

REGISTERED NUMBER: 04144304

PAUL MASON CONSULTING LIMITED
ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2015

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PAUL MASON CONSULTING LIMITED

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FOR THE YEAR ENDED 31 MARCH 2015**

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PAUL MASON CONSULTING LIMITED

**COMPANY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2015**

Directors:	Paul Mason Gordon Ambidge Niall Gilna Ian Edwards Huw Thomas
Secretary:	Iris Mason
Registered Office:	30/32 Blacklands Way Abingdon Business Park Abingdon Oxon OX14 1DY
Bankers:	HSBC
Auditors:	Critchleys LLP Statutory Auditor Greyfriars Court Paradise Square Oxford OX1 1BE
Registered Number:	04144304 (England and Wales)

PAUL MASON CONSULTING LIMITED
STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2015

The Directors presents their strategic report together with the financial statements of the Company and the Group for the year ended 31 March 2015.

PRINCIPAL ACTIVITY

The principal activity of the Group in the year under review was to provide IT services to the Retail Sector.

REVIEW AND ANALYSIS OF THE BUSINESS DURING THE CURRENT YEAR

The results for the year and the financial position of the Company and Group are shown in the annexed financial statements. The Company's long term strategy has been to build a business capable of delivering sustained growth whilst maintaining high levels of customer and employee satisfaction. Over a number of years it has consistently invested, and continues to invest, in a number of key areas:

- Organisation structure and management capability across the business.
- Acquisition, development and retention of high calibre technical resources.
- Expansion of its business development and account management capabilities in order to retain and expand existing customer relationships and acquire new relationships.
- Evolution of its business proposition in line with the priorities of its customer base and anticipated changes in the retail systems sector.
- Expansion of the Company's facility in India in order to deliver resource agility, cost agility and scalability.

The past year saw significant progress in many areas. Revenue and EBITDA performance were at record levels, and this was achieved whilst also delivering the highest recorded levels of customer and employee satisfaction. Growth was seen in most major customer accounts and a number of significant new customers were acquired. Importantly, the resilience of the business was also demonstrated; the record finance performance was delivered despite the loss of a large contract worth £800,000 per annum due to a strategic sourcing decision by the customer across its entire IT operation, and the requirement to provide for a large bad debt.

Staff numbers grew by nearly 40% overall, with the majority of the new technical hires being in India. The Indian operation now supports over 30% of the Company's revenues. Additional space in India was brought into use during the year and the Company is on track to move into a new office with a capacity of 600 by March 2016.

Investment was maintained in the Company's mobile solution Store Enabler. Customer trials have been initiated since the end of the year and the software will contribute to revenues in the year 2015/16.

RESULTS

The profit and loss account is set out on page 8.

PRINCIPAL RISKS AND UNCERTAINTIES FACING THE BUSINESS

Price risk, credit risk, liquidity risk and cash flow risk

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates.

PAUL MASON CONSULTING LIMITED

**STRATEGIC REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015**

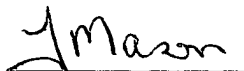
The Group's principal financial instruments comprise bank balances, trade debtors and trade creditors. The main purpose of these instruments is to finance the Group's operations.

In respect of bank balances, the liquidity risk is managed by maintaining a balance between the continuity of funding and flexibility through the use of overdrafts at floating rates of interest. All of the Group's cash balances are held in such a way that achieves a competitive rate of interest. The business makes use of money market facilities where funds are available.

Trade debtors are managed in respect of credit and cash flow risk by policies concerning the credit offered to customers and the regular monitoring of amounts outstanding for both time and credit limits. The amounts presented in the balance sheet are net of allowances for doubtful debtors.

Trade creditors' liquidity risk is managed by ensuring sufficient funds are available to meet amounts due.

This report was approved by the Board on 17th September 2015 and signed on its behalf by:



Iris Mason
Company Secretary

PAUL MASON CONSULTING LIMITED

REPORT OF THE DIRECTORS FOR THE YEAR ENDED 31 MARCH 2015

The Directors presents their report together with the financial statements of the Company and the Group for the year ended 31 March 2015.

RESULTS AND DIVIDENDS

The profit for the year after taxation amounted to £567,749 (2014: £404,903). Dividends of £278,500 were declared and paid in the year (2014: £190,000).

DIRECTORS

The Directors who held office during the year were as follows:

- Paul Mason
- Gordon Ambidge
- Niall Gilna
- Huw Thomas
- Ian Edwards

FUTURE DEVELOPMENTS

The Company remains committed to its long term investment strategy as highlighted in the Strategic Report. In 2015/16, significant investment will be made in a new office facility in India and in bringing Store Enabler to market.

DISCLOSURE IN THE STRATEGIC REPORT

As permitted by Paragraph 1A of schedule 7 to the Large and Medium-sized Companies and Groups (Accounts and reports) Regulations 2008, certain matters which are required to be disclosed in the directors' report have been omitted as they are included in the strategic report on page 2. These matters relate to the business review and principal risks and uncertainties facing the business.

CHARITABLE DONATIONS

During the year the Group made charitable donations totalling £5,176 which were as follows:

	£
Donations - Akshar Trust (PMC India)	1,012
Donations – Adoption UK (PMC UK)	3,500
Donations - other (PMC UK)	664

IMPACT OF THE EURO

The Directors believe that the introduction of the Euro would have no effect upon the trading of the Group.

PAUL MASON CONSULTING LIMITED**REPORT OF THE DIRECTORS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015****STATEMENT OF DIRECTORS' RESPONSIBILITIES**

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

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

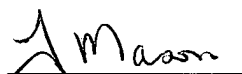
- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 transactions and disclose with reasonable accuracy at any time the financial position of the Company 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 hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each Director has taken steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information. The Directors confirm that there is no relevant information that they know of and which they know the auditors are unaware of.

This report was approved by the Board on 17th September 2015 and signed on its behalf by:



Iris Mason
Company Secretary

**INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF PAUL MASON CONSULTING LIMITED**

We have audited the financial statements of Paul Mason Consulting Limited for the year ended 31 March 2015 which comprise the Group Profit and Loss Account, the Group and Parent Company Balance Sheets, the Group Cash Flow Statement, the Group Statement of Total Recognised Gains and Losses, the Group and Parent Company Reconciliation of Movements in Shareholders' Funds and the related notes. 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 an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Directors and auditors

As explained more fully in the Directors' Responsibilities Statement set out on page 5, 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 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 Directors' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and Parent Company's affairs as at 31 March 2015 and of the Group's and Parent Company'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.

**REPORT OF THE INDEPENDENT AUDITORS
TO THE MEMBERS OF PAUL MASON CONSULTING LIMITED (CONTINUED)**

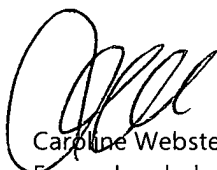
Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Director's Report 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.



Caroline Webster, Senior Statutory Auditor
For and on behalf of
Critchleys LLP, Statutory Auditor

Greyfriars Court,
Paradise Square,
Oxford
OX1 1BE

Date: 2/10/15

PAUL MASON CONSULTING LIMITED
CONSOLIDATED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2015

	Notes	2015 £	2014 £
TURNOVER	2	8,542,290	7,782,873
Cost of sales		<u>(5,418,826)</u>	<u>(5,150,779)</u>
GROSS PROFIT		3,123,464	2,632,094
Administrative expenses		<u>(2,232,508)</u>	<u>(1,942,051)</u>
		890,956	690,043
Other operating income		<u>169</u>	<u>287</u>
Earnings before Interest Tax Depreciation and Amortisation	3	891,125	690,330
Depreciation and amortisation		<u>(165,764)</u>	<u>(169,482)</u>
OPERATING PROFIT/(LOSS)		725,361	520,848
Interest receivable and similar income		3,139	443
Interest payable and similar charges		<u>(8)</u>	<u>(131)</u>
PROFIT/ (LOSS) ON ORDINARY ACTIVITIES BEFORE TAXATION		728,492	521,160
Tax on profit on ordinary activities	7	<u>(160,743)</u>	<u>(116,257)</u>
PROFIT/(LOSS) FOR THE FINANCIAL YEAR AFTER TAXATION		<u>567,749</u>	<u>404,903</u>

CONTINUING OPERATIONS

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

The notes form part of these financial statements.

PAUL MASON CONSULTING LIMITED
COMPANY PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2015

	2015 £	2014 £
Turnover	8,542,290	7,782,873
Cost of sales	<u>(5,372,346)</u>	<u>((5,115,932))</u>
Gross profit	3,169,944	2,666,941
Administrative expenses		
Employment costs	1,350,783	1,187,578
Establishment costs	301,016	279,531
General administrative expenses	710,769	517,440
Finance charges	<u>7,840</u>	<u>6,113</u>
	<u>(2,370,408)</u>	<u>(1,990,662)</u>
Earnings before Interest Tax Depreciation and Amortisation	799,536	676,279
Depreciation and Amortisation	<u>(158,220)</u>	<u>(151,844)</u>
Operating profit (loss)	642,323	524,435
Other interest receivable and similar income	1007	222
Interest payable and similar charges	<u>-</u>	<u>-</u>
Profit/ (Loss) on ordinary activities before taxation	642,323	524,657
Taxation	<u>(139,420)</u>	<u>(115,781)</u>
Profit/(Loss) for the financial year	502,903	408,876
Accumulated profit and loss account brought forward	<u>925,672</u>	<u>706,796</u>
	1,428,575	1,115,672
Dividends	<u>(278,500)</u>	<u>(190,000)</u>
Accumulated profit and loss account carried forward	<u>1,150,075</u>	<u>925,672</u>

The notes form part of these financial statements.

PAUL MASON CONSULTING LIMITED**CONSOLIDATED STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES
FOR THE YEAR ENDED 31 MARCH 2015**

	2015	2014
	£	£
PROFIT/(LOSS) FOR THE FINANCIAL YEAR	567,749	404,903
Exchange differences on retranslation	<u>7</u>	<u>7</u>
TOTAL RECOGNISED GAINS AND LOSSES RELATING TO THE YEAR	<u>577,104</u>	<u>214,910</u>

The notes form part of these financial statements

PAUL MASON CONSULTING LIMITED

**CONSOLIDATED BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2015**

	Notes	2015 £	2014 £
FIXED ASSETS			
Intangible assets	9	25,055	5,162
Tangible assets	10	<u>352,759</u>	<u>298,829</u>
		377,814	303,991
CURRENT ASSETS			
Work in progress	12	132,246	67,031
Debtors	13	2,566,962	2,284,668
Cash at bank		<u>482,866</u>	<u>442,381</u>
		3,182,074	2,794,080
CREDITORS			
Amounts falling due within one year	14	<u>(2,146,089)</u>	<u>(1,984,551)</u>
NET CURRENT ASSETS		<u>1,035,985</u>	<u>809,529</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		1,413,799	1,113,520
CREDITORS			
Amounts falling due after more than one year	15	-	-
PROVISIONS FOR LIABILITIES	16	<u>(36,581)</u>	<u>(34,906)</u>
NET ASSETS		<u>1,377,128</u>	<u>1,078,614</u>
CAPITAL AND RESERVES			
Called up share capital	17	3,290	3,290
Share premium reserve	18	249,726	249,726
Profit and loss account	18	<u>1,124,202</u>	<u>825,598</u>
SHAREHOLDERS' FUNDS	19	<u>1,377,218</u>	<u>1,078,614</u>

The financial statements were approved and authorised for issue by the board of Directors on 17th September 2015 and were signed by



Paul Mason
Director

The notes form part of these financial statements

PAUL MASON CONSULTING LIMITED

COMPANY BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2015

	Notes	2015		2014	
		£	£	£	£
FIXED ASSETS					
Intangible assets	9		-		-
Tangible assets	10		221,977		240,106
Investments	11		<u>110,196</u>		<u>110,196</u>
			332,173		350,302
CURRENT ASSETS					
Work in progress	12	136,353		69,419	
Debtors	13	2,703,969		2,305,772	
Cash at bank		<u>473,312</u>		<u>435,437</u>	
		3,313,634		2,810,628	
CREDITORS					
Amounts falling due within one year	14	<u>(2,209,075)</u>		<u>(1,947,336)</u>	
NET CURRENT ASSETS			<u>1,104,559</u>		<u>863,292</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			1,436,732		1,213,594
PROVISIONS FOR LIABILITIES	16		<u>(33,641)</u>		<u>(34,906)</u>
NET ASSETS			<u>1,403,091</u>		<u>1,178,688</u>
CAPITAL AND RESERVES					
Called up share capital	17		3,290		3,290
Share premium reserve	18		249,726		249,726
Profit and loss account	18		<u>1,150,075</u>		<u>925,672</u>
SHAREHOLDERS' FUNDS	19		<u>1,403,091</u>		<u>1,178,688</u>

The financial statements were approved and authorised for issue by the board of Directors on 17th September and were signed by:



Paul Mason
Director

The notes form part of these financial statements

PAUL MASON CONSULTING LIMITED
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2015

	Notes	2015		2014	
		£	£	£	£
Net cash inflow from operating activities	1		671,484		528,482
Returns on investments and servicing of finance	2		3,131		312
Taxation			(122,671)		4,770
Capital expenditure	2		(232,959)		(155,266)
			318,985		386,758
Equity dividends paid			(278,500)		(190,000)
Increase/(decrease) in cash in the period			<u>40,485</u>		<u>188,298</u>
Reconciliation of net cash flow to movement in net debt	3				
(Decrease)/increase in cash in the period		40,485		188,298	
Cash inflow from decrease in debt and lease financing		=		<u>1,891</u>	
Change in net debt resulting from cash flows			<u>40,485</u>		<u>190,189</u>
Movement in net debt in the period			40,485		190,189
Net funds at 1 April			<u>442,381</u>		<u>252,192</u>
Net funds at 31 March			<u>482,866</u>		<u>442,381</u>

The company has an overdraft facility of £300,000 in place.

The notes form part of these financial statements

PAUL MASON CONSULTING LIMITED

**NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2015**

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

	2015	2014
	£	£
Operating (loss)/profit	725,361	520,848
Depreciation charges	160,219	150,783
Amortisation of development costs	4,909	18,202
Loss on disposal of tangible fixed assets	14	497
Exchange difference	3,349	(44,278)
(Increase)/decrease in work in progress	(65,215)	(24,887)
(Increase)/decrease in debtors	(282,294)	(743,664)
Increase/(decrease) in creditors	<u>125,141</u>	<u>650,981</u>
	<u>671,484</u>	<u>528,482</u>

2 ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED IN THE CASH FLOW STATEMENT

	2015	2014
	£	£
Returns on investments and servicing of finance		
Interest received	3,139	443
Interest paid	<u>(8)</u>	<u>(131)</u>
Net cash inflow/(outflow) for returns on investments and servicing of finance	<u>3131</u>	<u>312</u>
Capital expenditure		
Purchase of tangible fixed assets	(208,568)	(151,031)
Purchase of intangible fixed assets	(24,432)	(4,893)
Sale of tangible fixed assets	<u>41</u>	<u>658</u>
Net cash outflow for capital expenditure	<u>(232,959)</u>	<u>(155,266)</u>

The notes form part of these financial statements

PAUL MASON CONSULTING LIMITED

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

3 ANALYSIS OF CHANGES IN NET DEBT

	At 01/04/14	Cash flow	At 31/03/15
	£	£	£
Net cash			
Cash at bank	<u>442,381</u>	<u>40,485</u>	<u>482,866</u>
Debt			
Debts falling due within one year	-	-	-
Debts falling due after one year	=	=	=
	=	=	=
Total	<u>442,381</u>	<u>40,485</u>	<u>482,866</u>

The notes form part of these financial statements

PAUL MASON CONSULTING LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015**

1 ACCOUNTING POLICIES

Accounting convention

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

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and all group undertakings. These are adjusted, where appropriate, to conform to Group accounting policies. Acquisitions are accounted for under the acquisition method and any goodwill arising on consolidation is capitalised and written off over twenty years from the year of acquisition. The results of companies acquired or disposed of are included in the profit and loss account after or up to the date that control passes respectively.

Turnover

Turnover represents the total invoice value, excluding Value Added Tax, of sales made during the year.

Turnover is calculated on a time basis of work done by consultants during the period and the sales value of software licences supplied.

Support services and upgrades invoiced in advance are included in deferred income.

Amortisation

Amortisation is provided on intangible fixed assets so as to write off the cost, less and estimated residual value, over their expected useful economic life.

Depreciation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Fixtures, fittings and equipment,	Straight line over 2 or 3 years
office equipment, computer software	

Subsidiary:

In respect of fixed assets acquired during the year, depreciation is charged on a straight line basis so as to write off the cost of the assets over the useful lives and for the assets acquired prior to April 1, 2014, the carrying amount as on April 1, 2014 is depreciated over the useful life of the fixed assets prescribed under Part C of Schedule II to the Companies Act, 2013.

Research and development expenditure

Research and development expenditure is written off as incurred, except that development expenditure incurred on an individual project is carried forward when its future recoverability can be reasonably regarded as assured. Any expenditure carried forward is amortised in line with the expected future sales from the related project.

PAUL MASON CONSULTING LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2015

1 ACCOUNTING POLICIES (continued)

Fixed asset investments

Fixed asset investments are stated at historical cost less provision for any diminution in value.

Work in progress

Work in progress is valued at the lower of cost and net realisable value, after due regard for obsolete and slow moving stocks. Net realisable value is based on selling price less anticipated costs to completion and selling costs. Costs include all direct costs and an appropriate proportion of fixed and variable overheads.

Deferred taxation

Deferred tax is recognised, without discounting, in respect of all timing differences between the treatment of certain items for taxation and accounting purposes, which have arisen but not reversed by the balance sheet date, except as required by FRS19.

Deferred tax is measured at the rates that are expected to apply in the periods when the timing differences are expected to reverse, based on the tax rates and law enacted at the balance sheet date.

Foreign currencies

Profit and loss account transactions in foreign currencies are translated into sterling at the exchange rate ruling at the date of transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the closing rates at the balance sheet date and the exchange differences are included in the profit and loss account.

Operating leases

Rentals payable under operating leases are charged in the profit and loss account on a straight line basis over the lease term.

Pensions

The Group operates a defined contribution pension scheme. Contributions are charged in the profit and loss account as they become payable in accordance with the rules of the scheme.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

PAUL MASON CONSULTING LIMITED

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015**

2 TURNOVER

The turnover and profit before taxation are attributable to the one principal activity of the Group.

Analysis of turnover by geographical market is given below:

	2015	2014
	£	£
United Kingdom	<u>8,542,290</u>	<u>7,782,873</u>

3 OPERATING PROFIT

The operating profit is stated after charging:

	2015	2014
	£	£
Loss on sale of fixed assets	14	497
Operating leases	181,921	196,174
Depreciation - owned assets	160,855	150,783
Amortisation of intangible assets	4,909	18,202
Auditors' remuneration – audit services	6,400	6,300
Auditors' remuneration – the audit of the Company's subsidiary	860	627
Auditors' remuneration – non audit services	1,080	705
Auditors' remuneration – non audit services of the Company's subsidiary	2,854	2,073
Foreign exchange differences	<u>(3,508)</u>	<u>23,755</u>

PAUL MASON CONSULTING LIMITED

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015**

5 STAFF COSTS

The average number of persons employed by the Group (including Directors) during the year, analysed by category, was as follows:

	2015	2014
Technical		
Administration	200	141
	<u>31</u>	<u>24</u>
	<u>231</u>	<u>165</u>

The aggregate payroll costs of these persons were as follows:

	2015	2014
	£	£
Wages and salaries	3,743,198	3,290,873
Social security costs	363,751	334,944
Other pension costs	<u>240,610</u>	<u>213,040</u>
	<u>4,347,559</u>	<u>3,838,857</u>

6 DIRECTORS' REMUNERATION

The Directors' remuneration for the year is as follows:

	2015	2014
	£	£
Directors' remuneration (including benefits in kind)	361,492	339,319
Directors' money purchase scheme	<u>40,937</u>	<u>39,550</u>
	<u>402,429</u>	<u>378,869</u>

Included within the above analysis were payments of £33,700 (2014: £24,600) to Directors in respect of consultancy.

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

6 DIRECTORS' REMUNERATION (Continued)

During the year the number of Directors who were accruing benefits under Company pension schemes was as follows:

	2015	2014
	No.	No.
Money purchase	<u>2</u>	<u>2</u>

The aggregate of remuneration and amounts receivable under long term incentive schemes of the highest paid Director was £169,709 (2014: £163,109) and Company pension contributions of £25,204 (2014: £24,351) were made to a money purchase scheme on their behalf.

7 TAXATION**Analysis of current period tax charge**

The tax charge on the profit on ordinary activities for the year was as follows:

	2015	2014
	£	£
Current tax		
UK Corporation tax	153,675	103,960
Adjustments in respect of previous years	<u>328</u>	<u>(33)</u>
	154,003	103,927
Deferred tax	<u>1675</u>	<u>11,854</u>
	155,678	115,781
Foreign tax	<u>5,065</u>	<u>476</u>
Tax on profit on ordinary activities	<u>160,743</u>	<u>116,257</u>

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

TAXATION. (continued)**Factors affecting current period tax charge**

The tax assessed for the year is higher than (2014 lower than) the standard rate of corporation tax in the UK of 21% (2014: 20%). The difference is explained below:

	2015	2014
	£	£
Profit/(loss) on ordinary activities before tax	<u>728,492</u>	<u>521,160</u>
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 21% (2014: 20%)	152,983	119,867
Effects of:		
Expenses not deductible for tax purposes	4,341	2,631
Depreciation in excess of capital allowances	1,323	(13,632)
Fixed asset additions not qualifying for capital allowances	-	(3,546)
Marginal relief	202	(2,164)
Adjustments in respect of previous years	(69)	(33)
Differences arising on elimination of intercompany transactions	1,569	1,064
Other differences	<u>(6,346)</u>	<u>(260)</u>
Current tax charge	<u>154,003</u>	<u>103,927</u>

8 DIVIDENDS

	2014	2014
	£	£
Equity dividends	<u>278,500</u>	<u>190,000</u>

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

9 INTANGIBLE FIXED ASSETS

Group	Development costs
	£
COST	
At 1 April 2014	254,752
Additions	24,432
Exchange differences	<u>(5176)</u>
At 31 March 2015	<u>274,008</u>
AMORTISATION	
At 1 April 2014	249,590
Amortisation for year	4,909
Exchange differences	<u>(5,546)</u>
At 31 March 2015	<u>248,953</u>
NET BOOK VALUE	
At 31 March 2015	<u>25,055</u>
At 31 March 2014	<u>5,162</u>

INTANGIBLE FIXED ASSETS

Company	Development costs
	£
COST	
At 1 April 2013 and 31 March 2015	<u>238,914</u>
AMORTISATION	
At 1 April 2014	238,914
Amortisation for year	<u>-</u>
At 31 March 2015	<u>238,914</u>
NET BOOK VALUE	
At 31 March 2015	<u>-</u>
At 31 March 2014	<u>-</u>

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015**10 TANGIBLE FIXED ASSETS**
Group

	Fixtures & fittings £	Office equipment £	Computer software £	Motor vehicles £	Total £
COST					
At 1 April 2014	248,899	314,475	763,375	6,941	1,333,690
Additions	68,569	42,446	97,553	-	208,568
On disposals	(26,848)	(140,377)	(234,799)	-	(402,024)
Exchange differences	<u>4,797</u>	<u>937</u>	<u>5,199</u>	<u>(498)</u>	<u>11,431</u>
At 31 March 2015	<u>295,417</u>	<u>217,481</u>	<u>631,328</u>	<u>7,439</u>	<u>1,151,665</u>
DEPRECIATION					
At 1 April 2014	201,525	269,010	559,026	5,300	1,034,861
Charge for the year	2,370	40,360	118,599	(1,110)	160,219
On disposals	(33,281)	(144,546)	(224,142)	-	(401,969)
Exchange differences	<u>2,852</u>	<u>260</u>	<u>2,302</u>	<u>381</u>	<u>5,795</u>
At 31 March 2015	<u>173,466</u>	<u>165,084</u>	<u>455,785</u>	<u>4,571</u>	<u>798,906</u>
NET BOOK VALUE					
At 31 March 2015	<u>121,951</u>	<u>52,397</u>	<u>175,543</u>	<u>2,868</u>	<u>352,759</u>
At 31 March 2014	<u>47,374</u>	<u>45,465</u>	<u>204,349</u>	<u>1,641</u>	<u>298,829</u>

Included within the total net book value of tangible fixed assets is £nil (2014: £1,641) in respect of assets held under finance leases and similar hire purchase contracts. The depreciation charge for the year on these assets was £nil (2014: £573).

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

TANGIBLE FIXED ASSETS (Continued)

Company	Fixtures & fittings £	Office equipment £	Computer software £	Total £
COST				
At 1 April 2014	182,100	301,428	719,490	1,203,018
Additions	35,576	34,724	69,789	140,089
Disposals	<u>(26,848)</u>	<u>(140,377)</u>	<u>(234,567)</u>	<u>(401,792)</u>
At 31 March 2015	<u>190,828</u>	<u>195,775</u>	<u>554,712</u>	<u>941,315</u>
DEPRECIATION				
At 1 April 2014	161,825	265,413	535,674	962,912
Charge for the year	13,113	36,552	108,536	158,201
Estimated on Disposal	<u>(33,281)</u>	<u>(144,546)</u>	<u>(223,948)</u>	<u>(401,775)</u>
At 31 March 2015	<u>141,657</u>	<u>157,419</u>	<u>420,262</u>	<u>719,338</u>
NET BOOK VALUE				
At 31 March 2015	<u>49,171</u>	<u>38,356</u>	<u>134,450</u>	<u>221,977</u>
At 31 March 2014	<u>20,275</u>	<u>36,015</u>	<u>183,816</u>	<u>240,106</u>

11 FIXED ASSET INVESTMENTS

Company	Shares in group undertakings £
COST	
At 1 April 2014	110,196
Additions	<u>-</u>
At 31 March 2015	<u>110,196</u>
NET BOOK VALUE	
At 31 March 2015	<u>110,196</u>
At 31 March 2014	<u>110,196</u>

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

FIXED ASSET INVESTMENTS (Continued)

Subsidiary undertakings	Country of incorporation	Holding	Proportion of Voting rights and shares held
Paul Mason Consulting (India) Pvt. Ltd	India	Ordinary shares	100%

The principal activity of Paul Mason Consulting (India) Pvt. Ltd is that of supporting the Group to provide IT services to the Retail Sector.

12 WORK IN PROGRESS

	Group		Company	
	2015	2014	2015	2014
	£	£	£	£
Work in progress	<u>132,246</u>	<u>67,031</u>	<u>136,353</u>	<u>69,419</u>

Unrealised profit in respect of intercompany staff recharges treated as development costs has been eliminated on consolidation.

13 DEBTORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2015	2014	2015	2014
	£	£	£	£
Trade debtors	2,254,465	1,979,437	2,254,465	1,979,438
Other debtors	83,835	60,252	3,625	2,000
Amounts owed by group undertakings	-	-	239,884	90,661
Prepayments and accrued income	<u>228,662</u>	<u>244,979</u>	<u>205,995</u>	<u>233,673</u>
	<u>2,566,962</u>	<u>2,284,668</u>	<u>2,703,969</u>	<u>2,305,772</u>

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

14 CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2015	2014	2015	2014
	£	£	£	£
Trade creditors	313,569	507,334	302,961	503,916
Corporation tax	140,357	103,960	140,357	103,960
Social security and other taxes	654,757	365,855	649,249	363,712
Other creditors	28,938	18,759	23,985	17,184
Hire purchase	-	-	-	-
Directors' current accounts	-	13,391	-	13,391
Accruals and deferred income	<u>1,008,468</u>	<u>975,252</u>	<u>1,092,523</u>	<u>945,173</u>
	<u>2,146,089</u>	<u>1,984,551</u>	<u>2,209,075</u>	<u>1,947,336</u>

15 CREDITORS– AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group		Company	
	2015	2014	2015	2014
	£	£	£	£
Hire purchase	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

16 PROVISIONS FOR LIABILITIES**Group and company**

Deferred tax	2015	2014
	£	£
Brought forward	34,906	23,052
Deferred tax provision charged to the profit and loss account	<u>1,675</u>	<u>11,854</u>
Carried forward	<u>36,581</u>	<u>34,906</u>

The movement in deferred tax as well as the balance carried forward relates to the difference between accumulated depreciation and amortisation and capital allowances.

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

17 CALLED UP SHARE CAPITAL

Allotted, issued and fully paid Number	Class	Nominal Value	2015 £	2014 £
225,000	Ordinary A shares	1 pence	2,250	2,250
88,353	Ordinary B shares	1 pence	884	884
15,579	Ordinary C shares	1 pence	<u>156</u>	<u>156</u>
			<u>3,290</u>	<u>3,290</u>

18 RESERVES

	Profit and loss account £	Share premium reserve £	Total £
Group			
At 1 April 2014	825,598	249,726	1,075,324
Profit for the year	567,749	-	567,749
Exchange differences on retranslation	9,355	-	9,355
Dividends	<u>(278,500)</u>	<u>-</u>	<u>(278,500)</u>
At 31 March 2015	<u>1,124,202</u>	<u>249,726</u>	<u>1,373,928</u>
Company			
At 1 April 2014	925,672	249,726	1,175,398
Profit for the year	502,903	-	502,903
Dividends	<u>(278,500)</u>	<u>-</u>	<u>(278,500)</u>
At 31 March 2015	<u>1,150,075</u>	<u>249,726</u>	<u>1,399,801</u>

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

19 RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS

	2015 £	2014 £
Group		
Profit/(loss) for the financial year	567,749	404,903
Other recognised gains and losses relating to the year	9,355	7
Dividends	<u>(278,500)</u>	<u>(190,000)</u>
Net increase/(reduction) of shareholders' funds	298,604	214,910
Opening shareholders' funds	<u>1,078,614</u>	<u>863,704</u>
Closing shareholders' funds	<u>1,377,218</u>	<u>1,078,614</u>
Company		
Profit/(loss) for the financial year	502,903	408,876
Dividends	<u>(278,500)</u>	<u>(190,000)</u>
Net increase/(reduction) to shareholders' funds	224,403	218,876
Opening shareholders' funds	<u>1,178,688</u>	<u>959,812</u>
Closing shareholders' funds	<u>1,403,091</u>	<u>1,178,688</u>

20 OPERATING LEASE COMMITMENTS

Group

As at 31 March 2014 the Group had annual commitments under non-cancellable operating leases as follows:

Land and buildings

Operating leases which expire:	2015 £	2014 £
Within one year	85,619	-
Within two and five years	<u>115,774</u>	<u>196,174</u>
	<u>201,393</u>	<u>196,174</u>

PAUL MASON CONSULTING LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2015

OPERATING LEASE COMMITMENTS (continued)

Company

As at 31 March 2015 the Company had annual commitments under non-cancellable operating leases as follows:

Land and buildings

Operating leases which expire:	2015 £	2014 £
Within one year	-	-
Within two and five years	<u>115,774</u>	<u>115,774</u>
	<u>115,774</u>	<u>115,774</u>

21 RELATED PARTY DISCLOSURES

Controlling entity

The Group is controlled by Paul Mason by virtue of his shareholding.

Related party transactions

Dividends were paid to officers of the Group as follows:

	2015 £	2014 £
I Mason	126,999	86,643
P Mason	113,442	77,397
G Ambidge	9,274	6,327
N Gilna	23,215	15,833
H Thomas	<u>5,570</u>	<u>3,800</u>
	<u>278,500</u>	<u>190,000</u>