### Report of the Directors and

Consolidated Financial Statements for the Year Ended 31 December 2012

for

360 Group Limited

LD4 30/09/2013 COMPANIES HOUSE

#339

J.P.B. Harris & Co.
Chartered Accountants

Registered Auditors

Harmile House, 54 St. Marys Lane, Upminster, Essex RM14 2QP Tel 01708 251005 Fax 01708 251020

# Contents of the Consolidated Financial Statements for the Year Ended 31 December 2012

	Page
Company Information	1
Report of the Directors	2
Report of the Independent Auditors	5
Consolidated Profit and Loss Account	6
Consolidated Balance Sheet	7
Company Balance Sheet	8
Consolidated Cash Flow Statement	9
Notes to the Consolidated Cash Flow Statement	10
Notes to the Consolidated Financial Statements	11

## **Company Information** for the Year Ended 31 December 2012

DIRECTORS:

B Keegan

X Bosch FCA

**REGISTERED OFFICE:** 

360 House

7 Cambridge Court

London W6 7NJ

REGISTERED NUMBER:

03645154 (England and Wales)

**AUDITORS:** 

J P B Harris & Co Chartered Accountants & Statutory Auditors Harmile House 54 St Marys Lane Upminster

Essex RM142QP

# Report of the Directors for the Year Ended 31 December 2012

The directors present their report with the financial statements of the company and the group for the year ended 31 December 2012

### PRINCIPAL ACTIVITY

The principal activity of the group in the year under review was that of the provision of consultancy, professional employment organisation, employee benefits, financial services and accountancy and taxation services. The company is a holding company which did not trade during the period under review

#### **REVIEW OF BUSINESS**

The results for the year and financial position of the company and the group are as shown in the annexed financial statements

The group's key financial and other performance indicators during the year were as follows

			%	
	Year 2012 £000	Year 2011 £000	change	
Turnover	36,546	44.869	-19%	
Profit on ordinary activities before tax and goodwill arising on	50,510	11,005	.,,,	
consolidation	183	200	-8%	

Whilst 2012 was a challenging year in view of the economy by focusing on costs the group has minimised the reduction to the profit for the year under review

#### DIVIDENDS

The total distribution of dividends for the year ended 31 December 2012 will be £120,000

#### **DIRECTORS**

The directors shown below have held office during the whole of the period from 1 January 2012 to the date of this report

B Keegan

X Bosch FCA

### POLITICAL AND CHARITABLE CONTRIBUTIONS

During the year the company made charitable donations amounting to £9,984 (2011 £3,200)

## PRINCIPAL RISKS AND UNCERTAINTIES

As the principal activity of the group is the provision of professional employment services the principle risks and uncertainties revolve around changing employment legislation 360 Group have a track record for embracing legislative change and maintain open dialogue with the relevant government bodies. This approach has allowed the company to remain compliant with current regulation and to ensure every change is an opportunity

The company runs the risk of non payment by clients Procedures are in place to minimise such losses and the company is confident it's client credit scoring is extremely robust

# Report of the Directors for the Year Ended 31 December 2012

#### **EMPLOYEES**

The group places considerable value on the involvement of its employees in the business and has continued its practice of keeping them informed on matters affecting them as employees

The group is committed to providing equality of opportunity to all employees. Appropriate training, career development and promotion opportunities are provided fro all employees regardless of gender, physical disability, religion, belief, race or ethnic origin.

It is the group's policy to give full consideration to suitable applications for employment by disabled persons. Disabled employees are eligible to participate in all career development opportunities available to staff. Opportunities also exist for employees who become disabled to continue in their employment or to be trained for other positions in the group.

The group is committed to involving all employees in the performance and development of the group. Employees are encouraged to discuss with management matters of interest to the employees and subjects affecting day to day operations of the group.

### STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted. Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and the group and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to

- select suitable accounting policies and then apply them consistently,
- make judgements and accounting estimates that are reasonable and prudent,
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's and the group's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the group's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the group's auditors are aware of that information

## Report of the Directors for the Year Ended 31 December 2012

## **AUDITORS**

The auditors, JPB Harris & Co, will be proposed for re-appointment at the forthcoming Annual General Meeting

ON BEHALF OF THE BOARD:

30-9-13

Date

### Report of the Independent Auditors to the Members of 360 Group Limited

We have audited the financial statements of 360 Group Limited for the year ended 31 December 2012 on pages six to eighteen. The financial reporting framework that has been applied in their preparation is applicable law and. United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

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

### Respective responsibilities of directors and auditors

As explained more fully in the Statement of Directors' Responsibilities set out on page three, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland) Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error This includes an assessment of whether the accounting policies are appropriate to the group's and the parent company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the directors, and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Directors to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report

### Opinion on financial statements

In our opinion the financial statements

- give a true and fair view of the state of the group's and of the parent company's affairs as at 31 December 2012 and of the group's profit for the year then ended,
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006

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

In our opinion the information given in the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements

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

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

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

A S Robinson FCA (Senior Statutory Auditor)

for and on behalf of JPB Harris & Co

**Chartered Accountants** & Statutory Auditors

Harmile House

54 St Marys Lane

Upminster

Essex

RM14 2QP

Date 30 September 2013

# Consolidated Profit and Loss Account for the Year Ended 31 December 2012

	Notes	31.12.12 £	31 12 11 £
TURNOVER		36,545,859	44,869,417
Cost of sales		35,017,832	43,136,985
GROSS PROFIT		1,528,027	1,732,432
Administrative expenses		1,374,442	1,532,329
OPERATING PROFIT	3	153,585	200,103
Interest receivable and similar income		29,199	
		182,784	200,103
Interest payable and similar charges	4	<u> </u>	29
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	S	182,784	200,074
Tax on profit on ordinary activities	5	44,963	50,484
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION	S	137,821	149,590
Minority interest - equity		8,190	5,771
RETAINED PROFIT FOR THE GROU CARRIED FORWARD	J <b>P</b>	129,631	143,819

## CONTINUING OPERATIONS

None of the group's activities were acquired or discontinued during the current year or previous year

## TOTAL RECOGNISED GAINS AND LOSSES

The group has no recognised gains or losses other than the profits for the current year or previous year

# Consolidated Balance Sheet 31 December 2012

		31.12.	12	31 12	11
	Notes	£	£	£	£
FIXED ASSETS					
Intangible assets	8		18,979		28,483
Tangible assets	9		20,405		41,595
Investments	10		<del></del>		
			39,384		70,078
CURRENT ASSETS					
Debtors amounts falling due within on Debtors amounts falling due after mor		3,497,625		2,731,715	
one year	11	247,972		361,783	
Cash at bank and in hand		442,165		709,916	
		4,187,762		3,803,414	
CREDITORS					
Amounts falling due within one year	12	3,394,089		3,046,302	
NET CURRENT ASSETS			793,673		757,112
TOTAL ASSETS LESS CURRENT LIABILITIES			833,057		827,190
LIABILITIES			655,057		027,190
MINORITY INTERESTS	13		59,400		63,164
NET ASSETS			773,657		764,026
CAPITAL AND RESERVES					
Called up share capital	14		2		2
Profit and loss account	15		773,655		764,024
	18		773,657		764,026

The financial statements were approved by the Board of Directors on its behalf by

and were signed on

B Keegan Director

## Company Balance Sheet 31 December 2012

		31.12.1	2	31 12 11	
	Notes	£	£	£	£
FIXED ASSETS					
Intangible assets	8		-		-
Tangible assets	9		-		-
Investments	10		100		100
			100		100
CURRENT ASSETS					
Debtors	11	72,049		223,309	
Cash at bank and in hand		9,008		8,777	
		81,057		232,086	
CREDITORS		•		,	
Amounts falling due within one year	12	50,006		230,460	
NET CURRENT ASSETS		-	31,051	·	1,626
TOTAL ASSETS LESS CURRENT					
LIABILITIES			31,151		1,726
CAPITAL AND RESERVES					
Called up share capital	14		2		2
Profit and loss account	15		31,149		1,724
SHAREHOLDERS' FUNDS	18		31,151		1,726

The financial statements were approved by the Board of Directors on its behalf by

30-9-13

and were signed on

B Keegan - Director

# Consolidated Cash Flow Statement for the Year Ended 31 December 2012

	Matan	31.12.12	31 12 11
N. 4 b ( 46 26 - 6	Notes	£	£
Net cash (outflow)/inflow from operating activities	1	(87,314)	191,883
Returns on investments and	_	•••	(20)
servicing of finance	2	326	(29)
Taxation		(52,809)	(60,724)
Capital expenditure	2	-	(430)
Equity dividends paid		(127,954)	(199,800)
Decrease in cash in the period		(267,751)	(69,100)
Reconciliation of net cash flow to movement in net funds	3		
Decrease in cash in the period		(267,751)	(69,100)
Change in net funds resulting from cash flows		(267,751)	(69,100)
Movement in net funds in the perio Net funds at 1 January	d	(267,751) 709,916	(69,100) 779,016
Net funds at 31 December		442,165	709,916

2

3

Total

# Notes to the Consolidated Cash Flow Statement for the Year Ended 31 December 2012

# 1 RECONCILIATION OF OPERATING PROFIT TO NET CASH (OUTFLOW)/INFLOW FROM OPERATING ACTIVITIES

Operating profit Depreciation charges (Increase)/decrease in debtors Increase/(decrease) in creditors		31.12.12 £ 153,585 30,694 (623,726) 352,133	31 12 11 £ 200,103 44,015 1,057,674 (1,109,909)
Net cash (outflow)/inflow from operating activities		(87,314)	191,883
ANALYSIS OF CASH FLOWS FOR HEADINGS NETT	ED IN THE CASH	FLOW STATE	MENT
		31.12.12 £	31 12 11 £
Returns on investments and servicing of finance		*	-
Interest received		326	_
Interest paid		-	(29)
•			<u></u>
Net cash inflow/(outflow) for returns on investments and s	ervicing of		
finance		326	(29)
Capital expenditure			
Purchase of tangible fixed assets		_	(430)
i dichase of tangible fixed assets			(430)
Net cash outflow for capital expenditure		_	(430)
ANALYSIS OF CHANGES IN NET FUNDS			
ANALISIS OF CHANGES IN NEI FUNDS			At
	At 1.1.12	Cash flow	31.12.12
	£	£	£
Net cash			
Cash at bank and in hand	709,916	(267,751)	442,165
	700 014	(367.751)	443 145
	709,916	(267,751)	442,165

709,916

(267,751)

442,165

#### ACCOUNTING POLICIES

#### ACCOUNTING CONVENTION

The financial statements have been prepared under the historical cost convention and are in accordance with applicable accounting standards

#### **TURNOVER**

1

Turnover represents net invoiced sales of goods, excluding value added tax

#### **GOODWILL**

Goodwill, being the amount paid in connection with the acquisition of a business in 2004, is being amortised evenly over its estimated useful life of ten years

### TANGIBLE FIXED ASSETS

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

Improvements to property

- over the term of the lease

Computer equipment

- 33% on cost

#### DEFERRED TAX

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

#### **FOREIGN CURRENCIES**

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

### HIRE PURCHASE AND LEASING COMMITMENTS

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

## PENSION COSTS AND OTHER POST-RETIREMENT BENEFITS

The group operates a defined contribution pension scheme Contributions payable to the group's pension scheme are charged to the profit and loss account in the period to which they relate

### 2 STAFF COSTS

	31.12 12	31 12 11
	£	£
Wages and salaries	32,013,445	39,340,089
Social security costs	2,454,490	3,293,179
Other pension costs	944,035	978,830
	35,411,970	43,612,098
The average monthly number of employees during the year was as follows	31 12.12	31 12 11
Employees under contract	855	1,050
Accountancy taxation and payroll	8	8
Sales and administration	5	6
	868	1,064

.. .. ..

## 3 OPERATING PROFIT

The operating profit is stated after charging

		31 12 12	31 12 11
		£	£
	Hire of plant and machinery	-	5,779
	Other operating leases	78,027	74,059
	Depreciation - owned assets	21,190	34,511
	Goodwill amortisation	9,504	9,504
	Auditors' remuneration	13,500	12,475
	Foreign exchange differences	3,189	4,148
			===
	Directors' remuneration	_	-
		=	====
4	INTEREST PAYABLE AND SIMILAR CHARGES		
		31 12.12	31 12 11
		£	£
	Interest on overdue tax	-	29
			=====
5	TAXATION		
	Analysis of the tax charge		
	The tax charge on the profit on ordinary activities for the year was as follows		
		31 12.12	31 12 11
		£	£
	Current tax		
	UK corporation tax	44,463	52,936
	Under provision in prior years	-	(3,052)
	Total current tax	44,463	49,884
	Deferred tax	500	600
	Tax on profit on ordinary activities	44,963	50.494
	Tax on profit on ordinary activities	44,903	50,484

### 5 TAXATION - continued

### FACTORS AFFECTING THE TAX CHARGE

The tax assessed for the year is higher than the standard rate of corporation tax in the UK. The difference is explained below

Profit on ordinary activities before tax	31.12.12 £ 182,784	31 12 11 £ 200,074
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 20 650% (2011 - 21 700%)	37,745	43,416
Effects of Expenses not deductible for tax purposes Depreciation in excess of capital allowances Adjustments to tax charge in respect of previous periods	1,905 4,813 	2,084 7,309 (2,925)
Current tax charge	44,463	49,884

### 6 PROFIT OF PARENT COMPANY

As permitted by Section 408 of the Companies Act 2006, the profit and loss account of the parent company is not presented as part of these financial statements. The parent company's profit for the financial year was £149,425 (2011 - £185,000)

### 7 DIVIDENDS

	31.12.12	31 12 11
	£	£
Interim	120,000	185,000
	<del></del>	

### 8 INTANGIBLE FIXED ASSETS

### Group

3.0 <b></b>	Goodwill £	Goodwill arising on consolidation £	Totals £
COST			
At 1 January 2012			
and 31 December 2012	95,000	(769,119)	(674,119)
AMORTISATION			
At 1 January 2012	66,517	(769,119)	(702,602)
Amortisation for year	9,504	-	9,504
At 31 December 2012	76,021	(769,119)	(693,098)
NET BOOK VALUE			
At 31 December 2012	18,979		18,979
At 31 December 2011	28,483		28,483
AN 31 December 2011	20,403	<u> </u>	

### 9 TANGIBLE FIXED ASSETS

Grou	D

_	Improvements		
	to	Computer	
	property	equipment	Totals
	£	£	£
COST			
At 1 January 2012			
and 31 December 2012	48,090	478,148	526,238
DEPRECIATION			
At 1 January 2012	19,242	465,401	484,643
Charge for year	9,624	11,566	21,190
At 31 December 2012	28,866	476,967	505,833
NET BOOK VALUE			
At 31 December 2012	19,224	1,181	20,405
At 31 December 2011	28,848	12,747	41,595

### 10 FIXED ASSET INVESTMENTS

## Company

	group undertakings £
COST	-
At 1 January 2012	
and 31 December 2012	100
NET BOOK VALUE	
At 31 December 2012	100
A4 21 Danish or 2011	100
At 31 December 2011	100

The group or the company's investments at the balance sheet date in the share capital of companies include the following

## **SUBSIDIARIES**

## Hyperlink Services Limited

Nature of business Consultancy

•	%		
Class of shares	holding		
Ordinary	93 00		
•		31.12.12	31 12 11
		£	£
Aggregate capital and reserves		598,923	539,785
Profit for the year		59,138	51,398
		<del></del>	

Charge in

## 10 FIXED ASSET INVESTMENTS - continued

11

3sixty Financial Lamited Nature of business Financial services				
Class of shares	ŀ	% nolding		
Ordinary		93 00		
			31.12.12	31 12 11
Aggregate capital and reserves			£ 10,053	£ 93,134
Profit for the year			24,298	38,287
·			====	
3sixty Group Holdings Limited				
Nature of business Accountancy, taxation servi	ices and group ad	lmın		
		%		
Class of shares		nolding		
Ordinary		93 00	31.12 12	31 12 11
			£	£
Aggregate capital and reserves			86,188	56,372
Profit for the year			29,816	8,893
Weblogix Limited				
Nature of business Professional employer organ	nisation			
Class of shares	1.	% nolding		
Ordinary		93 00		
· · · · · ·			31.12.12	31 12 11
			£	£
Aggregate capital and reserves Profit for the year			106,841 24,569	136,272 51,011
Tioth for the year			=====	======
DEBTORS				
DEBIORS				
		roup		pany
	31.12.12 £	31 12 11 £	31 12.12 £	31 12 11 £
Amounts falling due within one year	£	£	I.	£
Trade debtors	2,404,990	1,954,192	-	-
Amounts owed by group undertakings	-	<u>-</u>	69,049	190,054
Other debtors Deferred tax asset	698,003	584,484	3,000	33,255
Prepayments and accrued income	1,850 392,782	2,350 190,689	-	-
	3,497,625	2,731,715	72,049	223,309
Amounts falling due after more than one				
year				
Other debtors	247,972	361,783	-	-
Aggregate amounts	3,745,597	3,093,498	72,049	223,309
				===

# Notes to the Consolidated Financial Statements - continued for the Year Ended 31 December 2012

## 11 DEBTORS - continued

<b>T</b>	^	•		
I le	eп	red.	tax	asset

	Group		Company	
	31 12.12	31 12 11	31.12.12	31 12 11
	£	£	£	£
Deferred tax	1,850	2,350	_	-

## 12 CREDITORS. AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	31.12.12	31 12 11	31.12 12	31 12 11
	£	£	£	£
Trade creditors	1,335,695	999,517	-	-
Amounts owed to group undertakings	-	-	-	45,454
Tax	44,068	52,414	-	-
Social security and other taxes	1,106,177	578,758	_	-
VAT	603,930	1,009,672	-	-
Other creditors	123,468	279,836	50,006	185,006
Directors' current accounts	236	-	-	-
Accruals and deferred income	180,515	126,105		-
	3,394,089	3,046,302	50,006	230,460

## 13 MINORITY INTERESTS

The interest held by third parties in the profits and assets of the group

## 14 CALLED UP SHARE CAPITAL

Allotted, issu	ied and fully paid			
Number	Class	Nominal	31.12.12	31 12 11
		value	£	£
2	Ordinary	£1	2	2

### 15 RESERVES

### Grour

Group	Profit
	and loss
	account
	£
At 1 January 2012	764,024
Profit for the year	129,631
Dividends	(120,000)
At 31 December 2012	773,655

# Notes to the Consolidated Financial Statements - continued for the Year Ended 31 December 2012

### 15 RESERVES - continued

Company	Profit and loss account £
At 1 January 2012 Profit for the year	1,724 149,425
Dividends	(120,000)
At 31 December 2012	31,149

### 16 RELATED PARTY DISCLOSURES

## 360 Worldwide Limited

A company in which B Keegan is a shareholder and director

During the year the group supplied services for £100,000 to the company

	31.12.12	31 12 11
	£	£
Amount due to related party at the balance sheet date	165,150	103,222

## 17 ULTIMATE CONTROLLING PARTY

The controlling party is B Keegan

## 18 RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS

## Group

Profit for the financial year Dividends	31 12 12 £ 129,631 (120,000)	31 12 11 £ 143,819 (185,000)
Net addition/(reduction) to shareholders' funds	9,631	(41,181)
Opening shareholders' funds	764,026	805,207
Closing shareholders' funds	773,657 ———	764,026 ======

# Notes to the Consolidated Financial Statements - continued for the Year Ended 31 December 2012

## 18 RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS - continued

## Company

	31.12 12	31 12 11
	£	£
Profit for the financial year	149,425	185,000
Dividends	(120,000)	(185,000)
Net addition to shareholders' funds	29,425	-
Opening shareholders' funds	1,726	1,726
Closing shareholders' funds	31,151	1,726