

# Deallus Consulting Limited

Registered number: 05253532

## Directors' report and financial statements

For the year ended 31 December 2021

FRIDAY



\*ABDNBP22\*

A27

30/09/2022

#84

COMPANIES HOUSE

---

**DEALLUS CONSULTING LIMITED**

---

**COMPANY INFORMATION**

---

**Directors**

Christoph Böhmer  
Robin Filmer-Wilson  
Jonas Pedersen  
Stephen Cherry  
Peter Hempshall

**Registered number**

05253532

**Registered office**

1 Poultry  
London  
EC2R 8EJ

**Independent auditor**

Mazars LLP  
Chartered Accountants & Statutory Auditor  
The Pinnacle  
160 Midsummer Boulevard  
Milton Keynes  
MK9 1FF

---

**DEALLUS CONSULTING LIMITED**

---

**CONTENTS**

---

	<b>Page</b>
<b>Directors' Report</b>	<b>1-3</b>
<b>Independent Auditor's Report</b>	<b>4-7</b>
<b>Statement of Comprehensive Income</b>	<b>8</b>
<b>Statement of Financial Position</b>	<b>9</b>
<b>Statement of Changes in Equity</b>	<b>10</b>
<b>Notes to the Financial Statements</b>	<b>11-25</b>

---

## DEALLUS CONSULTING LIMITED

---

### DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2021

---

The Directors present their report and the financial statements for the year ended 31 December 2021.

#### Directors' responsibilities statement

The Directors are responsible for preparing 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 United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards including FRS 102 Section 1A 'The Financial Reporting Standard applicable in the UK and Republic of Ireland') and applicable law. 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 judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The 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 continues to be the provision of strategic intelligence consultancy services to the pharmaceutical industry.

#### Impact of Brexit

There is not expected to be any material impact on the Deallus Group due to Brexit.

The Company has a number of customers in the European Union, however no restrictions on the sale of consultancy services to Europe have occurred.

#### Results and dividends

The profit for the year, after taxation, amounted to £346,073 (2020 - £110,403).

During the period, the Company paid dividends of £NIL (2020 - £NIL).

#### Directors

The Directors who served during the year, and up to the date of signing of this report, were:

Christoph Böhmer  
Robin Filmer-Wilson  
Jonas Pedersen  
Benoit Varichon (resigned 19 April 2021)

---

## DEALLUS CONSULTING LIMITED

---

### DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2021

---

Rebecca Karver (resigned 8 August 2022)  
Stephen Cherry  
Peter Hempshall  
Tiago Silva (appointed 16 June 2021, resigned 8 August 2022)  
Anna Igosheva (appointed 1 May 2021, resigned 1 May 2021)

#### Future developments

Looking ahead, the Company has positioned itself on a client-centric strategy, providing a wider set of value added services for its existing client base and thereby increasing the partnership opportunities for its pharmaceutical clients. This will continue to drive growth across all three regions where Deallus is present, the US, Europe and Asia-Pacific. In 2022, the Group has incorporated an entity in India in order to be better positioned to serve the needs of our clients on a global basis.

#### Small company provisions

The Company's financial statements have been prepared in accordance with the provisions applicable to the companies subject to the small companies regime.

#### Qualifying third party indemnity provisions

The Company has granted an indemnity to its directors against liability in respect of proceedings brought by third parties, subject to the conditions set out in Section 234 of the Companies Act 2006. Such qualifying third party indemnity provision remains in force at the date of approving the Directors' Report.

#### 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.

#### Post balance sheet events

On 24 February 2022 Russian Forces entered Ukraine, resulting in Western Nation reactions including announcements of sanctions against Russia and Russian interests worldwide and an economic ripple effect on the global economy. The Directors have carried out an assessment of the potential impact of Russian Forces entering Ukraine on the business, including the impact of mitigation measures and uncertainties, and have concluded that this is a non-adjusting post balance sheet event with the greatest impact on the business expected to be from the economic ripple effect on the global economy. The Directors have taken account of these potential impacts in their going concern assessment.

In 2022, the Group incorporated an entity in India to be better positioned to serve the needs of our clients on a global basis.

#### Auditor

The auditor, Mazars LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

---

**DEALLUS CONSULTING LIMITED**

---

**DIRECTORS' REPORT (CONTINUED)  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

This report was approved by the board on **Sep 27, 2022** and signed on its behalf.



**Stephen Cherry**  
Director

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DEALLUS CONSULTING LIMITED

---

**Opinion**

We have audited the financial statements of Deallus Consulting Limited (the 'Company') for the year ended 31 December 2021 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Equity and notes to the financial statements, 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 FRS 102 Section 1A "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 2021 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 UK, including the FRC'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.

---

**DEALLUS CONSULTING LIMITED**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DEALLUS CONSULTING LIMITED**

---

We have nothing to report in this regard.

**Opinions 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 Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report have been prepared in accordance with applicable legal requirements.

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

In 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 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.
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Directors' Report and from the requirement to prepare a Strategic Report.

---

**DEALLUS CONSULTING LIMITED**

---

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DEALLUS CONSULTING LIMITED**

---

**Responsibilities of Directors**

As explained more fully in the directors' responsibilities statement set out on page 1, 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 intend either 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.

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

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.

Based on our understanding of the Company and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: UK tax legislation.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the company is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the company which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as FRS 102 and the Companies Act 2006.

---

DEALLUS CONSULTING LIMITED

---

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF DEALLUS CONSULTING LIMITED

---

In addition, we evaluated the directors' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, revenue recognition (which we pinpointed to the cut off assertion), and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the directors and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

Our audit procedures in relation to fraud through revenue recognition specific to cut-off included, but were not limited to:

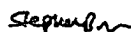
- Performing controls testing on the process implemented for the preparation of the revenue calculation including accrued and deferred revenue; and
- Producing an expectation of revenue, including accrued and deferred revenue and comparing to actual figures.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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 the audit 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.



Stephen Brown (Sep 28, 2022 10:34 GMT+1)

Stephen Brown (Senior Statutory Auditor)

for and on behalf of

Mazars LLP  
Chartered Accountants and Statutory Auditor  
The Pinnacle  
160 Midsummer Boulevard  
Milton Keynes  
MK9 1FF

Date: Sep 28, 2022

---

**DEALLUS CONSULTING LIMITED**

---

**STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

	Note	2021 £	2020 £
Turnover	4	5,873,573	4,540,203
Cost of sales		(286,719)	(146,071)
<b>Gross profit</b>		<u>5,586,854</u>	<u>4,394,132</u>
Administrative expenses		(6,486,932)	(5,697,178)
Other operating income	5	1,327,019	1,436,346
<b>Operating profit</b>	6	<u>426,941</u>	<u>133,300</u>
Interest payable and expenses		-	(3,255)
<b>Profit before tax</b>		<u>426,941</u>	<u>130,045</u>
Tax on profit	10	(80,868)	(19,642)
<b>Profit for the financial year</b>		<u><u>346,073</u></u>	<u><u>110,403</u></u>

There were no recognised gains and losses for 2021 or 2020 other than those included in the statement of comprehensive income.

There was no other comprehensive income for 2021 (2020 - £NIL).

The notes on pages 11 to 25 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION  
AS AT 31 DECEMBER 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Intangible assets	11	1,952	3,583
Tangible assets	12	78,281	78,591
Investments	13	124,389	-
		<u>204,622</u>	<u>82,174</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	14	5,717,162	3,915,660
Cash at bank and in hand	15	831,588	549,712
		<u>6,548,750</u>	<u>4,465,372</u>
Creditors: amounts falling due within one year	16	<u>(3,431,352)</u>	<u>(1,574,056)</u>
<b>Net current assets</b>		<u>3,117,398</u>	<u>2,891,316</u>
<b>Total assets less current liabilities</b>		<u>3,322,020</u>	<u>2,973,490</u>
<b>Provisions for liabilities</b>			
Deferred tax	17	<u>(13,699)</u>	<u>(11,242)</u>
		<u>(13,699)</u>	<u>(11,242)</u>
<b>Net assets</b>		<u>3,308,321</u>	<u>2,962,248</u>
<b>Capital and reserves</b>			
Called up share capital	18	1,000,200	1,000,200
Profit and loss account	19	2,308,121	1,962,048
		<u>3,308,321</u>	<u>2,962,248</u>

The Company's financial statements 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 and authorised for issue by the board and were signed on its behalf on

Sep 27, 2022



**Stephen Cherry**  
Director

The notes on pages 11 to 25 are an integral part of these financial statements.

---

**DEALLUS CONSULTING LIMITED**

---

**STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

	Called up share capital £	Profit and loss account £	Total equity £
At 1 January 2020	1,000,200	1,851,645	2,851,845
Comprehensive income for the year			
Profit for the year	-	110,403	110,403
Total comprehensive income for the year	-	110,403	110,403
At 1 January 2021	1,000,200	1,962,048	2,962,248
Comprehensive income for the year			
Profit for the year	-	346,073	346,073
Total comprehensive income for the year	-	346,073	346,073
At 31 December 2021	1,000,200	2,308,121	3,308,321

The notes on pages 11 to 25 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

1. General information

Deallus Consulting Limited ("the Company") is a private company limited by shares, registered and incorporated in England and Wales. The address of its registered office and principal place of business are disclosed in the company information.

The principal activity of the Company continues to be the provision of strategic intelligence consultancy services to the pharmaceutical industry.

These financial statements have been presented in Pounds Sterling (£). This is also the Company's functional currency due to this being the primary economic environment in which the Company operates.

Monetary amounts included within these financial statements have been rounded to the nearest £.

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 Section 1A of 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 Section 1A requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 Going concern

After reviewing the Company's and wider Group's budgets and forecasts for the next 12 months from the date of signing the financial statements, its liquid resources and its medium term plans, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future and, accordingly, consider that it is appropriate to adopt the going concern basis in preparing these financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

2. Accounting policies (continued)

2.3 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

**Rendering of services**

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

2.4 Intangible assets

**Goodwill**

Goodwill represents the difference between amounts paid on the cost of a business combination and the acquirer's interest in the fair value of its identifiable assets and liabilities of the acquiree at the date of acquisition. Subsequent to initial recognition, goodwill is measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is amortised on a straight line basis to the Statement of Comprehensive Income over its useful economic life.

Goodwill is amortised over 10 years, with the expense charged to administrative expenses within the Statement of Comprehensive Income. As at the year end, goodwill has been fully amortised and there have been no additions during the year.

**Other intangible assets**

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

Computer software has a useful life for internal use of 3 years on a straight line basis, and amortised as an expense to administrative expenses over this period within the Statement of Comprehensive Income.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

2. Accounting policies (continued)

2.5 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

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

Depreciation is provided on the following basis:

Fixtures, fittings & computer equipment	-	20% - 33%
---	---	-----------

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

The depreciation expense is charged to administrative expenses within the Statement of Comprehensive Income.

2.6 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in unlisted Company shares, whose market value can be reliably determined, are remeasured to market value at each balance sheet date. Gains and losses on remeasurement are recognised in the Statement of Comprehensive Income for the period. Where market value cannot be reliably determined, such investments are stated at historic cost less impairment.

Investments in listed company shares are remeasured to market value at each Statement of Financial Position date. Gains and losses on remeasurement are recognised in profit or loss for the period.

2.7 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.8 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

2. Accounting policies (continued)

2.9 Financial instruments

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the Company would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the Statement of Financial Position when there is an 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.

2.10 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

2. Accounting policies (continued)

2.11 Foreign currency translation

**Functional and presentation currency**

The Company's functional and presentational currency is Pounds Sterling (£).

**Transactions and balances**

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Comprehensive Income except when deferred in other comprehensive income as qualifying cash flow hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the Statement of Comprehensive Income within 'finance income or costs'. All other foreign exchange gains and losses are presented in the Statement of Comprehensive Income within 'other operating income'.

2.12 Finance costs

Finance costs are charged to the Statement of Comprehensive Income over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

2.13 Operating leases

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

2.14 Pensions

**Defined contribution pension plan**

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Company in independently administered funds.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

2. Accounting policies (continued)

2.15 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

3. Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of financial statements in conformity with FRS 102 requires the use of judgements, estimates and assumptions that effect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period.

The critical judgements that the directors have made in the process of applying the Company's accounting policies that have the most significant effect on the amounts recognised in the statutory financial statements are discussed below.

*i) Assessing indicators of impairment*

In assessing whether there have been any indicators of impairment of assets, the Directors have considered both external and internal sources of information such as market conditions, counterparty credit ratings and experience of recoverability. There have been no indicators of impairments identified during the current financial year.

*Key sources of estimation uncertainty*

The key assumptions concerning the future, and other key sources of estimation uncertainty, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

*i) Estimating value in use*

Where an indication of impairment exists the Directors will carry out an impairment review to determine the recoverable amount, which is the higher of fair value less cost to sell and value in use. The value in use calculation requires the directors to estimate the future cash flows expected to arise from the asset or the cash generating unit and a suitable discount rate in order to calculate present value.

*ii) Recoverability of receivables*

The Company establishes a provision for receivables that are estimated not to be recoverable. When assessing recoverability the Directors consider factors such as the aging of the receivables, past experience of recoverability, and the credit profile of customers. (see note 14)

*iii) Determining residual values and useful economic lives of property, plant and equipment and intangible assets*

The Company depreciates tangible and intangible assets over their estimated useful lives. The estimation of the useful lives of assets is based on historic performance as well as expectations about future use, and therefore requires estimates and assumptions to be applied by management. The actual lives of these assets can vary depending on a variety of factors, including technological innovation, product life cycles and maintenance programmes. (see note 11 and 12)

*iv) Bonus provision*

In assessing the bonus provision, management consider staff performance over the previous year. This is also reviewed against historical accuracy in previous accounting periods to create an estimation of the amount to be provided in the financial statements. (see note 16)

*v) Transfer pricing*

The Group adopts a cost plus transfer pricing strategy which identifies the related party transactions and includes benchmarking analysis to determine the basis of the pricing for the intercompany transactions. The Group makes use of expert advice when preparing their transfer pricing adjustments.

Judgement is applied by management when determining the residual values for tangible and intangible assets. When determining the residual value management aim to assess the amount that the Company would currently obtain for the disposal of the asset, if it were already of the condition expected at the end of its useful economic life. Where possible this is done with reference to external market prices.

---

**DEALLUS CONSULTING LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**3. Judgements in applying accounting policies (continued)**

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in the accounting policies, including intangible fixed assets, tangible fixed assets and debtors.

**4. Turnover**

The whole of the turnover is attributable to consultancy services.

Analysis of turnover by country of destination:

	2021 £	2020 £
United Kingdom	714,810	57,402
Rest of the world	5,158,763	4,482,801
	<u>5,873,573</u>	<u>4,540,203</u>

**5. Other operating income**

	2021 £	2020 £
Management fee income	<u>1,327,019</u>	<u>1,436,346</u>

Other operating income relates to management income from other group companies for the provision of administrative and management services, as well as providing strategic direction to the group.

**6. Operating profit**

The operating profit is stated after charging/(crediting):

	2021 £	2020 £
Depreciation of tangible fixed assets	46,998	44,448
Amortisation of intangible assets, including goodwill	3,059	3,376
Exchange differences	69,808	(4,268)
Defined contribution pension cost	<u>126,186</u>	<u>113,661</u>

---

DEALLUS CONSULTING LIMITED

---

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

---

7. Auditor's remuneration

	2021 £	2020 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	57,500	44,100
Fees payable to the Company's auditor in respect of non-audit services	<u>37,975</u>	<u>59,435</u>

8. Employees

The average monthly number of employees, including directors, during the year was 40 (2020 - 36).

9. Directors' remuneration

	2021 £	2020 £
Directors' emoluments	687,274	607,224
Company contributions to defined contribution pension schemes	<u>18,130</u>	<u>17,936</u>
	<u>705,404</u>	<u>625,160</u>

During the year retirement benefits were accruing to 2 Directors (2020 - 2) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £420,039 (2020 - £367,248).

The value of the Company's contributions paid to a defined contribution pension scheme in respect of the highest paid Director amounted to £7,006 (2020 - £7,136).

The Directors consider there to be two other members of key management personnel. Their remuneration received during the year amounted to £333,076 (2020 - £107,241).

---

**DEALLUS CONSULTING LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**10. Taxation**

	2020 £	2020 £
<b>Corporation tax</b>		
Current tax on profits for the year	79,288	14,608
Adjustments in respect of previous periods	(877)	-
<b>Total current tax</b>	<u>78,411</u>	<u>14,608</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	(1,093)	4,304
Effect of tax rate change on opening balance	3,550	730
<b>Total deferred tax</b>	<u>2,457</u>	<u>5,034</u>
<b>Taxation on profit on ordinary activities</b>	<u>80,868</u>	<u>19,642</u>

**Factors affecting tax charge for the year**

The tax assessed for the year is lower than (2020 - lower than) standard rate of corporation tax in the UK of 19% (2020 - 19%). The differences are explained below:

	2021 £	2020 £
Profit on ordinary activities before tax	<u>426,941</u>	<u>130,045</u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2019 - 19%)	81,119	24,709
<b>Effects of:</b>		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	-	1,326
Fixed asset differences	(2,662)	-
Adjustment to tax charge in respect of previous periods	(877)	-
Remeasurement of deferred tax for changes in tax rates	3,288	730
Group relief	-	(7,123)
<b>Total tax charge for the year</b>	<u>80,868</u>	<u>19,642</u>

---

**DEALLUS CONSULTING LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**10. Taxation (continued)****Factors that may affect future tax charges**

The UK Government announced in the 2021 budget that from 1 April 2023, the rate of corporation tax in the United Kingdom will increase from 19% to 25%. Companies with profits of £50,000 or less will continue to be taxed at 19%, which is a new small profits rate. Where taxable profits are between £50,000 and £250,000, the higher 25% rate will apply but with a marginal relief applying as profits increase.

**11. Intangible assets**

	Computer Software £	Goodwill £	Total £
<b>Cost</b>			
At 1 January 2021	128,728	250,000	378,728
Additions	1,427	-	1,427
At 31 December 2021	<u>130,155</u>	<u>250,000</u>	<u>380,155</u>
<b>Amortisation</b>			
At 1 January 2021	125,144	250,000	375,144
Charge for the year on owned assets	3,059	-	3,059
At 31 December 2021	<u>128,203</u>	<u>250,000</u>	<u>378,203</u>
<b>Net book value</b>			
At 31 December 2021	<u>1,952</u>	<u>-</u>	<u>1,952</u>
At 31 December 2020	<u>3,583</u>	<u>-</u>	<u>3,583</u>

---

**DEALLUS CONSULTING LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**12. Tangible fixed assets**

	Fixtures, fittings & computer equipment £
<b>Cost</b>	
At 1 January 2021	154,637
Additions	46,688
At 31 December 2021	<u>201,325</u>
<b>Depreciation</b>	
At 1 January 2021	76,046
Charge for the year on owned assets	46,998
At 31 December 2021	<u>123,044</u>
<b>Net book value</b>	
At 31 December 2021	<u>78,281</u>
At 31 December 2020	<u>78,591</u>

**13. Fixed asset investments**

	Investments in subsidiary companies £
<b>Cost and net book value</b>	
Additions	124,389
At 31 December 2021	<u>124,389</u>

---

**DEALLUS CONSULTING LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**14. Debtors**

	2021 £	2020 £
Trade debtors	1,247,626	789,141
Amounts owed by group undertakings	4,172,312	2,691,480
Other debtors	201,848	180,848
Prepayments and accrued income	95,376	254,191
	<u>5,717,162</u>	<u>3,915,660</u>

Amounts owed by group undertakings are interest free, unsecured and repayable on demand.

**15. Cash and cash equivalents**

	2021 £	2020 £
Cash at bank and in hand	<u>831,588</u>	<u>549,712</u>

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

	2021 £	2020 £
Trade creditors	244,733	64,258
Amounts owed to group undertakings	1,136,839	511,035
Corporation tax	78,411	14,392
Other taxation and social security	185,836	102,819
Other creditors	205,230	5,470
Accruals and deferred income	1,580,303	876,082
	<u>3,431,352</u>	<u>1,574,056</u>

Amounts owed to group undertakings and unsecured, interest free and repayable on demand.

---

**DEALLUS CONSULTING LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**17. Deferred taxation**

	2021 £	2020 £
At beginning of year	(11,242)	(6,208)
Charged to profit or loss	(2,457)	(5,034)
At end of year	<u>(13,699)</u>	<u>(11,242)</u>

The provision for deferred taxation is made up as follows:

	2021 £	2020 £
Accelerated capital allowances	(18,663)	(14,674)
Short term timing differences	4,964	3,432
	<u>(13,699)</u>	<u>(11,242)</u>

**18. Share capital**

	2021 £	2020 £
Allotted, called up and fully paid 1,000,200 ordinary shares of £1.00 each	<u>1,000,200</u>	<u>1,000,200</u>

The ordinary share capital carries voting rights but no rights to fixed income.

**19. Reserves****Profit & loss account**

The Profit and loss account reserve represents the cumulative profits and losses of the Company, less the payment of any dividends.

**20. Pension commitments**

The Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. The pension cost charge represents contributions payable by the Company to the fund and amounted to £126,186 (2020 - £113,661). Contributions totalling £19,853 (2020 - £18,065) were payable to the fund at the Statement of Financial Position date and are included in creditors.

---

**DEALLUS CONSULTING LIMITED**

---

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

---

**21. Commitments under operating leases**

At 31 December 2021 the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	2021 £	2020 £
Not later than 1 year	106,316	84,083
	<u>106,316</u>	<u>84,083</u>

**22. Related party transactions**

The Company is a wholly owned subsidiary of Galahad Topco Limited, and is included in the consolidated financial statements of that Company. Consequently, the Company has taken advantage of the exemption, under the terms of FRS 102 Section 33 Related Party Disclosures, from disclosing related party transactions with wholly owned entities that are part of the Galahad Topco Limited group.

**23. Post balance sheet events**

On 24 February 2022 Russian Forces entered Ukraine, resulting in Western Nation reactions including announcements of sanctions against Russia and Russian interests worldwide and an economic ripple effect on the global economy. The Directors have carried out an assessment of the potential impact of Russian Forces entering Ukraine on the business, including the impact of mitigation measures and uncertainties, and have concluded that this is a non-adjusting post balance sheet event with the greatest impact on the business expected to be from the economic ripple effect on the global economy. The Directors have taken account of these potential impacts in their going concern assessment.

In 2022, the Group incorporated an entity in India to be better positioned to serve the needs of our clients on a global basis.

**24. Controlling party**

As at the 31 December 2021 the ultimate controlling party and parent is Archimed SAS, a European Private Equity firm specialised in healthcare, incorporated in France. Financial statements are not publicly available for this entity.

The immediate parent company is Deallus Holdings Limited.

The smallest group for which the results of the Company are consolidated is that headed by Deallus Holdings Limited. The consolidated financial statements of Deallus Holdings Limited can be obtained from 1 Poultry, London, United Kingdom, EC2R 8EJ.

The largest group for which the results of the Company are consolidated is that headed by Galahad Topco Limited. The consolidated financial statements of Galahad Topco Limited can be obtained from 1 Poultry, London, United Kingdom, EC2R 8EJ.