

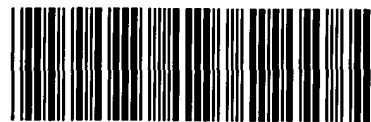
Registered number: 04930990

**EREVENA LIMITED**

**ANNUAL REPORT**

**FOR THE YEAR ENDED 31 DECEMBER 2023**

**MONDAY**



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**EREVENA LIMITED**

**COMPANY INFORMATION**

<b>Directors</b>	D Hyde J P Irvine
<b>Registered number</b>	04930990
<b>Registered office</b>	1 Southampton Street London WC2R 0LR
<b>Independent auditor</b>	Cooper Parry Group Limited Statutory Auditor New Derwent House 67-73 Theobalds Road London WC1X 8TA

**EREVENA LIMITED**

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## EREVENA LIMITED

### STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2023

#### Introduction

The directors present their strategic report for the year ended 31 December 2023.

#### Review of business

Erevena Ltd is the UK Subsidiary of Erevena Holdings. Erevena Ltd was the first registered entity within the group and is the largest of the subsidiaries. The groups headquarters are based in the UK and the majority of trading comes through Erevena Ltd.

This has been another successful year for Erevena Ltd with strong growth in revenue. The company's balance sheet illustrates the strength of this company and its preparedness to manage challenges that may be generated by both the industry and the wider economy.

#### Principal risks and uncertainties

The principal risks facing the group are outlined below:

##### Economy

The principal risk to the company is the macro economic environment both in the UK and globally, which can result in our clients hiring budgets being cut at short notice.

##### Reputation / competition

Reputational risk also exists and has impacted other search firms. The company's quality control and ethics training are at the forefront of ensuring our reputation in the market remains high.

As headcount is a key performance indicator, retention of key staff is a potential risk. This is mitigated through favourable working conditions including the opportunity of holding equity in the company.

##### Credit Risk

The group's principal financial assets are cash in bank and trade debtors. The group's credit risk is primarily attributable to its trade debtors. Credit risk is managed by monitoring the amount and exposure to any one customer, and ensuring tight internal controls around billing and cash collection. The amounts presented in the balance sheet are net of allowance for doubtful debts, estimated by the company's management on prior experience and their assessment of the current economic climate.

#### Financial key performance indicators

The Directors use various measures to assess the performance, development and position of the company including revenue, EBITDA and headcount.

As the company's key assets are its consulting staff, there is a continued review of performance and revenue generation throughout the year to ensure the expectations are maintained.

Results for 2023:

	2023	2022
Turnover	£10,437,330	£16,484,022
EBITDA	£1,428,958 (13.7%)	£2,949,033 (17.9%)
Headcount	59	70

2023 was a challenging time for the Investor backed Executive Search Industry, as clients and Investors acted with greater caution due to the Global uncertainty in the political and economic climate. We had enjoyed a post Covid boom in Trading in 2022 as clients and investors were keen to start growing again. Unfortunately, we felt the pinch of the economic downturn at the end of Q1, and a decision was made to rightsize the business to ensure we remained a profitable entity. We went through two rounds of redundancies to reduce headcount back to the level we ended 2021 to match demand levels.

**EREVENA LIMITED**

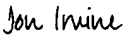
**STRATEGIC REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2023**

**Future developments**

The group was delighted to introduce a new employee Enterprise Management Incentive scheme in 2022 making the group 100% employee owned, providing reward to our team and helping to ensure retention and motivation. Since year end, we have expanded our operations with the hiring of a Norwegian Partner, this has resulted in an instant positive impact to our Nordic market share and plans are in place to add a new Norwegian Subsidiary to the group.

We were also delighted to become a registered B-Corp entity in 2024 which reaffirms to our stakeholders our passion for ethics and sustainability across all our activities.

This report was approved by the board on 27 September 2024 and signed on its behalf.

DocuSigned by:  
  
.....1068F684C7AA400.....  
**J P Irvine**  
Director

## **EREVENA LIMITED**

### **DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2023**

The directors present their report and the financial statements for the year ended 31 December 2023.

#### **Directors' responsibilities statement**

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

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

#### **Principal activity**

The principal activity of the company in the year under review was that of executive, board and strategic search for investor-backed companies.

#### **Dividends**

The profit for the year, after taxation, amounted to £1,011,198 (2022: £2,344,972).

No dividends will be distributed for the year ended 31 December 2023.

#### **Directors**

The directors who served during the year were:

D Hyde  
J P Irvine

#### **Political contributions**

Charitable donations during the year totalled £1,782 (2022: £5,120). No donations were made to political parties.

**EREVENA LIMITED**

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

**Disclosure of information to auditor**

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

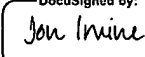
- so far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditor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

**Auditor**

The audit business of Haines Watts London LLP was acquired by Cooper Parry Group Limited on 14 November 2023. Haines Watts London LLP has resigned as auditor and Cooper Parry Group Limited has been appointed in its place.

The auditor, Cooper Parry Group Limited, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 27 September 2024 and signed on its behalf.

DocuSigned by:  
  
.....1069F604C7AA400.....  
J P Irvine  
Director

## EREVENA LIMITED

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EREVENA LIMITED

#### Opinion

We have audited the financial statements of Erevena Limited (the 'Company') for the year ended 31 December 2023, which comprise the Income Statement, the Balance sheet, the Statement of changes in equity and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2023 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

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

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

#### Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## EREVENA LIMITED

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EREVENA LIMITED (CONTINUED)

#### Opinion on other matters prescribed by the Companies Act 2006

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

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

#### Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

#### Responsibilities of directors

As explained more fully in the Directors' responsibilities statement set out on page 3, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the financial statements

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

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

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates, and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. We discussed with the Directors the policies and procedures in place regarding compliance with laws and regulations. We discussed amongst the audit team the identified laws and regulations, and remained alert to any indications of non-compliance.

## EREVENA LIMITED

### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EREVENA LIMITED (CONTINUED)

During the audit we focussed on laws and regulations which could reasonably be expected to give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006 and UK tax legislation. Our tests included agreeing the financial statement disclosures to underlying supporting documentation and enquiries with management.

Our procedures in relation to fraud included but were not limited to: inquires of management whether they have any knowledge of any actual, suspected or alleged fraud, and discussions amongst the audit team regarding risk of fraud such as opportunities for fraudulent manipulation of financial statements. We determined that the principal risks related to posting manual journal entries to manipulate financial performance and management bias through judgements in accounting estimates. We also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. In assessing the potential risks of material misstatement we obtained an understanding of; the entities operations, including the nature of its revenue sources and services and of its objectives and strategies to understand the classes of transactions, account balances, expected financial statement disclosures and business risks that may result in risks of material misstatement. We did not identify any matters relating to non-compliance with laws and regulations relating to fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's report.

#### Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:  
  
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Robert Blundell BSc FCA (Senior statutory auditor)

for and on behalf of  
**Cooper Parry Group Limited**

Statutory Auditor

New Derwent House  
67-73 Theobalds Road  
London

WC1X 8TA

Date: 27 September 2024

**EREVENA LIMITED**

**STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 DECEMBER 2023**

	<b>Note</b>	<b>2023 £</b>	<b>2022 £</b>
Turnover	4	10,437,330	16,484,020
Cost of sales		(5,778,091)	(10,055,199)
<b>Gross profit</b>		<u>4,659,239</u>	<u>6,428,821</u>
Administrative expenses		(3,469,304)	(4,326,464)
Other operating income		82,884	787,105
<b>Operating profit</b>	5	<u>1,272,819</u>	<u>2,889,462</u>
Impairment of investments		(20,000)	-
Interest payable and similar expenses	8	(98,375)	(14,145)
<b>Profit before tax</b>		<u>1,154,444</u>	<u>2,875,317</u>
Tax on profit	9	(143,246)	(530,345)
<b>Profit for the financial year</b>		<u><u>1,011,198</u></u>	<u><u>2,344,972</u></u>

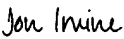
The notes on pages 12 to 21 form part of these financial statements.

**EREVENA LIMITED**  
**REGISTERED NUMBER: 04930990**

**BALANCE SHEET**  
**AS AT 31 DECEMBER 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	10	333,373	489,512
Investments	11	200	200
		<u>333,573</u>	<u>489,712</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	12	6,282,499	5,577,156
Current asset investments	13	39,090	40,000
Cash at bank and in hand		330,391	2,334,494
		<u>6,651,980</u>	<u>7,951,650</u>
Creditors: amounts falling due within one year	14	(2,822,058)	(5,166,769)
<b>Net current assets</b>		<u>3,829,922</u>	<u>2,784,881</u>
<b>Total assets less current liabilities</b>		<u>4,163,495</u>	<u>3,274,593</u>
Creditors: amounts falling due after more than one year	15	(167,969)	(279,920)
<b>Provisions for liabilities</b>			
Deferred tax	18	(8,116)	(18,461)
		<u>(8,116)</u>	<u>(18,461)</u>
<b>Net assets</b>		<u><u>3,987,410</u></u>	<u><u>2,976,212</u></u>
<b>Capital and reserves</b>			
Called up share capital	19	951	951
Share premium account	20	608,664	608,664
Capital redemption reserve	20	101	101
Profit and loss account	20	3,377,694	2,366,496
		<u>3,987,410</u>	<u>2,976,212</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 27 September 2024

DocuSigned by:  
  
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**J P Irvine**  
 Director

**EREVENA LIMITED**

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2023**

	<b>Called up share capital</b>	<b>Share premium account</b>	<b>Capital redemption reserve</b>	<b>Profit and loss account</b>	<b>Total equity</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 1 January 2023	951	608,664	101	2,366,496	2,976,212
<b>Comprehensive income for the year</b>					
Profit for the year	-	-	-	1,011,198	1,011,198
<b>At 31 December 2023</b>	<u>951</u>	<u>608,664</u>	<u>101</u>	<u>3,377,694</u>	<u>3,987,410</u>

**EREVENA LIMITED**

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2022**

	<b>Called up share capital</b>	<b>Share premium account</b>	<b>Capital redemption reserve</b>	<b>Profit and loss account</b>	<b>Total equity</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 1 January 2022	951	608,664	101	21,524	631,240
<b>Comprehensive income for the year</b>					
Profit for the year	-	-	-	2,344,972	2,344,972
<b>At 31 December 2022</b>	<u>951</u>	<u>608,664</u>	<u>101</u>	<u>2,366,496</u>	<u>2,976,212</u>

## EREVENA LIMITED

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

#### 1. Statutory Information

Erevena Limited is a private company, limited by shares, registered in England and Wales. The company's registered office address can be found on the Company Information page.

#### 2. Accounting policies

##### 2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

##### 2.2 Going concern

The financial statements have been prepared on a going concern basis. The Directors have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. Whilst the Group is making a loss due to amortisation, bank interest and loan note interest, the underlying core business is both profitable and cash generating, and the group is therefore able to pay debts as they fall due. With the continuing support from the shareholders, loan note holders and bank, the group is a going concern.

##### 2.3 Financial Reporting Standard 102 - reduced disclosure exemptions

The company has taken advantage of the following disclosure exemption in preparing these financial statements as permitted by FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows.

##### 2.4 Foreign currencies

The financial statements are presented in sterling which is the functional currency of the group and rounded to the nearest £.

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 rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

##### 2.5 Turnover

Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Turnover represents amounts receivable for services provided in the year and is stated net of VAT.

Turnover is recognised as per the fee structure agreed in the signed terms of each agreement. The standard structure is a 3 stage fee. 1/3 retainer, billed upon the terms being signed. 1/3 shortlist, billed when the client has accepted 3 or 4 suitable candidates for interview. 1/3 acceptance, billed when a candidate accepts an offer from the client which signals the end of the engagement.

## EREVENA LIMITED

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

#### 2. Accounting policies (continued)

##### 2.6 Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long Leasehold	- Straight line over the life of the lease
Plant and machinery	- 33% on cost

##### 2.7 Investments in subsidiaries

Investments in subsidiary undertakings are recognised at cost.

##### 2.8 Financial instruments

The Company has elected to apply the provisions of Section 11 "Basic Financial Instruments" of FRS 102 to all of its financial instruments.

The Company has elected to apply the recognition and measurement provisions of IFRS 9 Financial Instruments (as adopted by the UK Endorsement Board) with the disclosure requirements of Sections 11 and 12 and the other presentation requirements of FRS 102.

Financial instruments are recognised in the Company's Balance Sheet when the Company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### Basic financial assets

Basic financial assets, which include trade and other receivables, cash and bank balances, are initially measured at their transaction price including transaction costs and are subsequently carried at their amortised cost using the effective interest method, less any provision for impairment, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Discounting is omitted where the effect of discounting is immaterial. The Company's cash and cash equivalents, trade and most other receivables due with the operating cycle fall into this category of financial instruments.

##### Impairment of financial assets

Financial assets are assessed for indicators of impairment at each reporting date.

Financial assets are impaired when events, subsequent to their initial recognition, indicate the estimated future cash flows derived from the financial asset(s) have been adversely impacted. The impairment loss will be the difference between the current carrying amount and the present value of the future cash flows at the asset(s) original effective interest rate.

If there is a favourable change in relation to the events surrounding the impairment loss then the impairment can be reviewed for possible reversal. The reversal will not cause the current carrying amount to exceed the original carrying amount had the impairment not been recognised. The impairment reversal is recognised in the profit or loss.

## EREVENA LIMITED

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

#### 2. Accounting policies (continued)

##### Financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instruments any contract that evidences a residual interest in the assets of the Company after the deduction of all its liabilities.

Basic financial liabilities, which include trade and other payables, bank loans and other loans are initially measured at their transaction price after transaction costs. When this constitutes a financing transaction, whereby the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Discounting is omitted where the effect of discounting is immaterial.

Debt instruments are subsequently carried at their amortised cost using the effective interest rate method.

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if the payment is due within one year. If not, they represent non-current liabilities. Trade payables are initially recognised at their transaction price and subsequently are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial.

#### 2.9 Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

#### 2.10 Deferred taxation

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

#### 2.11 Hire purchase and lease commitments

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

#### 2.12 Pension costs and other post-retirement benefits

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

**EREVENA LIMITED**

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

**2. Accounting policies (continued)**

**2.13 Unlisted investments**

Unlisted fixed asset investments are stated at cost less provision for impairment. The carrying values of fixed asset investments are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

**3. Significant judgements and estimates**

The preparation of financial statements in conformity with generally accepted accounting practice requires management to make estimates and judgement that affect the reported amounts of assets and liabilities as well as the disclosure of contingent assets and liabilities at the balance sheet date and the reported amounts of revenues and expenses during the reporting period.

There is estimation uncertainty in calculating bad debt provisions. A full line by line review of trade debtors is carried out at the end of each month. Whilst every attempt is made to ensure that the bad debt provisions are as accurate as possible, there remains a risk that the provision does not match the level of debts which ultimately prove to be uncollectable.

**4. Turnover**

	<b>2023</b>	<b>2022</b>
	£	£
Turnover	10,437,330	16,484,020
	<u>                    </u>	<u>                    </u>

Analysis of turnover by country of destination:

	<b>2023</b>	<b>2022</b>
	£	£
United Kingdom	10,437,330	16,484,020
	<u>                    </u>	<u>                    </u>

**5. Operating profit**

The operating profit is stated after charging:

	<b>2023</b>	<b>2022</b>
	£	£
Depreciation - owned assets	156,139	87,421
Exchange differences	8,514	(124,378)
Auditors' remuneration	22,000	22,000
Profit on disposal of fixed assets	-	(40,662)
	<u>                    </u>	<u>                    </u>

**EREVENA LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS  
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**6. Employees**

Staff costs, including directors' remuneration, were as follows:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	5,730,597	10,449,950
Social security costs	1,112,432	1,563,078
Other pension costs	113,067	91,870
	<u>6,956,096</u>	<u>12,104,898</u>

The average monthly number of employees, including the directors, during the year was as follows:

	<b>2023</b>	<b>2022</b>
	<b>No.</b>	<b>No.</b>
Board	4	4
Partners	12	16
Principals	10	8
Associates	19	31
Administrative	14	11
	<u>59</u>	<u>70</u>

**7. Directors' remuneration**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Directors' emoluments	<u>402,969</u>	<u>809,875</u>

The highest paid director received remuneration of £194,194 (2022: £444,515).

**8. Interest payable and similar expenses**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Bank interest payable	53,587	4,019
Finance leases and hire purchase contracts	44,788	10,126
	<u>98,375</u>	<u>14,145</u>

**EREVENA LIMITED**

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

**9. Taxation**

	<b>2023</b> £	<b>2022</b> £
<b>Corporation tax</b>		
Current tax on profits for the year	153,591	522,724
<b>Deferred tax</b>		
Origination and reversal of timing differences	(10,345)	7,621
<b>Tax on profit</b>	143,246	530,345

**Factors affecting tax charge for the year**

The tax assessed for the year is the same as (2022: the same as) the standard rate of corporation tax in the UK of 25% (2022: 19%) as set out below:

	<b>2023</b> £	<b>2022</b> £
Profit on ordinary activities before tax	1,154,444	2,875,317
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 25% (2022: 19%)	288,611	546,310
<b>Effects of:</b>		
Expenses not deductible for tax purposes	87,974	96,693
Other adjustments	(67,332)	(57,796)
Deferred tax movements	(10,345)	7,621
Group relief	(155,662)	(62,483)
<b>Total tax charge for the year</b>	143,246	530,345

**Factors that may affect future tax charges**

There were no factors that may affect future tax charges.

**EREVENA LIMITED**

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

**10. Tangible fixed assets**

	Long-term leasehold property £	Plant and machinery £	Total £
<b>Cost or valuation</b>			
At 1 January 2023	665,451	374,928	1,040,379
At 31 December 2023	<u>665,451</u>	<u>374,928</u>	<u>1,040,379</u>
<b>Depreciation</b>			
At 1 January 2023	273,104	277,763	550,867
Charge for the year on owned assets	91,439	64,700	156,139
At 31 December 2023	<u>364,543</u>	<u>342,463</u>	<u>707,006</u>
<b>Net book value</b>			
At 31 December 2023	<u>300,908</u>	<u>32,465</u>	<u>333,373</u>
At 31 December 2022	<u>392,347</u>	<u>97,165</u>	<u>489,512</u>

**11. Fixed asset investments**

	Investments in subsidiary companies £
<b>Cost or valuation</b>	
At 1 January 2023	200
At 31 December 2023	<u>200</u>

**Subsidiary undertaking**

The following was a subsidiary undertaking of the Company:

Name	Class of shares	Holding
Erevena Online Limited	Ordinary	100%

**EREVENA LIMITED**

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

**12. Debtors: Amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	£	£
Trade debtors	1,701,113	2,145,861
Amounts owed by group undertakings	4,338,065	3,157,145
Other debtors	125,870	121,240
Prepayments and accrued income	99,747	136,615
Tax recoverable	17,704	16,295
	<u>6,282,499</u>	<u>5,577,156</u>

**13. Current asset investments**

	<b>2023</b>	<b>2022</b>
	£	£
Unlisted investments	<u>39,090</u>	<u>40,000</u>

**14. Creditors: Amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	£	£
Trade creditors	337,889	225,272
Amounts owed to group undertakings	1,413,920	254,112
Other taxation and social security	427,654	853,968
Hire purchase contracts	104,905	108,553
Other creditors	72,530	80,120
Accruals and deferred income	465,160	3,644,744
	<u>2,822,058</u>	<u>5,166,769</u>

**15. Creditors: Amounts falling due after more than one year**

	<b>2023</b>	<b>2022</b>
	£	£
Hire purchase contracts	<u>167,969</u>	<u>279,920</u>

**EREVENA LIMITED**

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

**16. Non-cancellable operating leases**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Within one year	352,328	342,036
Between 1-5 years	1,153,979	1,292,544
Over 5 years	-	213,763
	<u>1,506,307</u>	<u>1,848,343</u>

**17. Contingent liabilities**

Santander UK plc holds fixed and floating cross-guarantees in respect of all accounts held in the names of the companies within the group, and has the right to the set-off of debit and credit balances on all accounts. This company similarly has jointly guaranteed the overdrafts of the group companies. The amounts owed by other companies under this guarantee at 31 December 2023 amounted to £7,750,000 (2022: £9,250,000) in respect of loans.

**18. Deferred taxation**

	<b>2023</b>
	<b>£</b>
At beginning of year	(18,461)
Charged to profit or loss	10,345
<b>At end of year</b>	<u><u>(8,116)</u></u>

The provision for deferred taxation is made up as follows:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Accelerated capital allowances	<u>(8,116)</u>	<u>(18,461)</u>

**EREVENA LIMITED**

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

**19. Share capital**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>Allotted, called up and fully paid</b>		
78,209 (2022: 78,209) Ordinary shares of £0.001 each	78	78
23,786 (2022: 23,786) Ordinary A shares of £0.001 each	24	24
363,107 (2022: 363,107) Ordinary B shares of £0.001 each	363	363
363,107 (2022: 363,107) Ordinary C shares of £0.001 each	363	363
123,211 (2022: 123,211) Preferred Ordinary shares of £0.001 each	123	123
	<hr/>	<hr/>
	951	951
	<hr/>	<hr/>

**20. Reserves**

**Share premium account**

The share premium account includes all current and prior period share premiums.

**Capital redemption reserve**

The capital redemption reserve includes all current and prior period capital redemptions.

**Profit and loss account**

The profit and loss account includes all current and prior period retained profit and losses.

**21. Related party exemption**

The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

At the balance sheet date, the amount owed to a related company was £33,589 (2022: £NIL).

**22. Ultimate controlling party**

The immediate parent undertaking is Erevena Group Limited.

The ultimate parent undertaking and the smallest and largest group to consolidate these financial statements is Erevena Holdings Limited. Copies of the Erevena Holdings Limited consolidated financial statements can be obtained from the registered office.