

THE JAPANESE SCHOOL LIMITED

England & Wales · Charity number 271665

Details

Status Registered

Legal form Charitable company

Company number [01263742](#)

Registered 1976-07-20

Register [View on the Charity Commission register](#)

Contact

Address The Japanese School Ltd
87 Creffield Road
London
W3 9PU

Phone 02089937145

Email admin@thejapaneseschool.ltd.uk

Website www.thejapaneseschool.ltd.uk

Activities

Objects: TO ADVANCE THE EDUCATION OF JAPANESE CHILDREN IN THE BRITISH ISLES.

Activities: To educate Japanese pupils aged 6 to 15 years old based upon the Japanese curriculum and to advance the education of those children in the language, literature and general culture of Japan. To provide a meeting place and opportunities for contacts with pupils of other schools, the locals as well as the Japanese community.

Classification

- **How:** Provides Services
- **What:** Education/training
- **Who:** Children/young People, People Of A Particular Ethnic Or Racial Origin

Geography

- **Area of benefit:** NATIONAL
- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£4,156,206	£3,993,958	£14,307,635	94
2023-12-31	£3,882,712	£3,497,806	£14,145,387	94
2022-12-31	£3,570,036	£3,264,886	£13,760,481	94
2021-12-31	£2,405,262	£2,392,733	£5,484,704	103
2020-12-31	£1,779,361	£2,218,359	£5,472,175	116

Trustees

Name	Role	Appointed
Yukinobu Nakano	Chair	2024-12-05
Daisuke Mototani		2022-04-18
Hiroki Kurakagi		2025-04-01
Hiroshi Saito		2024-04-01
Jun Otake		2023-04-20
Kazuya Takahiro		2024-04-01
Kiyoshi Nobuta		2024-04-01
Satoshi Nakamura		2025-03-01
Shinichi Yoshihara		2024-04-01
Shoko Ueda		2024-12-05
Tatsuya Hirano		2025-04-01
Tetsuya Shinohara		2025-04-01
Toyohiro Nunosawa		2025-04-01

THE JAPANESE SCHOOL LIMITED

England & Wales - Charity number 271665

Accounts

Registered number: 01263742
Charity number: 271665

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

CONTENTS

	Page
Reference and Administrative Details of the Company, its Trustees and Advisers	1 - 2
Trustees' Report	3 - 6
Independent Auditor's Report on the Financial Statements	7 - 10
Statement of Financial Activities	11
Balance Sheet	12
Statement of Cash Flows	13
Notes to the Financial Statements	14 - 30

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2024

Trustees	Mr Y Nakano Mr S Yoshihara Mr K Takahiro Mr J Otake Mr D Mototani Mr H Saito (Appointed 1 April 2024) Mr K Nobuta (Appointed 1 April 2024) Ms S Ueda (Appointed 5 December 2024) Mr S Nakamura (Appointed 1 March 2025) Mr H Kurakagi (Appointed 1 April 2025) Mr T Shinohara (Appointed 1 April 2025) Mr T Hirano (Appointed 1 April 2025) Mr T Nunosawa (Appointed 1 April 2025) Mr Y Ishizuka (Resigned 1 March 2025) Ms Y Tsujimura-Higaki (Resigned 5 December 2024) Ms M Sunohara (Resigned 5 December 2024) Mr S Ichinokawa (Resigned 5 December 2024) Mr S Kuwata (Resigned 1 April 2024) Mr F Serizawa (Resigned 1 April 2024) Mr H Mishima (Resigned 1 April 2024) Mr S Ichinokawa (Resigned 5 December 2024) Mr H Koike (Resigned 5 December 2024) Mr K Nakamura (Resigned 1 April 2024) Mr M Sato (Resigned 1 April 2024) Mr S Kato (Resigned 1 April 2025) Ms S Nagashima (Resigned 1 April 2025) Mr A Takada (Resigned 1 April 2025) Mr F Suzuki (Resigned 1 April 2025)
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Company registered number	01263742
Charity registered number	271665
Registered office	87 Creffield Road Acton London W3 9PU

Company secretary Mr T Kitada

Independent auditor Haslers
Chartered Accountants
Old Station Road
Loughton
Essex
IG10 4PL

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

The Trustees present their annual report together with the audited financial statements of the Company for the 1 January 2024 to 31 December 2024. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Objectives and activities

a. Policies and objectives

The purpose of the company is to provide facilities for the education of the children of the Japanese community in the United Kingdom.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

The school had provided educational services through the Japanese School in London (JSL), a day school and the Japanese Saturday School in London (JSSL), at which classes are given on Saturdays. JSL has 300 pupils and JSSL has 1,100 pupils on three campuses. The schools' Japanese based education is essential for the Japanese families in London, both expatriate and local.

b. Strategies for achieving objectives

The company operates the JSL (Day school) and the JSSL (Saturday supplementary school) to provide benefit to the public through its educational activities.

In providing the above educational services, the trustees of the company have had regard to the guidance issued by the Charity Commission on public benefits.

c. Activities undertaken to achieve objectives

To promote international understanding of pupils, the JSL conducted exchange programmes with schools in London, including the Greek School, Spanish School, French School and SOAS.

The school also conducted activities like Sports Day, Cultural Festival and the whole school outing for drawings to make pupils active in various fields.

Strategic report

Achievements and performance

a. Main achievements of the Company

The JSL in Acton has ca 300 pupils aged 6 – 15. The school has provided elementary and secondary pupils with a full range of curriculum in accordance with the Japanese educational ministry standard and the fundamental British values education.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Strategic report (continued)

Achievements and performance (continued)

The JSSL has ca 1,100 pupils on three campuses, Acton, Brent and Croydon. The main subject being taught is Japanese language, with some Japanese cultural events with opportunities to experience something important for their childhood of the pupils residing in the UK.

Both schools have opportunities to act as a member of local community by delivering cards at seasonal occasions and performing Japanese songs at churches.

The exchange programmes with other schools have been conducted by the JSL in 2024. Visits from the Greek School, French School and SOAS were made, and our pupils visited SOAS.

The JSL also conducted Sports Day and Cultural Festival. Both were well attended and made parents impressed with their performance. The JSL's whole school outing for drawings created lots of excellent pictures, which were exhibited during the Cultural Festival.

The weekly classes at the JSSL make its pupils stimulated in learning Japanese language and culture. One of the results of their years of leaning appears in their speeches at the graduation ceremony. Based on positive attitude learned in the British society, pupils deliver logical and heartfelt speeches with many thanks to their teachers and parents in a disciplined way.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

Current reserves excluding revaluation reserve covers 2.3 times of annual expenditure. The Company plans school facility renovation projects over 5 years from 2023, the reserve level will be reduced by 10% in the coming 5 years, with a half of the renovation costs funded by annual result.

The reserve levels have increased significantly during 2021 due to the revaluation of the land and buildings owned by the School. The level of reserves represented by the revaluation is shown separately in note 16 and is included within unrestricted funds.

Reserves will be monitored regularly by the Trustees to ensure appropriate levels of reserves are held moving forward to ensure the long term stability of the charity.

c. Investments powers

The chairman of the committee is empowered to invest the funds of the school as the committee sees fit.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

d. Principal risks and uncertainties

The charity's financial position is sound, although the number of pupils are still 15% below the level in 2018, before COVID-19.

The Trustees review the risks posed to the charity regularly and have developed a system to mitigate any impact of the risk on the school. The main risks identified include meeting the demand for pupil places, retaining sufficient levels of skilled staff and ensuring the safeguarding of pupils at the school.

e. Principal funding

The charity's principal sources of funds are tuition fees of the schools. The charity also receives income from the Japanese Government in the form of grants. The Japanese Government funds the salary costs of seconded Japanese teachers to the school as well as funding for specific purposes such as security, facilities management and rent.

Structure, governance and management

a. Constitution

The Japanese School Limited is registered as a charitable company limited by guarantee and was set up by a Trust deed.

b. Methods of appointment or election of Trustees

The trustees are elected from the members of the company at the Annual General Meeting in accordance with the Article 27 of the Memorandum and Articles of Association of the Japanese School Limited.

c. Financial risk management

The Trustees have assessed the major risks to which the Company is exposed, in particular those related to the operations and finances of the Company and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2024

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial. Under company law, the Trustees 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 its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are 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.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, Haslers, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 15 July 2025 and signed on their behalf by:

Mr Y Nakano
(Chair of Trustees)



THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED

Opinion

We have audited the financial statements of The Japanese School Limited (the 'charitable company') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of 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 charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure 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 Charities Act 2011.

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Trustees' 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 charitable 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 Trustees with respect to going concern are described in the relevant sections of this report.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED
(CONTINUED)

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 Trustees are responsible for the other information contained within the Annual Report. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 Trustees 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 Trustees are responsible for assessing the charitable 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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED
(CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the company and industry, we identified that the principle risks of non-compliance with laws and regulations related to the UK Companies Act and employment regulation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to manipulation of results through manual journals or management bias in judgemental areas. Audit procedures performed by the engagement team included:

- Walkthrough testing was carried out to identify and assess the design effectiveness of controls management have in place to prevent and detect fraud, including known or suspected instances or non-compliance with laws and regulations and fraud,
- Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process,
- Using analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatements due to fraud,
- Assessing the appropriateness of accounting estimates and challenging any significant assumptions or judgements made by management,
- Incorporating testing of manual journal entries that were posted throughout the year. In particular, we focused on material journal entries, journal entries posted with unusual account combinations, and journal entries crediting revenue or cash. These were scrutinised for evidence of unusual entries,
- Evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

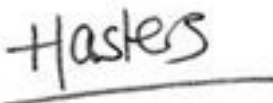
THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED
(CONTINUED)

A further description of our responsibilities for the audit of the financial statements is located 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 charitable company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Haslers
Chartered Accountants
Statutory Auditor
Old Station Road
Loughton
Essex
IG10 4PL

15 July 2025

Haslers are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	3	1,337,797	851	1,338,648	1,266,958
Charitable activities	4	76,042	2,676,810	2,752,852	2,557,337
Investments	5	-	64,706	64,706	58,417
Total income		1,413,839	2,742,367	4,156,206	3,882,712
Expenditure on:					
Charitable activities		1,378,107	2,615,851	3,993,958	3,497,806
Total expenditure		1,378,107	2,615,851	3,993,958	3,497,806
Net income		35,732	126,516	162,248	384,906
Transfers between funds	15	(21,696)	21,696	-	-
Net movement in funds		14,036	148,212	162,248	384,906
Reconciliation of funds:					
Total funds brought forward		5,553	14,139,834	14,145,387	13,760,481
Net movement in funds		14,036	148,212	162,248	384,906
Total funds carried forward		19,589	14,288,046	14,307,635	14,145,387

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 14 to 30 form part of these financial statements.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01263742

BALANCE SHEET
AS AT 31 DECEMBER 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	10	8,794,487	8,678,441
Investment property	11	3,250,000	3,250,000
		12,044,487	11,928,441
Current assets			
Debtors	12	431,864	343,122
Cash at bank and in hand		2,191,867	2,328,520
		2,623,731	2,671,642
Creditors: amounts falling due within one year	13	(248,011)	(356,660)
Net current assets		2,375,720	2,314,982
Total assets less current liabilities		14,420,207	14,243,423
Provisions for liabilities	14	(112,572)	(98,036)
Total net assets		14,307,635	14,145,387
Charity funds			
Restricted funds	15	19,589	5,553
Unrestricted funds	15	14,288,046	14,139,834
Total funds		14,307,635	14,145,387

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 15 July 2025 and signed on their behalf by:

Mr Y Nakano
(Chair of Trustees)

The notes on pages 14 to 30 form part of these financial statements.



THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

	2024 £	2023 £
Cash flows from operating activities		
Net cash used in operating activities	57,548	269,139
	<hr/>	<hr/>
Cash flows from investing activities		
Dividends, interests and rents from investments	64,706	58,416
Purchase of tangible fixed assets	(258,907)	(163,460)
	<hr/>	<hr/>
Net cash used in investing activities	(194,201)	(105,044)
	<hr/>	<hr/>
Cash flows from financing activities		
	<hr/>	<hr/>
Net cash provided by financing activities	-	-
	<hr/>	<hr/>
Change in cash and cash equivalents in the year	(136,653)	164,095
Cash and cash equivalents at the beginning of the year	2,328,520	2,164,425
	<hr/>	<hr/>
Cash and cash equivalents at the end of the year	2,191,867	2,328,520
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 14 to 30 form part of these financial statements

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

1. General information

The Japanese School Limited is a charitable company, limited by guarantee, in England and Wales. The registered charity number is 271665 and the registered company number is 01263742. The registered address is 87 Creffield Road, Acton, London, W3 9PU. The principal activity of the charity is providing education.

2. Accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Japanese School Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in Pound Sterling, the functional currency of the charity, rounded to the nearest £.

2.2 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.4 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the revaluation model, tangible fixed assets whose fair value can be measured reliably (Freehold property) shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Company may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the Statement of Financial Activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- 50 years straight line
Furniture and equipment	- 5 years straight line
Leasehold Improvements	- 10 years straight line

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Operating leases

Rentals payable under operating leases are accounted for on a straight-line basis over the periods of the lease.

2.12 Pensions

The Company operates a defined contribution pension scheme. The cost of providing these benefits is charged to the profit and loss account on a regular basis.

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.14 Provisions

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

3. Income from donations and legacies

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Donations	218	851	1,069	1,358
Government grants	1,337,579	-	1,337,579	1,265,600
	<u>1,337,797</u>	<u>851</u>	<u>1,338,648</u>	<u>1,266,958</u>
<i>Total 2023</i>	<u>1,265,600</u>	<u>1,358</u>	<u>1,266,958</u>	

4. Income from charitable activities

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Fee income	-	2,510,920	2,510,920	2,323,735
Other income	-	19,576	19,576	32,989
Rental income	-	62,066	62,066	61,350
Bus income	76,042	-	76,042	95,750
School Trip income	-	84,248	84,248	43,513
	<u>76,042</u>	<u>2,676,810</u>	<u>2,752,852</u>	<u>2,557,337</u>
<i>Total 2023</i>	<u>95,750</u>	<u>2,461,587</u>	<u>2,557,337</u>	

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

5. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Bank interest	64,706	64,706	58,417
<i>Total 2023</i>	<u>58,417</u>	<u>58,417</u>	

6. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Educational operations	2,485,136	1,508,822	3,993,958	3,497,807
<i>Total 2023</i>	<u>2,350,847</u>	<u>1,146,960</u>	<u>3,497,807</u>	

Analysis of direct costs

	Total funds 2024 £	<i>Total funds 2023 £</i>
Staff costs	2,113,694	1,975,545
Educational supplies & stationary	152,442	123,282
Healthcare	37,471	35,207
School events	7,386	6,697
Travel	25,159	57,103
Carriage	383	12,008
School Trips	80,043	41,081
Bus fees	68,558	99,924
	<u>2,485,136</u>	<u>2,350,847</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2024 £	<i>Total funds 2023 £</i>
Staff costs	309,472	303,652
Depreciation	142,861	91,317
Equipment leasing and rent	90,305	91,442
Maintenance	159,303	79,379
Sundry Expenses	2,495	38,986
Professional Fees	370,108	160,783
Security	73,945	58,616
Audit Fee	21,600	19,900
Light, heat and water	128,119	95,299
Cleaning	39,174	37,041
Insurance	40,381	41,786
Rates	35,026	30,777
IT support & Telephone	94,705	96,725
Entertainment	259	265
Food	1,069	992
	<u>1,508,822</u>	<u>1,146,960</u>

7. Auditor's remuneration

	2024 £	<i>2023 £</i>
Fees payable to the Company's auditor for the audit of the Company's annual accounts	21,600	19,900
Fees payable to the Company's auditor in respect of: Advisory Services	<u>19,800</u>	<u>43,880</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

8. Staff costs

	2024	<i>2023</i>
	£	£
Wages and salaries	2,306,094	<i>2,107,937</i>
Social security costs	80,075	<i>117,652</i>
Contribution to defined contribution pension schemes	36,997	<i>53,609</i>
	2,423,166	<i>2,279,198</i>
	2,423,166	<i>2,279,198</i>

Included in wages and salaries is secondment staff costs totalling £999,193 (2023: £966,694) which is paid by the Japanese Government directly to the individuals. These staff members are therefore excluded from the average number of employees.

The average number of persons employed by the Company during the year was as follows:

	2024	<i>2023</i>
	No.	No.
Leadership	1	<i>1</i>
Teachers	86	<i>86</i>
Admin staff	7	<i>7</i>
	94	<i>94</i>
	94	<i>94</i>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	<i>2023</i>
	No.	No.
In the band £80,001 - £90,000	1	<i>1</i>

The total cost of the key management personnel including employers national insurance contributions amounted to £86,769 (2023: £84,303).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 December 2024, no Trustee expenses have been incurred (2023 - £NIL).

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

10. Tangible fixed assets

	Freehold property £	Office equipment £	Other fixed assets £	Total £
Cost or valuation				
At 1 January 2024	8,250,000	267,371	422,624	8,939,995
Additions	-	159,369	99,538	258,907
At 31 December 2024	<u>8,250,000</u>	<u>426,740</u>	<u>522,162</u>	<u>9,198,902</u>
Depreciation				
At 1 January 2024	74,000	149,375	38,179	261,554
Charge for the year	37,000	60,231	45,630	142,861
At 31 December 2024	<u>111,000</u>	<u>209,606</u>	<u>83,809</u>	<u>404,415</u>
Net book value				
At 31 December 2024	<u>8,139,000</u>	<u>217,134</u>	<u>438,353</u>	<u>8,794,487</u>
At 31 December 2023	<u>8,176,000</u>	<u>117,996</u>	<u>384,445</u>	<u>8,678,441</u>

The valuation of land and buildings was completed by the directors on a market value basis.

The Company has adopted a policy of revaluation for tangible fixed assets. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2024 £	2023 £
Freehold property	<u>3,312,689</u>	<u>3,312,689</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

11. Investment property

	Freehold investment property £
Valuation	
At 1 January 2024	3,250,000
At 31 December 2024	3,250,000

The valuation was completed by the directors on a market value basis.

12. Debtors

	2024 £	2023 £
Due within one year		
Other debtors	80,276	5,049
Prepayments and accrued income	92,397	103,899
Grants receivable	259,191	234,174
	431,864	343,122

13. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	67,413	67,859
Other taxation and social security	32,551	27,942
Other creditors	1,500	1,500
Accruals and deferred income	146,547	259,359
	248,011	356,660

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

	2024	2023
	£	£
Deferred income at 1 January 2024	181,274	297,216
Resources deferred during the year	84,302	181,274
Amounts released from previous periods	(181,274)	(297,216)
Deferred income at 31 December	84,302	181,274

Deferred income represents school fees received in advance for future academic periods. These fees are initially recorded as a liability and recognised as income over the period to which they relate.

14. Provisions

	Retirement benefit obligation
	£
At 1 January 2024	98,036
Additions	11,276
Amounts used	3,260
	112,572

The retirement benefit obligation has arisen as a result of an obligation to pay staff when they leave employment with the Japanese School.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

15. Statement of funds

Statement of funds - current year

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2024 £
Unrestricted funds					
General Funds	6,101,167	2,742,367	(2,615,851)	21,696	6,249,379
Revaluation reserve	8,038,667	-	-	-	8,038,667
	<u>14,139,834</u>	<u>2,742,367</u>	<u>(2,615,851)</u>	<u>21,696</u>	<u>14,288,046</u>
Restricted funds					
Seconded staff	-	999,193	(999,193)	-	-
Aging Facility	-	17,614	(17,614)	-	-
Safety/Security Facilities	-	12,212	(12,212)	-	-
Security Staff Costs - Japanese School	-	33,248	(33,248)	-	-
Security Staff Costs - Saturday School	-	16,622	(16,622)	-	-
Teachers costs - Japanese School	-	46,021	(46,021)	-	-
Lecturers costs - Saturday School	-	98,629	(98,629)	-	-
Erabareru	-	50,031	(50,031)	-	-
Zaidan	-	30,441	(2,411)	(28,030)	-
Rent for Saturday School campus	-	33,568	(33,568)	-	-
Bus Fees	5,553	76,042	(68,558)	-	13,037
PTA Donations	-	218	-	6,334	6,552
	<u>5,553</u>	<u>1,413,839</u>	<u>(1,378,107)</u>	<u>(21,696)</u>	<u>19,589</u>
Total of funds	<u><u>14,145,387</u></u>	<u><u>4,156,206</u></u>	<u><u>(3,993,958)</u></u>	<u><u>-</u></u>	<u><u>14,307,635</u></u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

15. Statement of funds (continued)

Seconded staff: A number of the key management personnel and other staff are paid directly by the Japanese Government.

Aging facility: This fund is to contribute to the cost of repairing the old building facilities at The Japanese School.

Safety/Security facilities: This fund is to contribute to the maintenance cost of security and safety equipment at The Japanese School.

Security Staff Costs - Japanese School: This fund is to contribute to the security staff costs at The Japanese School.

Security staff costs - Saturday school: This fund is to contribute to the security staff costs at the Saturday school.

Teachers costs - Japanese School: This fund is to contribute to the salary of teachers at The Japanese School.

Lecturers costs - Saturday School: This fund is to contribute to the salary of the lecturers at the Saturday school.

Erabareru: A government grant for the English programmes, which aim to promote pupils' knowledge and understanding of British values, culture, and history to improve the pupils international minds.

Zaidan: This fund is to contribute to School supplies. A transfer has occurred during the year due to restricted funds being spent on capital items.

Rent for Saturday school campus: This fund is a contribution to fund the rent of the school premises used by the Saturday school in Brent and Croydon.

Bus fees: A bus service is provided by The Japanese School to transport students to and from school each day.

Revaluation reserve: This fund relates to the revaluation of the School building and related properties owned by the Charity.

PTA Donations: Donations from the Parent Teachers Association were collect and donated for the purpose of purchasing commemorative gifts for the school's 50th anniversary.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

15. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 January 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 December 2023 £</i>
Unrestricted funds				
General Funds	5,712,089	2,521,362	(2,132,284)	6,101,167
Revaluation reserve	8,038,667	-	-	8,038,667
	<u>13,750,756</u>	<u>2,521,362</u>	<u>(2,132,284)</u>	<u>14,139,834</u>
Restricted funds				
Seconded staff	-	966,694	(966,694)	-
Aging Facility	-	27,608	(27,608)	-
Safety/Security Facilities	-	12,025	(12,025)	-
Security Staff Costs - Japanese School	-	36,638	(36,638)	-
Security Staff Costs - Saturday School	-	12,355	(12,355)	-
Teachers costs - Japanese School	-	66,428	(66,428)	-
Lecturers costs - Saturday School	-	79,896	(79,896)	-
Erabareru	-	33,473	(33,473)	-
Rent for Saturday School campus	-	30,482	(30,482)	-
Bus Fees	9,725	95,751	(99,923)	5,553
	<u>9,725</u>	<u>1,361,350</u>	<u>(1,365,522)</u>	<u>5,553</u>
Total of funds	<u><u>13,760,481</u></u>	<u><u>3,882,712</u></u>	<u><u>(3,497,806)</u></u>	<u><u>14,145,387</u></u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

16. Summary of funds

Summary of funds - current year

	Balance at 1 January 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2024 £
General funds	14,139,834	2,742,367	(2,615,851)	21,696	14,288,046
Restricted funds	5,553	1,413,839	(1,378,107)	(21,696)	19,589
	<u>14,145,387</u>	<u>4,156,206</u>	<u>(3,993,958)</u>	<u>-</u>	<u>14,307,635</u>

Summary of funds - prior year

	<i>Balance at 1 January 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 December 2023 £</i>
General funds	13,750,756	2,521,362	(2,132,284)	14,139,834
Restricted funds	9,725	1,361,350	(1,365,522)	5,553
	<u>13,760,481</u>	<u>3,882,712</u>	<u>(3,497,806)</u>	<u>14,145,387</u>

17. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	-	8,794,487	8,794,487
Investment property	-	3,250,000	3,250,000
Current assets	19,589	2,604,142	2,623,731
Creditors due within one year	-	(248,011)	(248,011)
Provisions for liabilities and charges	-	(112,572)	(112,572)
Total	<u>19,589</u>	<u>14,288,046</u>	<u>14,307,635</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

17. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	<i>Restricted funds 2023 £</i>	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	-	8,678,441	8,678,441
Investment property	-	3,250,000	3,250,000
Current assets	5,553	2,666,089	2,671,642
Creditors due within one year	-	(356,660)	(356,660)
Provisions for liabilities and charges	-	(98,036)	(98,036)
Total	<u>5,553</u>	<u>14,139,834</u>	<u>14,145,387</u>

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net income for the period (as per Statement of Financial Activities)	162,248	384,906
Adjustments for:		
Depreciation charges	142,861	91,316
Dividends, interests and rents from investments	(64,706)	(58,416)
Increase in debtors	(97,018)	(78,220)
Decrease in creditors	(124,361)	(88,987)
Movement in provisions	14,538	18,541
Net cash provided by operating activities	<u>33,562</u>	<u>269,140</u>

19. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	2,191,867	2,328,520
Total cash and cash equivalents	<u>2,191,867</u>	<u>2,328,520</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

20. Analysis of changes in net debt

	At 1 January 2024 £	Cash flows £	At 31 December 2024 £
Cash at bank and in hand	2,328,520	(136,653)	2,191,867
	2,328,520	(136,653)	2,191,867

21. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independent administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £36,997 (2023: £32,741). Contributions totalling £Nil (2023: £Nil) were payable to the fund at the balance sheet date and are included in creditors.

22. Operating lease commitments

At 31 December 2024 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024 £	2023 £
Operating leases which expire:		
Within 1 year	11,719	7,292
Within 2-5 years	15,603	15,603
	27,322	22,895

23. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £NIL for the debts and liabilities contracted before he/she ceases to be a member.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

24. Related party transactions

During the year, Nippon Club Limited, a company which a trustee is a director of, provided hire of facilities for £611 (2023: £1,144). Additionally, Canon Europe Ltd, a company which a trustee is a director of, provided equipment rental for £4,887 (2023: £5,684). Tokio Marine & Nichido Fire Insurance Co. Ltd, a company of which a trustee is a director, provided insurance services for £38,266 (2023: £43,615).

During the year, The Japanese School received rental income from trustees £20,187 (2023: £21,600).

During the year, The Japanese School received school fees from trustees totalling £2,544 (2023: £2,515).

At the year end there was a balance outstanding with a trustee of £5,070 (2023: £Nil) for expenses paid on behalf of the trustee, to be reclaimed within 12 months.

THE JAPANESE SCHOOL LIMITED

England & Wales - Charity number 271665

Accounts

Registered number: 01263742
Charity number: 271665

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

CONTENTS

	Page
Reference and Administrative Details of the Company, its Trustees and Advisers	1
Trustees' Report	2 - 5
Independent Auditor's Report on the Financial Statements	6 - 9
Statement of Financial Activities	10
Balance Sheet	11
Statement of Cash Flows	12
Notes to the Financial Statements	13 - 30

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Trustees	Mr S Ichinokawa (appointed 1 April 2024) Mr Y Nakano (appointed 7 December 2023) Mr S Yoshihara (appointed 1 April 2024) Mr K Takahiro (appointed 1 April 2024) Mr J Otake Mr D Mototani Mr F Suzuki Mr Y Ishizuka (appointed 7 December 2023) Ms Y Tsujimura-Higaki Ms M Sunohara (appointed 7 December 2023) Mr R Takaki (resigned 1 June 2023) Mr H Koike (appointed 7 December 2023) Mr K Nobuta (appointed 1 April 2024) Mr H Saito (appointed 1 April 2024) Mr F Serizawa (resigned 1 April 2024) Mr H Mishima (resigned 1 April 2024) Mr S Kuwata (resigned 1 April 2024) Mr N Nishida (resigned 1 April 2023) Mr K Ozeki (resigned 7 December 2023) Mr T Morita (resigned 1 April 2023) Mr M Sato (resigned 1 April 2024) Mr T Sazaki (resigned 7 December 2023) Mr S Kato (resigned 7 December 2023) Mr S Toda (resigned 1 April 2023)
Company registered number	01263742
Charity registered number	271665
Registered office	87 Creffield Road Acton London W3 9PU
Company secretary	Mr K Okamoto
Independent auditor	Haslers Chartered Accountants Old Station Road Loughton Essex IG10 4PL

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2023

The Trustees present their annual report together with the audited financial statements of the Company for the 1 January 2023 to 31 December 2023. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Objectives and activities

a. Policies and objectives

The purpose of the company is to provide facilities for the education of the children of the Japanese community in the United Kingdom.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

The school had provided educational services through the Japanese School in London (JSL), a day school and the Japanese Saturday School in London (JSSL), at which classes are given on Saturdays. JSL has 300 pupils and JSSL has 1,100 pupils on three campuses. The schools' Japanese based education is essential for the Japanese families in London, both expatriate and local.

b. Strategies for achieving objectives

The company operates the JSL (Day school) and the JSSL (Saturday supplementary school) to provide benefit to the public through its educational activities.

In providing the above educational services, the trustees of the company have had regard to the guidance issued by the Charity Commission on public benefits.

c. Activities undertaken to achieve objectives

To promote international understanding of pupils, the JSL conducted exchange programmes with schools in London, including the Greek School, Spanish School, French School and SOAS.

The school also conducted activities like Sports Day, Cultural Festival and the whole school outing for drawings to make pupils active in various fields.

Strategic report

Achievements and performance

a. Main achievements of the Company

The JSL in Acton has ca 300 pupils aged 6 – 15. The school has provided elementary and secondary pupils with a full range of curriculum in accordance with the Japanese educational ministry standard and the fundamental British values education.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Strategic report (continued)

Achievements and performance (continued)

The JSSL has ca 1,100 pupils on three campuses, Acton, Brent and Croydon. The main subject being taught is Japanese language, with some Japanese cultural events with opportunities to experience something important for their childhood of the pupils residing in the UK.

Both schools have opportunities to act as a member of local community by delivering cards at seasonal occasions and performing Japanese songs at churches.

The exchange programmes with other schools have been conducted by the JSL in 2023. Visits from the Greek School, French School and SOAS were made, and our pupils visited SOAS.

The JSL also conducted Sports Day and Cultural Festival. Both were well attended and made parents impressed with their performance. The JSL's whole school outing for drawings created lots of excellent pictures, which were exhibited during the Cultural Festival.

The weekly classes at the JSSL make its pupils stimulated in learning Japanese language and culture. One of the results of their years of leaning appears in their speeches at the graduation ceremony. Based on positive attitude learned in the British society, pupils deliver logical and heartfelt speeches with many thanks to their teachers and parents in a disciplined way.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

Current reserves excluding revaluation reserve covers 2.3 times of annual expenditure. The Company plans school facility renovation projects over 5 years from 2023, the reserve level will be reduced by 10% in the coming 5 years, with a half of the renovation costs funded by annual result.

The reserve levels have increased significantly during 2021 due to the revaluation of the land and buildings owned by the School. The level of reserves represented by the revaluation is shown separately in note 16 and is included within unrestricted funds.

Reserves will be monitored regularly by the Trustees to ensure appropriate levels of reserves are held moving forward to ensure the long term stability of the charity.

c. Investments powers

The chairman of the committee is empowered to invest the funds of the school as the committee sees fit.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

d. Principal risks and uncertainties

The charity's financial position is sound, although the number of pupils are still 15% below the level in 2018, before COVID-19.

The Trustees review the risks posed to the charity regularly and have developed a system to mitigate any impact of the risk on the school. The main risks identified include meeting the demand for pupil places, retaining sufficient levels of skilled staff and ensuring the safeguarding of pupils at the school.

e. Principal funding

The charity's principal sources of funds are tuition fees of the schools. The charity also receives income from the Japanese Government in the form of grants. The Japanese Government funds the salary costs of seconded Japanese teachers to the school as well as funding for specific purposes such as security, facilities management and rent.

Structure, governance and management

a. Constitution

The Japanese School Limited is registered as a charitable company limited by guarantee and was set up by a Trust deed.

b. Methods of appointment or election of Trustees

The trustees are elected from the members of the company at the Annual General Meeting in accordance with the Article 27 of the Memorandum and Articles of Association of the Japanese School Limited.

c. Financial risk management

The Trustees have assessed the major risks to which the Company is exposed, in particular those related to the operations and finances of the Company and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial. Under company law, the Trustees 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 its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are 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.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, Haslers, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 16 July 2024 and signed on their behalf by:



Mr S Ichinokawa

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED

Opinion

We have audited the financial statements of The Japanese School Limited (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of 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 charitable company's affairs as at 31 December 2023 and of its incoming resources and application of resources, including its income and expenditure 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 Charities Act 2011.

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Trustees' 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 charitable 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 Trustees with respect to going concern are described in the relevant sections of this report.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED
(CONTINUED)

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 Trustees are responsible for the other information contained within the Annual Report. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 Trustees 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 Trustees are responsible for assessing the charitable 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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED
(CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the company and industry, we identified that the principle risks of non-compliance with laws and regulations related to the UK Companies Act and employment regulation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to manipulation of results through manual journals or management bias in judgemental areas. Audit procedures performed by the engagement team included:

- Walkthrough testing was carried out to identify and assess the design effectiveness of controls management have in place to prevent and detect fraud, including known or suspected instances or non-compliance with laws and regulations and fraud,
- Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process,
- Using analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatements due to fraud,
- Assessing the appropriateness of accounting estimates and challenging any significant assumptions or judgements made by management,
- Incorporating testing of manual journal entries that were posted throughout the year. In particular, we focused on material journal entries, journal entries posted with unusual account combinations, and journal entries crediting revenue or cash. These were scrutinised for evidence of unusual entries,
- Evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED
(CONTINUED)

A further description of our responsibilities for the audit of the financial statements is located 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 charitable company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Haslers
Chartered Accountants
Statutory Auditor
Old Station Road
Loughton
Essex
IG10 4PL

16 July 2024

Haslers are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2023**

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	1,265,600	1,358	1,266,958	1,195,000
Charitable activities	4	95,750	2,461,587	2,557,337	2,364,985
Investments	5	-	58,417	58,417	10,051
Total income		1,361,350	2,521,362	3,882,712	3,570,036
Expenditure on:					
Charitable activities		1,365,522	2,132,284	3,497,806	3,264,886
Total expenditure		1,365,522	2,132,284	3,497,806	3,264,886
Net movement in funds		(4,172)	389,078	384,906	305,150
Reconciliation of funds:					
Total funds brought forward		9,725	13,750,756	13,760,481	13,455,331
Net movement in funds		(4,172)	389,078	384,906	305,150
Total funds carried forward		5,553	14,139,834	14,145,387	13,760,481

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 13 to 30 form part of these financial statements.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01263742

BALANCE SHEET
AS AT 31 DECEMBER 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	10	8,678,441	8,606,297
Investment property	11	3,250,000	3,250,000
		11,928,441	11,856,297
Current assets			
Debtors	12	343,122	264,902
Cash at bank and in hand		2,328,520	2,164,425
		2,671,642	2,429,327
Creditors: amounts falling due within one year	13	(356,660)	(445,648)
Net current assets		2,314,982	1,983,679
Total assets less current liabilities		14,243,423	13,839,976
Provisions for liabilities	14	(98,036)	(79,495)
Total net assets		14,145,387	13,760,481
Charity funds			
Restricted funds	15	5,553	9,725
Unrestricted funds	15	14,139,834	13,750,756
Total funds		14,145,387	13,760,481

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 16 July 2024 and signed on their behalf by:



Mr S Ichinokawa

The notes on pages 13 to 30 form part of these financial statements.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	269,139	379,079
	<hr/>	<hr/>
Cash flows from investing activities		
Dividends, interests and rents from investments	58,416	10,051
Purchase of tangible fixed assets	(163,460)	(310,727)
	<hr/>	<hr/>
Net cash used in investing activities	(105,044)	(300,676)
	<hr/>	<hr/>
Cash flows from financing activities		
	<hr/>	<hr/>
Net cash provided by financing activities	-	-
	<hr/>	<hr/>
Change in cash and cash equivalents in the year	164,095	78,403
Cash and cash equivalents at the beginning of the year	2,164,425	2,086,022
	<hr/>	<hr/>
Cash and cash equivalents at the end of the year	2,328,520	2,164,425
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 13 to 30 form part of these financial statements

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

1. General information

The Japanese School Limited is a charitable company, limited by guarantee, in England and Wales. The registered charity number is 271665 and the registered company number is 01263742. The registered address is 87 Creffield Road, Acton, London, W3 9PU. The principal activity of the charity is providing education.

2. Accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Japanese School Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in Pound Sterling, the functional currency of the charity, rounded to the nearest £.

2.2 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

2. Accounting policies (continued)

2.3 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

2.4 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the revaluation model, tangible fixed assets whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Company may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the Statement of Financial Activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- 50 years straight line
Furniture and equipment	- 5 years straight line
Leasehold Improvements	- 10 years straight line

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

2. Accounting policies (continued)

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Operating leases

Rentals payable under operating leases are accounted for on a straight-line basis over the periods of the lease.

2.11 Pensions

The Company operates a defined contribution pension scheme. The cost of providing these benefits is charged to the profit and loss account on a regular basis.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

3. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Donations	-	1,358	1,358	414
Government grants	1,265,600	-	1,265,600	1,194,586
	<u>1,265,600</u>	<u>1,358</u>	<u>1,266,958</u>	<u>1,195,000</u>
<i>Total 2022</i>	<u><u>1,194,586</u></u>	<u><u>414</u></u>	<u><u>1,195,000</u></u>	

4. Income from charitable activities

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Fee income	-	2,323,735	2,323,735	2,157,222
Other income	-	32,989	32,989	15,835
Rental income	-	61,350	61,350	59,171
Bus income	95,750	-	95,750	103,860
School Trip income	-	43,513	43,513	28,897
	<u>95,750</u>	<u>2,461,587</u>	<u>2,557,337</u>	<u>2,364,985</u>
<i>Total 2022</i>	<u><u>207,720</u></u>	<u><u>2,157,265</u></u>	<u><u>2,364,985</u></u>	

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

5. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Bank interest	58,417	58,417	10,051
<i>Total 2022</i>	<u>10,051</u>	<u>10,051</u>	

6. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Educational operations	2,350,847	1,146,960	3,497,807	3,264,887
<i>Total 2022</i>	<u>2,164,297</u>	<u>1,100,590</u>	<u>3,264,887</u>	

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2023 £	<i>Total funds 2022 £</i>
Staff costs	1,975,545	1,862,309
Educational supplies & stationary	123,282	99,721
Healthcare	35,207	34,147
School events	6,697	8,856
Travel	57,103	22,038
Carriage	12,008	14,193
School Trips	41,081	28,898
Bus fees	99,924	94,135
	<u>2,350,847</u>	<u>2,164,297</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2023 £	<i>Total funds 2022 £</i>
Staff costs	303,652	319,735
Depreciation	91,317	81,695
Equipment leasing and rent	91,442	110,712
Maintenance	79,379	147,524
Sundry Expenses	38,986	47,722
Professional Fees	160,783	68,299
Security	58,616	52,560
Audit Fee	19,900	16,230
Light, heat and water	95,299	65,001
Cleaning	37,041	34,649
Insurance	41,786	48,800
Rates	30,777	21,136
Postage & Telephone	96,725	85,674
Entertainment	265	212
Food	992	641
	1,146,960	<i>1,100,590</i>

7. Auditor's remuneration

	2023 £	<i>2022 £</i>
Fees payable to the Company's auditor for the audit of the Company's annual accounts	19,900	19,000
Fees payable to the Company's auditor in respect of: Advisory Services	43,880	<i>12,500</i>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

8. Staff costs

	2023	<i>2022</i>
	£	£
Wages and salaries	2,107,937	<i>1,885,172</i>
Social security costs	117,652	<i>208,521</i>
Contribution to defined contribution pension schemes	53,609	<i>88,351</i>
	2,279,198	<i>2,182,044</i>

Included in wages and salaries is secondment staff costs totalling £966,694 (2022: £910,527) which is paid by the Japanese Government directly to the individuals. These staff members are therefore excluded from the average number of employees.

The average number of persons employed by the Company during the year was as follows:

	2023	<i>2022</i>
	No.	No.
Leadership	1	<i>1</i>
Teachers	86	<i>86</i>
Admin staff	7	<i>7</i>
	94	<i>94</i>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	<i>2022</i>
	No.	No.
In the band £70,001 - £80,000	-	<i>1</i>
In the band £80,001 - £90,000	1	<i>-</i>

The total cost of the key management personnel including employers national insurance contributions amounted to £84,303 (2022: £72,237).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - *£NIL*).

During the year ended 31 December 2023, no Trustee expenses have been incurred (2022 - *£NIL*).

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

10. Tangible fixed assets

	Freehold property £	Office equipment £	Other fixed assets £	Total £
Cost or valuation				
At 1 January 2023	8,250,000	221,536	304,999	8,776,535
Additions	-	45,835	117,625	163,460
At 31 December 2023	<u>8,250,000</u>	<u>267,371</u>	<u>422,624</u>	<u>8,939,995</u>
Depreciation				
At 1 January 2023	37,000	130,696	2,542	170,238
Charge for the year	37,000	18,679	35,637	91,316
At 31 December 2023	<u>74,000</u>	<u>149,375</u>	<u>38,179</u>	<u>261,554</u>
Net book value				
At 31 December 2023	<u>8,176,000</u>	<u>117,996</u>	<u>384,445</u>	<u>8,678,441</u>
At 31 December 2022	<u>8,213,000</u>	<u>90,840</u>	<u>302,457</u>	<u>8,606,297</u>

The valuation of land and buildings was completed by an independent external valuer on a market value basis.

The Company has adopted a policy of revaluation for tangible fixed assets. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2023 £	2022 £
Freehold property	<u>3,312,689</u>	<u>3,312,689</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

11. Investment property

	Freehold investment property £
Valuation	
At 1 January 2023	3,250,000
At 31 December 2023	3,250,000

The valuation was completed by an independent external valuer on a market value basis.

12. Debtors

	2023 £	2022 £
Due within one year		
Other debtors	5,049	2,987
Prepayments and accrued income	103,899	39,961
Grants receivable	234,174	221,954
	343,122	264,902

13. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	67,859	85,342
Other taxation and social security	27,942	25,755
Other creditors	1,500	1,501
Accruals and deferred income	259,359	333,050
	356,660	445,648

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023	2022
	£	£
Deferred income at 1 January 2023	297,216	285,075
Resources deferred during the year	181,274	297,216
Amounts released from previous periods	(297,216)	(285,075)
Deferred income at 31 December 2023	181,274	297,216

14. Provisions

	Retirement benefit obligation £
At 1 January 2023	79,495
Additions	18,541
	98,036

The retirement benefit obligation has arisen as a result of an obligation to pay staff when they leave employment with the Japanese School.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

15. Statement of funds

Statement of funds - current year

	Balance at 1 January 2023 £	Income £	Expenditure £	Balance at 31 December 2023 £
Unrestricted funds				
General Funds	5,712,089	2,521,362	(2,132,284)	6,101,167
Revaluation reserve	8,038,667	-	-	8,038,667
	<u>13,750,756</u>	<u>2,521,362</u>	<u>(2,132,284)</u>	<u>14,139,834</u>
Restricted funds				
Seconded staff	-	966,694	(966,694)	-
Aging Facility	-	27,608	(27,608)	-
Safety/Security Facilities	-	12,025	(12,025)	-
Security Staff Costs - Japanese School	-	36,638	(36,638)	-
Security Staff Costs - Saturday School	-	12,355	(12,355)	-
Teachers costs - Japanese School	-	66,428	(66,428)	-
Lecturers costs - Saturday School	-	79,896	(79,896)	-
Erabareru	-	33,473	(33,473)	-
Rent for Saturday School campus	-	30,482	(30,482)	-
Bus Fees	9,725	95,751	(99,923)	5,553
	<u>9,725</u>	<u>1,361,350</u>	<u>(1,365,522)</u>	<u>5,553</u>
Total of funds	<u><u>13,760,481</u></u>	<u><u>3,882,712</u></u>	<u><u>(3,497,806)</u></u>	<u><u>14,145,387</u></u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

15. Statement of funds (continued)

Seconded staff: A number of the key management personnel and other staff are paid directly by the Japanese Government.

Aging facility: This fund is to contribute to the cost of repairing the old building facilities at The Japanese School.

Safety/Security facilities: This fund is to contribute to the maintenance cost of security and safety equipment at The Japanese School.

Security Staff Costs - Japanese School: This fund is to contribute to the security staff costs at The Japanese School.

Security staff costs - Saturday school: This fund is to contribute to the security staff costs at the Saturday school.

Teachers costs - Japanese School: This fund is to contribute to the salary of teachers at The Japanese School.

Lecturers costs - Saturday School: This fund is to contribute to the salary of the lecturers at the Saturday school.

Erabareru: A government grant for the English programmes, which aim to promote pupils' knowledge and understanding of British values, culture, and history to improve the pupils international minds.

Zaidan: This fund is to contribute to School supplies.

Rent for Saturday school campus: This fund is a contribution to fund the rent of the school premises used by the Saturday school in Brent and Croydon.

Bus fees: A bus service is provided by The Japanese School to transport students to and from school each day.

Revaluation reserve: This fund relates to the revaluation of the School building and related properties owned by the Charity.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

15. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 January 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 December 2022 £</i>
Unrestricted funds				
General Funds	5,416,664	2,271,590	(1,976,165)	5,712,089
Revaluation reserve	8,038,667	-	-	8,038,667
	<u>13,455,331</u>	<u>2,271,590</u>	<u>(1,976,165)</u>	<u>13,750,756</u>
Restricted funds				
Seconded staff	-	910,527	(910,527)	-
Aging Facility	-	18,439	(18,439)	-
Safety/Security Facilities	-	19,784	(19,784)	-
Security Staff Costs - Japanese School	-	23,089	(23,089)	-
Security Staff Costs - Saturday School	-	12,114	(12,114)	-
Teachers costs - Japanese School	-	36,140	(36,140)	-
Lecturers costs - Saturday School	-	102,076	(102,076)	-
Erabareru	-	30,737	(30,737)	-
Zaidan	-	9,906	(9,906)	-
Rent for Saturday School campus	-	31,774	(31,774)	-
Bus Fees	-	103,860	(94,135)	9,725
	<u>-</u>	<u>1,298,446</u>	<u>(1,288,721)</u>	<u>9,725</u>
Total of funds	<u><u>13,455,331</u></u>	<u><u>3,570,036</u></u>	<u><u>(3,264,886)</u></u>	<u><u>13,760,481</u></u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

16. Summary of funds

Summary of funds - current year

	Balance at 1 January 2023 £	Income £	Expenditure £	Balance at 31 December 2023 £
General funds	13,750,756	2,521,362	(2,132,284)	14,139,834
Restricted funds	9,725	1,361,350	(1,365,522)	5,553
	<u>13,760,481</u>	<u>3,882,712</u>	<u>(3,497,806)</u>	<u>14,145,387</u>

Summary of funds - prior year

	<i>Balance at 1 January 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 December 2022 £</i>
General funds	13,455,331	2,271,590	(1,976,165)	13,750,756
Restricted funds	-	1,298,446	(1,288,721)	9,725
	<u>13,455,331</u>	<u>3,570,036</u>	<u>(3,264,886)</u>	<u>13,760,481</u>

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	8,678,441	8,678,441
Investment property	-	3,250,000	3,250,000
Current assets	5,553	2,666,089	2,671,642
Creditors due within one year	-	(356,660)	(356,660)
Provisions for liabilities and charges	-	(98,036)	(98,036)
Total	<u>5,553</u>	<u>14,139,834</u>	<u>14,145,387</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

17. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	-	8,606,297	8,606,297
Investment property	-	3,250,000	3,250,000
Current assets	9,725	2,419,602	2,429,327
Creditors due within one year	-	(445,648)	(445,648)
Provisions for liabilities and charges	-	(79,495)	(79,495)
Total	<u>9,725</u>	<u>13,750,756</u>	<u>13,760,481</u>

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net income for the year (as per Statement of Financial Activities)	<u>384,906</u>	<u>305,150</u>
Adjustments for:		
Depreciation charges	91,316	81,695
Dividends, interests and rents from investments	(58,416)	(10,051)
Increase in debtors	(78,220)	(16,072)
Increase/(decrease) in creditors	(88,987)	18,357
Movement in provisions	18,541	-
Net cash provided by operating activities	<u>269,140</u>	<u>379,079</u>

19. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	<u>2,328,520</u>	<u>2,164,425</u>
Total cash and cash equivalents	<u>2,328,520</u>	<u>2,164,425</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

20. Analysis of changes in net debt

	At 1 January 2023 £	Cash flows £	At 31 December 2023 £
Cash at bank and in hand	2,164,425	164,095	2,328,520
	2,164,425	164,095	2,328,520

21. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independent administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £32,741 (2022: £32,132). Contributions totalling £Nil (2022: £1,715) were payable to the fund at the balance sheet date and are included in creditors.

22. Operating lease commitments

At 31 December 2023 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	2022 £
Operating leases which expire:		
Within 1 year	7,292	13,366
Within 2-5 years	15,603	2,253
	22,895	15,619

23. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £NIL for the debts and liabilities contracted before he/she ceases to be a member.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

24. Related party transactions

During the year, Nippon Club Limited, a company which a trustee is a director of, provided hire of facilities for £1,144 (2022: £959). Additionally, Canon Europe Ltd, a company which a trustee is a director of, provided equipment rental for £5,684 (2022: £5,376).

During the year, The Japanese School received school fees from trustees totalling £2,515 (2022: £3,369).

At the year end there were no outstanding balances with any of the related parties (2022: £Nil).

THE JAPANESE SCHOOL LIMITED

England & Wales - Charity number 271665

Accounts

Registered number: 01263742
Charity number: 271665

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

CONTENTS

	Page
Reference and Administrative Details of the Company, its Trustees and Advisers	1
Trustees' Report	2 - 5
Independent Auditor's Report on the Financial Statements	6 - 9
Statement of Financial Activities	10
Balance Sheet	11
Statement of Cash Flows	12
Notes to the Financial Statements	13 - 29

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2022**

Trustees	Mr H Sunada (resigned 25 March 2022) Mr N Nishida (resigned 1 March 2023) Mr T Yamana (resigned 1 April 2022) Mr T Aoki (resigned 19 April 2022) Mr K Yokomaku (resigned 1 April 2022) Mr K Nakamura (resigned 8 December 2022) Mr K Nakamura Mr F Serizawa Mr H Mishima Mr Y Katayama (resigned 1 April 2022) Mr H Uehara (resigned 20 April 2022) Mr H Ishiyama (resigned 1 April 2022) Mr I Nakamura (appointed 1 April 2022, resigned 8 December 2022) Mr A Takada (appointed 1 April 2022, resigned 8 December 2022) Ms S Ueda (appointed 25 March 2022, resigned 8 December 2022) Mr S Kuwata (appointed 8 December 2022) Mr T Morita (appointed 8 December 2022, resigned 10 April 2023) Mr D Mototani (appointed 19 April 2022) Mr K Ozeki (appointed 8 December 2022) Mr M Sato (appointed 1 April 2022) Mr T Sazaki (appointed 1 April 2022) Mr S Toda (appointed 8 December 2022, resigned 1 April 2023) Ms Y Tsujimura-Higaki (appointed 1 June 2023) Mr S Kato (appointed 10 April 2023) Mr F Suzuki (appointed 1 April 2023) Mr R Takaki (appointed 1 March 2023, resigned 1 June 2023) Mr J Otake (appointed 20 April 2023)
Company registered number	01263742
Charity registered number	271665
Registered office	87 Creffield Road London W3 9PU
Company secretary	Mr K Okamoto
Independent auditor	Haslers Chartered Accountants Old Station Road Loughton Essex IG10 4PL

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2022

The Trustees present their annual report together with the audited financial statements of the Company for the year 1 January 2022 to 31 December 2022. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Objectives and activities

a. Policies and objectives

The purpose of the company is to provide facilities for the education of the children of the Japanese community in the United Kingdom.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Strategies for achieving objectives

The company operates the Japanese School in London (Day school) and the Japanese Saturday School in London (Saturday supplementary school) to provide benefit to the public through its educational activities.

In providing above educational services, the trustees of the company have had regard to the guidance issued by the Charity Commission on public benefit.

Strategic report

Achievements and performance

a. Main achievements of the Company

The day school in Acton has ca 300 pupils aged 6 – 15. The school has provided elementary and secondary pupils with a full range of curriculum in accordance with the Japanese educational ministry standard and the fundamental British values education.

The Saturday supplementary school has ca 1,100 pupils in three campuses, Acton, Brent and Croydon. The main subject being taught is Japanese language, with some Japanese cultural events with opportunities to experience something important for their childhood of the pupils residing in the UK.

Both schools have opportunities to act as a member of local community by delivering cards at seasonal occasions and performing Japanese songs at churches.

The exchange programmes with other schools have been realised. Visits from the West Acton School, the Spanish School and the SOAS were made in 2022. Pupils paid visits to the West Acton School, St. Vincent school, and the Teikyo School etc.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2022

Strategic report (continued)

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

Current reserves excluding revaluation reserve covers 1.75 times of annual expenditure. The Company plans school facility renovation projects over 5 years from 2023, the reserve level will be reduced by 10% in the coming 5 years, with a half of the renovation costs funded by annual result.

The reserve levels have increased significantly during 2021 due to the revaluation of the land and buildings owned by the School. The level of reserves represented by the revaluation is shown separately in note 16 and is included within unrestricted funds.

Reserves will be monitored regularly by the Trustees to ensure appropriate levels of reserves are held moving forward to ensure the long term stability of the charity.

c. Investments powers

The chairman of the committee is empowered to invest the funds of the school as the committee sees fit.

d. Principal risks and uncertainties

The charity's financial position is sound, although the number of pupils are still 17% below the level in 2018, before COVID-19.

The Trustees review the risks posed to the charity regularly and have developed a system to mitigate any impact of the risk on the school. The main risks identified include meeting the demand for pupil places, retaining sufficient levels of skilled staff and the ensuring the safeguarding of pupils at the school.

e. Principal funding

The charity's principal sources of funds are tuition fee of the schools. The charity also receives income from the Japanese Government in the form of grants. The Japanese Government funds the salary costs of seconded Japanese teachers to the school as well as funding for specific purposes such as security, facilities management and rent.

Structure, governance and management

a. Constitution

The Japanese School Limited is registered as a charitable company limited by guarantee and was set up by a Trust deed.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2022

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The trustees are elected from the members of the company at the Annual General Meeting in accordance with the Article 27 of the Memorandum and Articles of Association of the Japanese School Limited.

c. Financial risk management

The Trustees have assessed the major risks to which the Company is exposed, in particular those related to the operations and finances of the Company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees 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 its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are 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.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2022

Auditor

The auditor, Haslers, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 26 September 2023 and signed on their behalf by:



Mr T Sazaki

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED

Opinion

We have audited the financial statements of The Japanese School Limited (the 'charitable company') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of 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 charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure 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 Charities Act 2011.

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 charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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 Trustees' 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 charitable 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 Trustees with respect to going concern are described in the relevant sections of this report.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED
(CONTINUED)

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 Trustees are responsible for the other information contained within the Annual Report. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) 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 Trustees 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 Trustees are responsible for assessing the charitable 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 Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED
(CONTINUED)

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the company and industry, we identified that the principle risks of non-compliance with laws and regulations related to the UK Companies Act and employment regulation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to manipulation of results through manual journals or management bias in judgemental areas. Audit procedures performed by the engagement team included:

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located 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 charitable company's members, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE JAPANESE SCHOOL LIMITED
(CONTINUED)

Haslers

Haslers
Chartered Accountants
Statutory Auditor
Old Station Road
Loughton
Essex
IG10 4PL

26 September 2023

Haslers are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	<i>As restated</i> Total funds 2021 £
Income from:					
Donations and legacies	3	1,194,586	414	1,195,000	1,166,808
Charitable activities	4	103,860	2,261,125	2,364,985	2,153,444
Investments	5	-	10,051	10,051	182
Total income		<u>1,298,446</u>	<u>2,271,590</u>	<u>3,570,036</u>	<u>3,320,434</u>
Expenditure on:					
Charitable activities		1,288,721	1,976,165	3,264,886	3,321,610
Total expenditure		<u>1,288,721</u>	<u>1,976,165</u>	<u>3,264,886</u>	<u>3,321,610</u>
Net movement in funds before other recognised gains		9,725	295,425	305,150	(1,176)
Other recognised gains:					
Gains on revaluation of fixed assets		-	-	-	8,038,667
Net movement in funds		<u>9,725</u>	<u>295,425</u>	<u>305,150</u>	<u>8,037,491</u>
Reconciliation of funds:					
Total funds brought forward		-	13,455,331	13,455,331	5,417,840
Net movement in funds		9,725	295,425	305,150	8,037,491
Total funds carried forward		<u>9,725</u>	<u>13,750,756</u>	<u>13,760,481</u>	<u>13,455,331</u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 13 to 29 form part of these financial statements.

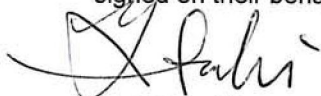
THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)
REGISTERED NUMBER: 01263742

BALANCE SHEET
AS AT 31 DECEMBER 2022

	Note	2022 £	<i>As restated</i> 2021 £
Fixed assets			
Tangible assets	10	8,606,297	8,377,264
Investment property	11	3,250,000	3,250,000
		11,856,297	11,627,264
Current assets			
Debtors	12	264,902	248,830
Cash at bank and in hand		2,164,425	2,086,022
		2,429,327	2,334,852
Creditors: amounts falling due within one year	13	(445,648)	(438,745)
Net current assets		1,983,679	1,896,107
Total assets less current liabilities		13,839,976	13,523,371
Provisions for liabilities	14	(79,495)	(68,040)
Total net assets		13,760,481	13,455,331
Charity funds			
Restricted funds	16	9,725	-
Unrestricted funds	16	13,750,756	13,455,331
Total funds		13,760,481	13,455,331

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 26 September 2023 and signed on their behalf by:


Mr T Sazaki

The notes on pages 13 to 29 form part of these financial statements.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2022

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in operating activities	379,079	582,827
Cash flows from investing activities		
Dividends, interests and rents from investments	10,051	182
Proceeds from the sale of intangible assets	-	(2,407)
Purchase of tangible fixed assets	(310,727)	-
Net cash used in investing activities	(300,676)	(2,225)
Cash flows from financing activities		
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	78,403	580,602
Cash and cash equivalents at the beginning of the year	2,086,022	1,505,420
Cash and cash equivalents at the end of the year	2,164,425	2,086,022

The notes on pages 13 to 29 form part of these financial statements

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

1. General information

The Japanese School Limited is a charitable company, limited by guarantee, in England and Wales. The registered charity number is 271665 and the registered company number is 01263742. The registered address is 87 Creffield Road, Acton, London, W3 9PU. The principal activity of the charity is providing education.

2. Accounting policies

2.1 Basis of preparation

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Japanese School Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in Pound Sterling, the functional currency of the charity, rounded to the nearest £.

2.2 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

2. Accounting policies (continued)

2.3 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

2.4 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the revaluation model, tangible fixed assets whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Company may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the Statement of Financial Activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- 50 years straight line
Furniture and equipment	- 5 years straight line

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

2. Accounting policies (continued)

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Operating leases

Rentals payable under operating leases are accounted for on a straight-line basis over the periods of the lease.

2.11 Pensions

The Company operates a defined contribution pension scheme. The cost of providing these benefits is charged to the profit and loss account on a regular basis.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

3. Income from donations and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	<i>As restated</i> Total funds 2021 £
Donations	-	414	414	3,107
Government grants	1,194,586	-	1,194,586	1,163,701
	<u>1,194,586</u>	<u>414</u>	<u>1,195,000</u>	<u>1,166,808</u>
<i>Total 2021 as restated</i>	<u>1,163,701</u>	<u>3,107</u>	<u>1,166,808</u>	

4. Income from charitable activities

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Fee income	-	2,157,222	2,157,222	2,006,848
Other income	-	15,835	15,835	1,341
Rental income	-	59,171	59,171	64,650
Bus income	-	103,860	103,860	58,910
School Trip income	-	28,897	28,897	21,695
	<u>103,860</u>	<u>2,261,125</u>	<u>2,364,985</u>	<u>2,153,444</u>
<i>Total 2021</i>	<u>335,792</u>	<u>1,817,652</u>	<u>2,153,444</u>	

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

5. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Bank interest	10,051	10,051	182
<i>Total 2021</i>	<u>182</u>	<u>182</u>	

6. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	<i>As restated Total funds 2021 £</i>
Educational operations	2,164,297	1,100,590	3,264,887	3,321,610
<i>Total 2021 as restated</i>	<u>2,112,340</u>	<u>1,209,270</u>	<u>3,321,610</u>	

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2022 £	<i>As restated Total funds 2021 £</i>
Staff costs	1,862,309	1,846,173
Educational supplies & stationary	99,721	101,751
Healthcare	34,147	30,724
School events	8,856	5,061
Travel	22,038	15,165
Carriage	14,193	22,016
School Trips	28,898	21,695
Bus fees	94,135	69,755
	<u>2,164,297</u>	<u>2,112,340</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2022 £	<i>As restated</i> Total funds 2021 £
Staff costs	319,735	317,664
Depreciation	81,695	187,928
Equipment leasing and rent	110,712	92,626
Maintenance	147,524	193,639
Sundry Expenses	47,722	19,975
Professional Fees	68,299	68,215
Security	52,560	43,676
Audit Fee	16,230	14,382
Light, heat and water	65,001	72,367
Cleaning	34,649	35,666
Insurance	48,800	30,800
Rates	21,136	31,119
Postage & Telephone	85,674	100,162
Entertainment	212	77
Food	641	974
	<u>1,100,590</u>	<u>1,209,270</u>

7. Auditor's remuneration

	2022 £	2021 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	<u>19,000</u>	<u>18,552</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

8. Staff costs

	2022	<i>As restated</i>
	£	2021
		£
Wages and salaries	1,885,172	1,861,679
Social security costs	208,521	213,175
Contribution to defined contribution pension schemes	88,351	88,984
	<u>2,182,044</u>	<u>2,163,838</u>

Included in wages and salaries is secondment staff costs totalling £910,527 (2021: £893,477) which is paid by the Japanese Government directly to the individuals. These staff members are therefore excluded from the average number of employees.

The average number of persons employed by the Company during the year was as follows:

	2022	2021
	No.	No.
Leadership	1	1
Teachers	86	86
Admin staff	7	8
	<u>94</u>	<u>95</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
	No.	No.
In the band £70,001 - £80,000	1	-
In the band £80,001 - £90,000	-	1

The total cost of the key management personnel including employers national insurance contributions amounted to £72,237 (2021: £82,501).

9. Trustees' remuneration and expenses

During the year ended 31 December 2022, no Trustee expenses have been incurred (2021 - £NIL).

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

10. Tangible fixed assets

	Freehold property £	Office equipment £	Freehold improvements £	Total £
Cost or valuation				
At 1 January 2022	8,250,000	1,730,762	-	9,980,762
Additions	-	5,728	304,999	310,727
Disposals	-	(1,514,955)	-	(1,514,955)
At 31 December 2022	<u>8,250,000</u>	<u>221,535</u>	<u>304,999</u>	<u>8,776,534</u>
Depreciation				
At 1 January 2022	-	1,603,498	-	1,603,498
Charge for the year	37,000	42,153	2,542	81,695
On disposals	-	(1,514,955)	-	(1,514,955)
At 31 December 2022	<u>37,000</u>	<u>130,696</u>	<u>2,542</u>	<u>170,238</u>
Net book value				
At 31 December 2022	<u>8,213,000</u>	<u>90,839</u>	<u>302,457</u>	<u>8,606,296</u>
At 31 December 2021	<u>8,250,000</u>	<u>127,264</u>	<u>-</u>	<u>8,377,264</u>

The brought forward balances have been amended as a result of the prior year adjustment, as disclosed in note 15.

The valuation of land and buildings was completed by an independent external valuer on a market value basis.

The Company has adopted a policy of revaluation for tangible fixed assets. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2022 £	2021 £
Freehold property	<u>3,312,689</u>	<u>3,461,333</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

11. Investment property

	Freehold investment property £
Valuation	
At 1 January 2022	3,250,000
At 31 December 2022	<u>3,250,000</u>

The brought forward balances have been amended as a result of the prior year adjustment, as disclosed in note 15.

The valuation was completed by an independent external valuer on a market value basis.

12. Debtors

	2022 £	2021 £
Due within one year		
Other debtors	2,987	811
Prepayments and accrued income	39,961	65,342
Grants receivable	221,954	182,677
	<u>264,902</u>	<u>248,830</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

13. Creditors: Amounts falling due within one year

	2022	<i>As restated</i>
	£	2021 £
Trade creditors	85,342	76,389
Other taxation and social security	25,755	27,325
Other creditors	1,501	1,500
Accruals and deferred income	333,050	333,531
	445,648	438,745
	445,648	438,745

14. Provisions

	Retirement benefit obligation £
At 1 January 2022	68,040
Additions	11,455
	79,495
	79,495

The retirement benefit obligation has arisen as a result of an obligation to pay staff when they leave employment with the Japanese School.

15. Prior year adjustments

A prior year adjustment has been posted to recognise a provision in relation to retirement benefits that are accruing to certain members of staff. This has increased the creditors in the prior year by £68,040. Of this increase in creditors, £11,455 relates to the movement during the year and has therefore also been recognised in the Statement of Financial Activities.

A further prior year adjustment has been recorded to incorporate the donation in kind, where salaries of a number of teachers are paid by the Japanese Government directly. This has meant that both income and expenditure have increased by £893,477. Overall, the impact to the Statement of Financial Activities is £nil.

A prior year adjustment has been recorded to uplift the valuation of the property and reclassify between freehold property and investment property. The impact of this on the Statement of Financial Activities is a gain of £8,038,667 in the prior year.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

16. Statement of funds

Statement of funds - current year

	Balance at 1 January 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 December 2022 £
Unrestricted funds						
General Funds	5,416,664	2,271,590	(1,976,165)	-	-	5,712,089
Revaluation reserve	8,038,667	-	-	-	-	8,038,667
	<u>13,455,331</u>	<u>2,271,590</u>	<u>(1,976,165)</u>	<u>-</u>	<u>-</u>	<u>13,750,756</u>
Restricted funds						
Seconded staff	-	910,527	(910,527)	-	-	-
Aging Facility	-	18,439	(18,439)	-	-	-
Safety/Security Facilities	-	19,784	(19,784)	-	-	-
Security Staff Costs - Japanese School	-	23,089	(23,089)	-	-	-
Security Staff Costs - Saturday School	-	12,114	(12,114)	-	-	-
Teachers costs - Japanese School	-	36,140	(36,140)	-	-	-
Lecturers costs - Saturday School	-	102,076	(102,076)	-	-	-
School to be chosen project	-	30,737	(30,737)	-	-	-
Zaidan	-	9,906	(9,906)	-	-	-
Rent for Saturday School campus	-	31,774	(31,774)	-	-	-
Bus Fees	-	103,860	(94,135)	-	-	9,725
	<u>-</u>	<u>1,298,446</u>	<u>(1,288,721)</u>	<u>-</u>	<u>-</u>	<u>9,725</u>
Total of funds	<u><u>13,455,331</u></u>	<u><u>3,570,036</u></u>	<u><u>(3,264,886)</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>13,760,481</u></u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

16. Statement of funds (continued)

Seconded staff: A number of the key management personnel and other staff are paid directly by the Japanese Government.

Aging facility: This fund is to contribute to the cost of repairing the old building facilities at The Japanese School

Safety/Security facilities: This fund is to contribute to the maintenance cost of security and safety equipment at The Japanese School.

Security Staff Costs - Japanese School: This fund is to contribute to the security staff costs at The Japanese School

Security staff costs - Saturday school: This fund is to contribute to the security staff costs at the Saturday school.

Teachers cost - Japanese School: This fund is to contribute to the salary of teachers at The Japanese School.

Lecturers cost - Saturday School: This fund is to contribute to the salary of the lecturers at the Saturday school.

School to be chosen project: This fund is a contribution to fund a project to make the school more attractive. The Japanese School has used the grant to promote the British Value Education in various subjects, particularly in English conversation classes.

Zaidan: This fund is to contribute to School supplies.

Rent for Saturday school campuses: This fund is a contribution to fund the rent of the school premises used by the Saturday school in Brent and Croydon.

Bus fees: A bus service is provided by The Japanese School to transport students to and from school each day.

Revaluation reserve: This fund relates to the revaluation of the School building and related properties owned by the Charity.

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

16. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 January 2021 £</i>	<i>As restated Income £</i>	<i>As restated Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 December 2021 £</i>
Unrestricted funds						
General Funds	5,417,840	2,091,165	(2,081,496)	(10,845)	-	5,416,664
Revaluation reserve	-	-	-	-	8,038,667	8,038,667
	<u>5,417,840</u>	<u>2,091,165</u>	<u>(2,081,496)</u>	<u>(10,845)</u>	<u>8,038,667</u>	<u>13,455,331</u>
Restricted funds						
Seconded staff	-	893,477	(893,477)	-	-	-
Aging Facility	-	-	-	-	-	-
Safety/Security Facilities	-	22,258	(22,258)	-	-	-
Security Staff Costs - Japanese School	-	17,556	(17,556)	-	-	-
Security Staff Costs - Saturday School	-	8,536	(8,536)	-	-	-
Teachers costs - Japanese School	-	63,182	(63,182)	-	-	-
Lecturers costs - Saturday School	-	135,605	(135,605)	-	-	-
School to be chosen project	-	-	-	-	-	-
Zaidan	-	6,136	(6,136)	-	-	-
Rent for Saturday School campus	-	23,609	(23,609)	-	-	-
Bus Fees	-	58,910	(69,755)	10,845	-	-
	<u>-</u>	<u>1,229,269</u>	<u>(1,240,114)</u>	<u>10,845</u>	<u>-</u>	<u>-</u>
Total of funds	<u><u>5,417,840</u></u>	<u><u>3,320,434</u></u>	<u><u>(3,321,610)</u></u>	<u><u>-</u></u>	<u><u>8,038,667</u></u>	<u><u>13,455,331</u></u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

17. Summary of funds

Summary of funds - current year

	Balance at 1 January 2022 £	Income £	Expenditure £	Balance at 31 December 2022 £
General funds	13,455,331	2,271,590	(1,976,165)	13,750,756
Restricted funds	-	1,298,446	(1,288,721)	9,725
	<u>13,455,331</u>	<u>3,570,036</u>	<u>(3,264,886)</u>	<u>13,760,481</u>

Summary of funds - prior year

	<i>Balance at 1 January 2021 £</i>	<i>As restated Income £</i>	<i>As restated Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 December 2021 £</i>
General funds	5,417,840	2,091,165	(2,081,496)	(10,845)	8,038,667	13,455,331
Restricted funds	-	1,229,269	(1,240,114)	10,845	-	-
	<u>5,417,840</u>	<u>3,320,434</u>	<u>(3,321,610)</u>	<u>-</u>	<u>8,038,667</u>	<u>13,455,331</u>

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	8,606,297	8,606,297
Investment property	-	3,250,000	3,250,000
Current assets	9,725	2,419,603	2,429,328
Creditors due within one year	-	(445,648)	(445,648)
Provisions for liabilities and charges	-	(79,495)	(79,495)
Total	<u>9,725</u>	<u>13,750,757</u>	<u>13,760,482</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Endowment funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	4,788,667	3,588,597	8,377,264
Investment property	3,250,000	-	3,250,000
Current assets	-	2,334,852	2,334,852
Creditors due within one year	-	(438,745)	(438,745)
Provisions for liabilities and charges	-	(68,040)	(68,040)
Total	<u>8,038,667</u>	<u>5,416,664</u>	<u>13,455,331</u>

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net income/expenditure for the year (as per Statement of Financial Activities)	<u>305,150</u>	<u>(1,176)</u>
Adjustments for:		
Depreciation charges	81,695	187,928
Dividends, interests and rents from investments	(10,051)	-
Decrease/(increase) in debtors	(16,072)	133,435
Increase in creditors	18,357	249,117
Net cash provided by operating activities	<u>379,079</u>	<u>569,304</u>

20. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	2,164,425	2,086,022
Total cash and cash equivalents	<u>2,164,425</u>	<u>2,086,022</u>

THE JAPANESE SCHOOL LIMITED
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

21. Analysis of changes in net debt

	At 1 January 2022	Cash flows	At 31 December 2022
	£	£	£
Cash at bank and in hand	2,086,022	78,403	2,164,425
	2,086,022	78,403	2,164,425
	2,086,022	78,403	2,164,425

22. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independent administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £32,132 (2021: £31,598). Contributions totalling £1,715 (2021: £1,859) were payable to the fund at the balance sheet date and are included in creditors.

23. Operating lease commitments

At 31 December 2022 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Operating leases which expire:		
Within 1 year	13,366	38,320
Within 2-5 years	2,253	18,803
	15,619	57,123
	15,619	57,123

24. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £NIL for the debts and liabilities contracted before he/she ceases to be a member.

25. Related party transactions

The Company has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Company at 31 December 2022.

THE JAPANESE SCHOOL LIMITED

England & Wales - Charity number 271665

Accounts

**The Japanese School Limited
(A Company Limited by Guarantee)
Trustees' report and financial
statements**

**Registered charity number 271665
Registered company number 1263742
31 December 2021**

Contents

	page
Trustees' report	3
Statement of trustees' responsibilities	7
Independent Auditors' Report to the members of The Japanese School Limited	8
Statement of Financial Activities	11
Balance Sheet	12
Cash Flow Statement	13
Reconciliation of net cash flow to movements in net funds	14
Statement of Change of Equity	15
Notes	16 to 22

Trustees' report

The trustees, who act as trustees for the purposes of company law, present their annual report and the audited financial statements for the year ended 31 December 2021.

Reference and Administration information

The Japanese School Ltd was incorporated (1263742) on 18 June 1976 and registered with the Charity Commission under Charity number 271665. The Governors are listed on page 5. Particulars of the executive officers, registered address and the Charity's professional advisers are given on page 5 to 6.

Structure, Governance and Management

Governing Document

The company is governed by its Memorandum and Articles of Associations.

Recruitment and Training of Governors

Governors are elected at the Annual General Meeting of the Company on the recommendation of the Governing Body, who will have received proposals from the Governance and Nominations Committee.

Organisational Management

The Governors are legally responsible for the overall management and control of The Japanese School Limited ("the School") and meet at least once a year.

Risk Management

A formal review of the charity's risk management processes is undertaken on an annual basis with the aim of identifying more clearly the major risks of the school.

Objects, Aims and Activities

Principal activities and objectives

The principal activity of the company, which is registered as a charitable organisation under the Charities Act 1960, is to provide facilities for the education of the children of the Japanese community in the United Kingdom. This activity will continue in the foreseeable future and is governed by the memorandum and articles of the company. There has been no change to the charitable company's activities during the year.

Aims and Intended Impact

Within the objects, it is the policy of the School to discover to the full the academic and co-curricular potential of each pupil.

Public Benefits

The School seeks to provide benefit to the public in accordance with its widely drawn objects clauses. In terms of ancillary and educational activities and other associated activities for the benefit of the community, the School has always been proactive and sought to make a significant contribution for the benefit of the public.

Trustees' report (continued)

Reserves policy

The current level of the School's reserves is shown on page 12.

The School maintains a level of reserves sufficient to enable current and future restoration, repairs, and purchases of premises and assets and to cover the operational needs of the School. The ongoing level of reserves will therefore depend on these factors.

The School's funds are considered to be unrestricted.

Investment powers

The chairman of the Committee is empowered to invest the funds of the School as the Committee sees fit.

Results

A summary of the results, including donations received, is shown on page 11.

No changes have been made to the charitable company's accounting policies during the year.

Trustees' report (continued)

Trustees

The trustees who held office during the year were as follows:

	Resigned	Appointed
Mr. Hirotaka Sunada		09 December 2021
Mr. Naotoshi Nishida		09 December 2021
Mr. Takashi Yamana		09 December 2021
Mr. Takeo Aoki		09 December 2021
Mr. Katsunori Yokomaku		26 May 2021
Mr. Kiyotada Nakamura		01 April 2021
Mr. Keiichiro Nakamura		16 July 2020
Mr. Fusato Serizawa		01 April 2020
Mr. Hideki Mishima		01 April 2020
Mr. Yoshinori Katayama		01 April 2020
Mr. Hiroyuki Uehara		19 April 2019
Mr. Hideki Ishiyama		01 April 2019
Mr. Satoru Takahama	09 December 2021	10 December 2020
Mr. Nobuhiro Yabe	09 December 2021	01 April 2020
Mr. Shigeru Maeda	09 December 2021	10 December 2020
Mr. Hirohiko Miyata	09 December 2021	01 April 2020
Mr. Hidenobu Shirota	09 December 2021	25 May 2021
Mr. Takanori Sazaki	26 May 2021	29 May 2019
Mr. Shiko Yanagisawa	25 May 2021	06 December 2018
Mr. Masato Sawabe	01 April 2021	05 April 2018

Trustees are appointed by the board of management at their meetings.

Bankers

HSBC Bank plc
Ealing Broadway Branch
46 The Broadway
Ealing
London W5 5JR

Solicitors

Clifford Chance
10 Upper Bank Street
Canary Wharf
London E14 5JJ

Trustees' report (continued)

Auditors

Finance Associates Ltd
65 London Wall
London EC2M 5TU

Registered office

87 Creffield Road
Acton
London W3 9PU

Statement of trustees' responsibilities in respect of the financial statements

The trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable laws and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law). Under company law the trustees 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 the financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The trustees 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.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006.

Statement as to disclosure of information to auditors

Each of the Trustees confirms that, so far as he is aware, there is no relevant audit information of which the company's auditors are unaware, and that he has taken all the steps that he ought to have taken as a trustee in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Independent auditors

A resolution to appoint auditors to the company will be proposed at the annual general meeting.

By order of the board



Akihiko Takada
Trustee

12th July 2022

Independent auditors' report to the members of The Japanese School Limited

Report on the audit of the financial statements

Opinion

In our opinion, The Japanese School Limited's financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Trustees' report and financial statements (the "Annual Report"), which comprise: the Balance Sheet as at 31 December 2021; the Statement of Comprehensive Income and the Statement of Changes in Equity for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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.

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

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the company's ability to continue as a going concern.

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

Independent auditors' report to the members of The Japanese School Limited (continued)

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, 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 audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. 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 based on these responsibilities.

With respect to the Trustees' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Trustees' Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Trustees' Report for the year ended 31 December 2021 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we did not identify any material misstatements in the Trustees' Report.

Responsibilities for the financial statements and the audit

Responsibilities of the trustees for the financial statements

As explained more fully in the Statement of the trustees' responsibilities in respect of the financial statements, the trustees are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The trustees are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' 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 auditors' 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.

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 extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the company and industry, we identified that the principal risks of non-compliance with laws and regulations related to the UK Companies Act and employment regulation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to manipulation of results through manual journals or management bias in judgemental areas. Audit procedures performed by the engagement team included:

Independent auditors' report to the members of The Japanese School Limited (continued)

- Discussions with management which have included consideration of known or suspected instances of non-compliance with laws and regulation and fraud
- Identifying and testing of manual journal entries based on risk criteria such as unusual account combinations
- Review of key judgements and provisions
- Incorporating elements of unpredictability into our audit approach

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. 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 for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2006 exception reporting

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

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

We have no exceptions to report arising from this responsibility.

Entitlement to exemptions

Under the Companies Act 2006 we are required to report to you if, in our opinion, the directors/trustees were not entitled to: take advantage of the small companies exemption from preparing a strategic report. We have no exceptions to report arising from this responsibility.

Finance Associates Ltd

Elsa Steiner (Senior Statutory Auditor)

For and on behalf of Finance Associates Ltd
Chartered Accountants and Statutory Auditors
London

12th July 2022

Statement of Financial Activities

		2021		2020	
		£	£	£	£
	<i>Note</i>				
INCOMING RESOURCES					
Incoming resources from					
Charitable activities					
School fees	3		2,006,848		1,547,438
Bus fees			58,910		89,270
Japanese Government grants	4		270,224		314,341
Donations			3,107		81,924
Sundry income			1,341		1,731
Incoming resources from generated funds					
Rent receivable			64,650		56,006
Bank interest receivable			182		2,992
			<hr/>		<hr/>
Total incoming resources			2,405,262		2,093,701
RESOURCES EXPENDED					
Direct charitable expenditure:					
Educational expenses	5	1,113,708		1,047,340	
Hire of school buses		69,755		75,187	
Management and administration					
Establishment expenses	6	687,822		597,124	
Other administrative expenses	7	507,066		485,352	
Governance costs		<hr/>	14,382	<hr/>	13,356
Total resources expended			<hr/> 2,392,733		<hr/> 2,218,359
Net movement in funds			12,529		(124,658)
Fund balance brought forward			<hr/>		<hr/>
			5,472,175		5,596,833
Fund balance carried forward	13		<hr/> 5,484,704		<hr/> 5,472,175

The notes on pages 16 to 22 form part of these financial statements.

All funds are unrestricted income funds.

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

All income and expenditure is derived from continuing activities.

There is no difference between the historical cost movement in funds and the reported movement in funds for the year.

Balance Sheet

		2021		2020	
		£	£	£	£
	<i>Note</i>				
Fixed assets					
Tangible assets	8		3,588,597		3,774,118
Current assets					
Debtors	9	248,830		382,265	
Cash at bank and in hand	10	2,086,022		1,505,420	
		<u>2,334,852</u>		<u>1,887,685</u>	
Creditors: amounts falling due within one year	11	<u>(438,745)</u>		<u>(189,628)</u>	
Net current assets			<u>1,896,107</u>		<u>1,698,057</u>
Total assets less current liabilities			<u>5,484,704</u>		<u>5,472,175</u>
Capital and Reserves					
Unrestricted funds	13		<u>5,484,704</u>		<u>5,472,175</u>

These financial statements were approved by the board of trustees on 12th July 2022 and were signed on its behalf by:



Akihiko Takada
Trustee

The notes on pages 16 to 22 form part of these financial statements.

Cash Flow Statement

	2021 £	2020 £
Net cash (inflow) / outflow from operating activities	582,827	(229,558)
Return on investments and servicing of finance		
Interest received	182	2,990
Investing activities		
Payments to acquire tangible fixed assets	(2,407)	(182,001)
Net cash (inflow) / outflow before and after financing	580,602	(408,568)
Increase / (decrease) in cash	580,602	(408,568)

Cash flow information

	2021 £	2020 £
<i>Reconciliation of operating profit to net cash outflow from operating activities</i>		
Operating income / (deficit)	12,347	(127,650)
Depreciation	187,928	196,723
Loss on disposal of fixed assets	-	-
Donations of fixed assets	-	-
Increase / (decrease) in receivables	133,435	(129,585)
(Increase) / decrease in creditors	249,117	(169,046)
Net cash (inflow) / outflow from operating activities	582,827	(229,558)

Reconciliation of net cash flow to movements in net funds

		2021	2020
		£	£
	Note		
Increase / (decrease) in cash in the period		580,602	(408,568)
Change in net funds resulting from cash flow		<u>580,602</u>	<u>(408,568)</u>
Net funds at the start of the year		<u>1,505,420</u>	<u>1,913,988</u>
Net funds at the end of the year	16	<u><u>2,086,022</u></u>	<u><u>1,505,420</u></u>

Statement of Change of Equity

Notes	Share Capital £	Retained Earnings £	Total £
At 1 January 2020	-	5,596,833	5,596,833
Net income/ (expenditure) for the year and total comprehensive income	-	(124,658)	(124,658)
<hr/>			
At 31 December 2020 and 1 January 2021	-	5,472,175	5,472,175
Net (income) / expenditure for the year	-	12,529	12,529
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	-	12,529	12,529
<hr/>			
At 31 December 2021	-	5,484,704	5,484,704
<hr/>			

Notes

1 Members' liability

The company is limited by guarantee and has no share capital. Each member, whilst a member or within one year after ceasing to be a member, is liable to contribute a sum not exceeding £5 for payment of debts and liabilities of the company in the event of it being wound up. At 31 December 2021 there were 12 members (2020: 14 members).

2 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

Basis of preparation

The financial statements have been prepared in accordance with the Statement of Recommended Practice 2000 'Accounting by Charities' and applicable accounting standards and under the historical cost accounting rules. The SORP 2000 sets out recommendations on the way in which a charity should report annually on the resources entrusted to it and the activities it undertakes.

Fixed assets and depreciation

Depreciation is provided by the company to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Freehold buildings	-	50 years
Furniture and equipment	-	5 years

No depreciation is provided on freehold land. A full year of depreciation is provided in the year of acquisition and there is no depreciation charge in the year of disposal.

Japanese Government grants

Japanese Government grants are accounted for on an accrual's basis.

Taxation

As a registered charitable organisation, the company is not subject to income or corporation tax on its charitable activities.

The School's activities are exempt from VAT. Irrecoverable VAT is charged to the income and expenditure account or, if relating to capital expenditure, to fixed tangible assets.

Operating leases

Rentals payable under operating leases are accounted for on a straight-line basis over the periods of the leases.

Notes (continued)

2 Accounting policies (continued)

Pensions

The company participates in a defined contribution scheme. The cost of providing these benefits is charged to the profit and loss account on a regular basis.

Reserves

The reserves of the company comprise funds which are unrestricted and are expendable at the discretion of the trustees of the charity.

3 School fees

	2021		2020	
	Day school £	Saturday school £	Day school £	Saturday school £
Entrance	96,355	63,694	74,560	54,669
Term	962,486	884,313	889,355	528,854
	1,058,841	948,007	963,915	583,523
Total for year		2,006,848		1,547,438
Average number of pupils per term	302	1,088	334	1,131

All the above fees arise from the school's activities within the United Kingdom.

4 Japanese Government grants

Japanese Government grants of £ 270,224 (2020: £314,341) was comprised of £ 198,786 which contribute to the cost of locally employed teaching personnel, £23,609 which contribute to the cost of rental of school premises and equipment, and of £47,829 which contribute to the cost of hiring a security officer and the cost of maintenance of the security system during the year. The Japanese Government Second Japanese teachers to the school at no charge.

Notes (continued)

5 Educational expenses

	2021	2020
	£	£
Wages and salaries	866,045	724,487
Social security costs	39,468	38,045
Other pension costs	21,459	23,877
Educational supplies & stationery	106,431	206,753
Books and publications	2,714	4,216
Printing	4,625	4,736
Healthcare	30,724	12,141
School events	5,061	3,705
Carriage	22,016	25,614
Travel	15,165	3,767
	<u>1,113,708</u>	<u>1,047,340</u>
Average number of teaching staff per term:		
Seconded	22	22
Local	<u>95</u>	<u>94</u>

6 Establishment expenses

	2021	2020
	£	£
Depreciation	187,928	196,724
Rent of premises	92,627	81,265
Rates	31,119	31,892
Light, heat and water	72,367	63,263
Cleaning and laundry	43,868	42,616
Insurance	30,800	31,472
Maintenance	185,437	93,548
Security	43,676	56,343
	<u>687,822</u>	<u>597,124</u>

Notes (continued)

7 Other administrative expenses

	2021	2020
	£	£
Wages and salaries	279,111	278,888
Social security costs	28,415	28,331
Other pension costs	10,139	12,778
Postage and telephone	100,161	85,157
Entertaining	76	57
Food	974	1,243
Professional fees	68,215	32,081
Sundry expenses	19,975	46,816
Loss on disposal of fixed assets	-	-
	<u>507,066</u>	<u>485,352</u>
Average number of administrative staff per term	<u>8</u>	<u>8</u>

The trustees received no remuneration or reimbursed expenses from the charitable company (2021 - 0).

8 Tangible fixed assets

	Freehold land	Freehold buildings	Furniture and equipment	Total
<i>Cost</i>	£	£	£	£
At beginning of year	1,000,000	7,432,209	1,728,355	10,160,564
Addition	-	-	2,407	2,407
Disposals	-	-	-	-
At end of year	<u>1,000,000</u>	<u>7,432,209</u>	<u>1,730,762</u>	<u>10,162,971</u>
Depreciation				
At beginning of year	-	4,822,231	1,564,215	6,386,446
Charge for year	-	148,644	39,284	187,928
Disposals	-	-	-	-
At end of year	<u>-</u>	<u>4,970,875</u>	<u>1,603,499</u>	<u>6,574,374</u>
<i>Net book value</i>				
At 31 December 2021	<u>1,000,000</u>	<u>2,461,334</u>	<u>127,263</u>	<u>3,588,597</u>
At 31 December 2020	<u>1,000,000</u>	<u>2,609,978</u>	<u>164,140</u>	<u>3,774,118</u>

All fixed assets are held for direct charitable purposes.

Notes (continued)

9 Debtors

	2021	2020
	£	£
Bank interest accrued	-	17
Grants receivable	179,383	253,335
Prepayments and other accrued income	66,153	46,989
Donation from JOES	3,294	81,924
	248,830	382,265

10 Cash at bank and in hand

	2021	2020
	£	£
Time deposit	1,000,000	1,000,000
Deposit accounts:		
Investment account	117,703	246,051
Current accounts (including cash on deposit):		
Day school accounts	415,169	122,183
Saturday school accounts	512,865	101,434
School bus accounts	39,876	35,312
Cash in hand	409	440
	2,086,022	1,505,420

11 Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors – payroll	103,713	26,993
Accruals and deferred income	35,283	123,655
Amount owing to parents	298,249	38,981
Other Creditors	1,500	-
	438,745	189,628

Notes (continued)

12 Taxation

The school is entitled to exemption from taxation on its charitable activities under S505(i) ICTA 1988 as a result of its charitable status.

13 Reconciliation of movements in total funds

	2021 £	2020 £
Opening total funds	5,472,175	5,596,833
Net outgoing of resources during the period	12,529	(124,658)
Closing total funds	<u>5,484,704</u>	<u>5,472,175</u>

14 Commitments

Annual commitments under non-cancellable operating leases are as follows:

Plant and machinery

	2021 £	2020 £
Operating leases which expire:		
Within 1 year	38,320	39,477
Within 2-5 years	18,803	57,123
More than 5 years	-	-
Total	<u>57,123</u>	<u>96,600</u>

15 Pensions

Since October 1990, the school has participated in a defined contribution scheme which provides pensions for locally employed Day School and Saturday School Staff.

The trustees of the scheme are AVIVA. At 31 December 2021, 100% (Day School) and 56% (Saturday School) of eligible employees were members of the scheme (2020: 86% Day School: 46% Saturday School).

The total pension cost to the company for the year was £31,598 (2020: £36,655). At the year end, there are no outstanding contributions.

Notes (continued)

16 Analysis of changes in net funds

	At 31 December 2021 £	Cash in flow £	At 31 December 2020 £
Cash in hand and at bank	2,086,022	580,602	1,505,420
	2,086,022	580,602	1,505,420