002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Wednesday, March 11, 2026 3:47 PM
To: Raske, Matthew
Cc: Millan, Roxanne
Subject: RE: LB Harlow Trust Removal - Timing

Hi, Matthew,
Can I assume this document will require an original signature?
If so, I will be able to get this to you on Tuesday or Wednesday next week, since Janet is currently away.

Best regards,
Rose
Rose M. Frew, Executive Assistant to the President (Correspondence)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f 709.864.2059 | email: president@mun.ca

[redacted]

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.

From: Brown, Margot <mbrown@mun.ca>
Sent: Wednesday, March 11, 2026 1:49 PM
To: Raske, Matthew <mraske@mun.ca>; President, The <munpres@mun.ca>
Cc: Millan, Roxanne <rmillan@mun.ca>
Subject: RE: LB Harlow Trust Removal - Timing

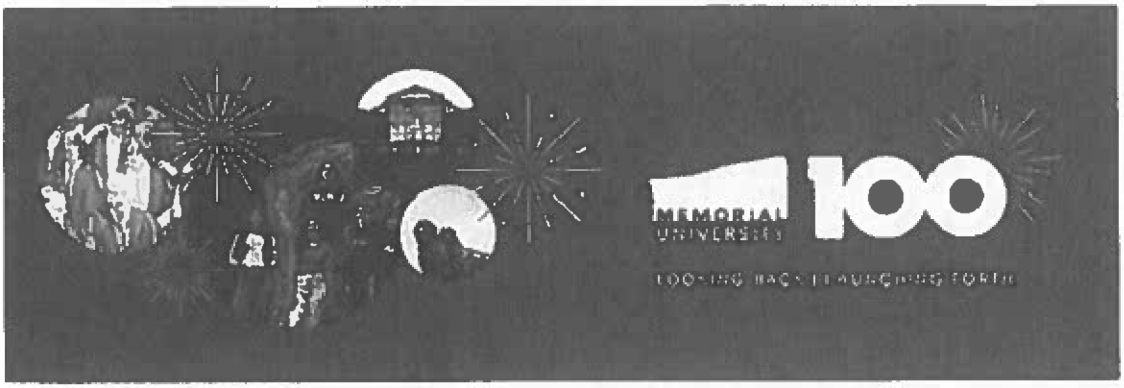
Thanks Matthew, Rose can facilitate that. Stay tuned!

Margot Brown, MBA (she/her)
Executive Director, Office of the President
Memorial University of Newfoundland
AA2028, Arts and Administration Building
230 Elizabeth Avenue
St. John's, NL A1C 5S7

mbrown@mun.ca
709-864-8216 (office)
[redacted] (mobile) s. 40 (1)

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.

002-17-472-26



From: Raske, Matthew <mraske@mun.ca>
Sent: Wednesday, March 11, 2026 9:46 AM
To: Brown, Margot <mbrown@mun.ca>
Cc: Millan, Roxanne <rmillan@mun.ca>
Subject: Re: LB Harlow Trust Removal - Timing

Hi Margot,

I'm attaching the Deed of Retirement prepared by Jayne Platt. This is the document that we will need to complete to remove Lisa Browne from the Harlow Trust. It requires the official University Seal and the signature of an authorized signatory, which we've determined is Janet.

Can you facilitate the affixing of the Seal and Janet's signing?

Once that's done, I will collect the completed document from you and mail it back to Jayne.

Thank you,
Matthew

MATTHEW RASKE | ASSOCIATE COUNSEL
Office of the General Counsel
Memorial University of Newfoundland
Arts and Administration Building | Room A1005
St. John's, NL
709-864-4017 | mraske@mun.ca

This email is governed by Memorial's Electronic Communications Disclaimer.

From: Brown, Margot <mbrown@mun.ca>
Sent: Wednesday, February 11, 2026 4:13 PM
To: Raske, Matthew <mraske@mun.ca>
Cc: Millan, Roxanne <rmillan@mun.ca>
Subject: RE: LB Harlow Trust Removal - Timing

Hi Matthew,

[redacted] s. 29 (1)(a)

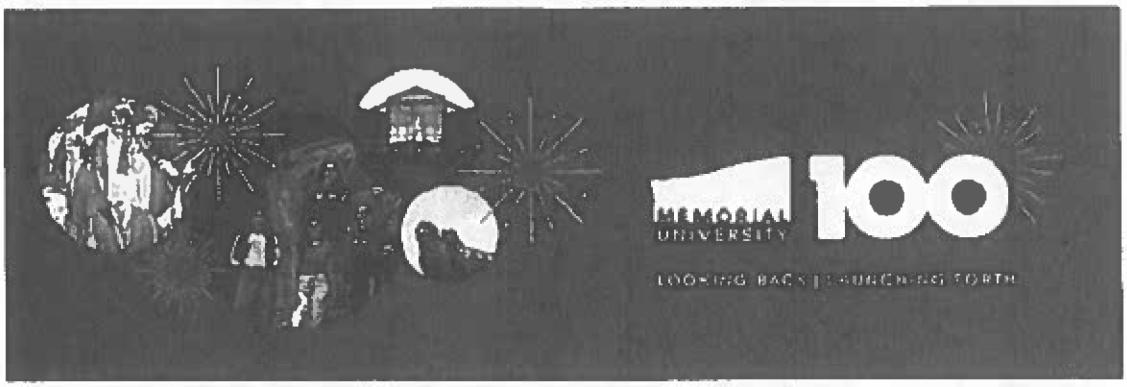
Margot Brown, MBA (she/her)
Executive Director, Office of the President
Memorial University of Newfoundland

002-17-472-26

AA2028, Arts and Administration Building
230 Elizabeth Avenue
St. John's, NL A1C 5S7

mbrown@mun.ca
709-864-8216 (office)
[redacted] (mobile) s. 40 (1)

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.



From: Raske, Matthew <mraske@mun.ca>
Sent: Wednesday, February 11, 2026 3:05 PM
To: Brown, Margot <mbrown@mun.ca>
Cc: Millan, Roxanne <rmillan@mun.ca>
Subject: LB Harlow Trust Removal - Timing

Hi Margot,

I'm going to follow up with Jayne about the document she's drafting for the Board to remove Lisa Browne from the Harlow Scholarship Trust.

When will we need that document to get it on the agenda for the next board meeting?

Thanks,
Matthew

MATTHEW RASKE | ASSOCIATE COUNSEL
Office of the General Counsel
Memorial University of Newfoundland
Arts and Administration Building | Room A1005
St. John's, NL
709-864-4017 | mraske@mun.ca

This email is governed by Memorial's Electronic Communications Disclaimer.

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002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Wednesday, March 18, 2026 10:04 AM
To: Morrison, Janet
Cc: Brown, Margot
Subject: FW: MUN President's Inbox: Harlow Campus

Forwarding for your information.

Best regards,
Rose
Rose M Frew, Executive Assistant to the President (Correspondence)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709.864.2059 | email: president@mun.ca

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.

From: [redacted] s. 40 (1)
Sent: Wednesday, March 18, 2026 6:35 AM
To: President, The <munpres@mun.ca>
Subject: MUN President's Inbox: Harlow Campus

https://mattbarter.ca/2026/03/18/mun-presidents-inbox-harlow-campus/

5

002-17-472-26

Fitzgerald, Renee

From: Frew, Rose Mary
Sent: Thursday, March 19, 2026 12:02 PM
To: President, The
Subject: FW: Updated Deed
Attachments: THIS DEED OF APPOINTMENT AND RETIREMENT 2026.docx

Best regards,
Rose
Rose M. Frew, Executive Assistant to the President (Correspondence)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709.864.2059 | email president@mun.ca

[redacted]

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.

From: Raske, Matthew <mraske@mun.ca>
Sent: Thursday, March 19, 2026 11:58 AM
To: Frew, Rose Mary <rmfrew@mun.ca>
Subject: Updated Deed

Hi Rose,

As we discussed, I've updated the deed to include a signature line for Janet.

You can send me a note once this is ready, and I can drop up to get it.

Thanks,
Matthew

.....

MATTHEW RASKE | ASSOCIATE COUNSEL
Office of the General Counsel
Memorial University of Newfoundland
Arts and Administration Building | Room A1005
St. John's, NL
709-864-4017 | mraske@mun.ca

This email is governed by Memorial's Electronic Communications Disclaimer.

002-17-472-26

THIS DEED OF APPOINTMENT AND RETIREMENT is dated: **2026**

BY

(1) **JAYNE PLATT** (in her capacity as the Chairman of The Harlow Campus of Memorial University of Newfoundland Scholarship and Bursary Trust) ("HCT") of 30 Watlington Road, Harlow, Essex United Kingdom, CM17 0DX; and

(2) **MEMORIAL UNIVERSITY OF NEWFOUNDLAND** of the City of St John's, in the Province of Newfoundland and Labrador, Canada (MUN).

SUPPLEMENTAL TO:

(1) Declaration of Trust (Hereinafter called "the Trust Deed") dated 15 October 1981 and made between **BENJAMIN HYDE HARVEY, DAVID WILLIAM ROBERT WRIGHT** and **JERZY KAZIMIERZ CHUCHLA;**

(2) Addendum (Herein after called "the Addendum"); dated 21 February 1985 and made between the aforementioned parties to the Trust Deed together with **EDGAR RENNIE** and **HARVEY BOWRING**

(3) Deed of Appointment dated 6 November 1999;

(4) Deed of Appointment dated 3 July 2008;

(5) Supplemental Deed dated 4 July 2008;

(6) Deed of Appointment dated 30 June 2012;

(7) Deed of Appointment dated 21 July 2021.

(8) Deed of Appointment dated 21 July 2024.

002-17-472-26

WHEREAS:

(1) The PRESENT TRUSTEES of the Trust Deed and Addendum are LISA BROWNE, JAYNE PLATT, GARY SALISBURY, DR ROBIN SWAIN, and DR DAVID WILLIAM ROBERT WRIGHT.

(2) MUN has previously accepted the resignation of the Trustee set out in the First Schedule and wishes to record in this document this retirement.

(3) By Clause 10 of the Supplemental Trust Deed dated 4 July 2008, the power of appointment and accepting retirements of trustees is vested jointly in HCT and MUN.

(4) The person referred to in the First Schedule hereto (hereinafter called "the Retiring Trustee") gave notice to the Present Trustees that they wish to retire from the Trust Deed and Addendum.

(5) MUN have approved the retirement of this Trustee.

NOW THIS DEED WITNESSES that:

In accordance with clause 10 of the Supplemental Trust Deed dated 4 July 2008 the Chairman on behalf of HCT and MUN hereby confirms the retirement of the Retiring Trustee who is discharged from the trusts of the Trust Deed and the Addendum.

THE FIRST SCHEDULE

THE RETIRING TRUSTEE

LISA BROWNE [redacted] s. 40 (1)

002-17-472-26

IN WITNESS whereof the parties hereto

have executed this Deed this: 2026

Signed as a Deed by the said Chairman
JAYNE PLATT LLB (Hons), Solicitor
In the presence of:

Signature: .....

Name:

Occupation:

Address:

The Common Seal and authorised signature

of

MEMORIAL UNIVERSITY

OF NEWFOUNDLAND

Was hereunto affixed in the

presence of the authorised signatory:

.....

JANET MORRISON, PhD, President and Vice-Chancellor

002-17-472-26

Fitzgerald, Renee

From: [redacted] s. 40 (1)
Sent: Friday, March 20, 2026 9:32 PM
To: President, The
Subject: MUN Withdraws Court Application, Releases Associate Vice-President Harlow's Employment Contract

https://mattbarter.ca/2026/03/20/mun-withdraws-court-application-releases-associate-vice-president-harlows-employment-contract/

002-17-472-26

Fitzgerald, Renee

From: President, The <munpres@mun.ca>
Sent: Wednesday, March 25, 2026 11:58 AM
To: Wright, Jordan
Subject: FW: Expression of Interest – Memorial University Property Divestment

Hi Jordan. Please see below.
Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709.864.2059 | email: reneef@mun.ca

[redacted]

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.



From: [redacted] s. 35 (1)(d), s. 35 (1)(g), s. 39 (1)
Sent: Wednesday, March 25, 2026 11:44 AM
To: President, The <munpres@mun.ca>
Subject: Expression of Interest – Memorial University Property Divestment

Good morning,

My name is [redacted] s. 40 (1) and I am contacting you [redacted] s. 35 (1)(d), s. 35 (1)(g), s. 39 (1)

We are aware of Memorial University's recent public announcement regarding the review and divestment of certain real estate assets as part of its financial restructuring and cost-reduction plan. [redacted] we are

s. 35 (1)(d), s. 39 (1)

002-17-472-26

interested in determining whether any of the properties identified for potential divestment may be suitable for lease, partnership, or acquisition.

s. 35 (1)(d), s. 39 (1)

[redacted] In that context, we are particularly interested in understanding the status of properties referenced in recent announcements, including those associated with the Signal Hill / Emera area, residence properties, the Johnson Geo Centre, the Harlow Campus, and any additional non-core buildings that may be under review.

We recognize that the divestment process may still be in early stages and that decisions may not yet be finalized. Our intention at this time is simply to determine whether the University is open to discussions with external organizations regarding potential purchase, lease, or partnership arrangements, and to identify the appropriate office through which such discussions should be initiated.

s. 35 (1)(d), s. 39 (1)

[redacted]

If possible, we would appreciate the opportunity to speak with the individual or department responsible for real estate divestment, asset management, or partnership development so that we may formally introduce our organization and better understand the process moving forward.

Thank you for your time and consideration.

Kind regards,

[redacted] s. 35 (1)(d), s. 35 (1)(g), s. 39 (1)

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Tuesday, March 31, 2026 2:14 PM
To: Squires, Colleen Margaret
Cc: VP Admin Finance & Advancement (vpadmin@mun.ca)
Subject: FW: For President's Approval - MUN UK Limited - HMRC corporation tax filing deadline 31 March 2026
Attachments: MUN (UK) Limited 2024 Tax Return-JM Signed.pdf; MUN (UK) Limited - Accounts - 31 March 2025-JM Signed.pdf; Re: MUN UK Limited - HMRC corporation tax filing deadline 31 March 2026

Hi, Colleen,
Email approval from the President is below and I have affixed her signature to the forms attached, as per the email instruction.

Best regards,
Rose
Rose M. Frew, Executive Assistant to the President (Correspondence)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709 864 2059 | email: president@mun.ca



We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.

From: Morrison, Janet <jmorrison@mun.ca>
Sent: Tuesday, March 31, 2026 2:01 PM
To: Fitzgerald, Renee <reneef@mun.ca>
Cc: President, The <munpres@mun.ca>
Subject: Re: For President's Approval - MUN UK Limited - HMRC corporation tax filing deadline 31 March 2026

Ok to sign. Thx.

Get Outlook for iOS

From: Fitzgerald, Renee <reneef@mun.ca>
Sent: Tuesday, March 31, 2026 10:12:32 AM
To: Morrison, Janet <jmorrison@mun.ca>
Cc: President, The <munpres@mun.ca>
Subject: FW: For President's Approval - MUN UK Limited - HMRC corporation tax filing deadline 31 March 2026

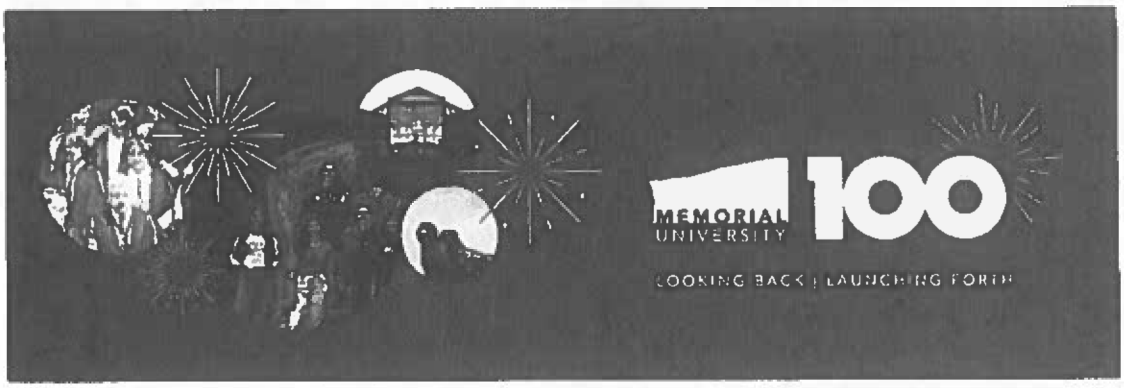
Hi Janet. Please see below and attached. This needs your sign off today. Are you okay with your signature being put on these?
Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)

002-17-472-26

President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709.864.2059 | email: reneef@mun.ca

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.



From: Squires, Colleen Margaret <cmargarets@mun.ca>
Sent: Tuesday, March 31, 2026 10:10 AM
To: President, The <munpres@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>
Cc: VP Finance & Administration <vpadmin@mun.ca>; Squires, Colleen Margaret <cmargarets@mun.ca>
Subject: For President's Approval - MUN UK Limited - HMRC corporation tax filing deadline 31 March 2026
Importance: High

Hi Rose/Renee, sharing the below email thread, attached pdfs, and the attached email from Alison requesting the President's review and signature of these documents. As Scott Bishop notes in the attached email, there is a tight deadline to have corporate tax filings submitted today for MUN UK.

Thank you,

Colleen

Colleen Squires
Executive Assistant to the Vice-President (Finance and Administration)
Memorial University
Telephone: 709-864-7816

From: Bishop, Scott <scottbishop@mun.ca>
Sent: Tuesday, March 31, 2026 10:04 AM
To: Squires, Colleen Margaret <cmargarets@mun.ca>
Subject: FW: MUN UK Limited - HMRC corporation tax filing deadline 31 March 2026
Importance: High

NOTE TO APPLICANT: The remainder of this email thread has been removed as it is already found above in the responsive records.

IAP Office

002-17-472-26

HM Revenue & Customs

Tax Return for the period 01/04/2024 to 31/03/2025.

This is a copy of the information that will be transmitted to the HM Revenue & Customs once authorised by you. The copy includes all completed supplementary pages & attachments. Before transmitting the return (or amendment) information to HM Revenue & Customs using the HMRC online account, your tax adviser must provide you with a copy of your tax return (or amended tax return) information for you to declare that the information is correct and complete to the best of your knowledge and belief and approve submission to HM Revenue & Customs. If you give false information or conceal any part of your income or chargeable gains you may be liable to financial penalties. It is recommended that you retain a copy of the Tax Return (or amended tax return information) transmitted to HMRC.

The HM Revenue & Customs IRmark number assigned to your tax return information is:

[redacted] s. 31 (1)(l)

This number appears on each page of this copy, which is consecutively numbered from 1 to 13

The following details comprise the information to be sent electronically:

Name	UTR	Agent Reference
MUN (UK) Limited	9287611835	MUN

Declaration

I understand that when I advise ABVK Limited that I have approved this copy they will be entitled to submit my return (or amended return) information using the HMRC online account.

Where your Tax Return (or amended Tax Return) contains a claim for a repayment and you require the repayment to be sent to your bank, building society or other nominee, the relevant question within the return (or amended return) must be completed. Please note the receipt of these nomination details included with the other return information received using the Online Service will be taken to be your formal approval to such a nomination for repayment purposes. Your signature confirms you have authorised HM Revenue & Customs to make any repayment arising from this return to the nominee as detailed above.

s. 40 (1)

Signature [redacted] Janet Morrison Date March 31, 2026

002-17-472-26

s. 31 (1)(l)

HM Revenue & Customs

Company Tax Return

CT600 (2025) Version 3

for accounting periods starting on or after 1 April 2015

Your Company Tax Return

If we send the company a 'Notice' to deliver a Company Tax Return it has to comply by the filing date or we charge a penalty even if there is no tax to pay.

A return includes a Company Tax Return form, any supplementary pages, accounts, computations and any relevant information. The CT600 Guide tells you how the return must be formatted and delivered. It contains general information you may need to deliver your return, links to more detailed advice and box-by-box guidance for this form and the supplementary pages.

The forms in the CT600 series set out the information we need and provide a standard format for calculations.

Company information

1	Company name	MUN (UK) Limited
2	Company registration number	6 1 3 2 0 7 2
3	Tax reference	9 2 8 7 6 1 1 8 3 5
4	Type of company	0

Northern Ireland (NI)

Put an 'X' in the appropriate boxes below

5	NI trading activity	6	SME
7	NI employer	8	Special circumstances

About this return

This is the tax return for the company named above, for the period below

30	from DD MM YYYY	35	to DD MM YYYY
	0 1 0 4 2 0 2 4		3 1 0 3 2 0 2 5

Put an 'X' in the appropriate boxes below

40	A repayment is due for this return period	
45	Claim or relief affecting an earlier period	
50	Making more than one return for this company now	
55	This return contains estimated figures	
60	Company part of a group that is not small	X
65	Notice of disclosable avoidance schemes	
	Transfer pricing	
70	Compensating adjustment claimed	
75	Company qualifies for SME exemption	

About this return - continued

Accounts and computations

80 I attach accounts and computations for the period to which this return relates X

85 I attach accounts and computations for a different period

90 If you're not attaching the accounts and computations, explain why

Supplementary pages enclosed

95 Loans and arrangements to participators by close companies - form CT600A

100 Controlled foreign companies, foreign permanent establishment exemptions, hybrid and other mismatches - form CT600B

105 Group and consortium - form CT600C

110 Insurance - form CT600D

115 Charities and Community Amateur Sports Clubs (CASCs) - form CT600E

120 Tonnage tax - form CT600F

125 Northern Ireland - form CT600G

130 Cross-border royalties - form CT600H

135 Supplementary charge in respect of ring fence trades - form CT600I

140 Disclosure of Tax Avoidance Schemes - form CT600J

141 Restitution tax - form CT600K

142 Research and Development - form CT600L

143 Freeports and Investment Zones - form CT600M

144 Residential Property Developer Tax (RPDT) - form CT600N

96 Creative industries - form CT600P

Tax calculation - Turnover

145 Total turnover from trade 1 3 9 4 2 0 .

150 Banks, building societies, insurance companies and other financial concerns
- put an 'X' in this box if you do not have a recognised turnover and have not made an entry in box 145

Income

155 Trading profits .

160 Trading losses brought forward set against trading profits .

165 Net trading profits - box 155 minus box 160 .

170 Bank, building society or other interest, and profits from non-trading loan relationships 1 4 4 3 .

172 Put an 'X' in box 172 if the figure in box 170 is net of carrying back a deficit from a later accounting period

Income - continued

175	Annual payments not otherwise charged to Corporation Tax and from which Income Tax has not been deducted	.
180	Non-exempt dividends or distributions from non-UK resident companies	.
185	Income from which Income Tax has been deducted	.
190	Income from a property business	.
195	Non-trading gains on intangible fixed assets	.
200	Tonnage tax profits	.
205	Income not falling under any other heading	.

Chargeable gains

210	Gross chargeable gains	.
215	Allowable losses including losses brought forward	.
220	Net chargeable gains - box 210 minus box 215	.

Profits before deductions and reliefs

225	Losses brought forward against certain investment income	.
230	Non-trade deficits on loan relationships (including interest) and derivative contracts (financial instruments) brought forward set against non-trading profits	.
235	Profits before other deductions and reliefs - net sum of boxes 165 to 205 and 220 minus sum of boxes 225 and 230	1 4 4 3 .

Deductions and reliefs

240	Losses on unquoted shares	.
245	Management expenses	.
250	UK property business losses for this or previous accounting period	.
255	Capital allowances for the purposes of management of the business	.
260	Non-trade deficits for this accounting period from loan relationships and derivative contracts (financial instruments)	.

Deductions and Reliefs - continued

263	Carried forward non-trade deficits from loan relationships and derivative contracts (financial instruments)	.
265	Non-trading losses on intangible fixed assets	.
275	Total trading losses of this or a later accounting period	1 4 4 3 .
280	Put an 'X' in box 280 if amounts carried back from later accounting periods are included in box 275	
285	Trading losses carried forward and claimed against total profits	.
290	Non-trade capital allowances	.
295	Total of deductions and reliefs - total of boxes 240 to 275, 285 and 290	1 4 4 3 .
300	Profits before qualifying donations and group relief - box 235 minus box 295	0 .
305	Qualifying donations	.
310	Group relief	.
312	Group relief for carried forward losses	.
315	Profits chargeable to Corporation Tax - box 300 minus boxes 305, 310 and 312	0 .
320	Ring fence profits included	.
325	Northern Ireland profits included	.

Tax calculation

326	Number of associated companies in this period
327	Number of associated companies in the first financial year
328	Number of associated companies in the second financial year
329	Put an 'X' in box 329 if the company is chargeable at the small profit rate or is entitled to marginal relief

Enter how much profit has to be charged and at what rate

	Financial year (yyyy)		Amount of profit		Rate of tax %		Tax	
330		335	£	340		345	£	p
		350	£	355		360	£	p
		365	£	370		375	£	p
380		385	£	390		395	£	p
		400	£	405		410	£	p
		415	£	420		425	£	p

002-17-472-26

Tax calculation - continued

s. 31 (1)(l)

Corporation Tax - total of boxes 345, 360, 375, 395, 410 and 425	430	.
Marginal relief	435	.
Corporation Tax chargeable - box 430 minus box 435	440	0.00

Reliefs and deductions in terms of tax

445	Community Investment Tax Relief	.
450	Double Taxation Relief	.
455	Put an 'X' in box 455 if box 450 includes an underlying rate relief claim	
460	Put an 'X' in box 460 if box 450 includes an amount carried back from a later period	
465	Advance Corporation Tax	.
470	Total reliefs and deduction in terms of tax - total of boxes 445, 450 and 465	.

Coronavirus support schemes and overpayments (see CT600 Guide for definitions)

471	Coronavirus Job Retention Scheme (CJRS) received	.
472	CJRS entitlement	.
473	CJRS overpayment already assessed or voluntary disclosed	.
474	Other coronavirus overpayments	.

Energy levies

986	Energy (Oil and Gas) Profits Levy (EOGPL) amounts liable	.
987	Electricity Generator Levy (EGL) exceptional generation receipts	.

Calculation of tax outstanding or overpaid

475	Net Corporation Tax liability - box 440 minus box 470	.
480	Tax payable on loans and arrangements to participators	.
485	Put an 'X' in box 485 if you completed box A70 in the supplementary pages CT600A	
490	Controlled Foreign Companies (CFC) tax payable	.
495	Bank levy payable	.
496	Bank surcharge payable	.
497	Residential Property Developer Tax (RPDT) payable	.

Calculation of tax outstanding or overpaid - continued

500	**CFC tax, bank levy, bank surcharge and RPDT payable** - total of boxes 490, 495, 496 and 497	.
501	**EOGPL payable**	.
502	**EGL payable**	.
505	**Supplementary charge (ring fence trades) payable**	.
510	**Tax chargeable** - total of boxes 475, 480, 500, 501, 502 and 505	0 . 0 0
515	**Income Tax deducted from gross income included in profits**	.
520	**Income Tax repayable to the company**	.
525	**Self-assessment of tax payable before restitution tax and coronavirus support scheme overpayments** - box 510 minus box 515	0 . 0 0
526	**Coronavirus support schemes overpayment now due** - total of boxes 471 and 474 minus boxes 472 and 473	.
527	**Restitution tax**	.
528	**Self-assessment of tax payable** - total of boxes 525, 526 and 527	0 . 0 0

Tax reconciliation

530	**Research and Development credit**	.
535	**(Not currently used)**	.
540	**Creatives tax credit**	.
541	**Audio-Visual expenditure credit (AVEC) and Video Games expenditure credit (VGEC)**	.
545	**Total of Research and Development credit, creatives tax credit and AVEC/VGEC** - total box 530 to 541	.
550	**Land remediation tax credit**	.
555	**Life assurance company tax credit**	.
560	**Total land remediation and life assurance company tax credit** - total box 550 and 555	.
565	**Capital allowances first-year tax credit**	.
570	**Surplus Research and Development credits and creatives tax credit payable** - box 545 minus box 525	.

Tax reconciliation - continued

575 **Land remediation or life assurance company tax credit payable**
- total of boxes 545 and 560 minus boxes 525 and 570 .

580 **Capital allowances first-year tax credit payable**
- boxes 545, 560 and 565 minus boxes 525, 570 and 575 .

585 **Ring fence Corporation Tax included** .

586 **NI Corporation Tax included** .

590 **Ring fence supplementary charge included** .

595 **Tax already paid (and not already repaid)** .

600 **Tax outstanding**
- box 525 minus boxes 545, 560, 565 and 595 .

605 **Tax overpaid including surplus or payable credits**
- total sum of boxes 545, 560, 565 and 595 minus 525 .

610 **Group tax refunds surrendered to this company** .

614 **Audio-Visual expenditure credit and Video Games expenditure credit surrendered to this company** .

615 **Research and Development expenditure credits surrendered to this company** .

Exporter information

During the return period, did the company export goods and/or services to individuals, enterprises or organisations outside the United Kingdom (UK)?

616 **Yes - goods** 617 **Yes - services** 618 **No - neither**

Indicators and information

620 **Franked investment income/Exempt ABGH distributions** .

625 **Number of 51% group companies**

Put an 'X' in the relevant boxes, if in the period, the company:

630 **should have made (whether it has or not) instalment payments as a large company under the Corporation Tax (Instalment Payments) Regulations**

631 **should have made (whether it has or not) instalment payments as a very large company under the Corporation Tax (Instalment Payments) Regulations**

635 **is within a group payments arrangement for the period**

640 **has written down or sold intangible assets**

645 **has made cross-border royalty payments**

647 **Eat Out to Help Out Scheme: reimbursed discounts included as taxable income** .

Information about enhanced expenditure and tax reliefs

Research and Development (R&D) or creatives enhanced expenditure and tax reliefs

650 Put an 'X' in box 650 if a R&D claim is made by a small or medium-sized enterprise (SME), including a SME subcontractor to a large company and/or for all creatives claims

653 Put an 'X' in box 653 if the claim is made by a R&D intensive SME

655 Put an 'X' in box 655 if the claim is made by a large company

656 Put an 'X' in box 656 to confirm that a R&D claim notification form has been submitted

657 Put an 'X' in box 657 to confirm that a R&D additional information form has been submitted

658 Put an 'X' in box 658 to confirm that a Creatives additional information form has been submitted

659 R&D expenditure qualifying for SME/R&D intensive SME relief .

660 R&D enhanced expenditure .

663 Creatives core expenditure .

665 Creatives additional deduction .

670 R&D enhanced expenditure and creatives additional deduction total box 660 and box 665 .

675 R&D enhanced expenditure of a SME on work subcontracted to it by a large company .

680 Vaccine research expenditure .

Land remediation enhanced expenditure

685 Enter the total enhanced expenditure .

Information about capital allowances and balancing charges/disposal values

Allowances and charges in the calculation of trading profits and losses

	Capital allowances		Balancing charges
Annual investment allowance	690	10802	
Full expensing	688		689
Machinery and plant - super-deduction	691		692
Machinery and plant - special rate allowance	693		694
Machinery and plant - special rate pool	695		700
Machinery and plant - main pool	705	12843	710
Structures and buildings	711		
Business premises renovation	715		720
Other allowances and charges	725		730

Allowances and charges in the calculation of trading profits and losses - continued

	Capital allowances	Disposal value
Electric vehicle charge-points	713	714
Enterprise zones	721	722
Zero-emission goods vehicles	723	724
Zero-emission cars	726	727

Allowances and charges not included in the calculation of trading profits and losses

	Capital allowances	Balancing charges
Annual investment allowance	735	
Structures and buildings	736	
Full expensing	733	734
Business premises renovation	740	745
Machinery and plant - super-deduction	741	742
Machinery and plant - special rate allowance	743	744
Other allowances and charges	750	755

	Capital allowances	Disposal value
Electric vehicle charge-points	737	738
Enterprise zones	746	747
Zero-emission goods vehicles	748	749
Zero-emission cars	751	752

Qualifying expenditure

760	Machinery and plant on which first year allowance is claimed	.
765	Designated environmentally friendly machinery and plant	.
770	Machinery and plant on long-life assets and integral features	.
771	Structures and buildings	.
772	Machinery and plant - super-deduction	.
773	Machinery and plant - special rate allowance	.
775	Other machinery and plant	1 0 8 0 2 .

Losses, deficits and excess amounts

Amount arising

		Amount		Maximum available for surrender as group relief
Losses of trades carried on wholly or partly in the UK	780	1 3 1 7 2	785	
Losses of trades carried on wholly outside the UK	790			
Non-trade deficits on loan relationships and derivative contracts	795		800	
UK property business losses	805		810	
Overseas property business losses	815			
Losses from miscellaneous transactions	820			
Capital losses	825			
Non-trading losses on intangible fixed assets	830		835	

Excess amounts

	Amount	Maximum available for surrender as group relief
Non-trade capital allowances		840
Qualifying donations		845
Management expenses 850		855

Northern Ireland information

856 Amount of group relief claimed which relates to NI trading losses used against rest of UK/mainstream profits .

857 Amount of group relief claimed which relates to NI trading losses used against NI trading profits .

858 Amount of group relief claimed which relates to rest of UK/mainstream losses used against NI trading profits .

Overpayments and repayments

Small repayments

860 Do not repay sums of . or less.

Read the overpayments and repayments section of the Company Tax Return Guide for specific guidance on when and how to make an entry in this box.

Repayments for the period covered by this return

865 Repayment of Corporation Tax .

870 Repayment of Income Tax .

875 Payable Research and Development tax credit .

880 Payable Research and Development expenditure credit .

885 Payable creatives tax credit .

886 Payable Audio-Visual expenditure credit and Video Games expenditure credit .

890 Payable land remediation or life assurance company tax credit .

895 Payable capital allowances first-year tax credit .

Surrender of tax refund within group

Including surrenders under the Instalment Payments Regulations

900 The following amount is to be surrendered .

Put an 'X' in the appropriate boxes below

the joint Notice is attached 905

or

will follow 910

915 Please stop repayment of the following amount until we send you the Notice .

Bank details (for a person to whom a repayment is to be made)

920 **Name of bank or building society**

925 **Branch sort code**

930 **Account number**

935 **Name of account**

940 **Building society reference**

Payments to a person other than the company

943 **Put an 'X' in box 943 if there is a R&D payable credit and one of the conditions listed in the CT600 Guide is applicable**

945 **Complete the authority below if you want the repayment to be made to a person other than the company**
I, as (enter status - for example, company secretary, treasurer, liquidator or authorised agent)

950 **of** (enter company name)

955 **authorise** (enter name)

960 **of address** (enter address)

965 **Nominee reference**

to receive payment on company's behalf

970 **Name**

Declaration

Declaration
I declare that the information I have given on this Company Tax Return and any supplementary pages is correct and complete to the best of my knowledge and belief.

I understand that giving false information in the return, or concealing any part of the company's profits or tax payable, can lead to both the company and me being prosecuted.

975 **Name**
Vicky Kong

980 **Date** DD MM YYYY

985 **Status**
Accountant

002-17-472-26

MUN (UK) Limited - Computation

Name: **MUN (UK) Limited**
Company number **6132072**
Tax reference: **9287611835**
Period **01/04/2024 to 31/03/2025**

A. Corporation Tax		**£**	**£**
C	Interest, and profits from non-trading loan relationships		1,443
	Profits before other deductions and reliefs		1,443
D	Trade losses	1,443	
	Total deductions and reliefs		(1,443)
	Profits chargeable to corporation tax due by 01/01/2026		0

B. Trading profits		**£**	**£**
	Profit/(loss) per accounts		(4,065)
	Add disallowable expenses		
B1	Depreciation	4,829	
B2	Other expenditure not wholly for trade	350	
			5,179
	Deduct non-trading income		
C	Profits from non-trading loan relationships	1,443	
			(1,443)
B3	Capital allowances		(12,843)
D	Trading loss		13,172

B1. Depreciation	**£**	**£**
	Per Accounts	**Amount Disallowed**
Depreciation	4,829	4,829
	4,829	4,829

B2. Other expenditure not wholly for trade	**£**	**£**
	Per Accounts	**Amount Disallowed**
Fine and penalty	350	350
	350	350

B3. Trading capital allowances **£**

002-17-472-26

MUN (UK) Limited - Computation (cont)

B4	Plant & machinery - Main pool	12,843
		12,843

B4. Plant & machinery - Main pool	**£**	**£**
Written down value brought forward	11,334	
B5 Expenditure qualifying for annual investment allowance	10,802	
Annual investment allowance claimed	(10,802)	10,802
Writing down allowance claimed	(2,041)	2,041
Written down value carried forward	9,293	
Total allowances claimed		12,843

B5. Plant & machinery - Main pool - Expenditure qualifying for AIA		**£**
Apple MacBook Air 13.6"	18/06/2024	1,470
Apple Iphone 15 -128GB Blue	18/06/2024	699
Ecco - Small table and coffee table	29/07/2024	130
Shark Corded Upright Vacuum Cleaner 1.1L	30/05/2024	169
Tolbec under counter Fridge-white	30/10/2024	125
Indesit MTWC 81495 washing machine white	30/10/2024	279
Vax Smartwash Pet-design carpet cleaner	07/01/2025	229
Electric Ovens x4 ALT-CESS602W	05/03/2025	748
Indesit washing machine x2 BWE111496	18/03/2025	728
Plumbing and heating infrastructure	14/11/2024	4,750
Electrical infrastructure	29/12/2024	1,475
		10,802

C. Non-trading loan relationships	**£**	**£**
	Per accounts	Taxable
Profits from non-trading loan relationships	1,443	1,443
Total reported in the accounts	1,443	
Taxable profit/(loss) for this period		1,443

D. Loss reconciliation	**£**
Trade losses in period	13,172
Brought forward trading losses arising on or after 1 April 2017	7,099
Loss used against total profits	(1,443)
Unused trading losses arising after 1 April 2017 to carry forward	18,828

002-17-472-26

MUN (UK) Limited - Computation (cont.)

E. Statement of losses deduction allowance	£
Deduction allowance	5,000,000

002-17-472-26

Company Registration No. 6132072 (England and Wales)

MUN (UK) LIMITED
ANNUAL REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025

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002-17-472-26

MUN (UK) LIMITED
ANNUAL REPORT AND UNAUDITED ACCOUNTS
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002-17-472-26

MUN (UK) LIMITED
(COMPANY NO: 6132072 ENGLAND AND WALES)
DIRECTORS' REPORT

The directors present their report and accounts for the year ended 31 March 2025.

Directors

The following directors held office during the whole of the period:

Mr Garett Doyle
Ms Sara Inkpen
Dr Neil Bose
Dr Jennifer Lokash

Mr Masfiqur Rahman Anik was appointed on 11 November 2024.

The following directors resigned during the period:

Dr Noreen Golfman resigned on 13 July 2024.
Ms Jane Delbene resigned on 5 November 2024.
Dr Lois Farquharson resigned on 22 November 2024.
Dr Anthony Payne resigned on 22 November 2024.

Statement of directors' responsibilities

The directors are responsible for preparing the report and accounts in accordance with applicable law and regulations

Company law requires the directors to prepare accounts for each financial year Under that law, the directors have elected to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period In preparing these accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the accounts 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

Small company provisions

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Signed on behalf of the board of directors

[redacted] s. 40 (1)

Dr Janet Kathleen Morrison
Director

Approved by the board on: 30 March 2026

002-17-472-26

CHARTERED CERTIFIED ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS ON THE PREPARATION OF THE UNAUDITED STATUTORY ACCOUNTS OF MUN (UK) LIMITED FOR THE YEAR ENDED 31 MARCH 2025

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the accounts of MUN (UK) Limited for the year ended 31 March 2025 as set out on pages 6 - 12 from the Company's accounting records and from information and explanations you have given us.

As a practising member firm of the Association of Chartered Certified Accountants, we are subject to its ethical and other professional requirements which are detailed at https://www.accaglobal.com/uk/en/about-us/regulation/rulebook.html

Our work has been undertaken in accordance with the requirements of the Association of Chartered Certified Accountants as detailed at http://www.accaglobal.com/content/dam/ACCA_Global/Technical/fact/technical-factsheet-163.pdf

ABVK Limited
Chartered Certified Accountants

M25 Business Centre, Ability House
121 Brooker Road
Waltham Abbey
Essex
EN9 1JH

30 March 2026

002-17-472-26

MUN (UK) LIMITED
INCOME STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

		2025	2024
		£	£
Turnover		139,420	173,730
Cost of sales		(105,079)	(131,535)
Gross surplus		34,341	42,195
Administrative expenses		(614,988)	(561,531)
Other operating income		575,139	508,946
Operating loss	4	(5,508)	(10,390)
Interest receivable and similar income		1,443	928
Loss on ordinary activities before taxation		(4,065)	(9,462)
Tax on loss on ordinary activities		-	-
Loss for the financial year		(4,065)	(9,462)

002-17-472-26

MUN (UK) LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2025

	Notes	2025 £	2024 £
Fixed assets			
Tangible assets	5	14,564	8,588
Current assets			
Inventories		652	-
Debtors	6	35,336	40,016
Cash at bank and in hand		61,119	80,726
		97,107	120,742
Creditors: amounts falling due within one year	7	(125,128)	(138,722)
Net current liabilities		(28,021)	(17,980)
Net liabilities		(13,457)	(9,392)
Reserves	8		
Profit and loss account		(13,457)	(9,392)
Members' funds		(13,457)	(9,392)

For the year ending 31 March 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A - Small Entities.

The financial statements were approved by the Board of Directors and authorised for issue on 30 March 2026 and were signed on its behalf by

[redacted] s. 40 (1)

Dr Janet Kathleen Morrison
Director

Company Registration No. 6132072

002-17-472-26

MUN (UK) LIMITED
STATEMENT OF CHANGES IN EQUITY
AS AT 31 MARCH 2025

	Share capital £	Profit & loss account £	Total £
At 1 April 2023	-	70	70
Loss for the year		(9,462)	(9,462)
At 31 March 2024	-	(9,392)	(9,392)
At 1 April 2024	-	(9,392)	(9,392)
Loss for the year		(4,065)	(4,065)
At 31 March 2025	-	(13,457)	(13,457)

002-17-472-26

MUN (UK) LIMITED
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025

1 Statutory information

MUN (UK) Limited is a private company, limited by guarantee, registered in England and Wales, registration number 6132072
The registered office is The Maltings, St Johns Walk, Harlow, Essex, CM17 0AJ, United Kingdom.

2 Compliance with accounting standards

The accounts have been prepared in accordance with the provisions of FRS 102 Section 1A Small Entities There were no material departures from that standard.

3 Accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year, and also have been consistently applied within the same accounts

Basis of preparation

The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets.

Presentation currency

The accounts are presented in £ sterling, which is the company's functional currency, and all values are rounded to the nearest Pound Sterling.

Tangible fixed assets and depreciation

Tangible fixed assets are measured at cost less accumulative depreciation and any accumulative impairment losses
Depreciation is provided on all tangible assets, other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset over it's estimated useful life. As the depreciation is accounting estimates the company's policy is not to depreciate any asset in the year of acquisition

Plant & machinery	5 years straight line
Fixtures & fittings	10 years straight line
Computer equipment	3 years straight line

Critical accounting judgements and estimation uncertainty

The company makes estimates and assumptions concerning the future The resulting accounting estimates will, by definition, seldom equal the related actual results. There are no critical judgements or key source of estimation uncertainty that are considered to have had a significant effect on amounts recognised in the financial statements

Turnover

Turnover is measured at the fair value of the consideration received or receivable, net of discounts and value added taxes
Turnover includes revenue earned from providing accommodation and related services to higher education students and faculties

Revenue recognition

Revenue is recognised to the extent that the company obtains the right to consideration in exchange for its performance
Revenue is measured at the fair value of the consideration received ore receivable

002-17-472-26

Deferred taxation

Deferred tax arises as a result of including items of income and expenditure in taxation computations in periods different from those in which they are included in the company's accounts. Deferred tax is provided in full on timing differences which result in an obligation to pay more (or less) tax at a future date, at the average tax rates that are expected to apply when the timing differences reverse, based on current tax rates and laws.

Deferred tax assets and liabilities are not discounted.

Foreign exchange

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rates of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the operating profit.

Pension costs

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are recognised in the profit and loss account when due.

Financial instruments

Basic financial instruments are recognised at amortised cost, except for investments in non-convertible preference and non-puttable ordinary shares which are measured at fair value, with changes recognised in profit or loss. Derivative financial instruments are initially recorded at cost and thereafter at fair value with changes recognised in profit or loss.

Directors' emoluments

No director (including directors of the company during the year who where also employees of Memorial University of Newfoundland, the ultimate controlling holding party) or any person related or connected by business to them, received any remuneration from MUN (UK) Ltd during the period.

Throughout their service as directors of MUN (UK) Ltd, the duties of any directors of MUN (UK) Ltd who were also employees of Memorial University of Newfoundland were considered an integral part of their employment at Memorial University of Newfoundland.

Going concern

The financial statements have been prepared on a going concern basis as the controlling party has committed to supporting the company to meet its financial obligations for a period of 12 months from the signing of the financial statements

4 Operating loss

	2025 £	2024 £
Loss is stated after charging:		
Depreciation of tangible fixed assets	4,829	4,957
Pension costs	-	28,217
Auditors' remuneration	-	19,260

002-17-472-26

MUN (UK) LIMITED
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025

5 Tangible fixed assets

	Plant & machinery	Fixtures & fittings	Computer equipment	Total
	£	£	£	£
Cost or valuation	At cost	At cost	At cost	
At 1 April 2024	123,668	25,102	128,202	276,972
Additions	8,505	130	2,169	10,804
At 31 March 2025	132,173	25,232	130,371	287,776
Depreciation				
At 1 April 2024	117,580	25,097	125,707	268,384
Charge for the year	2,783	5	2,040	4,828
At 31 March 2025	120,363	25,102	127,747	273,212
Net book value				
At 31 March 2025	11,810	130	2,624	14,564
At 31 March 2024	6,088	5	2,495	8,588

6 Debtors

	2025	2024
	£	£
Amounts falling due within one year		
Trade debtors	19,444	39,959
Other debtors	15,892	57
	35,336	40,016

7 Creditors: amounts falling due within one year

	2025	2024
	£	£
VAT	30	-
Trade creditors	51,982	16,480
Amounts owed to group undertakings and other participating interests	9,988	9,988
Taxes and social security	9,215	4,986
Other creditors	-	6,250
Accruals	41,531	39,540
Deferred income	12,382	61,478
	125,128	138,722

8 Company limited by guarantee

The company is limited by guarantee and has no share capital

Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

002-17-472-26

MUN (UK) LIMITED
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2025

9 Transactions with related parties

In the year ending 31 March 2025, Memorial University provide an operating grant of £525 139 (2024 £565,011). The company has released £50,000 from deferred income to match the additional expenditure incurred in 2025.

On 15 August 2014 Memorial University of Newfoundland provided an interest free loan to the company of £9 988 which will not be recalled whilst the company has no overdraft facility with its bank, Barclays Bank plc

During the year, the Harlow Campus received £7,836 from the Harlow Scholarship & Bursary Trust (a trust established by Memorial University of Newfoundland) in respect of scholarship awards to students. Of this amount, £4 836 inclusive of bank charges, was paid to students, and £9,250 was returned to the Trust

At the year end of 31 March 2025, an amount of £1,000 was owed by the Harlow Scholarship & Bursary Trust relating to missed reimbursement of scholarships paid to four students.

Harlow campus will pay for the Trust's audit fee for the year, estimated to be £4,500 (2024 £7,000)

10 Controlling party

The ultimate controlling party is the Memorial University of Newfoundland (a corporation operating under the authority of the Memorial University Act in the Province of Newfoundland and Labrador).

11 Post balance sheet events

On 27 January 2026, the controlling party, Memorial University of Newfoundland, resolved to pursue divestment as a result of significant financial pressures. Consequently, MUN (UK) Limited is expected to commence the wind-down of its operations from 31 August 2026.

As this decision was taken after the reporting date of 31 March 2025, it represents a non-adjusting event after the end of the reporting period in accordance with FRS 102 Section 32. The event does not provide evidence of conditions that existed at the reporting date and therefore has no impact on the amounts recognised in these financial statements.

12 Average number of employees

During the year the average number of employees was 12 (2024: 15).

002-17-472-26

MUN (UK) LIMITED
DETAILED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025

This schedule does not form part of the statutory accounts

	2025 £	2024 £
Turnover		
Sales	139,420	173,730
Cost of sales		
Other direct costs	105,079	131,535
Gross profit	34,341	42,195
Administrative expenses		
Wages and salaries	303,482	315,294
Pensions	39,321	28,217
Employer's NI	22,505	21,334
Temporary staff and recruitment	69,579	1,706
Staff training and welfare	1,214	1,804
Travel and subsistence	4,515	2,325
Entertaining	-	223
Rates	11,227	10,888
Telephone and fax	15,757	16,968
Stationery and printing	1,289	2,333
Subscriptions	1,920	304
Bank charges	4,195	3,950
Insurance	15,506	15,528
Equipment expensed	51	128
Software	2,118	6,562
Repairs and maintenance	28,562	88,168
Depreciation	4,829	4,957
Loss on foreign exchange transactions	14	18
Sundry expenses	506	159
Audit fees	18,391	19,260
Accountancy fees	12,294	11,832
Solicitors fees	28,957	-
Advertising and PR	393	-
Other legal and professional	28,363	9,573
	614,988	561,531
Other operating income		
Other operating income	575,139	508,946
Operating loss	(5,508)	(10,390)
Interest receivable		
Interest receivable	1,443	928
Loss on ordinary activities before taxation	(4,065)	(9,462)

002-17-472-26

Fitzgerald, Renee

From: Millan, Roxanne
Sent: Thursday, April 2, 2026 4:51 PM
To: Brown, Margot
Cc: Vice President (Academic); President, The
Subject: FW: MUN UK - Draft Budget 2026-27
Attachments: Budget 2026-27 draft MUN UK.xlsx

NOTE TO APPLICANT: This attachment, found on pages 44-49, are redacted pursuant to s. 29(1)(a). This attachment is a drafted budget that was not finalized or implemented.

IAP

Hi Margot,

I had intended to reach out earlier this week, but time got away from me, so I am hoping I can leave this with you.

We will need to schedule a MUN-UK Board meeting within the next two to three weeks, which will unfortunately s. 29 (1)(a) happen while I am away [redacted] however, an approved budget will be required in order to authorize any future wire transfers.

I have worked closely with Vicky on the attached budget [redacted] s. 29 (1)(a)

Because I won't be attending, should Janet and/or Jennifer wish for Vicky to attend to address any questions, she is willing and prepared to do so. Her contact information is provided below.

Many thanks,
Roxanne

ROXANNE MILLAN (she/her/hers) | DIRECTOR OF RESOURCE ALLOCATION AND PLANNING

Office of the Provost and Vice President (Academic)
Memorial University of Newfoundland
Elizabeth Avenue
St. John's, Newfoundland | A1C 5S7

T 709 864 8246

https://www.mun.ca/vpacademic/

From: [redacted] s. 40 (1)
Sent: Wednesday, March 11, 2026 3:26 PM
To: Millan, Roxanne <rmillan@mun.ca>; Filmer, Matthew <mfilmer@mun.ca>
Subject: MUN UK - Draft Budget 2026-27

Hi Roxanne and Matthew,

002-17-472-26

I have prepared the draft budget for 2026-27, and the Excel file is attached. Please see my notes below: s. 29 (1)(a)

[redacted]

Please let me know your thoughts and any comments you may have.

Kind regards,

Vicky

ABVK
Accountants and Business Advisors

s. 40 (1)

Vicky Kong FCCA, BA (Hons) | Chartered Certified Accountants and Business Advisors
Tel +44 (0) 208 532 9205 | Mob [redacted]
M25 Business Centre | Ability House | 121 Brooker Road | Waltham Abbey | EN9 1JH
www.abvk.co.uk

002-17-472-26

Outlook

Re: MUN UK - Draft Budget 2026-27

From Morrison, Janet <jmorrison@mun.ca>
Date Mon 4/6/2026 10:18 AM
To President, The <munpres@mun.ca>

Yes, please. Let's have Vicky attend. Thanks.

Get Outlook for iOS

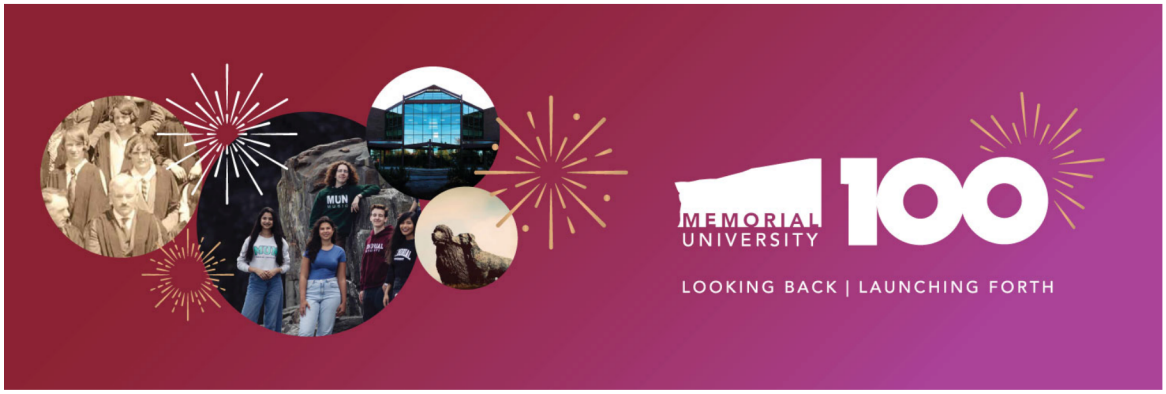
From: President, The <munpres@mun.ca>
Sent: Monday, April 6, 2026 8:36:23 AM
To: Morrison, Janet <jmorrison@mun.ca>
Subject: FW: MUN UK - Draft Budget 2026-27

Hi Janet. Please see below email that Roxanne sent on Thursday. We need to have a Harlow board meeting within the next three weeks. This will consist of you, Jennifer and Anik. Do you want Vicky to attend?

Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709.864.2059 | email: reneef@mun.ca

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.



NOTE TO APPLICANT: The remainder of this thread has been removed as it is already found above in the responsive records.

IAP Office

002-17-472-26

Outlook

Re: Harlow Campus Valuation - Visit Request

From Morrison, Janet <jmorrison@mun.ca>
Date Wed 4/8/2026 11:10 AM
To Wright, Jordan <jwwright@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>
Cc Brown, Margot <mbrown@mun.ca>

It's Alison's call, but I support this.

Thanks Jordan.

JM

Get Outlook for iOS

From: Wright, Jordan <jwwright@mun.ca>
Sent: Wednesday, April 8, 2026 9:06:48 AM
To: Morrison, Janet <jmorrison@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>
Cc: Brown, Margot <mbrown@mun.ca>
Subject: Harlow Campus Valuation - Visit Request

Good morning Janet and Jennifer.

The limited call for valuation (appraisal) services for the Harlow Campus is now active and will be closing April 27th, subject to any extension requests.

In looking ahead, and based on the experience of the two recent appraisals completed for Signal Hill and Ingstad, while there would be incremental cost associated, I think there would be benefit in me being onsite to meet with the successful proponent for their site visit and orientation. I have never visited the Harlow Campus, so do not have location familiarity, and feel that getting some on the ground experience at the site would be helpful to the overall divestment process, this specific valuation contract as well as to further develop my relationship with Matthew Filmer (Harlow GM) to work through the details of the divestment (mostly focused on the FFE plan as well as the decommissioning plan for, post-August 31,2026).

Upon conferring with Margot relating to this, it was recommended I reach out to you both to confirm support or to discuss if needed.

Thank you as always for your guidance and thoughts in support of the project.

Jordan

Jordan Wright BA, MBA, PMP
he/him

Senior Advisor and Project Manager

Memorial University
Office of the President

T / +1 709 864 6238



mun.ca/100

002-17-472-26

002-17-472-26

Outlook

Harlow Board meeting draft agenda

From Fitzgerald, Renee <reneef@mun.ca>
Date Mon 4/20/2026 2:50 PM
To Morrison, Janet <jmorrison@mun.ca>

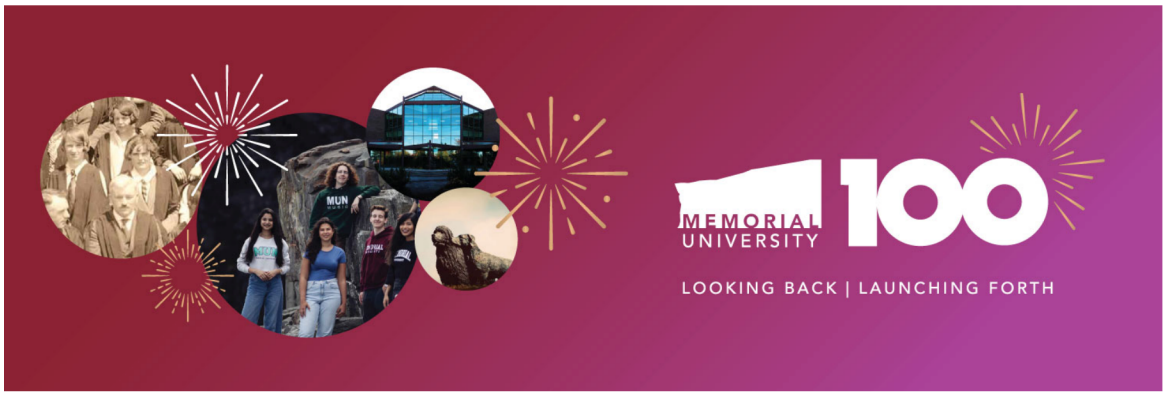
1 attachment (22 KB)
AGENDA Harlow Board Meeting 2026 04 24.docx;

Hi Janet. Please see attached draft agenda for the harlow board meeting on Friday for your approval.

Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709.864.2059 | email: reneef@mun.ca

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.



002-17-472-26

DRAFT

AGENDA

A meeting of the MUN (UK) Ltd. Board of Directors

Friday, April 24th

10:00 am NL time

1:30 pm UK time

Teams

Attendees:
Dr. Janet Morrison, President and Vice-Chancellor
Dr. Jennifer Lokash, Provost and Vice-President Academic
Dr. Anik Rahman, Harlow Board member
Matthew Raske, Associate Counsel, General Counsel office
Margot Brown, Executive Director, President's Office
Vicky Kong, ABVK Accountants and Business Advisors

Regrets:
Roxanne Millan, Director, Resource Allocation and Planning, office of the Provost and Vice-President (Academic)

Item	Subject	Lead	Action/ Information	Attachment
1	Land Acknowledgement	J. Morris	Information	No
2	Welcome and Apologies (Verbal)	J. Morrison	Information	No
3	Action items of the MUN (UK) Board of Directors meeting held on November 13, 2026	J. Morrison	Action	Yes
4	Budget 2026-27	J. Morrison	Action	Yes
5	Date of next Board Meeting	J. Morrison	Action	No
6	Other Business			
7	Adjourn			

002-17-472-26

Outlook

Harlow Board meeting - Friday, April 24th

From Fitzgerald, Renee <reneef@mun.ca>

Date Mon 4/20/2026 3:22 PM

To Anik, Masfiqur Rahman <mra200@mun.ca>; Raske, Matthew <mraske@mun.ca>; Morrison, Janet <jmorrison@mun.ca>; Brown, Margot <mbrown@mun.ca>; Lokash,Jennifer <jlokash@mun.ca>; Millan, Roxanne <rmillan@mun.ca>; vicky [redacted] s. 40 (1)

Cc Vice-President (Academic) <vpacad@mun.ca>

3 attachments (213 KB)

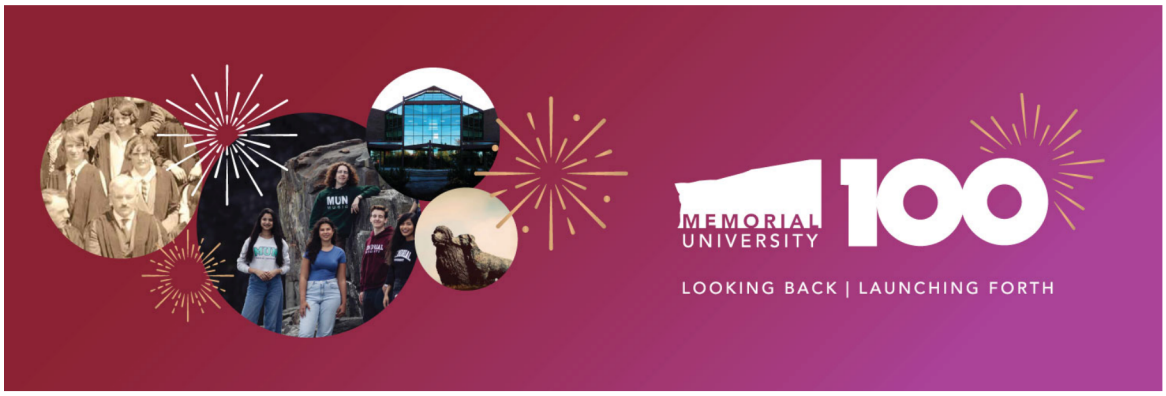
AGENDA Harlow Board Meeting 2026 04 24.pdf; Agenda item #3 - ACTION ITEMS Harlow Board Meeting 2025 11 13.pdf; Agenda item #4 - Budget 2026-27 draft MUN UK.xlsx;

Hi everyone . Attached is the material for the Harlow Board meeting taking place via Teams on Friday, April 24th @ 10:00 am (NL time), 1:30 pm (UK time). I will also insert them in the calendar.

Regards,
Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709.864.2059 | email: reneef@mun.ca

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002-17-472-26

Action items

A meeting of the MUN (UK) Ltd. Board of Directors
Thursday, November 13
10:00 am NL time
1:30 pm UK time
In person at Harlow Campus and Teams

Attendees (in person):
Dr. Janet Morrison, President and Vice-Chancellor
Roxanne Millan, Director of Resource Allocation and Planning
Sarah Inkpen, Harlow Board member
Garrett Doyle, Harlow Board member

Attendees (Teams):
Dr. Jennifer Lokash, Provost and Vice-President (Academic)
Trudy Pound-Curtis, Vice-President (Finance and Administration)
Margot Brown, Executive Director, President's Office
Scott Worsfold, General Counsel
Anik Rahman, Harlow Board member
Renee Fitzgerald, President's Office

Item	Subject	Lead	Action/ Information	Attachment
1	Welcome and Apologies (Verbal)	J. Morrison		No
ACTION:	• Meeting called to order @ 1:33 (Harlow), 10:03 (NL time) • Moved by Anik Rahman, seconded by Sara Inkpen to proceed with agenda as presented.			
2	Confidentiality and Conflict of Interest	J. Morrison		No
ACTION:	• No conflict of interest presented by those in attendance			
3	Minutes of a meeting of the MUN (UK) Board of Directors meeting held on July 16, 2025	J. Morrison	Action	Yes
ACTION:	• Moved by Garrett Doyle, seconded by Sara Inkpen to approve Minutes of the July 16, 2025, MUN (UK) Board of Directors as presented. All in favour.			
4	Updates on Campus Activities	R. Millan	Information	No
ACTION:	• Roxanne Millan gave an overview of activities happening at Harlow Campus the last three months, as well as the confirmed occupancy for the Winter/Spring semesters. • Even at full capacity, revenue generated by accommodations does not fully cover operating costs. • Furthermore, as occupancy increases, it will be necessary to hire additional support staff (primarily Housekeeping) to service the higher capacity. • Roxanne to find out more information on the insurance claim from the accident that cost damage to a building and have Mathew Filmer, the new General Manager, and seek proposals on repairs.			

002-17-472-26

5	Revised Budget Forecast	T. Pound-Curtis	Information	Yes (2files)
ACTION:	• For information purposes			
6	Financial Statements; FY 2023-2024	T. Pound Curtis	Information	Yes
ACTION:	• Trudy gave an overview of the financial statements.			
7	Report on Deferred Maintenance	T. Pound Curtis	Information	No
ACTION:	• Trudy gave an overview of the report on deferred maintenance. • Trudy to distribute the deferred maintenance report "in confidence" with an executive summary			
8	MUN – UK Board member appointments	J. Morrison	Information	Yes
ACTION:	• Acknowledged terms and commitment. • Park and circle back.			
9	MUN UK Compensation Review 2025	R. Millan	Action	Yes
ACTION:	• Moved by Anik Rahman, seconded by Garrett Doyle to approve salary adjustments for staff as presented. Moved and carried by those in attendance			
10	Date of next Board Meeting			
ACTION:				
11	Other Business: Members of the Harlow Scholarship Trust will be invited to attend for a discussion on Harlow Conversation Sessions			
ACTION:				
12	In camera			
ACTION:				
13	Adjourned			

002-17-472-26

Fitzgerald, Renee

From: Fitzgerald, Renee
Sent: Friday, April 24, 2026 10:24 AM
To: President, The
Subject: FW: Eng Letter & Parent Support Letter - MUN UK
Attachments: 25 MUN - Parental Letter of Support - MUN HARLOW_2.0.docx; 2024-Parent-Comp-Ltr-MUN-UK.pdf; Mun (UK) Limited LOE cover letter.pdf; Audit LOE - Harlow Trust.pdf

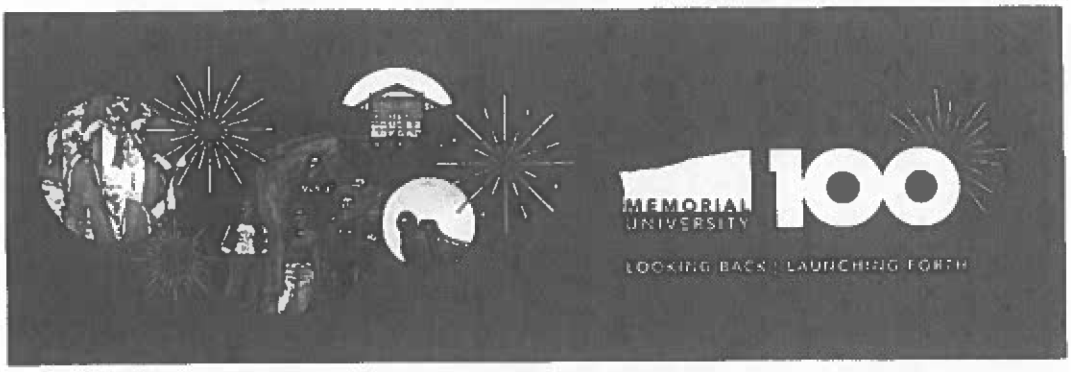
Importance: High

Hi Rose. See below. Can you take care of this.

Thanks
Renee

Reneé Fitzgerald, Executive Assistant to the President (Scheduling)
President s Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John s | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709.864.2059 | email: reneef@mun.ca

We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.



From: Strong, Matthew William <v39mws@mun.ca>
Sent: Friday, April 24, 2026 10:19 AM
To: Brown, Margot <mbrown@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>
Subject: Eng Letter & Parent Support Letter - MUN UK
Importance: High

Hi Margot & Renee,

Thanks again for supplying the documents earlier this week for the Auditors. Scott was able to track down the other agreements.

002-17-472-26

Further to my earlier email please see attached the following.

To be signed by Janet.

- Parent support letter, to issued on letterhead (This is the same standard annual letter signed by the president – Jennifer sighed during the last audit, attached for reference)

To be Signed by Janet + one Director.

- Eng Letters for MUN (UK) and the Trust

s. 40 (1)

Had hoped to get these over to you earlier this week [redacted] apologies on delay. Once the support letter is signed, if you could send that one back while awaiting the Eng letter signed by another director would be greatly appreciated so that I can pass along for auditors file.

Thanks in advance!
Matt

Matthew W.T. Strong CPA, CA
Director, Financial Services
Office of AVP (Finance) and CFO
Memorial University of Newfoundland
A2022 – 230 Elizabeth Ave., St. John's, NL A1C 5S7
Ph: 709-864-4896 Email: mstrong@mun.ca

002-17-472-26

ADD MUN LETTER HEAD

MUN (UK) Limited
Harlow Campus
The Maltings
St John's Walk
Harlow
CM17 0A

Dear Directors of MUN U.K. Ltd

Financial Year Ended 31 March 2025

We refer to your request that we provide you with comfort in respect of the provision of financial support to you by Memorial University, to assist you in meeting your liabilities as and when they fall due, but only to the extent that money is not otherwise available to you to meet such liabilities.

We confirm that we have the ability to provide such support, and we will provide this support to you, to the extent outlined above, for a period of at least 12 months from the date of approval of your balance sheet.

Yours faithfully

_____ _____

For and on behalf of parent company Date

_____ _____

Name Position

002-17-472-26

MEMORIAL UNIVERSITY
Office of the President
St. John's, NL Canada A1C 5S7
Tel 709 864 8212 Fax 709 864 2059
president@mun.ca www.mun.ca

MUN (UK) Limited
Harlow Campus
The Maltings
St John's Walk
Harlow
CM17 0A

Dear Directors of MUN U.K. Ltd:

RE: Financial Year Ended 31 March 2024

We refer to your request that we provide you with comfort in respect of the provision of financial support to you by Memorial University, to assist you in meeting your liabilities as and when they fall due, but only to the extent that money is not otherwise available to you to meet such liabilities.

We confirm that we have the ability to provide such support, and we will provide this support to you, to the extent outlined above, for a period of 12 months from the date of approval of your balance sheet.

Yours faithfully,

[redacted] s. 40 (1)
For and on behalf of parent company

August 8, 2025
Date

Jennifer Lokash, Ph.D.
Name

President and Vice-Chancellor *pro tempore*
Position

Ref: O/2024-PARENT-COMP-LTR-MUN-UK (2025)

002-17-472-26

SUMER AUDIT

Private and Confidential
The Directors
Mun (UK) Limited
The Maltings
St. Johns Walk
Harlow
CM17 0AJ

10 February 2026

Our ref: MPO/DPH/241906

Dear Sirs

Provision of Audit Services – Terms of Engagement

Welcome to Sumer Audit.

Thank you for engaging us for the provision of audit services. This letter and the attached detailed Schedule of Services (*Appendix A*), together with our Standard Terms of Business (*Appendix B*), set out the basis on which we are to provide those services.

We are bound by the code of ethics of the Institute of Chartered Accountants of England and Wales and accept instructions to act for you on the basis that we will act in accordance with those ethical guidelines.

Scope of Services

Only the work which is listed on the attached Schedule of Services are included within the scope of our instructions.

Contacts

Mark Powell will be the person responsible for co-ordinating the services provided by Sumer Auditco Limited, as your senior statutory auditor. The person who will have day to day care of your work will be David Phillips. If you have any questions, please feel free to call either of them.

Matthew Strong, Interim Chief Financial Officer, is your primary audit contact with whom we shall initially liaise each year regarding your audit

Fees

Our estimated fees for the services covered by this engagement in the first year are as set out in the Audit Planning Letter each year. In addition to our estimated audit fees, our invoices will include applicable taxes and disbursements incurred in delivering the services in accordance with our Standard Terms of Business. Our estimate of the audit fees for the services are subject to the requirements and assumptions set out in the Audit Planning Letter and may change during delivering the services. Should these requirements not be met we reserve the right to notify you of a revised figure or range and seek your agreement to the change.

Unless otherwise agreed in the Audit Planning Letter], we will render invoices in respect of our fees together with any out of pocket expenses or other charges monthly in arrears and submit a final invoice on completion of the services. Our fees are calculated on the basis of the time and level of staff required to conduct the

Sumer Audit is the trading name of Sumer Auditco Limited, a limited company registered in England under company number 14308154. Registered to carry on audit work in the UK by the Institute of Chartered Accountants in England & Wales under number No. C011001214

Our registered office is Acre House, 11-15 William Road, London, NW1 3ER. A list of the directors' names is available for inspection on request, with a full list of offices at www.sumer.co.uk/our-champions.

Sumer Auditco Limited is independent of Sumer Group Holdings Limited. Sumer Group Bidco Limited provides services to Sumer Auditco Limited under a formal arm's length agreement.

002-17-472-26

SUMER AUDIT

services during normal office hours. Our invoices are due for settlement within 30 days of the date of the invoice.

Further detail on the basis of these fees is set out in our Standard Terms of Business at clause 12 (Our Fees).

Limitation of liability

Our Standard Terms of Business contain various clauses that restrict or exclude our liability. Clause 18.2 and Clause 19 (Limitation of Liability) do not apply in respect of statutory audit services conducted under the Companies Act 2006.

For services other than statutory audit services conducted under the Companies Act 2006, we draw your attention to clause 19 (Limitation of Liability. In particular, we draw to your attention that we have included a liability cap in the terms of business (at clause 19.3). Its overall effect, in summary, is to limit our liability to you to the sum of £100,000 other than for statutory audit services conducted under the Companies Act 2006.

Agreement of terms

This letter supersedes any previous engagement letter for the period covered. The terms set out in this letter and attached schedules shall take effect immediately upon your countersigning this letter and returning it to us.

If we are instructed to start work before receiving a signed copy of this letter we will treat that as acceptance of all the terms of this engagement letter, unless we hear from you to the contrary within 14 days of you giving that instruction.

Further assistance

If at any time you would like to discuss with us how our service to you could be improved, or if you are dissatisfied with the service you are receiving, please let us know by contacting Mark Powell.

Data Protection

We are committed to ensuring the protection and privacy of personal data. We would like to draw your attention to our data protection clause in our Standard Terms of Business (clause 11) which details how we treat personal data received by us in the provision of services during our engagement with you. By signing the Client Response, you confirm that you have read and understood clause 11 and any privacy notice to which it refers.

Confirmation of your agreement

Please confirm your agreement to all the terms of this letter and the attached schedules by approving the Client Response. Once it has been agreed, this letter will remain effective until it is replaced.

This letter, together with the attached schedules, constitutes the entire contract between us

If this letter and the attached schedules are not in accordance with your understanding of our terms of appointment, please contact us.

Yours sincerely

[redacted] s. 40 (1)

Mark Powell

Partner

Sumer Audit

002-17-472-26

SUMER AUDIT

Mun (UK) Limited

We acknowledge receipt of this letter and confirm we have read and understood the contents of this letter, the Schedule of Service and the Standard Terms of Business.

We also confirm that this letter, together with the Schedule of Service and the Standard Terms of Business, fully records the agreement between us concerning your appointment to carry out the work described in the schedules.

Name _____ Signed _____ Date _____

Director

Name _____ Signed _____ Date _____

Director

For and on behalf of Mun (UK) Limited

002-17-472-26

SUMER AUDIT

Private and Confidential
The Trustees
The Harlow Campus of the Memorial University of
Newfoundland Scholarship and Bursary Trust
The Maltings
St. Johns Walk
Harlow
SM17 0AJ

Our ref MPO/DPH/241908

02 March 2026

Dear Trustees

Provision of Audit Services – Terms of Engagement

Welcome to Sumer Audit.

Thank you for engaging us for the provision of audit services. This letter and the attached detailed Schedule of Services (*Appendix A*), together with our Standard Terms of Business (*Appendix B*), set out the basis on which we are to provide those services.

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Scope of Services

Only the work which is listed on the attached Schedule of Services are included within the scope of our instructions.

Contacts

Mark Powell will be the person responsible for co-ordinating the services provided by Sumer Auditco Limited, as your senior statutory auditor The person who will have day to day care of your work will be David Phillips. If you have any questions, please feel free to call either of them.

Matthew Strong, Interim Chief Financial Officer, is your primary audit contact with whom we shall initially liaise each year regarding your audit

Fees

Our estimated fees for the services covered by this engagement in the first year will be set out in our Audit Planning Letter each year. In addition to our estimated audit fees, our invoices will include applicable taxes and disbursements incurred in delivering the services in accordance with our Standard Terms of Business. Our estimate of the audit fees for the services are subject to the requirements and assumptions set out in the Audit Planning Letter and may change during delivering the services. Should these requirements not be met we reserve the right to notify you of a revised figure or range and seek your agreement to the change.

Unless otherwise agreed in the Audit Planning Letter, we will render invoices in respect of our fees together with any out of pocket expenses or other charges monthly in arrears and submit a final invoice on completion of the services. Our fees are calculated on the basis of the time and level of staff required to conduct the services during normal office hours.

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002-17-472-26

SUMER AUDIT

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Further assistance

If at any time you would like to discuss with us how our service to you could be improved, or if you are dissatisfied with the service you are receiving, please let us know by Mark Powell.

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Yours sincerely

[redacted] s. 40 (1)

Mark Powell
Partner
Sumer Audit

002-17-472-26

SUMER AUDIT

The Harlow Campus of the Memorial University of Newfoundland Scholarship and Bursary Trust

We acknowledge receipt of this letter and confirm we have read and understood the contents of this letter, the Schedule of Service and the Standard Terms of Business.

We also confirm that this letter, together with the Schedule of Service and the Standard Terms of Business, fully records the agreement between us concerning your appointment to carry out the work described in the schedules.

Name _____ Signed _____ Date _____

Trustee

Name _____ Signed _____ Date _____

Trustee

For and on behalf of The Harlow Campus of the Memorial University of Newfoundland Scholarship and Bursary Trust

002-17-472-26

Fitzgerald, Renee

From: President, The
Sent: Friday, April 24, 2026 11:18 AM
To: Morrison, Janet
Subject: FOR APPROVAL - FW: Eng Letter & Parent Support Letter - MUN UK
Attachments: MUN (UK) Limited Parental Ltr YearEnd Mar31-25.docx, 2024-Parent-Comp-Ltr-MUN-UK.pdf; Mun (UK) Limited LOE cover letter.pdf; Audit LOE - Harlow Trust.pdf

Importance: High

NOTE TO APPLICANT: The attachments have been removed as they are already found above in the responsive records.

IAP Office

Janet,
Please see attached for your approval re: MUN (UK):

-To be signed by Janet
-Parent support letter, to be issued on letterhead (This is the same standard annual letter signed by the president – Jennifer sighed during the last audit, attached for reference)

-To be Signed by Janet + one Director.
-Eng Letters for MUN (UK) and the Trust

Best regards,
Rose
Rose M. Frew, Executive Assistant to the President (Correspondence)
President's Office, Room A-2028
Arts and Administration Building | 230 Elizabeth Avenue
Memorial University | St. John's | Newfoundland and Labrador | A1C 5S7
t: 709.864.8212 | f: 709.864.2059 | email: president@mun.ca



We acknowledge that the lands on which Memorial University's campuses are situated are in the traditional territories of diverse Indigenous groups, and we acknowledge with respect the diverse histories and cultures of the Beothuk, Mi'kmaq, Innu, and Inuit of this province.

From: Strong, Matthew William <v39mws@mun.ca>
Sent: Friday, April 24, 2026 10:19 AM
To: Brown, Margot <mbrown@mun.ca>; Fitzgerald, Renee <reneef@mun.ca>
Subject: Eng Letter & Parent Support Letter - MUN UK
Importance: High

Hi Margot & Renee,

Thanks again for supplying the documents earlier this week for the Auditors. Scott was able to track down the other agreements.

Further to my earlier email please see attached the following.

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- Parent support letter, to issued on letterhead (This is the same standard annual letter signed by the president – Jennifer sighed during the last audit, attached for reference)

NOTE TO APPLICANT: The remainder of this thread has been removed as it is aready found above in the responsive records.

IAP Office

002-17-472-26

Fitzgerald, Renee

From: Tibbo, Carol
Sent: Monday, April 27, 2026 11:10 AM
To: President, The
Cc: VP Finance & Administration
Subject: PEC BN OAG Recommendations 1 and 2 April 28
Attachments: PEC BN OAG Recommendations 1 and 2 April 28.docx

HI Rose
Here is the bn for PEC tomorrow on the OAG item. Scott and I will share a couple of slides to talk through this.

Thank you
Carol

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Briefing Note
Meeting of the President's Executive Council
April 28, 2026

_X_ For Action **___ For Information**

Title: OAG Performance Audit: Recommendations 1 and 2 (Oversight Theme)

Purpose: To review OAG Recommendations 1 and 2 (oversight theme) including an update on progress and identifying recommendations that require further discussion with leadership.

Recommendation: For discussion and input.

Summary of Financial Impacts:
N/A

Background and Analyses:
Recommendations 1 and 2 are focused on Memorial's oversight functions:

Recommendation 1: Memorial University should evaluate its oversight functions, across their entire operation, to ensure alignment of policies, appropriate management of the organization, and the best possible use of public resources.

"In order to satisfy this recommendation, we expect that Memorial University would provide evidence that it performed and documented an evaluation of its oversight functions across all funds, campuses and entities. This evaluation should include, for example:

- Policies, procedures and practices across all areas of operations;
- Financial information monitoring and evaluation of use of public resources;
- Information flow to executive and the Board of Regents.

We also expect Memorial University would provide evidence that:

- Information regarding all areas of the University's operations, such as updates on policies and procedures and operational updates from all campuses and entities, is provided to senior leadership and the Board of Regents on a regular basis, is noted in board minutes, and clearly shows sufficient detail for decision-making;
- Clear delegation of authority for the oversight and operations of the non-operating funds is established and reporting on the activities to the Board of Regents is implemented;
- Harlow campus' policies are fully documented, including its governance policy, and approved by the Board of Regents;
- Recommendation from the Office of Internal Audit are addressed in a timely manner;
- Appointments to the boards of separately incorporated entities are consistent through the Board of Regents;

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- Monetary and non-monetary support provided to the five separately incorporated entities is evaluated and reported to the Board of Regents for discussion and decision; and
- Annual reports and individual financial statements of Memorial's entities and the Harlow campus [redacted] are made public. "

s. 29 (1)(a)

[redacted]

Recommendation 2: Memorial University should ensure that the Board of Regents, executive and administrative management have the necessary financial information and analysis, in a sufficiently detailed and timely manner, to facilitate appropriate oversight of the operations of the University.

"In order to satisfy this recommendation, we expect that Memorial University would provide evidence that it has enhanced the financial information flowing to the Board of Regents, executive and administrative management, including but not limited to the following:

- Detailed comparison information is provided for each of the funds, units and entities. Information is provided by major revenue and expense accounts of budgeted amounts to actual performance and current year to prior year performance with detailed variance analysis commentary provided to executive and the Board of Regents based on a pre-determined variance threshold, as agreed to by the Board of Regents, on a frequent basis;
- Administrative and executive review of financial information and analysis is documented in a consistent manner to demonstrate effective oversight;
- The non-operating funds are included in the budgeting process of the Board of Regents, consistent with that of the operating fund;
- Detailed compensation information is provided to the Board of Regents on a minimum of an annual basis; and
- An evaluation of the significance of the Harlow campus is completed to determine whether it should be consolidated into the University's financial statements."

[redacted] s. 29 (1)(a)

NOTE TO APPLICANT: The remainder of this attachment has been removed as it is not responsive to the wording of your request.

IAP Office