



ESCP EUROPE BUSINESS SCHOOL

Annual Report and Financial
Statements

31 December 2025



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Introduction

This report and financial statements reflect the activities of ESCP Europe Business School, the London Campus of ESCP. ESCP Europe Business School legally refers to the company registered at Companies House under company number 1876779 and the name “ESCP Europe-Business School”. The commercial name of the entity is ESCP Business School since late 2019.

The ESCP London Campus (or the “Charity”) is a part of EESC ESCP Europe (the “Parent School” and/ or “EESC”), which is both a leading school of international management and a major European Higher Education institution. EESC ESCP Europe was founded in Paris in 1819 and has since educated generations of leaders, contributing to its fine reputation today. Six campuses in Berlin, London, Madrid, Paris, Turin and Warsaw are the stepping stones that allow students to experience this European approach to management. Over the past 200 years, generations of entrepreneurs and managers have been trained in the firm belief that the business world can positively feed into society. This conviction and EESC ESCP Europe’s values - excellence, singularity, creativity and plurality - guide the Parent School’s mission and build its pedagogical vision daily.

Each year, EESC ESCP Europe welcomes over 11,000 students and 6,000 managers from 136 different nationalities. Its strength lies in its many business training programmes, both general and specialised (Bachelor, Master, MBA, Executive MBA, PhD and Executive Education), all of which include a multi-campus experience.

EESC ESCP Europe is multi-accredited, with AACSB, EQUIS, EFMD MBA, EFMD EMBA, and five European Higher Education accreditations. The Parent School goes through numerous accreditation processes each year, guaranteeing the quality of its programmes and supporting its commitment to continuous improvement.

In 2019, the Charity was registered as a Higher Education provider in the Office for Students Register of Higher Education Providers. Since then, the charity has been following the OfS Accounts Direction, setting out the information that providers are required to include in their audited financial statements. In May 2024, ESCP London Campus was granted the authority by the Office for Students (OfS) to confer Taught awards for an initial period of three years, effective on 2 September 2024.

The portfolio of educational offerings includes the following programmes:

- Master in Management (MiM)
- Specialised Masters (multiple full-time programmes)
- MBA in International Management
- EMBA Programme (Executive MBA)
- Bachelor (BSc.) in Management
- Bachelor (BSc.) in Management

Introduction

EESC ESCP Europe is committed to providing executive education alongside its degree programmes, offering custom and open-enrolment programmes annually across its campuses.

The Parent School's excellence in higher education is consistently recognised in international rankings. The Financial Times ranks flagship programmes such as the Master in Management (MIM) and Master in Finance (MIF) among the top six globally, while EESC ESCP Europe is among the top five business schools across its six campus countries.

In the 2025 rankings, EESC ESCP Europe further strengthened its position in the UK, placing first for the EMBA, MIF and MIM. Additionally, the Financial Times European Business Schools Rankings placed the Parent School second in the UK in December 2025. The MSc in Marketing and Creativity (MMK) rose to third worldwide in the QS Business Masters Rankings 2026 (Marketing category), and has spent six consecutive years in the top five.

In 2025, ESCP London Campus was nominated in two categories at the Independent Higher Education (IHE) Awards, Outstanding Collaboration and Inspiring Course, winning the latter. The Campus was also shortlisted in two categories at the Times Higher Education (THE) Awards, Outstanding Estates Team and Most Innovative Teacher of the Year.

The Parent School has over 150 academic alliances in Europe and the world in 50 countries. There are more than 90,000 alumni active in over 193 countries.

Research is a major priority at EESC ESCP Europe. The team of 200 international Faculty members are constantly striving to create new knowledge. The aim is to bring new insights to the global academic community and provide innovative content for teaching and business practice.

Until 31 December 2017, EESC ESCP Europe was part of the Chambre of Commerce and d'Industrie of Paris Region Ile-de-France (the CCIR). From January 2018, the parent company and sole member of the Charity is the EESC ESCP Europe.

EESC ESCP Europe (located at 2, rue Armand Moisant - 75015 - Paris - France), is an institution with a specific legal status and form named EESC (Etablissement d'Enseignement Supérieur Consulaire) since the 1st of January, 2018. EESC ESCP Europe is a French autonomous non-profit legal person, subsidiary of the CCIR which is its shareholder at 99.99% and which controls the majority of the voting rights at EESC ESCP Europe's Board. Therefore, CCIR remains the ultimate parent entity. The CCIR itself is a French administrative public body.

Company Information

Trustees

Lord **Gold** (Chairman) (*)

Cecile **Andre-Leruste**

Hobilalaina **Buvat** (*) (appointed on 1.7.25)

Julia **Clarke** (appointed on 1.7.25)

Rodney **Eastwood** (resigned on 1.7.25)

Laurent **Feniou** (resigned on 1.7.25)

Thomas **Jeanjean**

Leon **Laulusa**

Joelle **Lellouche**

Laurence **Milsted** (*) (resigned on 1.7.25)

Nicolas **Motelay** (appointed on 1.7.25)

Nathalie **Pierre** (*)

Damien **Savary**

(*) *Member of the Audit & Risk Committee*

The Etablissement d'Enseignement Supérieur Consulaire ESCP Europe (« EESC ESCP Europe») is the sole member of the Charity. Membership is explained in note 20 to the financial statements.

Registered office:

527 Finchley Road, Hampstead, London NW3 7BG

Registration number:

SIRET 824 644 587 00027

Website:

www.escp.eu

Principal professional advisers

Bankers

Barclays Bank Plc, Oxford City Office, PO Box 333, Oxford OX1 3HS

Solicitors

Beachcroft LLP, 100 Fetter Lane, London EC4A 1BN

Insurer

Zurich Municipal, Zurich House, 2 Gladiator Way, Farnborough, Hampshire GU14 6GB

Independent auditors

PricewaterhouseCoopers LLP, 1 Embankment Place, London, WC2N 6RH



Trustees' Report, including Strategic Report

The Trustees present their Trustees report, which incorporates the requirements of the Directors' report and Strategic Report for the year ended 31 December 2025, together with the audited financial statements of the group for the year. Pages 4 to 9 incorporate the requirements of the strategic report.

Reference and administrative information

The Charity, a company limited by guarantee, was founded in 1985 and is registered with the Charity Commission in England and Wales under Charity number 293027. The Trustees and address of the Charity are listed on page 3. Particulars of the Charity's professional advisers are also given on page 3.

The Charity was established in the UK with the support of the CCIR in pursuit of its mission of providing education and training in Business Management. It is the London Campus of a six-campus school, with the other centres being Berlin, Madrid, Paris, Torino and Warsaw. Since 2 January 2018, the immediate parent company and sole member of the Charity is the EESC ESCP Europe, owned by the Charity's ultimate parent company, the Chambre de Commerce et d'Industrie Paris Region Ile-de-France (the "CCIR"). The EESC ESCP Europe provides rent-free facilities to the Charity.

Structure, governance and management

This section of the Trustees' report, along with the responsibilities statement on page 19, incorporates the requirements of the statements of corporate governance and internal controls required by the OfS Accounts Direction. This covers the year covered by the financial statements and the period up to the date of approval of the audited financial statements.

Governing Document

The Charity is governed by its Memorandum and Articles of Association.

Governing Body

The Charity is governed by its Trustees.

Recruitment of Trustees

The Charity's Trustees are appointed following a Trustees' recruitment policy defined by the Charity's Governance Committee. Trustees are selected based on their knowledge in a specific field, and the Trustee skill register is reviewed on a regular basis.

Organisational Management

The Trustees of the Charity are legally responsible for the overall management and control of the Charity. The Trustees hold Board meetings four times a year and an Annual General Meeting to approve the annual report and financial statements. ESCP Europe Corporate Services Limited (the "Trading") holds separate Board meetings three times a year.

The Audit and Risk Committee meets at least twice a year to review the annual report and financial statements, the accounting systems, internal controls, and audits thereof, as well as other significant issues.

Trustees' Report, including Strategic Report

The Reward and Remuneration Committee meets annually to review the framework for the remuneration and terms and conditions of employment of the Charity's key management personnel. In line with good practice, a range of benchmarking assesses the current positioning of our key management's pay in the market, including independent higher education institutions and business schools. It ensures that the Charity's reward policy is appropriate to attract and motivate individuals to achieve the long-term targets of the Charity.

The Governance Committee meets twice a year to discuss any governance-related matters and to ensure Board effectiveness.

The Charity operates within the national (UK) framework for higher education provision. Prior to 2019, regulatory control was exercised by the Quality Assurance Agency (QAA). The Charity successfully met all QAA requirements as an alternative/private provider and, in 2019, registered as a higher education provider with the newly established Office for Students (OfS) under the new regulatory framework for higher education management in the UK. In 2020, the Charity undertook the initial stages of the Full Degree Awarding Powers (DAP) review process, which was granted in May 2024 for an initial period of three years, effective on 2 September 2024 and extended for a further three years..

The ESCP London Campus has a Senior Management Board ("SMB"), led by the Campus Dean, which provides strategic and operational control of the business and administrative aspects of the Campus within the parameters of the EESC ESCP Europe governance model. SMB is supported by several subsidiary committees and local governance mechanisms, some of which are subsidiary committees to federal organs.

With respect to supervisory control and governance, the London Board of Trustees (with EESC representation) operates with the support of a Corporate Services Board, an Audit & Risk Committee, a Reward & Remuneration Committee and a Governance Committee (see above).

Principal Risks and Risk Management

The Trustees of the Charity are responsible for managing the principal risks facing the Charity, with particular regard to the ongoing conditions of registration set by the Office for Students (OfS).

The Trustees recognise that effective risk management is essential to protecting the interests of students, ensuring the Charity's financial sustainability, and maintaining its ability to deliver its charitable objectives.

Responsibility for the identification, assessment, and oversight of risk management is delegated to the Audit and Risk Committee, supported by the senior management team. The Charity operates a structured, risk-based approach to governance, through which risks are identified, evaluated, and monitored throughout the year.

A formal review of the principal risks and mitigating actions is undertaken termly by the Trustees and in greater detail at least twice a year by the Audit and Risk Committee. The Trustees acknowledge that systems of internal control can provide reasonable, but not absolute, assurance that major risks have been adequately managed.

Trustees' Report, including Strategic Report

The Trustees consider the Charity's principal risks and uncertainties to be those that could adversely affect:

- the quality of the student academic experience and outcomes;
- the Charity's financial sustainability and liquidity;
- compliance with regulatory and statutory obligations; and
- the effectiveness of governance, management, and internal control.

In particular, the Trustees focus on risks relating to student recruitment and retention, delivery of courses to an appropriate academic standard, staff capacity and capability, and the maintenance of a safe, compliant, and sustainable estate. The Trustees also recognise the importance of realistic financial planning and achieving agreed-upon budgets and performance targets in supporting the Charity's ongoing viability.

These risks are mitigated through regular and systematic oversight by senior management and the Trustees, informed by timely management information and performance reporting. This includes monitoring student experience and satisfaction, recruitment and enrolment against plan, staffing requirements, financial performance against budget, and the condition and development of the estate.

The Charity's risk management framework is embedded within its governance and operational processes and includes:

- the integration of strategic planning, financial forecasting, risk assessment, and key performance indicators;
- management of risk at both operational and strategic levels, with escalation of significant risks where appropriate;
- business continuity and emergency planning designed to safeguard students, staff, and assets; and
- clear allocation of risk ownership to ensure accountability and effective mitigation.

The Audit and Risk Committee reports to the Board at least twice a year on the effectiveness of the Charity's risk management and internal control arrangements, providing assurance that the principal risks to the Charity's ongoing compliance with OfS requirements and its financial sustainability are being appropriately identified and managed.

System of internal control and financial statements

In accordance with the Scheme of Reserved and Delegated Matters, the Board is responsible for the administration and management of the Charity, including maintaining an effective system of internal control and approving the audited financial statements for each financial year.

The Board is responsible for maintaining proper accounting records that disclose, with reasonable accuracy, the Charity's financial position at any given time, enabling the preparation of financial statements in accordance with applicable accounting standards.

Trustees' Report, including Strategic Report

The Charity's system of internal control is based on an ongoing process designed to identify, assess, and manage the principal business, operational, compliance, and financial risks faced by the Charity. This process was in place throughout the financial year ended 31 December 2025 and up to the date of approval of the financial statements. In accordance with Office for Students (OfS) guidance, no significant internal control weaknesses requiring disclosure were identified during this period.

The key elements of the Charity's system of internal control include:

- short-term and medium-term planning processes, supported by detailed annual income, expenditure, capital, and cash flow budgets;
- regular review of financial performance, including variance analysis and updates to forecast outturns;
- attendance of the Charity's external auditors at meetings of the Audit and Risk Committee, where they provide observations and recommendations arising from their audit work;
- clearly defined approval limits and controls over expenditure, with capital and significant revenue investments subject to appraisal and review in accordance with Board-approved thresholds; and
- an internal financial control manual, reviewed and updated annually, which sets out the Charity's financial controls and procedures.

Any system of internal control or risk management is designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide reasonable, but not absolute, assurance against material misstatement or loss.

Based on their review of the system of internal control and the available evidence, the Trustees consider that the Charity maintained an adequate and effective system of internal control for the period from 1 January 2025 to the date of approval of the financial statements.

Charitable Objects

The Charity's Objects, as set out in its Memorandum and Articles of Association, are the advancement of education in the science and practice of professional management in a European context. The Charity seeks to provide education and research in professional management and related subjects and to publish the useful results of such activity for public benefit. The Charity wholly owns ESCP Europe Corporate Services Limited, the objects of which are to carry on business as providers of executive education and training. The subsidiary's performance for 2025 is given in note 3 to the financial statements.

Strategy

Following completion of the 2022–2025 "Choices and Experiences" plan, a new federal strategic plan for the period 2026–2030, entitled "Bold & United", was adopted. The plan builds on prior achievements and sets the direction for the Parent School's development in response to changes in the global higher education environment. It reaffirms the group's mission and supports the Parent School's ambition to evolve into a European University of Management, structured around complementary academic pillars spanning Business, Technology, and Governance. The plan also emphasises the group's positioning across three core dimensions: international outreach, academic excellence, and community.

Trustees' Report, including Strategic Report

With the ambition to support this federal strategic direction, the London Campus has been developing its strategic plan for the period 2026–2030, focused on strengthening its position within the UK market while maintaining academic standards, supporting the student experience, and operating within a sustainable resourcing model. The London Campus strategy is organised around the following priorities:

Stabilised and Sustainable Growth

Stabilised growth remains a core strategic priority, with an increased emphasis on quality, capacity management and financial sustainability. The Campus aims to achieve

steady growth in student numbers and activity, aligned with estate development, student experience priorities and quality assurance requirements. Progress will be monitored through clearer performance indicators across market positioning, recruitment and retention, and talent attraction and development.

This approach is complemented by a stronger focus on long-term engagement with students and alumni, supporting employability outcomes, institutional reputation, and the development of more diversified and sustainable income streams.

Embedment into the UK Business Ecosystem

Embedding ESCP London within the UK academic and business ecosystem remains a core strategic priority. The granting of UK Degree Awarding Powers in 2024 marks a significant milestone under this priority, providing a platform for further development and credibility within the UK higher education landscape. Building on this, the Campus will strengthen its participation in UK rankings and further develop Executive Education, Corporate Relations and Career Services as key enablers of deeper engagement with the UK professional ecosystem.

This integrated approach aims to enhance career readiness and access to professional opportunities for students, deepen partnerships with UK-based organisations, and reinforce ESCP London's visibility, reputation, and long-term position as a recognised contributor to UK and global business education.

Creation of Social and Environmental Impact

The London Campus strategy encompasses initiatives designed to deliver a positive social and environmental impact, aligning with the Charity's objectives and the EESC's mission. Oversight of this agenda is supported by the Charity's Sustainability Committee, which identifies and monitors sustainability-related opportunities and challenges.

The Campus will build on existing initiatives and partnerships to strengthen its social impact ecosystem, engaging students, alumni, faculty, corporate partners and community stakeholders. Strategic priorities include embedding sustainability and ESG literacy across teaching, research and professional practice; supporting research, scholarships and entrepreneurial activity with societal impact; and aligning internal processes with environmental and social objectives.

This includes contributing to institutional commitments such as a 55% reduction in carbon emissions by 2030, based on external carbon assessments, alongside continued commitments to social diversity and inclusion.

Trustees' Report, including Strategic Report

Strategic Delivery Pillars

The London Campus strategy will be delivered through the following strategic delivery pillars:

- **Programme Innovation:** Develop and redefine innovative, interdisciplinary programmes preparing students for future market needs.
- **Thought Leadership:** Establish areas of expertise through impactful research and the development of business and knowledge ecosystems.
- **Student Experience:** Elevate student experience based on responsiveness, care, well-being and personalised support across the entire student journey with and on the London Campus.

Specialisations

Within the context of the ESCP system of campuses, awards and specialisations, the London Campus will continue to offer specialisations in:

- Marketing & Creativity;
- Digital Transformation;
- Banking, Finance & Investment;
- Economics and Policy for Business
- Responsible Leadership;
- Luxury Management;
- Energy Transition;
- Consultancy & Professional Services; and
- Healthcare and Pharma

Principal activities of the year

During the year ended 31 December 2025, the principal activities of the London Campus, undertaken in furtherance of its charitable objectives, were as follows:

Appointment of Professor Marie Taillard as new UK Dean

Professor Marie Taillard was appointed on 19 December 2025 as Dean of the London Campus of ESCP Business School for a three-year term, having previously served as Interim Dean since 1 September 2025. She succeeds Professor Kamran Razmdoost.

Professor Taillard joined ESCP Business School in 2006. In addition to her teaching and research role as Professor of Marketing, she has held several senior leadership roles, including UK Associate Dean of Executive Education, London Campus Head of Faculty, and Director and Founder of the MSc in Marketing & Creativity. She holds the L'Oréal Professorship in Creativity Marketing. Her appointment ensures continuity of leadership and management oversight at the London Campus.

Full-Time Degree Education

In 2025, the London Campus successfully delivered face-to-face teaching as part of 12 full-time degree awards to ~1,400 students.

Trustees' Report, including Strategic Report

The programmes included:

- the MBA, BSc, and MSc in Management (as Federal rotational programmes);
- the MSc in Marketing and Creativity, MSc in Energy Management and MSc in Digital Transformation Management and Leadership (as local MSc programmes with one term or semester on a sister campus); and
- the MSc in Finance, MSc in International Business Law and Management, and MSc in Biopharmaceutical Management, plus three additional visiting Masters.

Part-Time Degree Education

During 2025, the provision of Executive Masters part-time degree education continued to be driven by the EMBA programme. The year also benefited from the continued delivery of the London-based online and blended Executive Master in the Future of Energies (EMFE), as well as the launch of the Executive Master in Luxury Transformation & Leadership (EMLux). The campus also launched its new Operations Manager (Level 5) Apprenticeship Programme.

In addition to Charity's degree-based education, Charity and its Trading subsidiary delivered customised educational programmes, responded to a number of RFPs, and company consultancy projects.

External links

In the year 2025, the School has been an active member of the UK's Chartered Association of Business Schools (CABS), the French Chamber of Commerce in Great Britain (CCFGB) and Independent Higher Education (IHE).

The London campus is also home to two business-facing research centres/institutes receiving external support and funding from companies, including L'Oréal. These are the Creativity Marketing Centre (CMC) and the Energy Management Centre (EMC).

Research

As an educational charity and an academic institution, the London Campus endeavours to publish books, academic articles and case studies that receive attention from academics, practitioners and the general public. Highlights for 2025 include:

Publications in listed Peer-Reviewed Journals:

- 14 publications in world-leading journals;
- 26 articles in internationally excellent journals;
- Several articles in professional and academic magazines (e.g., CIPD, World Economic Forum, LSE Business Review, The European: Climate Change Review).

Additionally, over 35 conference and workshop presentations by London faculty members took place in 2025 at national and international academic conferences. Other research-related outputs include:

- 6 book chapter publications;
- 8 impact papers;
- Guest editorships and positions on editorial boards;
- Reviews and service to scientific communities;
- Numerous appearances in media and posts in blogs and social media, and awards.

Trustees' Report, including Strategic Report

Sustainability

The London Campus continues to strengthen its sustainability, social impact and literacy agenda with the strong support of the Social Impact and Sustainability (ESG) Committee, which includes student representation from AGORA. Delivery is coordinated through the Green & Impact Office, which acts as the Committee's operational arm and communicates activity through articles, social media and a Sustainability Spotlight Video showcasing the London Campus' work.

The Green & Impact Office supports both Federal and London Estates in quantifying and reducing greenhouse gas emissions for reporting purposes, including refining data collection and discovery methodologies to improve the accuracy of sustainability disclosures. It also assesses merchandise suppliers through a sustainability lens and has developed a sustainable travel policy.

To progress sustainability literacy, the Office delivered Climate Pitch Induction Sessions to 170 MiM students and worked closely with Federal teams to refine AI GPT tools designed to support faculty in embedding sustainability topics into curricula. It also supported faculty recruitment and faculty-led sustainability initiatives. Looking ahead, the Office will co-host the Social Impact Festival (March 2026) and support student-led initiatives such as AGORA's Green / AI Hackathon.

The Office also developed strategic partnerships with multiple community organisations, such as Camden Good Life, Hampstead Theatre and London Zoo or Living Centre and Somers Town Community Association.

Local resource

Since 2004, the operations of the London Campus have been concentrated on a site in North West London, providing ~4,500 sq.m. The EESC ESCP Europe holds the building freehold. Over the years, the site has undergone several developments, including two extensions, the addition of a new student wing, and the installation of two temporary classrooms. In recent years, additional capacity was created by converting the former library into a classroom and reconfiguring an existing teaching space, resulting in approximately 130 additional seats.

In 2025, further estate development planning progressed with the launch of the "Space Mountain" project, which aims to secure and refurbish the main building roof and façades, while creating additional classrooms and break-out spaces. This project is expected to deliver approximately 125 additional seats, with completion targeted for August 2026.

A London Estate Masterplan has been produced, setting out a phased programme of investment to increase teaching and study capacity, upgrade infrastructure, and ensure compliance with relevant safety and security standards, with delivery planned through to 2030.

The Charity's workforce has expanded progressively to reflect and support its growth. At the end of 2025, the full-time faculty number is 28, providing the core of academic support to students. This group is supplemented by over 90 affiliates and visiting faculty. More details on staffing increases are provided in Note 6.

Professional services, comprising 68 staff members, provide resource support and leadership across finance, HR, marketing, data planning, IT, student services, communications, and events.

Trustees' Report, including Strategic Report

With respect to its financial resources, the Charity generated in 2025 annual consolidated revenues of c. £17.3m (2024: £17.1m) without any annual operating subsidy received from the EESC ESCP Europe (excluding rent-free subsidy). While the Charity largely self-funded its operations during the year, it also received a short-term cash advance of £1.5m from EESC ESCP Europe (repaid by year-end) to address a cyclical shortfall. The Charity reported a consolidated loss of £0.2m (2024: £0.4m loss) for the year. At year-end, the Charity closes with consolidated negative funds of £0.1m (2024: positive funds of £0.2m). More information is provided in the going concern statement.

Public benefit statement

The Trustees have considered the Charity Commission's guidance on public benefit. The Trustees believe that increasing the skills, knowledge and understanding of good business management practices provides public benefit since the subject itself is of educational merit, and its dissemination through the student body will then enhance society as a whole.

The Trustees have considered ensuring that ongoing public benefit is part of the Charity's work and recognise that scholarship awards are essential to helping students who would otherwise not be able to afford the fees access to the education offered by the Charity.

Student applications for scholarship awards are available to all who meet the EESC's general entry requirements and are awarded on the basis of means and academic excellence. Scholarships are available on the EESC's website. The great majority of scholarships are offered to students at Group level. Those in the Charity's financial statements as a scholarship expenditure are for those scholarships granted by the London entity (2025: £216k / 2024: £166k).

The London Campus offers a number of access opportunity scholarships as well as various financial discounts, payment plans and other commercial incentives, allowing students to access higher education at a lower cost and to spread the payment of their tuition fees in exceptional circumstances.

This year, ESCP London Campus also became part of The UAE Government Scholarship list for UAE nationals and The British Columbia (Canada) Government Scholarship list.

In 2025, the donation from the EESC ESCP Europe to the Charity was limited to providing rent-free facilities, allowing the Charity to provide education at a lower cost than would otherwise be possible. This has been shown as a donation and detailed in note 3.

The Charity welcomes students from all backgrounds. Entrance interviews are undertaken to ensure that students can cope with the pace of learning and benefit from the education provided. An individual's gender, ethnicity, race, religion or disability is not part of the recruitment process.

The Charity acts as an equal opportunity organisation and is committed to a working environment free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation, or disability. London Campus students regularly engage with local charities and businesses to support various causes (environmentally friendly sustainability initiatives, the provision of clothing and food to local homeless shelters), seeking to increase the Charity's impact on its neighbouring community.

Trustees' Report, including Strategic Report

The Charity will make reasonable adjustments to meet the needs of staff or students who are or become disabled. The Charity is committed to safeguarding and promoting the welfare of its students and expects all staff to share this commitment.

Public Events

In 2025, ESCP London Campus organised and participated in a range of high-calibre events open to the School's students, alumni community and external guests. These included:

Flagship events

- Annual London Campus Student Gala (400+ guests)
- Class of 2024 MSc Graduation Ceremony (430+ guests, largest to date)
- Social Impact Festival
- TEDxESCP London Student Speaker Contest

Student life and community

- 100+ events organised by the School and student societies (online and in person), including Finance Banking Trek, Alumnights, LUSL, Crypto Society events, cultural and religious celebrations, and social activities
- Student challenges and competitions, including the L'Oréal Big Picture Project and #GetActive BUCS initiatives
- Student Societies Fair and themed welcome events

Corporate Partnerships & Alumni

- Alumni webinars and events, including the Alumni Summer Soirée and Winter Party
- Campus-based Careers Fair and employer engagement activities

Guest speakers

- High-profile speakers including Mario Monti (former Prime Minister of Italy), Andreas Utermann (Chairman of Vontobel, former CEO of Allianz Global Investors), and Pedro Serrano (EU Ambassador to the UK)

Staff and faculty

- Annual London Together Day and Christmas Party

Blue Factory Start-Up Incubator

In 2025, the Blue Factory at ESCP London Campus entered a transformative phase, reflecting significant progress in student entrepreneurship, strategic partnerships, alumni engagement, and integration within the wider London ecosystem.

The year saw the strengthening of flagship external partnerships with Camden Council, Related Argent and Camden GoodLife, enabling students to work on real-world challenges linked to sustainability, community engagement and urban innovation. The Blue Factory was also strategically aligned with our local MDT programme, ensuring stronger institutional coherence, cross-departmental collaboration and increased visibility of entrepreneurial activity across the London Campus.

Trustees' Report, including Strategic Report

Alumni engagement was revitalised through a renewed strategy that brought high-profile founders back to campus as mentors, speakers and contributors. A total of 30 alumni mentors were onboarded, and seven external events were delivered, attended by alumni, industry innovators and Camden-based businesses, further embedding the Blue Factory within the local entrepreneurial ecosystem.

Student entrepreneurship activity expanded significantly through the delivery of the Start and Launch Programmes, with participation growing from 24 start-ups in 2024 to 60 in 2025, representing 150% year-on-year growth. Student engagement was further strengthened through the Blue Bridge Student Society (Blue Factory Society), which was awarded Society of the Year, reflecting its impact and visibility within the student community.

At an institutional level, the Blue Factory led the London Campus' successful journey towards Small Business Charter accreditation, evidencing strong engagement with SMEs, effective student entrepreneurial development and meaningful corporate collaboration. This work also received national recognition, with the Charity being shortlisted for the Independent Higher Education (IHE) Awards 2025 in the Outstanding Collaboration category.

Cooperation with external organisations

In 2025, ESCP London Campus continued to partner with a number of recognised bodies, including:

- City St George's University of London;
- Cranfield University;
- Frankfurt School of Finance and Management;
- The Industry and Parliament Trust;
- The Chartered Association of Business Schools;
- The French Chamber of Commerce in Great Britain; and
- The Franco-British Council.

Related Parties

Related parties include ESCP Europe Corporate Services Limited (the "Trading"), the EESC ESCP Europe, and the other ESCP campuses.

In 2025, the Charity paid c. £1.2m in costs pertaining to the Federal centre (Accreditations, Corporate Relations & Executive Education, Profit-Sharing) (2024: £1.2m). These costs are integrated into the company's statement of comprehensive income and are not recharged to the EESC ESCP Europe.

The statement of comprehensive income showing the local performance is presented on page 23.

In addition to the related parties mentioned above, there are two further related parties.

ESCP Europe Foundation

The ESCP Europe Foundation was created by ESCP Alumni in 2005 and is a French-registered charity. The Foundation supports the EESC in sustaining its academic excellence and leadership, particularly in key strategic areas such as promoting social diversity and entrepreneurship, developing projects aiming at increasing competitiveness and innovation in France and abroad and implementing innovative teaching methods.

Trustees' Report, including Strategic Report

To achieve its ambitions and financial targets, the Foundation seeks to raise contributions from corporate sources and Alumni via several fundraising campaigns. In 2025, the Foundation raised over £275k (2024: £249k) through the Charity on behalf of other campuses. All sums not specifically attributed to the London Campus were paid back to the Foundation in late December 2025. These sums are not recognised in the finance statements as the Charity acts as an agent.

The ESCP Europe Alumni Association

The ESCP Europe Alumni Association is a separate legal entity from the London Campus itself. It is independent of the Charity and therefore is not consolidated into these financial statements. From a global population of c. 60,000 alumni in 200+ countries, there are some 2,600+ alumni in the UK. The London Campus engages with them regularly through receptions, conferences, invitations to speak to students, and support in finding internships and company projects.

Performance of the Charity

The quality of the School's higher education is recognised annually in the Financial Times Business Education Rankings, with strong performance across all programme categories and an overall ranking of 4th in the 2025 European Business School league table.

Capitalising on the improved rankings of the School in Europe during the year, the Charity consolidated its growth in terms of academic and financial performance, with London Campus remaining one of the favoured destination campuses of ESCP students.

The European Bachelor in Management was taught on Campus from the beginning of the new academic year with a strong cohort hitting our grounds, on a full-time basis, from early September 2025 with 462 students (2024: 502 students), all being taught face-to-face, with combined revenues of £4.8m (2024: £4.2m).

Executive Masters and Bespoke Executive Education, following the repositioning of the portfolio of Executive Masters and new contracts from returning clients, brought their combined annual income to £2.1m (2024: £2.4m).

The Charity's Trading subsidiary, ESCP Europe Corporate Services Limited, produced an operating surplus for the year of £0.1m (2024: £0.4m) before a gift-aided donation of the same amount to the Charity at year end.

The Trustees have considered the consolidated financial loss derived by the Charity of £0.2m (2024: £0.4m loss) and the negative equity of £0.1m (2024: positive equity of £0.2m) at the end of the year. The negative equity position arises primarily from long term loans due to EESC ESCP Europe that are not repayable by July 2027. The Trustees will rely on a deed from the EESC ESCP Europe to conclude that the Charity is a going concern for the period of 12 months after the date of signing of the financial statements.

The Trustees remain satisfied with the results of the Charity in 2025 in that context and upon consideration of the levels of free cash flows for at least 12 months from signing of the financial statements as well as the ongoing possibility for the Charity to access financing from the Federal Centre to meet its liabilities should the need arise.

Trustees' Report, including Strategic Report

Development objectives

In line with the strategic priorities outlined above and the London Campus strategy for the period 2026–2030, the Charity will continue to develop and execute its academic and business plans. Key development objectives for 2026 include:

- the implementation and early delivery of the London Campus strategic plan for 2026–2030, aligned with the Parent School's federal strategy Bold & United;
- further embedment of the London Campus within the UK higher education, academic and business ecosystem, building on the granting of UK Degree Awarding Powers;
- the launch of a new Master in Economics & Policy for Business (MEP), expanding the Campus's academic portfolio in line with market demand and identified areas of expertise;
- the continued strengthening and diversification of Executive Education and corporate-related activities, delivered through the Charity and its trading subsidiary, in support of sustainable income generation; and
- the modernisation and extension of Campus facilities, together with significant estate maintenance activities commissioned by the EESC, to support planned growth, student experience and operational resilience.

In support of these objectives, the Charity continues to aim to:

- strengthen student recruitment across its full portfolio of degree and executive education programmes;
- attract, develop and retain a high-quality Faculty and Affiliate Faculty to support academic excellence and research output;
- consolidate and further develop the London Campus's areas of research expertise, aligned with its strategic academic pillars and specialisations;
- encourage new areas of enquiry and programme development closely linked to its degree and specialisation offering; and
- promote and advance teaching excellence in alignment with the learning goals, academic standards and mission of the School.

Reserves policy

Since the end of 2015, the Charity has not held any restricted funds in its financial statements. Total unrestricted funds at the end of the current year were £0.1m (2024: £0.2m).

As at 31 December 2025, the level of financial support from the EESC remains limited to the provision of a free-rent facility valued at £565k per annum, consistent with the site's rateable value.

In 2025, further assurance that the Charity is a going concern was provided to the Board of Trustees, which assessed forecasts, the availability of financing and projected cash flows for the next 12 months. In addition, a five-year financial plan covering the period 2026–2030, providing a longitudinal view of expected cash flows, indicates an improvement in operating results and a strengthening of the funds position over the period. This is driven by sustained student demand for the London Campus and the planned expansion of the academic portfolio through the introduction of new specialisations.

Key management personnel and remuneration policy

The SMB constitutes the grouping of key management personnel of the London Campus.

This group comprises the Dean of Campus, Directors and Heads of Professional Services, and a Senior Faculty Representative. The number of people included within key management in 2025 was 8 (2024: 5).

Within this group, Directors and Heads are subject to annual pay review via the Charity's Reward and Remuneration Committee (RRC). A number of criteria are used for setting or revising compensation, including the nature of the role and responsibilities of each individual, average salaries for comparable positions across the sector, and recent pay trends. Annual performance reviews may result in the award of performance-based bonuses, salary increments, and/or grade modifications. Note 6 provides details of the remuneration components of the UK Dean.

The senior faculty representatives are subject to the faculty performance evaluations applicable to all faculty, except the Campus Dean. This process is governed locally by the Campus Faculty Advisory Committee (CFAC).

Financial review and results for the year

On a consolidated basis, total revenues increased from £17.1m in 2024 to £17.3m in 2025. This increase was primarily driven by growth in BIM and part-time Executive Education revenues, which rose by £0.2m to £1.4m (2024: £1.2m).

The level of operational donation from the EESC, excluding rent, amounted to £nil, with the provision of rent-free premises from the EESC recognised as a gift-in-kind of £565k (2024: £565k).

The evolution of EESC subsidies from 2024 to 2025 is reported in note 3 to the financial statements.

The expenditure for 2025 totalled £17.5m (2024: £17.4m). The key drivers of this increase are the development of new activities, notably part-time Executive Education, alongside inflationary increases primarily affecting operational costs, and the enhancement of the premises and facilities to maximise site capacity.

These activities will continue strengthening the London campus's position in supporting higher student numbers with excellence.

The net consolidated result for the year is a loss of £0.2m (2024: £0.4m). ESCP Europe Corporate Services Limited generated a surplus of £0.1m (2024: £0.4m), which was then transferred as a gift-aided donation to the Charity.

Going concern

The Board has carefully assessed whether the Charity is a going concern, based on its financial position, performance, and the availability of financing, as outlined in the financial review. Particular note has been taken to ensure the assessment is proportionate to the organisation's size, level of financial risk, and complexity.

Trustees' Report, including Strategic Report

In addition to analysing the current financial position, the Charity prepared a 5-year plan (2026-2030) highlighting the progressive growth in funds, using realistic headcount and investment assumptions for the period. The Trustees' position also relies on the existence of a deed formalising financial support provided by the EESC.

As of 31 December 2025, the Charity has net consolidated current liabilities of £2.7m (2024: £2.6m), a positive balance of cash of £1.5m (2024: £2.3m) and a level of borrowing from EESC ESCP Europe of £1.3m for previous estate development activity, which is repayable after more than 12 months. Long-term liabilities are nil, other than borrowing. The Charity benefited of a £1.5m cash-advance in Q1 2025, which was fully recovered by Q4 2025.

Sources of income for the year ahead will be secured through 1/ a growing flow of students recruited at the Federal level and sent to the London Campus, 2/ a sustained recruitment of students for the local master's programs, including a new master's program, and 3/ an increased activity of the executive education. Further developments are planned in future years once the 'Space Mountain' project is completed. This investment in the estate will be funded by the EESC. On that basis, the cash flow forecast for the next 12 months shows positive cash balances throughout.

The statement of the Board's responsibilities, the description of the organisation's management, and the review of internal controls summarise the arrangements the Charity has in place for identifying and managing risk.

Taking the above into account, the Trustees have a reasonable expectation that adequate resources exist to continue operations for the foreseeable future, and the going concern basis continues to be appropriate for preparing the annual financial statements.

Independent Auditors

Each of the persons who is a trustee at the date of approval of this report confirm that:

- so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Approved by the Board of Trustees on 24th March 2026 and signed on behalf of the Board.


Lord Gold
Chairman of the Board of Trustees

4 June 2026

Trustees' responsibilities statement

The Trustees (who are also directors of ESCP Europe-Business School for the purposes of company law) are responsible for preparing the Trustees' Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulation.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice).

Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and the expenditure, of the Charity and the group and of their income and expenditure, gains and losses, and changes in reserves for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Statement of Recommended Practice: Accounting for Further and Higher Education (2019 edition);
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Independent auditors' report to the members of ESCP Europe-Business School (the "School")

Report on the audit of the financial statements

Opinion

In our opinion, ESCP Europe-Business School's group financial statements and School financial statements (the "financial statements"):

- give a true and fair view of the state of the group's and of the School's affairs as at 31 December 2025 and of the group's and of the School's income and expenditure, gains and losses, changes in reserves, and of the group's cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law);
- have been properly prepared in accordance with the requirements of the Office for Students' Accounts Direction (OfS 2019.41); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise the Consolidated and School Statement of Financial Position as at 31 December 2025; the Consolidated and School Statement of Comprehensive Income, the Consolidated and School Statement of Changes in Reserves, and the Consolidated Statement of Cash Flows for the year then ended; the Statement of Principal Accounting Policies and the notes to the financial statements.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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 group's and School's ability to continue as a going concern for a period of at least twelve months from the date on which the financial statements are authorised for issue.

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

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's and School's ability to continue as a going concern.

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

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance 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 an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. 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 based on these responsibilities.

With respect to the Trustees' report and strategic report, we also considered whether the disclosures required by the Companies Act 2006 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Trustees' Report and Strategic Report

In our opinion, based on the work undertaken in the course of the audit, the information given in the Trustees' Report and the Strategic Report, for the year ended 31 December 2025 are consistent with the financial statements and have been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the group and School and their environment obtained in the course of the audit, we did not identify any material misstatements in the Trustees' Report and the Strategic Report.

Responsibilities for the financial statements and the audit

Responsibilities of the Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 19, the Trustees (who are also the directors of the School for the purposes of company law) is responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The Trustees are also responsible for such internal control as they 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 Trustees are responsible for assessing the group's and School'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 Trustees either intend to liquidate the group and School 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 an auditors' 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.

Based on our understanding of the institution/industry, we identified that the principal risks of non-compliance with laws and regulations related to the initial and ongoing conditions of registration of the Office for Students, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Office for Students' Accounts Direction (OfS 2019.41) and the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to the posting of inappropriate journals. Audit procedures performed included:

- Discussions with management, including consideration of any known or suspected instances of non-compliance with laws and regulations and fraud;
- Identification and testing journal entries meeting certain risk criteria, in particular any journal entries posted with unusual account combinations;
- Challenging assumptions and judgements made by management in significant accounting estimates;
- Design of audit procedures to incorporate unpredictability into our testing; and
- Review of financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 auditors' report.

Use of this report

This report, including the opinions, has been prepared for and only for the Trustees of ESCP Europe-Business School, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Opinions on other matters prescribed in the Office for Students' Accounts Direction (OfS 2019.41)

In our opinion, in all material respects:

- funds from whatever source administered by the School for specific purposes have been properly applied to those purposes and, if relevant, managed in accordance with relevant legislation;

Under the Office for Students' Accounts Direction, we are required to report to you, if we have anything to report in respect of the following matter:

- The School's grant and fee income, as disclosed in note 5 to the financial statements, has been materially misstated.

We have no matters to report arising from this responsibility.

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

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

We have no exceptions to report arising from this responsibility.



David Hagger (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
London
4 June 2026

Consolidated and School Statement of Comprehensive Income

For the year ended 31 December 2025

	Notes	2025		2024	
		Consolidated	School	Consolidated	School
		£	£	£	£
Income					
Tuition fees and education contracts	1	15,408,277	15,408,277	14,741,490	14,741,490
Funding body grants		-	-	-	-
Research grants and contracts	2	54,967	54,967	35,121	35,121
Other income	3	1,801,632	1,483,613	2,251,907	1,931,942
Investment income	4	33,142	32,419	46,253	45,503
Total income		17,298,018	16,979,276	17,074,771	16,754,056
Expenditure					
Staff costs	6	8,217,473	8,217,473	8,392,917	8,392,917
Other operating expenses	8	8,541,876	8,223,637	8,352,053	8,041,331
Depreciation	9	677,788	677,788	538,135	538,135
Interest and other finance costs	7	90,670	90,167	158,082	148,089
Total expenditure		17,527,807	17,209,065	17,441,187	17,120,472
Deficit before tax		(229,789)	(229,789)	(366,416)	(366,416)
Taxation		-	-	-	-
Deficit after tax		(229,789)	(229,789)	(366,416)	(366,416)
Total comprehensive expense for the year		(229,789)	(229,789)	(366,416)	(366,416)
Represented by:					
Unrestricted comprehensive expense for the year		(229,789)	(229,789)	(366,416)	(366,416)

All items of income and expenditure relate to continuing activities. The accompanying notes and policies on pages 27 to 46 form part of these financial statements.

Consolidated and School Statement of Changes in Reserves

Consolidated	Income and expenditure reserve	
	General fund	Total
	£	£
Balance at 1 January 2024	528,804	528,804
Deficit for the year	(366,416)	(366,416)
Total comprehensive expense for the year	(366,416)	(366,416)
Balance at 31 December 2024	162,388	162,388
Deficit for the year	(229,789)	(229,789)
Total comprehensive expense for the year	(229,789)	(229,789)
Balance at 31 December 2025	(67,401)	(67,401)

School	Income and expenditure reserve	
	General fund	Total
	£	£
Balance at 1 January 2024	528,803	528,803
Deficit for the year	(366,416)	(366,416)
Total comprehensive expense for the year	(366,416)	(366,416)
Balance at 31 December 2024	162,387	162,387
Deficit for the year	(229,789)	(229,789)
Total comprehensive expense for the year	(229,789)	(229,789)
Balance at 31 December 2025	(67,402)	(67,402)

Consolidated and School Statement of Financial Position

	Notes	As at 31 December 2025		As at 31 December 2024	
		Consolidated	School	Consolidated	School
		£	£	£	£
Fixed assets					
Tangible assets	9	3,896,713	3,896,713	4,338,680	4,338,680
Investment in subsidiaries	10	-	1	-	1
		3,896,713	3,896,714	4,338,680	4,338,681
Current assets					
Trade and other receivables	11	2,633,088	2,873,071	2,282,252	2,470,134
Cash and cash equivalents	15	1,521,445	1,143,824	2,320,341	1,645,779
		4,154,533	4,016,895	4,602,593	4,115,915
Less: Creditors:					
Amounts falling due within one year	12	(6,822,320)	(6,684,684)	(7,203,885)	(6,717,207)
Net current liabilities		(2,667,787)	(2,667,789)	(2,601,292)	(2,601,294)
Total assets less current liabilities		1,228,926	1,228,925	1,737,388	1,737,387
Creditors: amounts falling due after more than one year	13	(1,296,327)	(1,296,327)	(1,575,000)	(1,575,000)
Total net (liabilities)/assets		(67,401)	(67,402)	162,388	162,387
Unrestricted Reserves					
Income and expenditure reserve - unrestricted		(67,401)	(67,402)	162,388	162,387
Total Reserves		(67,401)	(67,402)	162,388	162,387

The financial statements of ESCP Europe Business School, registered number 1876779, on pages 23 to 46, were approved and authorised for issue by the Directors on 24th of March 2026.

Signed on behalf of the Board of Directors

Trustee/Director

David Gold
4 June 2026

Trustee/Director

Leon Paulusa
4 June 2026

Consolidated Statement of Cash Flows

For the year ended 31 December 2025

	Notes	2025	2024
		£	£
Cash flow from operating activities			
Deficit for the year before tax		(229,789)	(366,416)
Adjustment for non-cash items			
Depreciation	9	677,788	538,135
(Increase)/decrease in debtors	11	(350,834)	141,872
(Increase)/decrease in creditors	12	(334,121)	1,332,923
Adjustment for investing or financing activities			
Investment income	4	(33,142)	(46,253)
Interest payable	7	65,952	64,907
Cash flows from operating activities		(204,146)	1,665,168
Taxation		-	-
Net cash outflow from operating activities		(204,146)	1,665,168
Cash flows from investing activities			
Investment income	4	33,142	46,253
Payments made to acquire tangible assets	9	(235,823)	(2,391,693)
		(202,681)	(2,345,440)
Cash flows from financing activities			
Interest paid	7	(65,952)	(64,907)
Receipts from loan facility		-	950,000
Repayments of loan facility		(326,117)	(239,950)
		(392,069)	645,143
Decrease in cash and cash equivalents in the year	15	(798,896)	(35,129)
Cash and cash equivalents at beginning of the year	15	2,320,341	2,355,470
Cash and cash equivalents at end of the year	15	1,521,445	2,320,341



Statement of Principal Accounting Policies

ESCP Europe Business School is a private company limited by guarantee. It was incorporated on 11 January 1985 and registered with the Charity Commission in England and Wales under Charity number 293027. The registered address of the School is listed on page 3.

Basis of preparation

The Consolidated and School financial statements have been prepared in accordance with the United Kingdom Accounting Standards, including Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education (2019 edition). They have also been prepared in accordance with the current Accounts Direction issued by the Office for Students (OfS), the Terms and Conditions of Funding for Higher Education Institutions issued by the Office for Students (OfS 2019.41), and the Companies Act 2006.

The Charity is a public benefit entity as defined by FRS102.

The functional currency of the charity is considered to be pounds sterling because that is the currency of the primary economic environment in which the Company operates. The presentation currency is pounds sterling.

ESCP Europe Business School meets the definition of a qualifying entity under FRS102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements, which are presented alongside the consolidated financial statements. In particular, no School Statement of Cash Flows is presented.

Basis of Consolidation

The group financial statements consolidate the financial statements of the Charity and its subsidiary undertaking, ESCP Europe Corporate Services Limited drawn up to 31 December every year. Where necessary, adjustments are made to the subsidiary's financial statements to bring the accounting policies used in line with those used by the Group. All intra-group transactions, balances, income, and expenses are eliminated during consolidation.

These financial statements include the results of the subsidiary ESCP Europe Corporate Services Limited. The results of this subsidiary are consolidated on a line-by-line basis.

Going Concern

After making enquiries, the Trustees have a reasonable expectation that the Charity has access to adequate resources to continue its activity for the foreseeable future. Accordingly, the Trustees continue to adopt the going concern basis in preparing the financial statements for the period of 12 months after the date of signing of the financial statements. The Trustees' position relies on the existence of a deed regarding loan facility provided by the EESC ESCP Europe at the time of the sign-off of the statutory financial statements. More information on the going concern assumption is given on pages 17 and 18 in the Trustees' report.

Statement of Principal Accounting Policies

New accounting standards issued not yet effective

In March 2024, the Financial Reporting Council (FRC) issued amendments to FRS 102 (the Financial Reporting Standard applicable in the UK and Republic of Ireland). The new Statement of Recommended Practice for Further & Higher Education (FEHE SORP) was published in November 2025.

These amendments will be effective for accounting periods beginning on or after 1 January 2026. The amendments amongst other things, particularly in relation to revenue recognition and lease accounting.

The School will assess the impact of these amendments in the upcoming months and intends to apply them for the financial year commencing 1 January 2026.

Income Recognition

Tuition fees and education contracts income

Fees receivable and charges for services are accounted for in the period in which the service is provided. Income is deferred when it is received in advance for services to be provided in following periods.

Other income

Other income regroups the income pertaining to our trading entity for £725k (2024: £1,168k), rent-free donation and incomes.

In 2025, the EESC donation was limited to providing rent-free facilities to the Charity, where the trustees use the rateable value determined by the Valuation Office Agency. In 2025, this was estimated at £565k (2024: £565k) and recorded as a donation in the statement of comprehensive income (Note 3), with a matching expenditure recorded within other operating expenses.

Expenditure

Expenditure is accounted for on an accrual basis. Other expenses encompass costs not directly attributable to particular functional activity categories and are apportioned over the relevant categories based on management estimates of the amount attributable to that activity in the year, either by reference to staff time or space occupied, as appropriate. The irrecoverable element of VAT is included with the item of expense to which it relates.

Foreign currency translation

Foreign currency exchange conversion is made at the rate ruling at the time of the transaction, or for balance sheet items at the average rate of the previous month using HMRC's website.

Employment benefits

Short-term employment benefits, such as salaries and compensated absences, are recognised as expenses in the year in which employees render service to the School.

Any unused benefits are accrued and measured as the additional amount that the School expects to pay as a result of the unused entitlement.

Statement of Principal Accounting Policies

Pension scheme

The Charity participates in the Universities Superannuation Scheme. The scheme is a hybrid pension scheme, providing defined benefits (for all members), as well as defined contribution benefits. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The Charity is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS 102 "Employee benefits", the Charity, therefore, accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme.

The latest actuarial valuation was carried out as at March 2023 and was completed in December 2023 for the scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to adopt a statutory funding objective, which is to have sufficient and appropriate assets to cover their technical provisions. It did not include deficit recovery contributions from 1 January 2024. The next triennial valuation would start 31 March 2026 with results announced in 2027. At 31 December 2025, the Charity had 123 active institutional members participating in the scheme (2024: 123). The contribution rate payable by the institution was 14.5%.

Tangible fixed assets

The freehold of the premises occupied by the Charity is owned by the EESC-ESCP Europe.

Tangible fixed assets are stated at cost less depreciation. The rates of depreciation of capital assets are as follows:

Building Improvements

Building improvements	<ul style="list-style-type: none">▶ straight line over ten years for fixtures and fittings▶ straight-line over twenty-five years or remaining life of the lease, whichever is shorter, for structural upgrade (roofs, facades)
IT equipment	<ul style="list-style-type: none">▶ straight-line over three to five years
Office furniture and equipment	<ul style="list-style-type: none">▶ straight-line over five years

The Charity performs impairment reviews of its assets annually. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than its carrying amount.

Operating leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis. See note 18.

Statement of Principal Accounting Policies

Tax

As a registered charity, the Charity is exempt from corporation tax under the Corporation Tax Act 2010 or Section 256 of the Taxation for Chargeable Gains Act 1992, to the extent surpluses are applied to its charitable purposes. No corporation tax charge has arisen in the Charity's subsidiary due to its ability to off-set its liability against previous year losses (2024: £nil).

Financial assets

Basic financial assets include trade and other receivables, as well as cash and cash equivalents. These assets are initially recognised at transaction price. Trade and other receivables are subsequently carried at amortised cost using the effective interest rate method, which is the transaction price less for any amounts settled and any impairment losses.

These assets are assessed for indicators of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the statement of comprehensive income.

Financial liabilities

Basic financial liabilities include trade and other payables and intra-group loans. These liabilities are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost using the effective interest rate method.

Trade payables are obligations to pay for goods and services acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest rate method.

Financial liabilities are derecognised when the liability is discharged, cancelled, or expires.

Accounting judgement

In applying the Group's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and in future periods if the revision affects both current and future periods.

Income recognition

The Trustees acknowledge that the Charity derives the great majority of its income from student fees for courses and from the donation from the EESC ESCP Europe. In doing so, the main judgement regarding income recognition concerns the cut-off date, specifically for students whose programmes span two calendar years. In making this judgement, management uses the student course timetable to allocate revenues to the appropriate accounting period.

Statement of Principal Accounting Policies

Valuation of donated rent-free facilities

With regard to the valuation of the donated gift in kind for the site rent, the Trustees use the rateable value of the site, as defined by the Valuation Office Agency, as the best estimate of what they would be willing to pay for the use of the site.

USS retirement benefit obligation

The USS scheme is a multi-employer scheme. There is insufficient information to allow the Charity to identify the scheme's share of assets and liabilities, so it is accounted for as a defined contribution scheme.

Accounting estimates

Year-end Federal profit-sharing estimate

For the first time in 2022, the Charity paid Group profit-sharing bonuses to all staff in permanent employment for more than 3 months at the end of 2021. The principles of this payment are determined at the Federal level, including the parameters of the bonus calculation.

As part of the 2025 closing, the Federal team instructed the Charity to process a 2025-related profit-sharing accrual for each permanent employee who had been employed by the Charity for more than 3 months at the end of 2025. The value of the 2025 accrual at year-end amounted to £459k (2024: £688k). The amount that will be paid will be communicated by the EESC in June 2026.

Notes to the Financial Statements

1. Tuition fees and education contracts

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Masters' qualifications	9,222,670	9,222,670	9,334,210	9,334,210
Bachelor in Management	4,779,469	4,779,469	4,207,572	4,207,572
Executive education (part-time)	1,406,138	1,406,138	1,199,708	1,199,708
	15,408,277	15,408,277	14,741,490	14,741,490

2. Research grants and contracts

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Research grants and contracts	54,967	54,967	35,121	35,121
	54,967	54,967	35,121	35,121

3. Other income

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Executive education (custom)	725,293	-	1,168,472	-
Seminars and conferences	64,390	-	70,604	-
Recharges to other ESCP campuses	278,651	278,651	342,257	248,643
Recharges to Trading	-	378,863	-	613,895
Rent-free donation	565,000	565,000	565,000	565,000
Gift aid donation	-	92,801	-	401,656
Other income	168,298	168,298	105,574	102,748
	1,801,632	1,483,613	2,251,907	1,931,942

Notes to the financial statements

4. Investment income

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Other investment income	33,142	32,419	46,253	45,503
	33,142	32,419	46,253	45,503

5. Grant and Fee income

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Fee income from non-qualifying courses	789,683		1,239,076	-
Fee income for taught awards	15,408,277	15,408,277	14,741,490	14,741,490
	16,197,960	15,408,277	15,980,566	14,741,490

6. Staff costs

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Staff Costs :				
Salaries	6,510,475	6,510,475	6,875,035	6,875,035
Social security costs	961,151	961,151	814,729	814,729
Other pension costs	745,847	745,847	703,153	703,153
Total	8,217,473	8,217,473	8,392,917	8,392,917

Professor Kamran Razmdoost	2025	2024
Total remuneration of the Dean	£	£
Basic salary	88,660	107,833
Additional duties	18,756	46,807
Performance-related pay and other bonuses	34,802	29,391
Pension contributions	13,312	15,716
	155,530	199,747

In 2025, Professor Kamran Razmdoost's remuneration is for the period 1 January 2025 to 15 October 2025. He was registered as Head of Provider with the Office for Students for the period 1 January 2025 to 31 August 2025.

Notes to the Financial Statements

Professor Marie Taillard	2025
Total remuneration of the Dean	£
Basic salary	45,610
Additional duties	9,743
Performance-related pay and other bonuses	-
Pension contributions	6,613
	61,966

In 2025, Professor Marie's Taillard's remuneration is for the period from 1 September 2025 to 31 December 2025, which is the period she was registered as Head of Provider with the Office for Students. Performance-related pay and other bonuses related to 2025 performance will be disclosed in the 2026 financial statements as the Accounts Direction requires disclosure in the year that the bonus is awarded.

Salaries are stated gross before deductions of pension contributions made under the Charity's pension plan. The amounts disclosed for Professor Marie Taillard cover the period 1st September 2025 to 31st December 2025. A short overlap of one and a half months between Professor Kamran Razmdoost and Professor Marie Taillard's Deanship was approved to ensure a suitable exchange was provided for handover.

The UK Dean's complex set of responsibilities calls for a particular combination of qualities, including strategic thinking and leadership, people management, problem-solving and decision-making. These demonstrated competencies and the Dean's effective market value as an experienced HE leader with both U.K. and European experience are factors in determining the UK Dean's ongoing remuneration.

The UK Dean's performance objectives for the year are set by the Executive President of the ESCP Group on the advice of the remuneration committee of the Charity at the beginning of the calendar year. The Chair of the Board of Trustees and the Executive President of the ESCP Group undertake an annual performance review of the UK Dean against the objectives, the results of which are reported to the Remuneration Committee. The Committee uses this information to assess progress against agreed outcomes at the end of the year.

Professor Kamran Razmdoost served as the School's UK Dean until 15th October 2025; and Professor Marie Taillard served as the School's UK Dean since 1st of September 2025 (first on an interim basis).

Professor Marie Taillard holds an MBA from Columbia Business School and a PhD from the University of London. A dual citizen of France and the United States, she brings a strong international profile, with academic and professional experience across Europe, North America and the Asia-Pacific region, including extensive experience in the United Kingdom. Since joining ESCP's permanent faculty in 2007, she has held several senior leadership positions, including UK Associate Dean of Executive Education, London Campus Head of Faculty, and Director of the MSc in Marketing & Creativity, a programme she founded in 2009 and which is currently ranked 3rd worldwide by QS. Her research focuses on marketing management and consumer behaviour, with particular attention to communication between firms and consumers and the ways in which consumers contribute to value creation with brands, including through her recent book on consumer creativity. Her research also explores digital transformation, organisational change and evolving stakeholder relationships.

Notes to the Financial Statements

OfS pay ratios for the UK Dean, Professor Kamran Razmdoost

The Dean's basic salary is 2.11 times (2024: 2.25 times) the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

The Dean's total remuneration, including the taxable and non-taxable benefits noted above, is 3.18 times (2024: 4.14 times) the median total pay of staff. This has been calculated including the midpoint of the non-taxable benefits noted above and the median total remuneration is calculated on a full-time equivalent basis for the total remuneration paid to its staff.

OfS pay ratios for the UK Dean, Professor Marie Taillard

The Dean's basic salary is 2.58 times (2024: n/a) the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

The Dean's total remuneration, including the taxable and non-taxable benefits noted above, is 3.13 times (2024: nil) the median total pay of staff. This has been calculated including the midpoint of the non-taxable benefits noted above and the median total remuneration is calculated on a full-time equivalent basis for the total remuneration paid to its staff.

Senior staff pay

Senior staff pay includes the full-time equivalent basic salary of all staff earning in excess of £100,000, including the UK Dean's salary. It does not include compensation for teaching additional loads, pensions or staff who were employed for part of the year but would have received a salary in these bands in a full year.

Basic salary per annum	2025		2024	
	Consolidated	School	Consolidated	School
	No.	No.	No.	No.
£100,000 - £104,999	1	1	1	1
£105,000 - £109,999	1	1	1	1
£115,000 - £119,999	-	-	1	1
£120,000 - £124,999	1	1	-	-
£155,000 - £159,999	1	1	-	-
£170,000 - £174,999	-	-	1	1
	4	4	4	4

Average staff numbers (full time equivalent) by major category :	2025	2024
	No.	No.
Academic	47	44
Administration	70	67
Total number of staff	117	111

Notes to the Financial Statements

Key management pay

Key management personnel are members of the Senior Management Team who have the authority and responsibility for planning, directing and controlling the activities of the School. Staff costs includes compensation paid to key management personnel

	2025	2024
	£	£
Key management personnel compensation	1,198,749	1,043,261

	2025	2024
	No.	No.
Key management personnel numbers (full-time equivalent)	8	6

The Trustees did not receive any remuneration during the year; however, reimbursed expenses for £805 were paid in respect of costs incurred wholly and exclusively in the performance of their duties (2024: £nil).

7. Interest and other finance costs

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Loan interest	65,952	65,952	64,907	64,907
Exchange differences	24,718	24,215	93,175	83,182
	90,670	90,167	158,082	148,089

8. Other operating expenses

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Academic and related expenditure	3,190,503	2,877,452	2,730,776	2,477,170
Bought in teaching	840,220	840,220	808,948	797,327
Premises (including catering)	2,445,613	2,445,613	2,564,069	2,532,300
Marketing	1,070,227	1,070,227	1,189,822	1,185,637
Technology	323,336	323,336	343,179	343,179
Other expenses	671,977	666,789	715,259	705,718
	8,541,876	8,223,637	8,352,053	8,041,331

Notes to the Financial Statements

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Other operating expenses include:				
Operating lease rentals				
Land and buildings	147,451	147,451	166,706	166,706
Other	72,070	72,070	52,266	52,266
Fees payable to the auditors for the audit of the School's financial statements	58,500	58,500	49,540	49,540
Fees payable to the auditors for the audit of the School's subsidiary	6,500	-	4,460	-
Tax compliance services	3,100	-	3,000	-

9. Tangible Assets

Property, plant and equipment

Consolidated and School	Building improvements	IT equipment	Office furniture and equipment	Total
	£	£	£	£
Cost				
At 1 January 2025	4,840,064	826,728	145,640	5,812,432
Additions	1,841	233,982	-	235,823
Disposals	(2,010)	(261,412)	(4,398)	(267,820)
At 31 December 2025	4,839,895	799,298	141,242	5,780,435
Accumulated depreciation				
At 1 January 2025	951,638	422,844	99,270	1,473,752
Charge for the year	494,767	166,536	16,485	677,788
Disposals	(2,010)	(261,412)	(4,396)	(267,818)
At 31 December 2025	1,444,395	327,968	111,359	1,883,722
Carrying amount				
At 31 December 2025	3,395,500	471,330	29,883	3,896,713
At 31 December 2024	3,888,426	403,884	46,370	4,338,680

Notes to the Financial Statements

10. Investment in subsidiary

	2025	2024
	School	School
	£	£
Investment in trading subsidiary	1	1

The Charity's Trading subsidiary, ESCP Europe Corporate Services Limited, conducts executive education and funded studies. Its company number is 07468929 and it is incorporated in the United Kingdom. The Company's objects are:

- to carry on business in executive education, training and conductors and commissioners of research;
- to make donations (whether by way of gift aid or otherwise), and/or to provide other forms of support to the Charity; and
- to promote the interests of the Charity in the global corporate business environment.

11. Trade and other receivables

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Amounts falling due within one year:				
Trade receivables	1,445,175	1,423,174	1,268,859	915,576
Prepayments and accrued income	475,712	463,712	597,260	595,610
Other receivables	90,633	52,161	154,355	47,973
Amounts owed by subsidiary undertakings	-	219,655	-	323,896
Donation gift-aided by subsidiary undertaking	-	92,801	-	401,656
Amounts owed by group undertakings	621,568	621,568	261,778	185,423
	2,633,088	2,873,071	2,282,252	2,470,134

Notes to the Financial Statements

12. Creditors: amounts falling due within one year

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Trade creditors	124,102	82,523	589,083	484,082
Taxation and social security	157,447	157,447	203,043	203,043
Other creditors	194,636	194,436	188,697	123,260
Loan repayment	299,292	299,292	346,736	346,736
Accruals and deferred income	4,980,716	4,954,900	5,333,032	5,016,792
Amounts owed to group undertakings	1,066,127	996,086	543,294	543,294
	6,822,320	6,684,684	7,203,885	6,717,207

Amounts owed to and from group undertakings relate to normal trading activities and consist of supplier and client invoices. These balances are unsecured, interest-free, and are settled under normal commercial terms.

Notes to the Financial Statements

13. Creditors : amounts falling due after more than one year

In October 2023, the Charity requested a seven-year Loan Financing Agreement from its parent company to finance the residential wing refit and roof repairs during the summer of 2023. The loan amount was agreed to be £1,200,000, bearing an interest of 4%. At the end of the year, repayments of £171,429 for the principal of the loan and of £35,000 for the 2025 related interests were made, bringing the balance of the loan to £828,571 at year-end.

In June 2024, the Charity embarked on further development by converting the former library into a classroom and reconfiguring an existing classroom. A seven-year Loan Financing Agreement was agreed with its parent company to assist with financing. The loan amount was agreed to be £950,000, bearing an interest of 3.8%. At the end of the year, repayments of £115,095 for the principal of the loan and of £29,452 for the 2025 related interests were made, bringing the balance of the loan to £767,048 at year-end.

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Analysis of unsecured loans:				
Due within one year or on demand	299,292	299,292	346,736	346,736
Due between one and two years	304,220	304,220	307,143	307,143
Due between two and five years	915,597	915,597	921,429	921,429
Due in five years or more	76,510	76,510	346,428	346,428
Due after more than one year	1,296,327	1,296,327	1,575,000	1,575,000
Total loans	1,595,619	1,595,619	1,921,736	1,921,736

14. Loans

	2025		2024	
	Consolidated	School	Consolidated	School
	£	£	£	£
Analysis of unsecured loans:				
Due within one year or on demand	299,292	299,292	346,736	346,736
Due between one and two years	304,220	304,220	307,143	307,143
Due between two and five years	915,597	915,597	921,429	921,429
Due in five years or more	76,510	76,510	346,428	346,428
Due after more than one year	1,296,327	1,296,327	1,575,000	1,575,000
Total loans	1,595,619	1,595,619	1,921,736	1,921,736

Notes to the Financial Statements

15. Consolidated reconciliation of net debt

	2025	
	£	
Net debt 1 January 2025	398,605	
Movement in cash and cash equivalents	(798,896)	
Movement on loan	326,117	
Net debt 31 December 2025	(74,174)	
Change in net debt	(472,779)	
Analysis of net debt:	2025	2024
	£	£
Cash and cash equivalents	1,521,445	2,320,341
Borrowings: amounts falling due within one year		
Unsecured loans	(299,292)	(346,736)
	(299,292)	(346,736)
Borrowings: amounts falling due after more		
Unsecured loans	(1,296,327)	(1,575,000)
	(1,296,327)	(1,575,000)
Net debt	(74,174)	398,605

16. Capital and other commitments

The consolidated ESCP Europe Business School group and the ESCP Europe Business School had no capital commitments as of 31 December 2025 (2024: £ nil).

17. Contingent liabilities

The School has no contingent liabilities as of 31 December 2025 (2024: £ nil).

Notes to the Financial Statements

18. Lease obligations

Total rentals payable under operating leases:

	2025		2024	
	Land and Buildings	Other leases	Total	Total
	£	£	£	£
Payable during the year	147,451	72,070	219,521	252,597
Future minimum lease payments due:				
Not later than 1 year	140,584	45,087	185,671	252,597
Later than 1 year and not later than 5 years	-	34,904	34,904	264,474
Later than 5 years	-	-	-	-
Total lease payments due	140,584	79,991	220,575	517,071

19. Pension Schemes

The School participates in the Universities' Superannuation Scheme (USS). The schemes was defined-benefit schemes contracted out of the State Second Pension (S2P) until 31 March 2016. With effect from 1 October 2016, the USS changed from a defined benefit only scheme to a hybrid pension scheme, providing defined benefits (for all members), as well as defined contribution benefits. The assets of both schemes are held in separate trustee administered funds.

The total cost charged to the income and expenditure account in respect of USS scheme is £746K (2024: £703k).

The latest available complete actuarial valuation of the Retirement Income Builder (defined benefit) component of USS is at 31st March 2023 (the valuation date), which was carried out using the projected unit method.

The 2023 valuation was the seventh valuation for the scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to have sufficient and appropriate assets to cover their technical provisions. At the valuation date, the value of the assets of the scheme was £73.1 billion, and the value of the scheme's technical provisions was £65.7 billion, indicating a surplus of £7.4 billion and a funding ratio of 111%.

The key financial assumptions used in the 2023 valuation are as follows:

- CPI assumption: Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves less: 1.0% p.a. to 2030, reducing linearly by 0.1% p.a. from 2030;
- Pension increases (subject to a floor of 0%): Benefits with no cap: CPI assumption plus 3bps. Benefits subject to a "soft cap" of 5% (providing inflationary increases up to 5%, and half of any excess inflation over 5% up to a maximum of 10%): CPI assumption minus 3bps;
- Discount rate (forward rates): Fixed interest gilt yield curve plus Pre-retirement: 2.5% p.a. and Post retirement: 0.09% p.a.

The main demographic assumptions used relate to the mortality assumptions. These assumptions are based on an analysis of the scheme's experience carried out as part of the 2023 actuarial valuation.

Notes to the Financial Statements

The mortality assumptions used in these figures are as follows:

- Mortality base table: 101% of S2PMA "light" for males and 95% of S3PFA for females; and
- Future improvements to mortality: CMI_2021 with a smoothing parameter of 7.5, an initial addition of 0.4% pa, 10% w2020 and w2021 parameters, and a long-term improvement rate of 1.8% pa for males and 1.6% pa for females.

A change in contributions was applied from 2024 (Employer: 14.5% - Member: 6.1%) with enhanced benefits.

20. Membership liability

In accordance with Clause (7) of the Charity's Memorandum of Association, every member of the Charity undertakes to contribute to the assets of the Charity in the event of the same being wound up while he, she or it remains a member or within 12 months afterwards, to pay one pound towards the costs of dissolution and the liabilities incurred by the Charity while he, she or it was a member. The sole member of the Charity is the EESC ESCP Europe on 31 December 2025.

Notes to the Financial Statements

21. Related party transactions

School	2025				2024			
	Income from related party	Expenditure to related party	Balance due to /(from) related party		Income from related party	Expenditure to related party	Balance due to /(from) related party	
	£	£	£	£	£	£	£	£
EESC ESCP EUROPE	10,380,031	(1,138,734)	917,003	(565,625)	9,932,215	(862,804)	507,549	(171,124)
EESC Loan	-	(65,952)	1,595,619	-	-	(64,907)	1,921,736	-
ESCP EUROPE Madrid	228,775	(80,505)	62,002	(27,289)	157,996	(48,478)	32,725	(1,192)
ESCP EUROPE Berlin	17,790	(36,372)	13,906	(17,790)	5,362	(21,745)	1,257	-
ESCP EUROPE Torino	20,780	(2,112)	2,112	(10,864)	15,788	(9,249)	700	(13,107)
ESCP EUROPE Foundation	1,250	-	1,063	-	364	-	1,063	-
ESCP EUROPE Corporate Services Limited	378,863	-	-	(219,655)	613,895	-	-	(323,896)
ESCP EUROPE Corporate Services Limited - Donation	92,801	-	-	(92,801)	401,656	-	-	(401,656)
	11,120,290	(1,323,675)	2,591,705	(934,024)	11,127,276	(1,007,183)	2,465,030	(910,975)

Group	2025				2024			
	Income from related party	Expenditure to related party	Balance due to /(from) related party		Income from related party	Expenditure to related party	Balance due to /(from) related party	
	£	£	£	£	£	£	£	£
EESC ESCP EUROPE	10,380,031	(1,208,775)	987,044	(565,625)	10,008,570	(862,804)	507,549	(247,479)
EESC Loan	-	(65,952)	1,595,619	-	-	(64,907)	1,921,736	-
ESCP EUROPE Madrid	228,775	(104,095)	62,002	(27,289)	157,996	(102,215)	32,725	(1,192)
ESCP EUROPE Berlin	17,790	(36,372)	13,906	(17,790)	5,362	(21,745)	1,257	-
ESCP EUROPE Torino	20,780	(2,112)	2,112	(10,864)	31,767	(9,249)	700	(13,107)
ESCP EUROPE Foundation	1,250	-	1,063	-	364	-	1,063	-
	10,648,626	(1,417,306)	2,661,746	(621,568)	10,204,059	(1,060,920)	2,465,030	(261,778)

EESC ESCP EUROPE, ESCP EUROPE Madrid, ESCP EUROPE Berlin, ESCP EUROPE Corporate Services Limited and ESCP EUROPE Torino are related by virtue of being part of the same group, headed by EESC ESCP Europe. ESCP EUROPE Foundation is related by virtue of common directors/Trustees. EESC ESCP Europe is the sole member of each ESCP Europe campus.

Notes to the Financial Statements

Donations and fees* (incl. the provision of rent-free premises) were received from EESC ESCP Europe during the year as follows:

* This does not include recharges of costs or teaching.

	2025	2024
	£	£
Provision of rent-free premises	565,000	565,000
Undergraduate programme fee income	4,779,469	4,207,572
Postgraduate programmes – Full-time Masters fee income	5,198,417	5,351,197
Executive education (part-time)	196,294	157,158

22. Ultimate parent undertaking

The parent undertaking of the smallest group which includes the Company, and for which group financial statements are prepared, is EESC ESCP Europe, which is also the immediate parent undertaking of the Charity. The registered address of the EESC ESCP Europe is 3 rue Armand Moisant, Paris 75015, France.

The parent undertaking of the largest group which includes the Company and for which group financial statements are prepared is CCIR, which is also the ultimate controlling entity of the Charity. The registered address of the CCIR is 27 Avenue De Friedland, Paris, France, 75008.

Notes to the Financial Statements

23. Alternative performance measures

	2025		
	Consolidated	Federal	Local Performance
	£	£	£
Income			
Tuition fees and education contracts	15,408,277	-	15,408,277
Research grants and contracts	54,967	-	54,967
Other income	1,801,632	-	1,801,632
Investment income	33,142	-	33,142
Total income	17,298,018	-	17,298,018
Expenditure			
Staff costs	8,217,473	822,804	7,394,669
Other operating expenses	8,541,876	390,005	8,151,871
Depreciation	677,788	-	677,788
Interest and other finance costs	90,670	-	90,670
Total expenditure	17,527,807	1,212,809	16,314,998
(Deficit) / Surplus before tax	(229,789)	(1,212,809)	983,020

The Charity presents below the results on a statutory and adjusted basis as it believes it will provide useful supplemental information about the local financial performance of the Charity, and enable comparison of financial results between periods where certain items may vary independent of business performance. Although the board believes the adjusted basis is important in evaluating the Group, it is not intended to be considered in isolation or as a substitute for, or as superior to, financial information on a statutory basis.

Items are adjusted on the basis that they distort the underlying performance of the Charity where they relate to costs pertaining to the Federal centre (defined as costs incurred locally for the benefit of all campuses).

Consolidated and school statement of comprehensive income (including consolidated income and expenditure account).