AQUASANDS

THE WOLF SERIES · Nº 07

The UK Ltd Playbook

For non-residents: a £1 company formed in days, a public register that shows your name, demanding banks, and the question of where the company is really run.

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Stop being a pigeon.
Join the wolves.

BEFORE YOU READ

Easy to form. Serious to keep.

The British Private Limited Company is one of the simplest companies to form from abroad: a few days, a token share capital, immediate credibility. The hard part is the bank, the register and where you run it from.

WHAT YOU GET

- What a UK Ltd does for a non-resident, and does not.
- The addresses and the public register.
- Corporation tax from 19% to 25%.
- Where the company is really run, and why it matters.
- The bank, the annual upkeep, the seven traps and a scorecard.

WHAT IT IS NOT

- Not a do-it-yourself kit. Who sits on the register, how you run the company and which bank you approach are decided one to one.
- Not tax or legal advice. It is general information, stated as at November 2026.
- Not a promise of savings or of a bank account.

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WHAT IT IS

01

A credible company for the price of a coffee.

The pigeon version: "a £1 London company, formed online, done." The wolf version: the formation is the cheap part. What you pay for is everything that comes after it.

£1
usual share capital recorded on our profile, to be checked

2–3 days
incorporation time for a Private Limited Company

from €1,490
UK Ltd formation with AquaSands, government fees included

WHY FOUNDERS CHOOSE IT

- Negligible official incorporation cost.
- Immediate commercial credibility with international clients.
- Flexible company law and abundant case law.

WHAT IT DOES NOT DO

- It does not move your residence or your personal tax.
- It does not hide who owns it: the register is public.
- It does not open a UK bank account by itself.

THE RULE THAT SAVES YOU

Bankable first, formed second. We only incorporate once we have checked that the activity can be banked. A company without an account is a receipt, not a business.

DECIDED ON THE CALL

Whether a UK Ltd is the right tool for your clients, or whether an Irish, Estonian, UAE or US company fits your case better. Sometimes the honest answer is none of them. Book the 45-minute call →

THE ADDRESS AND THE REGISTER

02

An address in London. Your name in public.

Two things are mandatory for every UK Ltd: a registered office in the UK and a service address for its directors. Both are included in our formation. Neither one is substance.

ADDRESS LEVEL	WHAT IT GIVES YOU	AQUASANDS, FROM
Registered office	The official address on the register and on your company documents.	€999, then €999 / year
Registered office and mail	The same, with your mail scanned and forwarded.	€1,590, then €1,590 / year
Virtual office	A business address and number answered in your company's name, where it makes sense.	€4,290, then €4,290 / year
Real office	A dedicated desk or closed office, with a lease in your name.	€8,690, then €8,690 / year

The register reads like a glass wall

Since the registry reforms, the identities of directors are **verified** at Companies House and **public**, and so are those of the beneficial owners, the persons with significant control. Anyone can see who runs the company and who owns it.

PIGEON VS WOLF

The pigeon wants a UK Ltd for discretion and is surprised to find his name online. The wolf uses the same transparency as a selling point: it is exactly what gives a Ltd its **credibility with clients**. If you need discretion, a Ltd is the wrong tool.

DECIDED ON THE CALL

Who sits on the register as director and owner, how the ownership chain will read in public, and which address level your clients and your bank expect. Plan your register →

CORPORATION TAX

03

19% to 25%. The profit decides.

A UK Ltd pays corporation tax at a rate that ranges from 19% to 25% depending on its profit. The rate was recorded on 21 September 2026 and its official source checked on 30 September 2026.

QUESTION 1 · THE COMPANY

The rate rises with profit: a **lower rate** for small profits, the **full rate** for larger ones, and a band in between where the two blend.

Which band your profit falls into is a forecast to make **before** you form, not a surprise to discover after the first year.

QUESTION 2 · YOU

A UK Ltd does not, on its own, change its director's personal tax. **You remain taxed where you live.**

How you take money out of the company, and how your government taxes it when it arrives, is a separate question from the company's rate.

The UK against its two usual rivals

	CORPORATE TAX	WHAT IT ASKS	FORMATION, FROM
United Kingdom	19% to 25%, depending on profit.	UK registered office and service address.	€1,490
Ireland	12.5% on trading activities; 25% on non-trading income.	A director resident in the EEA, or a bond.	€4,090
Estonia	0% on reinvested profits, 22/78 on distribution.	A local contact person and legal address.	€3,290

DECIDED ON THE CALL

Which rate your expected profit actually meets, how you take money out, and whether the UK still wins against Ireland or Estonia once your residence is in the picture. Run your numbers with us →

WHERE THE COMPANY IS REALLY RUN

04

Registered in London. Run from your kitchen?

A company is not only resident where it is registered. If you run it from your country of residence, the place of effective management remains enforceable: your tax authority may treat the company as taxable at home.

What makes a UK Ltd genuinely British

- [ ] **Decisions taken where the company is**, by the people who actually run it there.
- [ ] **Substance proportionate to the activity.** An address is not substance; it is a starting point.
- [ ] **Contracts, invoices and the bank** operated consistently with where the company says it lives.
- [ ] **Board minutes and records** that show who decided what, and from where.
- [ ] **You, its director**, living where it makes sense for the structure, or a real management team there.

THE SIMPLE VERSION

When **you** move, the company can follow you. When you stay at home and run a UK Ltd from there, it usually stays with you, whatever the London address says. The registration does not stop your government from looking.

BUILD THE EVIDENCE FILE FROM DAY ONE

Leases, invoices, presence records, board minutes, proof of effective management. If your tax authority ever asks, the answer is a file that already exists, not a story you assemble afterwards.

DECIDED ON THE CALL

How your company should be run so that it stays where it is registered, given where you really live. This depends on your residence, your role and your clients. Check your case →

THE BANK

05

A Ltd takes days. An account takes a file.

Our assessment of banking access in the UK: demanding. UK banks frequently refuse companies whose directors do not live in the UK. Fintechs remain accessible.

What a bank or fintech reads in your file

- Who you are: passport, proof of address, CV.
- Where the money comes from: source of funds.
- What the company does: activity, contracts, invoices, website.
- Who pays you and from where: client countries, expected flows.
- Why the UK: the link between the company and its address.
- Consistency: every document telling the same story.

THE RULE

Banks do not refuse companies. They refuse **stories that do not add up**. A non-resident director with a vague activity and no documented source of funds closes the door faster than any nationality.

2–8 weeks
after incorporation to allow for a fintech account

6–16 weeks
for a traditional bank, with a real risk of refusal

from €1,190
UK bank account opening with AquaSands, government fees included

Our service builds the substance file and presents it to at least two institutions, with a documented fintech alternative where traditional banking is out of reach. It is an obligation of means, never of result.

DECIDED ON THE CALL

Whether your profile is bankable at all, which institution to approach first, and the file we build so the first application is the right one. If the answer is no, we do not sell the structure. Prepare your file →

THE YEARS AFTER

06

Cheap to form. Expensive to neglect.

The official formation cost is negligible. It is running the company that counts in the budget, and it is in the years after that badly kept structures turn into liabilities.

WHEN	WHAT	AQUASANDS, FROM
Every year	Bookkeeping, annual accounts and the corporation tax filing; audit only where the threshold requires it.	€1,590, then €1,590 / year
Every year	Mandatory annual filings at Companies House, including the confirmation statement; renewal of office and service address.	€1,190, then €1,190 / year
At every change	Updating the beneficial owners on the register; identity and KYC checks kept current.	€999, then €999 / year
Every year	Your own tax return where you live, reflecting what you took out of the company.	You, and your adviser

INHERITED A NEGLECTED LTD?

We always start with an audit of what was not done: missing filings, registers not kept, deadlines passed. Taking over without knowing means inheriting someone else's penalties. Change of agent from **€999**.

DONE WITH IT?

A company abandoned without strike-off keeps generating penalties and can engage its directors' liability. Abandonment is not an exit. Dissolution and strike-off from **€999**.

DECIDED ON THE CALL

Your real year-one and year-two budget, your filing calendar, and who files what. We take the upkeep off your hands, with an alert before every deadline. Secure your calendar →

THE SEVEN TRAPS

07

Where pigeons get caught.

01 **Believing "UK Ltd = lower personal tax".** The company pays 19% to 25%. You keep paying where you live.

02 **Running it from home.** If the decisions are taken in your country of residence, your government can claim the company too.

03 **Choosing it for discretion.** Directors and beneficial owners are verified and public. Your name will be searchable.

04 **Forming before checking the bank.** UK banks frequently refuse non-resident directors. A company without an account is a receipt.

05 **Mistaking the address for substance.** A registered office is mandatory. It proves where your mail goes, not where your company lives.

06 **Forgetting the annual filings.** Accounts and the confirmation statement are due every year. Silence is where penalties start.

07 **Abandoning the company instead of closing it.** It keeps generating penalties, and the liability follows its directors.

THE PATTERN

Every trap comes from the same mistake: buying the cheapest formation on the market before designing the structure around it. The £1 company is the last decision, not the first.

YOUR SCORECARD

08

Ready for a UK Ltd, or about to pay twice?

Tick honestly. This is for you, not for us.

I know why a UK company helps me sell to my clients.	Yes ☐	No ☐
I accept that my name will be verified and public on the register.	Yes ☐	No ☐
I know roughly what profit the company will make in year one.	Yes ☐	No ☐
I know where I am tax resident, and how my country taxes what I take out.	Yes ☐	No ☐
I know from where the company will really be run, and can prove it.	Yes ☐	No ☐
I can document where my starting money comes from.	Yes ☐	No ☐
I know which bank or fintech I will apply to, and what it expects.	Yes ☐	No ☐
I have a yearly budget for office, accounts, filings and upkeep.	Yes ☐	No ☐

8 YES

You are ready to execute. A call gets you a firm quote and the formation started.

5 TO 7 YES

You are close. The gaps are usually the bank and where the company is run: 45 minutes closes them.

4 OR FEWER

Do not form anything yet. Book the call first; it may save you the whole budget.

BRING THESE TO YOUR CALL

Write down every "No" above. They are the agenda of your 45 minutes, and the answers you leave with.

WHAT THIS PLAYBOOK LEAVES OUT ON PURPOSE

Forming it takes days. Fitting it is the work.

You now know how a UK Ltd works and where it bites. What a document cannot do is apply it to your residence, your clients, your register and your bank. These are the decisions we make with you:

- Whether a UK Ltd is the right tool, or Ireland, Estonia or another jurisdiction fits better.
- Who sits on the public register, and how the ownership reads.
- How the company is run so that it stays where it is registered.
- Your first bank or fintech, and the file that gets the account opened.
- Your real year-one and year-two budget, as a firm quote with government fees included.

BOOK YOUR 45-MINUTE CALL

aquasands.net/request

At the end, we tell you what we would do in your place, including building nothing at all. The answer is often no, and we would rather say so before billing anything.

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HOURS
Mon–Sat, 9am–1am CET
French and English

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