

**Company Number: 656982**

**Marlow Strategy Limited**  
**Abridged Unaudited Financial Statements**  
**for the financial year ended 31 August 2025**

# Marlow Strategy Limited

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# Marlow Strategy Limited DIRECTORS' RESPONSIBILITIES STATEMENT

for the financial year ended 31 August 2025

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable Irish law and regulations.

Irish 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 the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard, issued by the Financial Reporting Council. 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 assets, liabilities and financial position of the company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

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

- select suitable accounting policies for the company financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; 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 ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014. 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.

## Signed on behalf of the board



**Simon Wolfe**  
Director

25 March 2026

Date: \_\_\_\_\_

Signed by:



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**Alfonso Jose Diaz Cordova**  
Director

Date: 3/25/2026  
\_\_\_\_\_

## Marlow Strategy Limited

# BALANCE SHEET

as at 31 August 2025

	Notes	2025 €	2024 €
<b>Fixed Assets</b>			
Investments	5	50	50
<b>Current Assets</b>			
Debtors	6	4,275	4,275
Cash and cash equivalents		129,529	288,715
		133,804	292,990
<b>Creditors: amounts falling due within one year</b>	7	(5,798)	(4,195)
<b>Net Current Assets</b>		128,006	288,795
<b>Total Assets less Current Liabilities</b>		128,056	288,845
<b>Capital and Reserves</b>			
Called up share capital presented as equity		100	100
Retained earnings		127,956	288,745
<b>Equity attributable to owners of the company</b>		128,056	288,845

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard.

We as Directors of Marlow Strategy Limited, state that -

(a) the company is availing itself of the exemption provided for by Chapter 15 of Part 6 of the Companies Act 2014,

(b) the company is availing itself of the exemption on the grounds that the conditions specified in section 358 are satisfied,

(c) the shareholders of the company have not served a notice on the company under section 334(1) in accordance with section 334(2),

(d) we acknowledge the company's obligations under the Companies Act 2014, to keep adequate accounting records and prepare financial statements which give a true and fair view of the assets, liabilities and financial position of the company at the end of its financial year and of its profit or loss for such a financial year and to otherwise comply with the provisions of the Companies Act 2014 relating to financial statements so far as they are applicable to the company,

(e) the company has relied on the specified exemption contained in section 352 Companies Act 2014. The company has done so on the grounds that the company is entitled to the benefit of that exemption as a small company and the abridged financial statements have been properly prepared in accordance with section 353 Companies Act 2014 and the small companies' regime.

Approved by the board on 25 March 2026 and signed on its behalf by:

Simon Wolfe  
Director



Alfonso Jose Diaz Cordova  
Director

Signed by:  
Alfonso Jose Diaz Cordova  
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**Marlow Strategy Limited**  
**RECONCILIATION OF SHAREHOLDERS' FUNDS**

as at 31 August 2025

	<b>Called up share capital €</b>	<b>Retained earnings €</b>	<b>Total €</b>
<b>At 1 September 2023</b>	100	452,728	452,828
Loss for the financial year	-	(163,983)	(163,983)
<b>At 31 August 2024</b>	100	288,745	288,845
Loss for the financial year	-	(160,789)	(160,789)
<b>At 31 August 2025</b>	<b>100</b>	<b>127,956</b>	<b>128,056</b>

# Marlow Strategy Limited

## NOTES TO THE ABRIDGED FINANCIAL STATEMENTS

for the financial year ended 31 August 2025

### 1. General Information

Marlow Strategy Limited is a company limited by shares incorporated and registered in Ireland. The registered number of the company is 656982. The registered office of the company is First Floor, Penrose 1, Penrose Dock, Cork. The principal activity of the company is the provision of strategic consultancy services. The financial statements have been presented in Euro (€) which is also the functional currency of the company.

### 2. Summary of Significant Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

#### Statement of compliance

The financial statements of the company for the financial year ended 31 August 2025 have been prepared in accordance with the provisions of FRS 102 Section 1A (Small Entities) and the Companies Act 2014.

#### Basis of preparation

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention except for certain properties and financial instruments that are measured at revalued amounts or fair values, as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for assets. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" Section 1A, issued by the Financial Reporting Council.

The company qualifies as a small company as defined by section 280A of the Companies Act 2014 in respect of the financial year, and has applied the rules of the 'Small Companies Regime' in accordance with section 280C of the Companies Act 2014 and Section 1A of FRS 102.

#### Turnover

Turnover comprises the invoice value of goods supplied by the company, exclusive of trade discounts and value added tax.

#### Investments

Investments held as fixed assets are stated at cost less provision for any permanent diminution in value. Income from other investments together with any related withholding tax is recognised in the Profit and Loss Account in the financial year in which it is receivable.

#### Trade and other debtors

Trade and other debtors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases the receivables are stated at cost less impairment losses for bad and doubtful debts.

#### Trade and other creditors

Trade and other creditors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

#### Taxation and deferred taxation

Current tax represents the amount expected to be paid or recovered in respect of taxable profits for the financial year and is calculated using the tax rates and laws that have been enacted or substantially enacted at the Balance Sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more tax in the future, or a right to pay less tax in the future. Timing differences are temporary differences between the company's taxable profits and its results as stated in the financial statements.

Deferred tax is measured on an undiscounted basis at the tax rates that are anticipated to apply in the periods in which the timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted by the Balance Sheet date.

## Marlow Strategy Limited

# NOTES TO THE ABRIDGED FINANCIAL STATEMENTS

for the financial year ended 31 August 2025

### Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the Balance Sheet date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at the rates of exchange ruling at the date of the transaction. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The resulting exchange differences are dealt with in the Profit and Loss Account.

### Ordinary share capital

The ordinary share capital of the company is presented as equity.

<b>3. Operating loss</b>	<b>2025</b>	<b>2024</b>
	€	€
<b>Operating loss is stated after charging/(crediting):</b>		
Loss/(profit) on foreign currencies	<b>5,332</b>	<b>(4,904)</b>
	<u><u>          </u></u>	<u><u>          </u></u>
<b>4. Employees</b>		
The company had no employees during the period except for the directors.		
<b>5. Investments</b>	<b>Participating</b>	<b>Total</b>
	<b>interests/</b>	
	<b>joint</b>	
	<b>ventures</b>	
	<b>shares</b>	
	€	€
<b>Investments</b>		
<b>Cost</b>		
At 31 August 2025	50	50
	<u>          </u>	<u>          </u>
<b>Net book value</b>		
At 31 August 2025	<b>50</b>	<b>50</b>
	<u><u>          </u></u>	<u><u>          </u></u>
At 31 August 2024	50	50
	<u><u>          </u></u>	<u><u>          </u></u>
<b>6. Debtors</b>	<b>2025</b>	<b>2024</b>
	€	€
Amounts owed by connected parties (Note 10)	<b>669</b>	669
Other debtors	<b>100</b>	100
Prepayments	<b>3,506</b>	3,506
	<u><u>4,275</u></u>	<u><u>4,275</u></u>
<b>7. Creditors</b>	<b>2025</b>	<b>2024</b>
<b>Amounts falling due within one year</b>	€	€
Trade creditors	<b>2,390</b>	787
Other creditors	<b>50</b>	50
Accruals	<b>3,358</b>	3,358
	<u><u>5,798</u></u>	<u><u>4,195</u></u>

**Marlow Strategy Limited**  
**NOTES TO THE ABRIDGED FINANCIAL STATEMENTS**  
for the financial year ended 31 August 2025

**8. Income Statement**

	<b>2025</b>	2024
	€	€
At 1 September 2024	<b>288,745</b>	452,728
Loss for the financial year	<b>(160,789)</b>	(163,983)
	<u>          </u>	<u>          </u>
At 31 August 2025	<b>127,956</b>	288,745
	<u>          </u>	<u>          </u>

**9. Capital commitments**

The company had no material capital commitments at the financial year-ended 31 August 2025.

**10. Related party transactions**

As permitted by the Companies Act 2014 the company had transactions with other connected parties. The following amounts are receivable at the financial year end:

<b>Balance</b>	Balance
<b>2025</b>	2024
€	€
<b>669</b>	669
<u>          </u>	<u>          </u>

Included in consultancy costs is €157,220 for services provided by Alfonso Diaz Cordova, a director. During the year, the company provided services of €73,254 to Marlow Global Limited.

**11. Post-Balance Sheet Events**

There have been no significant events affecting the company since the financial year-end.

**12. Approval of financial statements**

The financial statements were approved and authorised for issue by the board of directors on 25 March 2026.