net assets	(6,516)	(6,516)	(6,516)
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	(6,517)	(6,517)	(6,517)
	(6,516)	(6,516)	(6,516)
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		(6,516)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	-	
		-
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		-
Total deficiency from the statement of affairs		(6,517)

Key information

Company number	02823519		
Date of incorporation	02/06/1993		
Nature of business	52219 - Other service activities incidental to land transportation, not elsewhere classified		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 6 – NCP NOMINEES LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	-	-	-
Net assets	-	-	-
Capital and Reserves			
Called upon share capital	-	-	-
	-	-	-
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		0
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(0)	
		(0)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		(0)
Total deficiency from the statement of affairs		(0)

Key information

Company number	04094851		
Date of incorporation	23/10/2000		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 7 – PARK AND RIDE LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current assets			
Cash at bank and in hand	-	-	40
Current Liabilities			
Amounts owed to group undertakings	(232)	(232)	(272)
Net assets	(232)	(232)	(232)
Capital and Reserves			
Called upon share capital	(9)	9	9
Capital redemption reserve		-	-
Profit and loss account	241	(241)	(241)
	232	(232)	(232)
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		(232)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	-	
		-
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(9)
Trading profit/(loss) (balancing figure)		(0)
Total deficiency from the statement of affairs		(241)

Key information

Company number	02906250		
Date of incorporation	09/03/1994		
Nature of business	49319 - Other urban, suburban or metropolitan passenger land transport (not underground, metro or similar)		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 8 – STEPBRANCH LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	-	-	-
Net assets	-	-	-
Capital and Reserves			
Called upon share capital	-	-	-
	-	-	-
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		0
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(0)	
		(0)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(0)

Key information

Company number	04440323		
Date of incorporation	16/05/2002		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	NCP Car Parks Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 9 – REGENT LION PROPERTIES LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	11	10	10
Net assets	11	10	10
Capital and Reserves			
Called upon share capital	10	1	1
Share premium	1	9	9
	11	10	10
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		11
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(11)	
		(11)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss)		(788)
(balancing figure)		
Total deficiency from the statement of affairs		(789)

Key information

Company number	00574175		
Date of incorporation	13/11/1956		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 10 – JOHN MATTHEWS PROPERTIES LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	1,282	1,281	1,281
Net assets	1,282	1,281	1,281
Capital and Reserves			
Called upon share capital	-	-	-
Profit and loss account	1,282	1,281	1,281
	1,282	1,281	1,281
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves	1,282	
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(1,282)	
		(1,282)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(788)

Key information

Company number	00991116		
Date of incorporation	07/10/1970		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 11 – Blaxmill (Thirty-Eight) Limited

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current assets			
Debtors	11	11	11
Current Liabilities			
Inter group creditor	-	-	-
Net assets	11	11	11
Capital and Reserves			
Called upon share capital	10	10	10
Profit and loss account	1	1	1
	11	11	11
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves	11	
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(11)	
		(11)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(10)
Trading profit/(loss) (balancing figure)		-
Total deficiency from the statement of affairs		(10)

Key information

Company number	05282749		
Date of incorporation	10/11/2004		
Nature of business	68320 - Management of real estate on a fee or contract basis		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Primepanel Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 12 – Blaxmill (Twenty - Five) Limited

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current assets			
Debtors	11	11	11
Current Liabilities			
Inter group creditor	-	-	-
Net assets	11	11	11
Capital and Reserves			
Called upon share capital	10	10	10
Profit and loss account	1	1	1
	11	11	11
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves	11	
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(11)	
		(11)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(10)
Trading profit/(loss)		-
(balancing figure)		
Total deficiency from the statement of affairs		(10)

Key information

Company number	05279003		
Date of incorporation	05/11/2004		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Primepanel Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 13 – Blaxmill (Twenty – Six) Limited

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current assets			
Debtors	11	11	11
Current Liabilities			
Inter group creditor	-	-	-
Net assets	11	11	11
Capital and Reserves			
Called upon share capital	10	10	10
Profit and loss account	1	1	1
	11	11	11
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		11
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(11)	
		(11)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(10)
Trading profit/(loss) (balancing figure)		-
Total deficiency from the statement of affairs		(10)

Key information

Company number	05282746		
Date of incorporation	10/11/2004		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	Primepanel Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 14 – BOARDPOST

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Non-current Assets			
Investments	-	-	-
Current assets			
Debtors	275,047	275,047	275,047
Current Liabilities			
Amounts owed to group undertakings	(78,130)	(78,129)	(78,129)
Net assets	196,917	196,918	196,918
Capital and Reserves			
Called upon share capital	183,285	183,285	183,285
Profit and loss account	(256,337)	(256,337)	(256,337)
Share premium account	269,969	269,970	269,970
	196,917	196,918	196,918
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		196,917
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents		-
Inter group debtor	(275,047)	
		(275,047)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(183,285)
Trading profit/(loss) (balancing figure)		17,168
Total deficiency from the statement of affairs		(244,248)

Key information

Company number	03477664		
Date of incorporation	08/12/1997		
Nature of business	70100 - Activities of head offices		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	Pointspec Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 15 – POINTEURO III

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	61,000	61,000	61,000
Current Liabilities			
Amounts owed to group undertakings	(61,000)	(61,000)	(61,000)
Net assets	-	-	-
Capital and Reserves			
Called upon share capital	-	-	-
	-	-	-
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		0
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	<u>(61,000)</u>	
		(61,000)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		(0)
Total deficiency from the statement of affairs		<u>(61,000)</u>

Key information

Company number	03739954		
Date of incorporation	24/03/1999		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Pointspec Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 16 – MEIF II CP SPV 1 LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current assets			
Debtors	-	-	-
Current Liabilities			
Amounts owed to group undertakings	(1,892)	(1,893)	(1,893)
Net assets	(1,892)	(1,893)	(1,893)
Capital and Reserves			
Called upon share capital	16	16	16
Profit and loss account	(158,760)	(158,761)	(158,761)
Share Premium account	156,852	156,852	156,852
	(1,892)	(1,893)	(1,893)
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		(1,892)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	-	
		-
Claims arising on insolvency		
Lease guarantee claims		-
		-
Share capital write off		(16)
Trading profit/(loss) (balancing figure)		-
Total deficiency from the statement of affairs		(1,908)

Key information

Company number	08008656		
Date of incorporation	27/03/2012		
Nature of business	70100 - Activities of head offices		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	MEIF II CP Holdings 3 Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 17 – MEIF II CP SPV 2 LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current assets			
Debtors	946,310	-	-
Current Liabilities			
Amounts owed to group undertakings	(235,834)	(235,834)	(235,834)
Provision - Intercompany	(946,310)	-	-
Net assets	(235,834)	(235,834)	(235,834)
Capital and Reserves			
Called upon share capital	-	-	-
Profit and loss account	(235,834)	(235,834)	(235,834)
	(235,834)	(235,834)	(235,834)
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		(235,834)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(946,311)	(946,311)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		1,010,426
Total deficiency from the statement of affairs		(171,719)

Key information

Company number	08008660		
Date of incorporation	27/03/2012		
Nature of business	70100 - Activities of head offices		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	MEIF II CP Holdings 3 Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 18 – NCP EAST ANGLIA DEVELOPMENT LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Non-current assets			
Investments	-	-	-
Current assets			
Debtors	720,499	-	-
Current Liabilities			
Amounts owed to group undertakings	(535,604)	(535,604)	(535,604)
Provisions - intercompany	(720,499)	-	-
Net assets	(535,604)	(535,604)	(535,604)
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	(551,607)	(551,607)	(551,607)
Share Premium account	16,002	16,002	16,002
	(535,604)	(535,604)	(535,604)
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		(535,604)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(720,499)	
		(720,499)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		719,711
Total deficiency from the statement of affairs		(536,394)

Key information

Company number	03577180		
Date of incorporation	08/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 19 – NCP LONDON CENTRAL CITY DEVELOPMENT LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current asset			
Debtors	25,211	25,211	25,211
Net assets	25,211	25,211	25,211
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	9,084	9,084	9,084
Share premium account	16,126	16,126	16,126
	25,211	25,211	25,211
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		25,211
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(25,211)	
		(25,211)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577567		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 20 – NCP LONDON CENTRAL CITY LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current asset			
Debtors	45,869	45,869	45,869
Net assets	45,869	45,869	45,869
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	28,394	28,394	28,394
Share premium account	17,474	17,474	17,474
	45,869	45,869	45,869
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		45,869
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(45,869)	
		(45,869)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577465		
Date of incorporation	08/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Previous registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 21 – NCP LONDON SOHO LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current asset			
Debtors	66,992	66,992	66,992
Net assets	66,992	66,992	66,992
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	26,744	26,744	26,744
Share premium account	40,247	40,247	40,247
	66,992	66,992	66,992
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		66,992
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(66,992)	
		(66,992)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577557		
Date of incorporation	08/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 22 – NCP LONDON WEST DEVELOPMENT LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current asset			
Debtors	48,689	48,689	48,689
Net assets	48,689	48,689	48,689
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	30,304	30,304	30,304
Share premium account	18,384	18,384	18,384
	48,689	48,689	48,689
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency account

	£000	£000
Accumulated reserves		48,689
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(48,689)	
		(48,689)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

See separate attachment – to be added here when finalised

Key information

Company number	03577576		
Date of incorporation	08/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 23 – NCP LONDON WEST LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current asset			
Debtors	26,008	26,008	26,008
Net assets	26,008	26,008	26,008
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	21,436	21,436	21,436
Share premium account	4,571	4,571	4,571
	26,008	26,008	26,008
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		26,008
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(26,008)	
		(26,008)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(1,680)
Total deficiency from the statement of affairs		(1,681)

Key information

Company number	03577472		
Date of incorporation	08/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 24 – NCP MIDLANDS DEVELOPMENT LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current asset			
Debtors	32,926	32,926	32,926
Net assets	32,926	32,926	32,926
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	20,166	20,166	20,166
Share premium account	12,759	12,759	12,759
	32,926	32,926	32,926
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		32,926
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(32,926)	
		(32,926)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03579651		
Date of incorporation	05/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 25 – NCP MIDLANDS LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current asset			
Debtors	60,522	60,522	60,522
Net assets	60,522	60,522	60,522
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	23,770	23,770	23,770
Share premium account	36,751	36,751	36,751
	60,522	60,522	60,522
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		60,522
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	<u>(60,522)</u>	
		(60,522)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		<u>(789)</u>

Key information

Company number	03577551		
Date of incorporation	08/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 26 – NCP NORTH EAST DEVELOPMENT LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	22,600	22,600	22,600
Net assets	22,600	22,600	22,600
Capital and Reserves			
Called upon share capital	(1)	1	1
Share premium account	(15,184)	15,184	15,184
Profit and loss account	(7,415)	7,415	7,415
	(22,600)	22,600	22,600
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		22,600
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(22,600)	
		(22,600)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577591		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 27 – NCP NORTH EAST LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	37,140	37,140	37,140
Net assets	37,140	37,140	37,140
Capital and Reserves			
Called upon share capital	(1)	1	1
Share premium account	(17,629)	17,629	17,629
Profit and loss account	(19,510)	19,510	19,510
	(37,140)	37,140	37,140
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		37,140
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents		-
Inter group debtor	(37,140)	
		(37,140)
Claims arising on insolvency		
Lease guarantee claims		
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577187		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 28 – NCP NORTH WEST DEVELOPMENT LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	51,078	51,078	51,078
Net assets	51,078	51,078	51,078
Capital and Reserves			
Called upon share capital	(1)	1	1
Share premium account	(17,309)	17,309	17,309
Profit and loss account	(33,768)	33,768	33,768
	(51,078)	51,078	51,078
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		51,078
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(51,078)	
		(51,078)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577184		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 29 – NCP NORTH WEST LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	87,733	87,733	87,733
Net assets	87,733	87,733	87,733
Capital and Reserves			
Called upon share capital	(1)	1	1
Share premium account	(43,821)	43,821	43,821
Profit and loss account	(43,911)	43,911	43,911
	(87,733)	87,733	87,733
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		87,733
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(87,733)	
		(87,733)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577772		
Date of incorporation	09/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14 Mar 2024 15 Jul 2025 17 Dec 2021 15 Oct 2018	Date of resign N/A N/A 27 Oct 2025 15 Jul 2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 30 – NCP NORTHERN IRELAND LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	17,872	17,872	17,872
Net assets	17,872	17,872	17,872
Capital and Reserves			
Called upon share capital	(1)	1	1
Share premium account	(7,974)	7,974	7,974
Profit and loss account	(9,897)	9,897	9,897
	(17,872)	17,872	17,872
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		17,872
Amounts written down for the purposes of the statement of affairs		
Investments		-
Cash & cash equivalents		-
Inter group debtor	(17,872)	(17,872)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577588		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 31 – NCP PROPERTY MANAGEMENT LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	640	640	640
Net assets	640	640	640
Capital and Reserves			
Called upon share capital	-	-	-
Profit and loss account	(640)	640	640
	(640)	640	640
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		640
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(640)	
		(640)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(788)

Key information

Company number	03577171		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 32 – NCP SCOTLAND LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	14,735	14,735	14,735
Net assets	14,735	14,735	14,735
Capital and Reserves			
Called upon share capital	(1)	1	1
Share Premium account	14,735	14,734	14,734
	14,734	14,735	14,735
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		14,735
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(14,735)	
		(14,735)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577575		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 33 – NCP SOUTH EAST & EAST ANGLIA LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	41,008	41,008	41,008
Net assets	41,008	41,008	41,008
Capital and Reserves			
Called upon share capital	(1)	1	1
Share Premium account	(21,824)	21,824	21,824
Profit and loss account	(19,183)	19,183	19,183
	(41,008)	41,008	41,008
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		41,008
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(41,008)	
		(41,008)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(798)

Key information

Company number	03577582		
Date of incorporation	08/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 34 – NCP SOUTH ENGLAND LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	25,257	25,257	25,257
Net assets	25,257	25,257	25,257
Capital and Reserves			
Called upon share capital	(1)	1	1
Share Premium account	(9,789)	9,789	9,789
Profit and loss account	(15,467)	15,467	15,467
	(25,257)	25,257	25,257
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		25,257
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents		-
Inter group debtor	(25,257)	(25,257)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577415		
Date of incorporation	08/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 35 – NCP SOUTH WEST & WALES DEVELOPMENT LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	30,374	30,374	30,374
Net assets	30,374	30,374	30,374
Capital and Reserves			
Called upon share capital	(1)	1	1
Share Premium account	(14,549)	14,549	14,549
Profit and loss account	(15,824)	15,824	15,824
	(30,374)	30,374	30,374
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		30,374
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents		-
Inter group debtor	(30,374)	
		(30,374)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(789)

Key information

Company number	03577174		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 36 – NCP SOUTH WEST & WALES LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Current Assets			
Debtors	197,367	197,367	197,367
Amounts owed to group undertakings		(108,052)	(108,052)
Current Liabilities			
Amounts owed to group undertakings	(108,052)		
Net assets	89,315	89,315	89,315
Capital and Reserves			
Called upon share capital	(1)	1	1
Share Premium account	(37,159)	37,159	37,159
Profit and loss account	(52,155)	52,155	52,155
	(89,315)	89,315	89,315
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		89,315
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents		-
Inter group debtor	(197,367)	(197,367)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(193,388)
Total deficiency from the statement of affairs		(301,441)

Key information

Company number	03577610		
Date of incorporation	08/06/1998		
Nature of business	68201 - Renting and operating of Housing Association real estate		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 37 – NCP HOLDCO LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Non-current assets			
Investments	11,074	11,074	11,074
Net assets	11,074	11,074	11,074
Capital and Reserves			
Called upon share capital	-	-	-
Share Premium account	11,074	11,074	11,074
	11,074	11,074	11,074
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		11,074
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents		-
Inter group debtor	(11,074)	
		(11,074)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		(0)
Total deficiency from the statement of affairs		(0)

Key information

Company number	13205944		
Date of incorporation	17/02/2021		
Nature of business	64209 - Activities of other holding companies not elsewhere classified		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (<i>include security details</i>)	N/A		
Shareholders	National Parking Corporation Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 38 – NATIONAL PARKING CORPORATION LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Non-current assets			
Investments	11,074	11,074	11,074
Current assets			
Debtors	14,160	14,161	14,161
Net assets	25,234	25,235	25,235
Capital and Reserves			
Called upon share capital	11,904	11,904	11,904
Profit and loss account	505	506	506
Share Premium account	12,825	12,825	12,825
	25,234	25,235	25,235
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		25,234
Amounts written down for the purposes of the statement of affairs		
Investments		-
Cash & cash equivalents		-
Inter group debtor	(25,234)	(25,234)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(119,037)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(119,825)

Key information

Company number	01104488		
Date of incorporation	27/03/1973		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	NCP Holdings Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 39 – NCP HOLDINGS LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Non-current assets			
Investments	463,730	463,730	463,730
Current Liabilities			
Amounts owed to group undertakings	(170,721)	(170,721)	(170,721)
Net assets	293,009	293,009	293,009
Capital and Reserves			
Called upon share capital	1	1	1
Profit and loss account	500	500	500
Share Premium account	292,508	292,508	292,508
	293,009	293,009	293,009
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		239,009
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(463,730)	
		(463,730)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(1)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(171,510)

Key information

Company number	03577164		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	National Car Parks Group Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 40 – NATIONAL CAR PARKS GROUP LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Non-current assets			
Investments	144,484	144,485	144,485
Current assets			
Debtors	344,829	344,806	344,806
Current Liabilities			
Accruals and deferred income	(6)	-	-
Amounts owed to group undertakings	(455)	(455)	(455)
Provisions - intercompany	(22)	-	-
Net assets	488,830	488,836	488,836
Capital and Reserves			
Called upon share capital	937,026	937,026	937,026
Profit and loss account	(448,196)	(448,190)	(448,190)
	488,830	488,836	488,836
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		488,830
Amounts written down for the purposes of the statement of affairs		
Investments		-
Cash & cash equivalents		-
Inter group debtor	(489,313)	
		(489,313)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(937,026)
Trading profit/(loss) (balancing figure)		28
Total deficiency from the statement of affairs		(937,481)

Key information

Company number	03577168		
Date of incorporation	08/06/1998		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Pointspec Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 41 – POINTSPEC LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Fixed Assets			
Investments	519,073	519,073	519,073
Current Assets			
Amounts owed by group undertakings	-	-	302
Current Liabilities			
Amounts owed to group undertakings	(373,000)	(373,000)	(373,280)
Net assets	146,072	146,073	146,095
Capital and Reserves			
Called upon share capital	(121,126)	121,126	121,126
Share premium account	(34,561)	34,561	34,561
Capital redemption reserve		45	45
Other Reserves	9,614		
Profit and loss account		(9,659)	(9,637)
	(146,072)	146,073	146,095
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		146,072
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents		-
Inter group debtor	(519,073)	
		(519,073)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(220,888)
Trading profit/(loss) (balancing figure)		(0)
Total deficiency from the statement of affairs		(593,889)

Key information

Company number	03461277		
Date of incorporation	05/11/1997		
Nature of business	70100 - Activities of head offices		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Statusaward Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 42 – STATUSAWARD LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 23 (£ in 000s)	Accounts to Sept 22 (£ in 000s)
Fixed Assets			
Investments	-	-	-
Current Assets			
Debtors	24,106		
Current Liabilities			
Amounts owed to group undertakings	(1,417,550)	(1,393,444)	(1,337,326)
Net assets	(1,393,444)	(1,393,444)	(1,337,326)
Capital and Reserves			
Called upon share capital	-	-	-
Profit and loss account	1,393,444	(1,393,444)	(1,337,326)
	1,393,444	(1,393,444)	(1,337,326)
Date of Auditors report	N/A	25-Sep-24	21-Jun-23
Auditors report qualified?	N/A	No	No

Deficiency accounts

	£000	£000
Accumulated reserves		(1,393,444)
Amounts written down for the purposes of the statement of affairs		
Investments		-
Cash & cash equivalents		-
Inter group debtor	(24,106)	
		(24,106)
Claims arising on insolvency		
Lease guarantee claims		
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		(24,894)
Total deficiency from the statement of affairs		(1,442,443)

Key information

Company number	04438082		
Date of incorporation	14/05/2002		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Trendcycle Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 43 – TRENDCYCLE LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 23 (£ in 000s)	Accounts to Sept 22 (£ in 000s)
Fixed Assets			
Investments	-	-	-
Current Assets			
Cash & cash equivalents	-		
Debtors	906,092	-	-
Current Liabilities			
Amounts owed to group undertakings	(764,177)	(764,177)	(736,809)
Provisions - intercompany	(906,092)		
Net assets	(764,177)	(764,177)	(736,809)
Capital and Reserves			
Called upon share capital	-	-	-
Profit and loss account	764,177	(766,050)	(738,682)
	764,177	(766,050)	(738,682)
Date of Auditors report	N/A	25-Sep-24	21-Jun-23
Auditors report qualified?	N/A	No	No

Deficiency accounts

	£000	£000
Accumulated reserves		(764,177)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(906,092)	
		(906,092)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		905,303
Total deficiency from the statement of affairs		(764,965)

Key information

Company number	04572195		
Date of incorporation	24/10/2002		
Nature of business	70100 - Activities of head offices		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Primepanel Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 44 – PRIMEPANEL LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 23 (£ in 000s)	Accounts to Sept 22 (£ in 000s)
Fixed Assets			
Investments	-	-	-
Current Assets			
Debtors	220,650	-	-
Current Liabilities			
Amounts owed to group undertakings	(229,792)	(229,793)	(228,786)
Provisions - intercompany	(220,650)		
Net assets	(229,792)	(229,793)	(228,786)
Capital and Reserves			
Called upon share capital	(1)	-	-
Profit and loss account	(229,792)	(229,793)	(228,786)
	(229,793)	(229,793)	(228,786)
Date of Auditors report	N/A	25-Sep-24	21-Jun-23
Auditors report qualified?	N/A	No	No

Deficiency accounts

	£000	£000
Accumulated reserves		(229,792)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	(220,650)	
		(220,650)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(0)
Trading profit/(loss) (balancing figure)		120,192
Total deficiency from the statement of affairs		(330,250)

Key information

Company number	04422283		
Date of incorporation	23/04/2002		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	PIHL (2003) Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 45 – PIHL (2003) LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Fixed Assets			
Investments	-	-	-
Current Assets			
Debtors	11,824	11,825	11,825
Current Liabilities			
Amounts owed to group undertakings	(1,875)	(1,875)	(1,875)
Net assets	9,950	9,950	9,950
Capital and Reserves			
Called upon share capital	(11,226)	11,226	11,226
Profit and loss account	1,276	(1,276)	(1,276)
	(9,950)	9,950	9,950
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		9,950
Amounts written down for the purposes of the statement of affairs		
Investments		-
Cash & cash equivalents		-
Inter group debtor	(11,824)	(11,824)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(11,226)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(13,889)

Key information

Company number	04422335		
Date of incorporation	23/04/2002		
Nature of business	70100 - Activities of head offices		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Oval (2041) Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 46 – OVAL (2041) LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 23 (£ in 000s)	Accounts to Sept 22 (£ in 000s)
Fixed Assets			
Investments	-	-	-
Current Assets			
Cash & cash equivalents	-		
Debtors	82,233	-	-
Current Liabilities			
Amounts owed to group undertakings	(953,350)	(953,350)	(910,472)
Provisions - intercompany	(82,233)		
Provisions - other	(0)		
Net assets	(953,350)	(953,350)	(910,472)
Capital and Reserves			
Called upon share capital	(2,493)	2,493	2,493
Profit and loss account	955,843	(955,843)	(912,965)
	953,350	(953,350)	(910,472)
Date of Auditors report	N/A	25-Sep-24	21-Jun-23
Auditors report qualified?	N/A	No	No

Deficiency accounts

	£000	£000
Accumulated reserves		(953,350)
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents		-
Inter group debtor	(82,233)	
		(83,233)
Claims arising on insolvency		
Lease guarantee claims		
		-
Share capital write off		(2,493)
Trading profit/(loss) (balancing figure)		81,445
Total deficiency from the statement of affairs		(956,631)

Key information

Company number	05459475		
Date of incorporation	23/05/2005		
Nature of business	70100 - Activities of head offices		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Oval (2042) Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 47- OVAL (2042) LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Fixed Assets			
Investments	-	-	-
Current Assets			
Debtors	805	805	805
Current Liabilities			
Amounts owed to group undertakings	(96)	(96)	(96)
Net assets	709	709	709
Capital and Reserves			
Called upon share capital	(2,493)	2,493	2,493
Profit and loss account	1,784	(1,784)	(1,784)
	(709)	709	709
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		709
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents	-	
Inter group debtor	<u>(805)</u>	(805)
Claims arising on insolvency		
Lease guarantee claims		
Share capital write off		(2,493)
Trading profit/(loss) (balancing figure)		(2,585)
Total deficiency from the statement of affairs		<u>(5,174)</u>

Key information

Company number	05459479		
Date of incorporation	23/05/2005		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Parking International Holdings Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		

Appendix 48 – PARKING INTERNATIONAL HOLDINGS LIMITED

Company accounts

	Draft management accounts Jan 26 (£ in 000s)	Accounts to Sept 24 (£ in 000s)	Accounts to Sept 23 (£ in 000s)
Fixed Assets			
Investments	2,493	2,493	2,493
Current Assets			
Debtors	575	575	575
Current Liabilities			
Amounts owed to group undertakings	(230)	(230)	(230)
Net assets	2,837	2,838	2,838
Capital and Reserves			
Called upon share capital	(1,481)	1,481	1,481
Share premium	(1,519)	1,519	1,519
Profit and loss account	163	(162)	(162)
	(2,837)	2,838	2,838
Date of Auditors report	N/A	N/A - Unaudited FS	N/A - Unaudited FS
Auditors report qualified?	N/A	N/A - Unaudited FS	N/A - Unaudited FS

Deficiency accounts

	£000	£000
Accumulated reserves		2,837
Amounts written down for the purposes of the statement of affairs		
Investments		
Cash & cash equivalents		-
Inter group debtor	(3,067)	(3,067)
Claims arising on insolvency		
Lease guarantee claims		-
Share capital write off		(169)
Trading profit/(loss) (balancing figure)		(788)
Total deficiency from the statement of affairs		(1,187)

Key information

Company number	05459474		
Date of incorporation	23/05/2005		
Nature of business	74990 - Non-trading company		
Current registered office	The Bailey, 16 Old Bailey, London, England, EC4M 7EG		
Trading address	N/A		
Tenure			
Secured creditor (include security details)	N/A		
Shareholders	Parking Holdings Limited		
Directors in the previous three years	Hideyuki Nagahiro Masashi Sada Robert Charles England Hiroyasu Matsui	Date of appt 14/03/2024 15/07/2025 17/12/2021 15/10/2018	Date of resign N/A N/A 27/10/2025 15/07/2025
Company secretaries in the previous three years	None		
Parent, subsidiary or associated companies	See Group structure (Page 7)		