REPORT OF THE DIRECTOR AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2025

FOR

NUMERICA RISK MANAGEMENT AND CONSULTING

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FOR THE YEAR ENDED 31 July 2025

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NUMERICA RISK MANAGEMENT AND CONSULTING

COMPANY INFORMATION
FOR THE YEAR ENDED 31 July 2025

DIRECTOR:	J Elahi
REGISTERED OFFICE:	Ilford Chamber 4th Floor 11 Chapel Road Ilford Essex IG1 2DR
REGISTERED NUMBER:	09031204 (England and Wales)
AUDITORS:	Sigma Accountants Limited Chartered Certified Accountants & Statutory Auditors Kelvin House Kelvin Way Crawley West Sussex RH10 9WE

NUMERICA RISK MANAGEMENT AND CONSULTING

REPORT OF THE DIRECTOR
FOR THE YEAR ENDED 31 July 2025

The director presents his report with the financial statements of the company for the year ended 31 July 2025.

DIRECTOR
J Elahi held office during the whole of the period from 1 August 2024 to the date of this report.

STATEMENT OF DIRECTOR'S RESPONSIBILITIES
The director is responsible for preparing the Report of the Director and the financial statements in accordance with applicable law and regulations.

Company law requires the director to prepare financial statements for each financial year. Under that law the director has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the director must not approve the financial statements unless he is 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 director is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements 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.

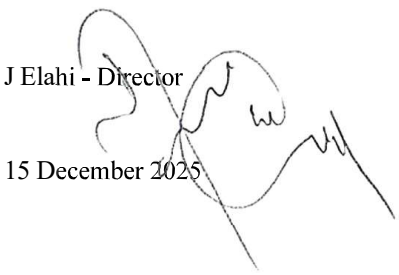
The director is responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable him to ensure that the financial statements comply with the Companies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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS
So far as the director is aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and he has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS
The auditors, Sigma Accountants Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

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

ON BEHALF OF THE BOARD:



J Elahi - Director

15 December 2025

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF NUMERICA RISK MANAGEMENT AND CONSULTING

Opinion

We have audited the financial statements of Numerica Risk Management and Consulting (the 'company') for the year ended 31 July 2025 which comprise the Income Statement, Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to the Cash Flow Statement, 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 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 July 2025 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 Auditors' 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 director's 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 director with respect to going concern are described in the relevant sections of this report.

Other information

The director is responsible for the other information. The other information comprises the information in the Report of the Director, but does not include the financial statements and our Report of the Auditors thereon.

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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify 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.

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 Report of the Director for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Director has 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 Report of the Director.

We have nothing to report in respect of the following matters where 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 director's remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the director was not entitled to take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Director.

Responsibilities of director
As explained more fully in the Statement of Director's Responsibilities set out on page two, the director is 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 director determines 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 director is 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 director either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors 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:

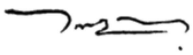
- Reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management, the Audit & Risk Committee in-house and external legal counsel concerning actual and potential litigation and claims;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- Reading minutes of meetings of those charged with governance;
- Obtained an understanding of provisions and held discussions with management to understand the basis of recognition or non-recognition of tax provisions; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and
- Evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF NUMERICA RISK MANAGEMENT AND CONSULTING

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 a Report of the Auditors 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.



M I Ashraf FCCA (Senior Statutory Auditor)
for and on behalf of Sigma Accountants Limited
Chartered Certified Accountants
& Statutory Auditors
Kelvin House
Kelvin Way
Crawley
West Sussex
RH10 9WE

15 December 2025

NUMERICA RISK MANAGEMENT AND CONSULTING

INCOME STATEMENT
FOR THE YEAR ENDED 31 July 2025

	Notes	**31.7.25** **£**	31.7.24 £
TURNOVER		**3,643,570**	2,559,359
Cost of sales		**1,535,219**	897,621
GROSS PROFIT		**2,108,351**	1,661,738
Administrative expenses		**2,003,397**	1,168,835
		104,954	492,903
Other operating income		**59,000**	11,339
OPERATING PROFIT	4	**163,954**	504,242
Interest payable and similar expenses	5	**9,160**	19,297
PROFIT BEFORE TAXATION		**154,794**	484,945
Tax on profit	6	**22,020**	122,302
PROFIT FOR THE FINANCIAL YEAR		**132,774**	362,643

The notes form part of these financial statements

NUMERICA RISK MANAGEMENT AND CONSULTING

OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 July 2025

	Notes	**31.7.25** **£**	31.7.24 £
PROFIT FOR THE YEAR		**132,774**	362,643
OTHER COMPREHENSIVE INCOME		**-**	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**132,774**	362,643

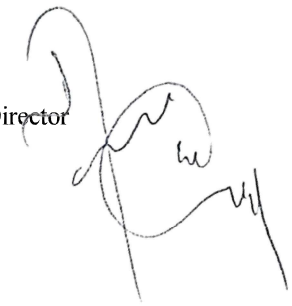
The notes form part of these financial statements

BALANCE SHEET
31 July 2025

	Notes	31.7.25		31.7.24	
			£	£	£
FIXED ASSETS					
Tangible assets	7		**167,929**		30,944
CURRENT ASSETS					
Debtors	8	**404,652**		162,133	
Cash at bank and in hand		**619,044**		1,042,958	
		1,023,696		1,205,091	
CREDITORS					
Amounts falling due within one year	9	**166,385**		352,401	
NET CURRENT ASSETS			**857,311**		852,690
TOTAL ASSETS LESS CURRENT LIABILITIES			**1,025,240**		883,634
CREDITORS					
Amounts falling due after more than one year	10		**(21,397)**		(26,965)
PROVISIONS FOR LIABILITIES	12		**(14,400)**		-
NET ASSETS			**989,443**		856,669
CAPITAL AND RESERVES					
Called up share capital	13		**100**		100
Retained earnings	14		**989,343**		856,569
SHAREHOLDERS' FUNDS			**989,443**		856,669

The financial statements were approved by the director and authorised for issue on 15 December 2025 and were signed by:

J Elahi - Director



The notes form part of these financial statements

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 July 2025

	Called up share capital £	Retained earnings £	Total equity £
Balance at 1 August 2023	100	493,926	494,026
Changes in equity			
Total comprehensive income	-	362,643	362,643
Balance at 31 July 2024	100	856,569	856,669
Changes in equity			
Total comprehensive income	-	132,774	132,774
Balance at 31 July 2025	100	989,343	989,443

The notes form part of these financial statements

NUMERICA RISK MANAGEMENT AND CONSULTING

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 July 2025

	Notes	**31.7.25** **£**	31.7.24 £
Cash flows from operating activities			
Cash generated from operations	1	**(35,340)**	487,885
Interest paid		**(9,160)**	(19,297)
Tax paid		**(177,470)**	(46,919)
Net cash from operating activities		**(221,970)**	421,669
Cash flows from investing activities			
Purchase of tangible fixed assets		**(182,170)**	(7,562)
Net cash from investing activities		**(182,170)**	(7,562)
Cash flows from financing activities			
Loan repayments in year		**(19,774)**	(57,410)
Net cash from financing activities		**(19,774)**	(57,410)
(Decrease)/increase in cash and cash equivalents		**(423,914)**	356,697
Cash and cash equivalents at beginning of year	2	**1,042,958**	686,261
Cash and cash equivalents at end of year	2	**619,044**	1,042,958

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 July 2025

1. RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	31.7.25	31.7.24
	£	£
Profit before taxation	**154,794**	484,945
Depreciation charges	**45,186**	12,851
Provision for dilapidation	**14,400**	-
Government grants	**-**	(1)
Finance costs	**9,160**	19,297
	223,540	517,092
Increase in trade and other debtors	**(242,520)**	(1,093)
Decrease in trade and other creditors	**(16,360)**	(28,114)
Cash generated from operations	**(35,340)**	487,885

2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

Year ended 31 July 2025

	31.7.25	**1.8.24**
	£	**£**
Cash and cash equivalents	**619,044**	**1,042,958**

Year ended 31 July 2024

	31.7.24	1.8.23
	£	£
Cash and cash equivalents	1,042,958	686,261

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.8.24	**Cash flow**	**At 31.7.25**
	£	**£**	**£**
Net cash			
Cash at bank and in hand	**1,042,958**	**(423,914)**	**619,044**
	1,042,958	**(423,914)**	**619,044**
Debt			
Debts falling due within 1 year	**(19,774)**	**14,206**	**(5,568)**
Debts falling due after 1 year	**(26,965)**	**5,568**	**(21,397)**
	(46,739)	**19,774**	**(26,965)**
Total	**996,219**	**(404,140)**	**592,079**

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 July 2025

1. STATUTORY INFORMATION

Numerica Risk Management and Consulting is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

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

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

Fixtures and fittings	-	20% on cost
Computer equipment	-	25% on cost

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.

Deferred tax
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.

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

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.

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3. EMPLOYEES AND DIRECTORS

	31.7.25	31.7.24
	£	£
Wages and salaries	**815,719**	498,821
Social security costs	**68,564**	37,319
Other pension costs	**5,152**	2,923
	889,435	539,063

The average number of employees during the year was as follows:

	31.7.25	31.7.24
The average number of employees	**30**	21

	31.7.25	31.7.24
	£	£
Director's remuneration	**30,417**	30,000

4. OPERATING PROFIT

The operating profit is stated after charging:

	31.7.25	31.7.24
	£	£
Hire of plant and machinery	**986**	954
Depreciation - owned assets	**45,185**	12,851

5. INTEREST PAYABLE AND SIMILAR EXPENSES

	31.7.25	31.7.24
	£	£
Bank loan interest	**2,726**	19,297
Other interest	**6,434**	-
	9,160	19,297

6. TAXATION

Analysis of the tax charge
The tax charge on the profit for the year was as follows:

	31.7.25	31.7.24
	£	£
Current tax:		
UK corporation tax	**22,020**	122,302
Tax on profit	**22,020**	122,302

continued...

7. **TANGIBLE FIXED ASSETS**

	Short leasehold £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 August 2024	**-**	**39,146**	**79,054**	**118,200**
Additions	**63,007**	**60,411**	**58,752**	**182,170**
Disposals	**-**	**(61,236)**	**-**	**(61,236)**
At 31 July 2025	**63,007**	**38,321**	**137,806**	**239,134**
DEPRECIATION				
At 1 August 2024	**-**	**24,308**	**62,948**	**87,256**
Charge for year	**6,301**	**16,904**	**21,980**	**45,185**
Eliminated on disposal	**-**	**(11,349)**	**(49,887)**	**(61,236)**
At 31 July 2025	**6,301**	**29,863**	**35,041**	**71,205**
NET BOOK VALUE				
At 31 July 2025	**56,706**	**8,458**	**102,765**	**167,929**
At 31 July 2024	-	14,838	16,106	30,944

8. **DEBTORS**

	31.7.25 £	31.7.24 £
Amounts falling due within one year:		
Trade debtors	**324,180**	127,493
Other debtors	**-**	4,168
	324,180	131,661
Amounts falling due after more than one year:		
Other debtors	**80,472**	30,472
Aggregate amounts	**404,652**	162,133

9. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.7.25 £	31.7.24 £
Bank loans and overdrafts (see note 11)	**5,568**	19,774
Trade creditors	**83,000**	114
Tax	**22,020**	177,470
Social security and other taxes	**18,942**	18,489
Other creditors	**-**	125,900
Creditcard	**18,073**	-
Pension scheme	**11,731**	6,103
Directors' current accounts	**4,551**	4,551
Accrued expenses	**2,500**	-
	166,385	352,401

continued...

10. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.7.25	31.7.24
	£	£
Bank loans (see note 11)	**21,397**	26,965

11. LOANS

An analysis of the maturity of loans is given below:

	31.7.25	31.7.24
	£	£
Amounts falling due within one year or on demand:		
Bank loans	**5,568**	19,774
Amounts falling due between two and five years:		
Bank loans - 2-5 years	**21,397**	26,965

12. PROVISIONS FOR LIABILITIES

	31.7.25	31.7.24
	£	£
Other provisions		
Provision for dilapidation costs	**14,400**	-
	14,400	-

13. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	**31.7.25** **£**	31.7.24 £
100	Ordinary	£1	**100**	100

14. RESERVES

	Retained earnings **£**
At 1 August 2024	**856,569**
Profit for the year	**132,774**
At 31 July 2025	**989,343**

continued...

15. RELATED PARTY DISCLOSURES

The company was under the control of Mr J Elahi throughout the current and previous year. Mr Elahi is the managing director and sole shareholder.
During the year, the director incurred expenses on behalf of the company and vice versa. All transactions were undertaken at arm's length. Included in creditors above, is the balance of £4,551 Cr (2024 - £4,551 Cr) on director's current account as at 31 July 2025.
No other transactions with related parties were undertaken such as are required to be disclosed under Financial Reporting Standard (FRS102).

NUMERICA RISK MANAGEMENT AND CONSULTING

TRADING AND PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 July 2025

	31.7.25		31.7.24	
	£	**£**	£	£
Sales		**3,643,570**		2,559,359
Cost of sales				
Advertising and marketing	**432,074**		322,099	
Lecturers fee	**258,945**		139,375	
Non academic consultants	**216,201**		181,384	
Registration fees	**181,212**		35,942	
Other direct costs	**271,367**		218,821	
Fashion and textile programme	**92,420**		-	
University charges	**83,000**		-	
		1,535,219		897,621
GROSS PROFIT		**2,108,351**		1,661,738
Other income				
Self paid	**-**		6,150	
Government grants	**59,000**		5,189	
		59,000		11,339
		2,167,351		1,673,077
Expenditure				
Directors' salaries	**30,417**		30,000	
Directors' social security	**3,568**		2,760	
Wages	**785,302**		468,821	
Social security	**64,996**		34,559	
Pensions	**5,152**		2,923	
Health insurance	**25,618**		-	
Rent, rates and water	**285,281**		209,457	
Insurance	**200**		3,045	
Light and heat	**24,371**		-	
Staff welfare	**31,255**		-	
Leasing costs	**986**		954	
Reimbursements to staff	**35,704**		3,575	
Telephone	**16,016**		4,401	
Printing, post and stationery	**37,420**		14,927	
Travelling and subsistence	**26,578**		11,783	
Motor expenses	**827**		2,518	
Office expenses	**-**		9,843	
Repairs and renewals	**88,007**		60,825	
Dilapidation costs	**14,400**		-	
Household and cleaning	**6,087**		10,645	
Training and development	**77,238**		33,500	
Health and safety	**401**		1,800	
Security costs	**9,243**		7,053	
Computer costs	**94,120**		67,406	
Sundry expenses	**4,922**		1	
Accountancy	**6,260**		7,949	
Subscriptions	**4,809**		5,356	
Professional fee	**86,078**		45,568	
Consultancy fees	**93,810**		84,734	
Carried forward	**1,859,066**	**2,167,351**	1,124,403	1,673,077

NUMERICA RISK MANAGEMENT AND CONSULTING

TRADING AND PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 July 2025

	31.7.25		31.7.24	
	£	**£**	£	£
Brought forward	**1,859,066**	**2,167,351**	1,124,403	1,673,077
Legal fees	**89,644**		28,276	
Hotels	**628**		-	
Staff entertainment	**8,825**		2,617	
		1,958,163		1,155,296
		209,188		517,781
Finance costs				
Bank charges	**48**		688	
Bank loan interest	**2,726**		19,297	
Other interest	**6,434**		-	
		9,208		19,985
		199,980		497,796
Depreciation				
Short leasehold	**6,301**		-	
Fixtures and fittings	**16,905**		5,559	
Computer equipment	**21,980**		7,292	
		45,186		12,851
NET PROFIT		**154,794**		484,945