Registered number: 04159077

LANDMARK PLC

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

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GROUP STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2016

INTRODUCTION

The Directors present the Group Strategic Report for Landmark Plc and its subsidiary companies for the year ended 31 March 2016.

The principal activities of the Group continued to be that of providing high quality serviced offices and related services from its serviced offices in London. The Group is a flexible office provider, delivering high quality 5 star serviced office solutions which represent a cost beneficial alternative to conventional office leases. The Group's operations offer the advantages of convenience, flexibility, immediate availability and value for money for SMEs, corporates and a wide range of other clients.

BUSINESS REVIEW

The Group prides itself in providing high quality serviced offices from a first class service-delivery team. Landmark employees are a crucial part of our clients' businesses and our frontline team provide a personalised experience tailored to our clients' individual requirements. This is led by experienced Client Liaison Officers at each location, supported by experienced on site managers and team members.

The serviced office market continues to grow, whilst redefining workplace environments and occupational needs that are relevant to the 21st Century. The Board considers that Landmark is exceptionally well placed to participate in the growth dynamics of this vibrant and exciting sector.

In April 2015, the Company acquired the entire issued share capital of a company operating a serviced office centre in Dover Street, London. This company had previously been owned by the Company's shareholders. The acquisition has been successful, bringing additional profitable operations into the group. Further details of this acquisition are set out in note 11 to the financial statements.

During the year ended 31 March 2016, the Board committed major funds to an in-house data and sales management project. This is designed to enhance the Group's ability to self-source its core revenue streams and so save material costs associated with agent-driven licence fee revenues. The project has already been very successful in delivering on its target levels and the Board is confident of further benefits as the project is rolled out across the whole Group.

The Group has a long-standing involvement with the Business Centres Association and Richard Gill continues to be a Board Member of the Association.

FINANCIAL RESULTS

The Consolidated Statement of Comprehensive Income for the year ended 31 March 2016 on page 10, and the Consolidated Statement of Financial Position at 31 March 2016 on page 12, confirm the success of this strategy. The results for the year ended 31 March 2016 reflect the acquisition of the additional serviced office centre referred to above, which contributed revenue of £3,487,000 and profits before tax of £539,000 for the year. Group revenue for the year ended 31 March 2016 totalled £22.35 million, an increase of 25% over total revenue of £17.94 million for the previous year. This translated into profits before taxation of £3.06 million, a 45% increase from the level of £2.12 million achieved in 2015. Net assets at 31 March 2016 totalled £4.52 million, further underpinning the future operations of the Group.

London and the West End have continued to deliver superior returns in revenue growth and profitability. The strength of the London market for client demand and conventional property occupation continues to enhance the Group's strong REVPOW (Revenue per Occupied Workstation, inclusive of services). At the year end, Group REVPOW was at a record high of £12,670 per annum and has continued to remain at these levels.

Landmark Technologies, our IT subsidiary, provides custom built technology solutions and computer support packages to businesses of all sizes, nationally and internationally. These provide desktop support as well as strategic direction setting, procurement management and systems integration. Continuous investment in technology ensures that Landmark Technologies delivers telephony, internet and support solutions that are state of the art in today's market. Landmark Technologies has continued securing long term business, with revenue of £3,126,000, being slightly higher than that achieved in the previous year. Landmark Technologies' pre-tax profits increased by 35% from £655,000 last year to £887,000 for the year ended 31 March 2016.

FINANCIAL RESULTS (continued)

The Board has continued the Group's significant financial support of The University of Arts London, financially supporting the Chelsea, Camberwell and Wimbledon Colleges of the University. The Group has purchased further art from the Colleges during the year, which has been displayed along with purchases from previous years in the Group's serviced offices.

As part of its growth strategy, the Group has detailed credit approval from a major UK Bank to provide £2 million of funding with which to finance growth. This financing will be finalised by reference to agreed leasehold acquisitions.

GROUP PROPERTIES

In November 2015, the Group acquired a third floor at its Dover Street centre, providing an additional 120 workstations. After a comprehensive refurbishment and fit out, this was opened in January 2016 and is already 80% occupied only six months after opening. Earlier in the year, the Group's client portal was opened on the Company's website, which has enhanced the speed and offering available by the Group to its clients.

In today's strong property market, the biggest challenge handled by the Group is to seek out and acquire additional centres at rental levels consistent with sustainable workstation rates. During the last twelve months, there have been very few opportunities to acquire additional prime space for new centres at property rental levels that will deliver long term and dependable profits. The Group has appraised a significant number of opportunities to acquire further leasehold interests from which to develop and open new centres, but the current rental and other property cost levels made these an unattractive challenge in the current financial environment. In the meantime, the Board's focus continues to be on maximising performance at the Group's existing centres at their already high quality levels, in terms of environment, service and overall performance.

PRINCIPAL RISKS AND UNCERTAINTIES

The Board identifies and evaluates risks and uncertainties and designs controls to mitigate these. Responsibility for management of each risk is delegated to specific Directors and Senior Executives.

Brexit

The result of the Brexit referendum on 24 June 2016 to leave the EU is seen by the Board as the most significant short term domestic risk to the UK commercial market in which the Group operates. There continues to be short-term volatility and this is likely to mask long-term trends. Nevertheless, this result may produce important opportunities for the Group in terms of a flattening of asking rents in the market and an increase in occupier demand for flexible office space such as that provided by the Group. The Board is taking these opportunities forward to crystallise benefits for the long term future of the Group and its stakeholders.

Adverse economic conditions may have a material adverse effect on the Group's results

The Group's operating and financial performance is affected by the economic conditions in the United Kingdom where the Group's revenue is derived. If the current relatively buoyant economic conditions in the United Kingdom were to deteriorate materially, this could result in a reduction in the Group's business, financial condition and operating results. The Directors have a strategy in place to mitigate the effects of such a situation should it arise.

The Group is reliant in part on the reputation of its brand

The Group operates under its Landmark and Landmark Technologies brands. If an event occurred that materially damaged the reputation of either of these brands, this could have an adverse impact on the Group's earnings and Shareholder value.

Technology and systems disruption may adversely affect the Group's efficiency

The Group is reliant upon technologies and systems for the running of its businesses, particularly those which are highly integrated within its business processes. Any disruption to those technologies or systems could adversely affect the efficiency of the business. The Group has a detailed Business Continuity Plan which sets out a range of strategies to address perceived risks and foreseeable adverse events in order to mitigate these possible risks.

Reliance on key clients

The Group has a high number of SMEs and smaller corporates as clients, thereby protecting the Group against a reliance on a small number of larger clients. If the Group were to lose one or more of its more significant clients which were not quickly replaced at a similar level of REVPOW, revenue would be impacted. As a business strategy, the Board ensures that there is no single client which occupies more than 10% of the Group's workstation portfolio, measured by revenue receivable.

Reliance on key personnel

The Group employs the Directors and other senior executives who have extensive experience and knowledge of its business operations. The continued success of the Group is, in part, dependent on the ability of the existing management team and on the Group's ability to retain those Directors and senior executives with the requisite experience to deliver the Group's Business Plan.

Changes in the office market

If the conventional property market changes significantly and landlords offer variations to existing leases such as shorter leases, more flexible lease terms, significant rent reductions, or providing significant rent free periods, the Group's business centres may face additional competition than currently experienced.

FINANCIAL KEY PERFORMANCE INDICATORS MONITORED BY THE BOARD

The Directors use a number of Key Performance Indicators ("KPIs") which they consider are effective in measuring delivery of the strategy of the business, and which assist the Directors in the management of the Group. These KPIs are managed on a monthly basis and alternative strategies agreed if actual performance does not match expectations. The KPIs of the Group on an annual basis as monitored by the Board is summarised below:

		Year ended 31 March 2016	Year ended 31 March 2015
Occupancy at year end			
Core portfolio	%	93%	86%
Operations opened in latest twelve months	%	66%	N/A
REVPOW at year end			
Licence fees	£	10,250	9,490
Information technology	£	1,725	2,074
Other services	£	695	631
Total	£	12,670	12,195
Revenue for the year	£	22,349,000	17,937,000
EBITDA for the year	£	4,207,000	3,110,000
Total comprehensive income for the year	£	2,335,000	1,553,000

This report was approved by the Board on 18 July 2016 and signed on its behalf.

D. I. W. Todd
Chairman

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 MARCH 2016

INTRODUCTION

The Directors present their report and the financial statements for the year ended 31 March 2016.

PRINCIPAL ACTIVITY

The principal activities of the Group continued to be that of providing high quality serviced offices and related services from its serviced offices in London. The Group is a flexible office provider, delivering high quality 5 star serviced office solutions which represent a proactive and cost beneficial alternative to conventional office leases. The Group's operations offer the advantages of convenience, flexibility, immediate availability and value for money for SMEs, corporates and a wide range of other clients.

RESULTS AND DIVIDENDS PROPOSED

Occupancy at the Group's serviced office centres during the year ended 31 March 2016 averaged 89%, being at a similar high level to that secured during 2015, with REVPOW increasing to £12,670 at the year-end (2015 £12,195). This produced total licence fees for the year of £17,960,000, an increase of 29% over the £13,959,000 achieved in 2015. Services and technology provision totalled £4,389,000 (2015 £3,978,000), producing total revenue for the year of £22,349,000, an increase of 25% from £17,937,000 generated in 2015. This produced a profit after taxation for the year of £2,335,000 (2015: £1,553,000), which underpins the success of the Group's operations. The Directors paid interim dividends totalling £610,000 to shareholders during the year ended 31 March 2016 (2015-£850,000); they do not recommend payment of a final dividend.

DIRECTORS

The Directors who served during the year were as follows:

D. I. W. Todd	Chairman	
R. P. J. Gill	Managing Director	
A. F. Blurton	Finance Director	(appointed 2 June 2015)
A. D. Todd	Sales Director	(appointed 1 April 2015)
C. P. Venter	Technologies Director	(appointed 1 April 2015)
C. A. Caunter	Non-Executive Director	

David Todd has operated in the UK commercial and residential property markets for over four decades, and has amassed extensive property development, management and investment experience in London. David teamed up with Richard Gill in 2000 to create Landmark Plc.

Richard Gill, a qualified solicitor and previously an equity partner with one of the UK's largest regional law firms, has over two decades of experience dealing with some of London's largest property investments. Richard leads the executive management team at Landmark. He also sits on the Board of the Business Centre Association (BCA).

Andrew Blurton has been an Executive Director of many public companies since 1986, both on the main market and AIM. He has over 35 years of senior level experience in a variety of highly challenging roles encompassing key areas of finance, operational, and general management, in the property, services, and hotel sectors. Andrew is responsible at Landmark for all its financial management, risk control, financial performance, and corporate growth. Andrew joined the Board in June 2015.

Alan Todd has worked in the property sector for over 25 years, including one of the world's largest property corporates and a privately owned investment and development company. Alan joined Landmark in 2009 and is responsible for the sales and marketing department and developing this in line with its expansion programme. Alan joined the Board in April 2015.

Carel Venter has over 15 years of experience in commercialising and delivering technology solutions to companies in a variety of industries and sizes, ranging from startups to blue chip companies in a technical, operational and strategic capacity. Carel joined Landmark in 2011 and is responsible for driving the technology strategy, leading the Group's technologies division and delivering cutting edge IT solutions to the Group's clients. Carel joined the Board in April 2015.

DIRECTORS (continued)

Clive Caunter started his career at KPMG as a Chartered Accountant. His 20 years' senior financial management experience includes a 12-year history as UK Financial Director and European Financial Planning and Analysis Director with Dell Computer Corporation. Clive joined the Board in 2000.

FUTURE DEVELOPMENTS

The Board regularly examines potential opportunities that would result in an expansion in size and scope of the Group's operations. The Group has a strong earnings platform from its existing five centres and no external financial debt. The Board is confident of the future development of the Group and of ensuring that all expansion will be fully funded from the Group's own resources and those available for its expansion.

FINANCIAL RESOURCES

The Group's forecasts and projections take into account current and future business levels and possible changes in trading performance. The Directors are confident that the Company and the Group have adequate resources to continue in operational existence for the foreseeable future and they have accordingly continued to adopt the going concern basis of accounting in preparing the Company's consolidated financial statements.

FINANCIAL RISK MANAGEMENT

The Group's financial instruments comprise cash and cash equivalents and items such as trade creditors and trade debtors which arise directly from its operations. The main purpose of these financial instruments is to provide finance for the Group's operations The Group's operations expose it to a variety of financial risks; principally credit risk, liquidity risk, and foreign currency exchange rate risk. The Board's control policies are implemented by the Group's finance department; these risks and their method of management are summarised below.

Credit risk

The Group's credit risk is primarily attributable to its trade debtors. The Group has implemented policies that require appropriate credit checks on potential clients before sales are made. The amount of exposure to any individual counterparty is subject to a pre-determined limit assessed by the Board and is underpinned by deposits received from clients prior to commencement of their occupation.

Liquidity risk

The Group monitors its levels of working capital to ensure that it can meet its supplier payments as they fall due. The Group has no financial debt and does not have any derivative financial liabilities.

Foreign currency exchange rate risk

The Group is exposed to foreign currency exchange rate risk from one bank account maintained in Euros and on payment of certain minor creditors which may be settled in Euros.

DIRECTORS' INDEMNITIES AND DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

In accordance with the Company's Articles of Association, an indemnity is provided to the Directors from the Company to the extent permitted by law in respect of liabilities incurred as a result of their office as Directors. Liability insurance cover has been maintained during the year by the Group in respect of Directors and Senior Executives of the Group.

DIRECTORS' RESPONSIBILITIES STATEMENT

The Directors are responsible for preparing the Group Strategic Report, 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 applicable law and United Kingdom Generally Accepted Accounting Practice, including FRS 102. 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 judgments and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group 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 the Group and to enable them to ensure that the financial statements comply with the Companies Act. They are also responsible for safeguarding the assets of the Company and the Group and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

DISCLOSURE OF INFORMATION TO AUDITOR

Each of the Directors at the date of approval of this Report of the Directors has confirmed that:

- so far as that Director is aware, there is no relevant audit information of which the Group's auditor is unaware, and

- that Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Company and the Group's auditor is aware of that information.

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

AUDITOR

Nexia Smith & Williamson has been the auditor of the Company throughout the year. A resolution to re-appoint the auditor will be proposed at the 2016 Annual General Meeting.

This report was approved by the Board on 18 July 2016 and signed on its behalf.

R. P. J. Gill
Managing Director

COMPANY INFORMATION

DIRECTORS AND ADVISERS

Directors	D. I. W. Todd - Chairman R. P. J. Gill - Managing Director A. F. Blurton - Chief Financial Officer A. D. Todd - Sales Director C. P. Venter - Technologies Director C. A. Caunter - Non-Executive Director
Secretary	R. P. J. Gill
Registered office	25 Moorgate London EC2R 6AY
Independent Auditor	Nexia Smith & Williamson Chartered Accountants and Statutory Auditors 25 Moorgate London EC2R 6AY
Tax advisers	Smith & Williamson 25 Moorgate London EC2R 6AY
Trading address	1-6 Lombard Street London EC3V 9HD
Registered number	04159077

INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF LANDMARK PLC

We have audited the financial statements of Landmark Plc for the year ended 31 March 2016 which comprise the Consolidated Statement of Comprehensive Income, Consolidated Statement of Changes in Equity, Consolidated Statement of Financial Position, Consolidated Statement of Cash Flows, the Notes to the Consolidated Financial Statements, the Parent Company Statement of Financial Position, the Parent Company Statement of Changes in Equity and the Parent Company Notes to the Financial Statements. 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), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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 on page 8, 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 Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and the Parent Company's affairs as at 31 March 2016 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 Strategic Report and 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; 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.

Nexia Smith & Williamson

Jacqueline Oakes
Senior Statutory Auditor, for and on behalf of Nexia Smith & Williamson
Chartered Accountants and Statutory Auditors
25 Moorgate, London EC2R 6AY

Date: 18 July 2016

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 MARCH 2016

	Note	2016 Total £	2015 Total £
Revenue	3	**22,348,730**	17,937,458
Cost of sales		**(15,237,003)**	(12,765,613)
Gross profit		**7,111,727**	5,171,845
Administrative expenses		**(4,047,180)**	(3,052,961)
Profit on ordinary activities before taxation	4	**3,064,547**	2,118,884
Taxation on profit on ordinary activities	8	**(729,837)**	(565,500)
Profit and total comprehensive income for the year		**2,334,710**	1,553,384

All amounts relate to continuing activities.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
AS AT 31 MARCH 2016

	Share capital £	Share premium £	Retained earnings £	Total equity £
Balance at 1 April 2014	50,000	2,243,760	(204,875)	2,088,885
Total comprehensive income for the year	-	-	1,553,384	1,553,384
Transactions with owners: Dividends paid (note 9)	-	-	(850,000)	(850,000)
Balance at 31 March 2015	50,000	2,243,760	498,509	2,792,269
Total comprehensive income for the year	-	-	**2,334,710**	**2,334,710**
Transactions with owners: Dividends paid (note 9)	-	-	**(610,000)**	**(610,000)**
Balance at 31 March 2016	**50,000**	**2,243,760**	**2,223,219**	**4,516,979**

LANDMARK PLC

REGISTERED NUMBER: 04159077

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AT 31 MARCH 2016

	Notes	2016 £	2015 £
Fixed assets			
Intangible assets	11	**1,331,779**	859,832
Tangible assets	12	**4,367,954**	3,627,855
		5,699,733	4,487,687
Current assets			
Debtors	13	**5,224,400**	4,496,425
Cash and cash equivalents		**4,171,772**	2,822,601
		9,396,172	7,319,026
Creditors: amounts falling due within one year	14	**(9,256,652)**	(7,750,460)
Net current assets/(liabilities)		**139,520**	(431,434)
Total assets less current liabilities		**5,839,253**	4,056,253
Creditors: amounts falling due after more than one year	15	**(1,096,663)**	(1,143,341)
Deferred taxation	16	**(225,611)**	(120,643)
Net assets		**4,516,979**	2,792,269
Capital and reserves			
Share capital	17	**50,000**	50,000
Share premium account	18	**2,243,760**	2,243,760
Retained earnings	18	**2,223,219**	498,509
Equity attributable to the owners of the Parent Company		**4,516,979**	2,792,269

The financial statements were approved and authorised for issue by the Board and were signed on its behalf on 18 July 2016.

R. P. J. Gill
Managing Director

A. F. Blurton
Chief Financial Officer

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2016

	Notes	2016 £	2015 £
Net cash generated from operating activities	10	**4,206,998**	3,178,006
Corporation tax paid		**(762,799)**	(599,998)
Changes in working capital			
Change in trade and other debtors		**(26,344)**	(758,792)
Change in trade and other creditors		**(301,668)**	83,526
Cash generated from operations		**3,116,187**	1,902,742
Investing activities			
Purchase of tangible assets		**(985,865)**	(945,425)
Net cash cost of acquisition of subsidiary		**(171,151)**	-
Net cash used in investing activities		**(1,157,016)**	(945,425)
Financing activities			
Dividends paid		**(610,000)**	(850,000)
Net cash used in financing activities		**(610,000)**	(850,000)
Net increase in cash and cash equivalents		**1,349,171**	107,317
Cash and cash equivalents at beginning of year		**2,822,601**	2,715,284
Cash and cash equivalents at end of year		**4,171,772**	2,822,601

1. ACCOUNTING POLICIES

1.1 PRINCIPAL ACTIVITIES AND REGISTERED OFFICE

The principal activities of the Group continued to be that of providing 5 star serviced office solutions and related services from its serviced offices in London. The Company is incorporated in the United Kingdom and its registered office is 25 Moorgate, London EC2R 6AY.

1.2 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared under the historical costs convention and in accordance with FRS 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland. The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgement in applying the Company's accounting policies, also referred to in note 2.

The Group's functional currency and reporting currency is Pounds Sterling.

The following principal accounting policies have been applied in the preparation of these financial statements:

1.3 BASIS OF CONSOLIDATION

The Group financial statements consolidate the financial statements of the Parent Company and its subsidiary undertakings drawn up to 31 March each year. The results of subsidiaries acquired or sold are consolidated for the period from or to the date on which control passed. Intercompany transactions and balances between Group companies are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the Statement of Financial Position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the Consolidated Statement of Comprehensive Income from the date on which control is obtained. They are deconsolidated from the date control ceases.

In accordance with the transitional exemption in FRS 102, the Group chose not to retrospectively apply the standard to business combinations that occurred before the date of transition to FRS 102, being 1 April 2013.

1.4 GOING CONCERN

The Group generates a profit after taxation and the Group's forecasts and projections, which take into account current and future business levels and possible changes in trading performance, confirm continued profitable and cash positive operations. The Consolidated Statement of Financial Position shows a net current liability position at the year end, which is primarily the result of rent free period accruals, income received in advance, and client deposits, which do not typically result in payments of cash for the majority of the amounts recorded. The Directors are confident that the Company and the Group have adequate resources to continue in operational existence for the foreseeable future and they have accordingly continued to adopt the going concern basis of accounting in preparing the Company's consolidated financial statements.

1.5 REVENUE RECOGNITION

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

1. ACCOUNTING POLICIES (continued)

1.5 REVENUE RECOGNITION (continued)

Sale of goods

Revenue from the sale of goods is recognised when all of the following conditions are satisfied:

- the Group has transferred the significant risks and rewards of ownership to the buyer;
- the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the Group will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

Revenue from the provision of services is recognised in the period in which the services are provided when the amount of the revenue, the stage of completion of services at the period end, and the total costs incurred to provide the services, can all be measured reliably.

1.6 PENSIONS

The Group operates a defined contribution plan for its employees under which it pays fixed contributions. Once the contributions have been paid, the Group has no further payment obligations. The contributions are recognised as an expense when they fall due. Amounts not paid are shown in accruals in the Statement of Financial Position. The assets of the plan are held separately from the Group in independently administered funds.

1.7 HOLIDAY PAY ACCRUAL

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the date of the Statement of Financial Position, and is carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement accrued at the date of the Statement of Financial Position.

1.8 CURRENT AND DEFERRED TAXATION

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Consolidated Statement of Comprehensive Income, except that a tax change attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits in the foreseeable future;
- Deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- It is not recognised where it relates to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures, the Group can control the reversal of the timing differences and such reversal is not considered probable in the foreseeable future.

1. ACCOUNTING POLICIES (continued)

1.8 CURRENT AND DEFERRED TAXATION

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the difference between the fair values of assets acquired and the future tax deductions available for them, and the difference between the fair values of liabilities acquired and the amount that will be assessed for tax for them. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

1.9 DIVIDENDS

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when they are paid. Final equity dividends are recognised when approved by the shareholders an annual general meeting.

1.10 INTANGIBLE FIXED ASSETS

Intangible assets represent customer relationships and goodwill, being the difference between amounts paid on a business combination and the fair value of the Group's share of that business' identifiable assets and liabilities at the date of acquisition. Customer relationships and goodwill are amortised on a straight line basis to the Income Statement over their useful economic lives, which for the year ended 31 March 2016 represented the remaining term of the lease for the service centre acquired.

1.11 TANGIBLE FIXED ASSETS

Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The carrying amount of items in fixed assets only includes the cost of replacing part of that item if the replacement part is expected to provide incremental future benefits to the Group. The carrying amount of any replaced part is de-recognised. Repairs and maintenance are charged to the Consolidated Statement of Comprehensive Income during the year in which they are incurred.

Depreciation is charged so as to allocate the cost of fixed assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives are as follows:

Short Term Leasehold Properties	-	Over the term of the lease
Motor vehicles	-	4 years
Fixtures & fittings	-	4 years
Office equipment	-	4 years
Computer equipment	-	3 years

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset was already of the age and in the condition expected at the end of its useful life.

The residual values of fixed assets, their useful lives, and their depreciation rates are reviewed at each reporting date and where there is an indication of a significant change since the previous reporting date, they are adjusted prospectively.

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount and are recognised within the Consolidated Statement of Comprehensive Income.

1. ACCOUNTING POLICIES (continued)

1.12 IMPAIRMENT OF ASSETS

Assets, other than those measured at fair value, are assessed for indicators of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the Consolidated Statement of Comprehensive Income, as described below.

Non-financial assets

The recoverable amount of a non-financial asset is the higher of its fair value less costs to sell and its value in use. An asset is impaired where the estimated recoverable value of the asset has been reduced.

The recoverable amount of goodwill is derived from measurement of the present value of the future cashflows of the cash-generating units ("CGUs") of which the goodwill is part. Any impairment loss in is allocated first to the goodwill attached to that CGU, and thereafter to other assets within that CGU on a pro-rata basis.

Financial assets

Financial assets that are measured at cost or amortised cost are assessed at the end of each reporting period for objective evidence of impairment. The impairment loss is measured as the difference between a financial asset's carrying amount and the present value of estimated future cash flows, discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the related contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and the Board's best estimate of its ÷value, with the latter being an approximation of the amount that the Group would receive for the asset if it were to be sold at the reporting date.

1.13 CASH AND CASH EQUIVALENTS

Cash is represented by cash on hand and demand deposits. Cash equivalents are highly liquid investments that are readily convertible to known amounts of cash without significant risk of change in value.

1.14 FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of an instrument.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction in which case they are measured at the present value of future payments, discounted at a market rate of interest for a similar debt instrument.

Debt instruments which meet the criteria set out within section 11 of FRS 102 for basic financial instruments are subsequently measured at amortised cost using the effective interest method.

Debt instruments that are classified as payable or receivable within one year on initial recognition and which meet the criteria for a basic financial instrument, are measured at the undiscounted amount of cash or other consideration expected to be paid or received, net of impairment.

1. ACCOUNTING POLICIES (continued)

1.14 FINANCIAL INSTRUMENTS (continued)

Financial assets are de-recognised when:

(a) the contractual rights to the cash flows from the financial asset expire or are settled; or
(b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
(c) the Group, despite having retained some but not all significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are de-recognised only when the obligation specified in the contract is discharged, cancelled or expires.

Financial assets and liabilities are only offset and the net amount reported in the Statement of Financial Position when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

1.15 OPERATING LEASES

Rentals paid under operating leases are charged to the Consolidated Statement of Comprehensive Income on a straight line basis over the term of the lease, including where payments are not required to be made on a straight line basis. Lease incentives are similarly spread on a straight line basis over the relevant lease terms.

The Group applied the exemption in Section 35.10(p) on transition to FRS102 to continue to recognise any residual benefit or cost associated with lease incentives on the same basis as that applied at the date of transition to FRS 102.

1.16 FOREIGN CURRENCY TRANSLATION

Foreign currency transactions are translated into Sterling using the spot exchange rate at the date of the transaction. At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction. Foreign exchange gains and losses resulting from the settlement of transactions and from translation of monetary assets and liabilities denominated in foreign currencies at period-end exchange rates, are recognised within Profit before taxation in the Consolidated Statement of Comprehensive Income.

1.17 PROVISIONS

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that requires settlement by a transfer of economic benefit by the Group, and a reliable estimate of the amount of the obligation can be made.

Provisions are charged as an expense in the Consolidated Statement of Comprehensive Income in the year the Group confirms the obligation, and are measured at the best estimate at the Statement of Financial Position date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are subsequently made, they are charged to the provision carried in the Statement of Financial Position and any subsequent balance after the provision has been fully settled is reflected in the Consolidated Statement of Comprehensive Income.

2. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Estimates and judgments are evaluated at each reporting date and are based on historical experience as adjusted for current market conditions and other factors. Management makes estimates and assumptions concerning the future in preparing the financial statements and the actual results will not always reflect the accounting estimates made. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities of the Group are outlined below.

Business combinations - fair values

Key estimates and judgements are applied to the values of assets and liabilities acquired in business acquisitions to determine their fair values. These estimates and judgements are based on the realisable value of assets acquired and the total liability of creditors acquired that are due within and more than one year. All estimates and judgements are reflected in the carrying values of assets and liabilities acquired at the date of acquisition and reflected in the resultant intangible assets arising at the date of acquisition.

Goodwill - impairment

Key estimates and judgements are applied in establishing the recoverable amount of goodwill of the Group at each reporting date, for the purposes of impairment testing and in selecting suitable discount rates. The value in use is derived from measurement of the present value of the future cashflows expected to arise from the cash generating units ("CGUs). The carrying amount of goodwill at 31 March 2016 was £1,331,779, after accumulated amortisation and impairment of £2,168,682.

Tangible fixed assets - residual values

Key estimates and judgements are applied in establishing the residual value of the artwork owned by the Group. An assessment is performed at each reporting date of the residual value of artwork as at the conclusion of its unexpired economic life. Based upon current estimates it is estimated that the residual value is in excess of the cost of artwork acquired and accordingly depreciation has not been charged. The carrying amount of artwork at 31 March 2016 was £458,788 (2015: £440,714).

Dilapidations

Certain of the Group's leases with landlords include clauses obliging the Group to return the property in the condition at the date of entry into the lease. The costs to bring the property back to that condition cannot be confirmed until the Group leaves the property and accordingly estimates are prepared at each reporting date. The Group has estimated that it is unlikely that any material dilapidation payments will be required over and above the value of tenant fittings remaining at the end of the Group's lease. Provision is only made for potential dilapidation payments when they can be reliably estimated and it is probable that they will occur. The carrying amount at 31 March 2016 and at the previous year end was £Nil.

3. REVENUE

	2016 £	2015 £
An analysis of revenue by class of business is as follows:		
Licence fees	**17,959,565**	13,958,668
Information Technology services and procurement	**3,126,458**	3,049,432
Other services	**1,262,707**	929,358
	22,348,730	17,937,458

All revenue of the Group is generated in the United Kingdom.

4. PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION

	2016 £	2015 £
The profit on ordinary activities before taxation is stated after charging:		
Depreciation of tangible fixed assets	**880,913**	913,319
Amortisation of goodwill	**261,538**	78,167
Loss on disposal and scrapping of fixed assets	**-**	67,636
Fees payable to the Company's auditor for the audit of financial statements of the Group	**60,300**	38,500
Fees payable to the Company's auditor and its associates for other services	**81,241**	39,200
Exchange differences	**(1,447)**	5,495
Lease payments	**5,815,130**	4,734,800

5. EBITDA

	2016 £	2015 £
The EBITDA of the Group is calculated as follows:		
Profit on ordinary activities before taxation	**3,064,547**	2,118,884
Add depreciation of tangible fixed assets	**880,913**	913,319
Add amortisation of goodwill	**261,538**	78,167
	4,206,998	3,110,370

6. EMPLOYEES

	2016 £	2015 £
Staff costs, including Directors' remuneration, were as follows:		
Wages and salaries	**3,957,675**	3,139,633
Social security costs	**426,207**	342,227
Defined contribution pension scheme contributions	**194,744**	4,365
	4,578,626	3,486,225

6. EMPLOYEES (continued)

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

	2016 No.	2015 No.
Serviced office operations	**106**	95
Sales and administration, including Directors	**23**	22
	129	117

7. DIRECTORS' REMUNERATION

	2016 £	2015 £
Directors' emoluments for six Directors (2015: three Directors)	**1,210,604**	665,000
Business continuity insurance (deemed to be benefits in kind to Directors who are Shareholders)	**193,142**	138,480
Pension contributions	**177,499**	-
Benefits in kind	**50,260**	29,326
	1,631,505	832,806

The highest paid Director received total remuneration of £554,968 (2015: £402,318).

8. TAXATION

	2016 £	2015 £
UK corporation tax		
Current tax on profits for the year	**(637,741)**	(596,474)
Adjustment in respect of prior years	**72,083**	(3,013)
Total current tax	**(565,658)**	(599,487)
Deferred tax	**(164,179)**	33,987
Taxation on profit on ordinary activities	**(729,837)**	(565,500)

8. TAXATION (continued)

FACTORS AFFECTING TAX CHARGE FOR THE YEAR

The tax charge for the year is higher than the standard rate of corporation tax in the UK of 20% applicable to the Group for both the current and prior year. The principal differences are as follows:

	2016 £	2015 £
Group profit on ordinary activities before tax	**3,064,547**	2,118,884
Tax on Group profit on ordinary activities at standard UK corporation tax rate of 20% (2015: 21%)	**(612,909)**	(444,681)
Effects of:		
Depreciation not allowable for taxation purposes	**(61,852)**	(89,300)
Expenditure not deductible for tax purposes	**(69,517)**	(35,041)
Adjustment to corporation tax in respect of prior years	**72,082**	(3,013)
Adjustment to deferred tax in respect of prior years	**(57,571)**	-
Income not taxable	**-**	2,543
Other differences	**(70)**	3,992
Group total tax charge for the year	**(729,837)**	(565,500)

The Directors consider that adjustments similar to those above are likely to be relevant in calculating the Group's tax charge in future years.

9. DIVIDENDS

	2016 £	2015 £
Dividends paid	**610,000**	850,000

The Directors paid an interim dividend to shareholders in November 2015 totalling £610,000 (2015 - £850,000).

10. STATEMENT OF CASHFLOWS

	2016 £	2015 £
Net cash generated from operating activities		
Profit on ordinary activities before taxation	**3,064,547**	2,118,884
Adjustments:		
Amortisation of goodwill	**261,538**	78,167
Depreciation of tangible fixed assets	**880,913**	913,319
Loss on disposal and scrapping of fixed assets	**-**	67,636
	4,206,998	3,178,006

11. INTANGIBLE FIXED ASSETS

On 1 April 2015, Landmark completed the acquisition of Landmark Business Centres (Dover Street) Limited for £285,000. Goodwill of £733,486 arose on the acquisition, calculated as follows:

	£
Cash paid	285,000
Book value of net liabilities acquired	448,485
Intangible assets acquired	733,485

	Goodwill £
Cost	
At 1 April 2015	2,766,976
Additions	733,485
At 31 March 2016	3,500,461
Amortisation	
At 1 April 2015	1,907,144
Charge for the year	261,538
At 31 March 2016	2,168,682
Net book value	
At 31 March 2016	**1,331,779**
At 31 March 2015	859,832

ACQUISITION OF LANDMARK BUSINESS CENTRES (DOVER STREET) LIMITED

On 1 April 2015 the Company acquired the entire issued share capital of Landmark Business Centres (Dover Street) Limited, a company whose primary activity was the operation of a business centre under the Landmark brand in Dover Street, London. The total consideration payable was cash of £285,000, which was its fair value. For the year ended 31 March 2016, revenue of £3,486,528 and profit on ordinary activities before taxation of £539,460 has been included in the consolidated statement of comprehensive income in respect of Landmark Business Centres (Dover Street) Limited since its acquisition on 1 April 2015.

11. INTANGIBLE FIXED ASSETS (continued)

ACQUISITION OF LANDMARK BUSINESS CENTRES (DOVER STREET) LIMITED (continued)

The acquisition has been accounted for under the acquisition method. The following table sets out the book values of the identifiable assets and liabilities acquired and their fair value to the Group:

	Fair value £
Tangible fixed assets	635,147
Debtors	826,907
Cash and cash equivalents	113,848
Creditors; amounts falling due within one year	(1,253,286)
Net current liabilities	(312,531)
Total assets less current liabilities	322,616
Creditors; amounts falling due after more than one year	(771,101)
Net liabilities	(448,485)
Cash consideration	285,000
Goodwill	733,485

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016

12. TANGIBLE FIXED ASSETS

	Short Term Leasehold Properties £	Fixtures, Fittings, Equipment and Vehicles £	Artworks £	Total £
Cost				
At 1 April 2015	4,415,838	1,999,548	440,714	6,856,100
Additions	603,299	364,492	18,074	985,865
Acquisition of subsidiary	369,625	265,522	-	635,147
At 31 March 2016	**5,388,762**	**2,629,562**	**458,788**	**8,477,112**
Depreciation				
At 1 April 2015	1,713,109	1,515,136	-	3,228,245
Charge for the year	450,675	430,238	-	880,913
At 31 March 2016	**2,163,784**	**1,945,374**	**-**	**4,109,158**
Net book value				
At 31 March 2016	**3,224,978**	**684,188**	**458,788**	**4,367,954**
At 31 March 2015	2,702,729	484,412	440,714	3,627,855

13. DEBTORS

	2016 £	2015 £
Due within one year		
Trade debtors	**2,076,034**	1,830,597
Other debtors	**640,479**	570,996
Prepayments and accrued income	**2,507,887**	2,094,832
	5,224,400	4,496,425
Net trade debtors		
Trade debtors	**2,076,034**	1,830,597
Less deferred income - fees in advance	**(1,533,315)**	(1,183,582)
Net trade debtors at end of year	**542,719**	647,015

Other debtors at 31 March 2016 include £260,575 (2015: £299,931) due by Directors to the Company.

14. CREDITORS: amounts falling due within one year

	2016 £	2015 £
Client deposits	**3,932,825**	2,929,308
Licence fees invoiced in advance	**1,533,315**	1,183,582
Trade creditors	**457,338**	783,719
Corporation tax	**316,348**	579,554
Taxation and social security	**632,674**	488,540
Other creditors	**1,140,785**	276,983
Accruals	**422,718**	519,156
Deferred income	**820,649**	989,618
	9,256,652	7,750,460

In the majority of cases, client deposits do not generally result in net payments of cash out of the Group, because deposits repaid to clients at the end of their licence agreement are replaced by deposits received from new clients licencing space.

15. CREDITORS: amounts falling due after more than one year

	2016 £	2015 £
Other creditors	**1,096,663**	1,143,341

Other creditors represent the unamortised element of operating lease incentives that will be amortised after more than one year.

16. DEFERRED TAXATION

	2016 £	2015 £
Deferred taxation arose as follows:		
At beginning of year	**120,643**	154,630
Acquisition of subsidiary	**(59,211)**	-
Movement for the year (note 8)	**164,179**	(33,987)
At end of year	**225,611**	120,643

Deferred taxation relates primarily to timing differences between capital allowances claimed and depreciation charged on the Group's fixed assets, and is expected to continue for a number of years. Deferred taxation is expected to decrease as capital allowances decrease in relation to depreciation charged on the fixed assets concerned. When new centres are acquired, the level of capital allowances claimed is expected to increase and the amount of deferred taxation is expected to increase commensurately.

17. SHARE CAPITAL

	2016	2015
	£	£
Authorised, allotted, called up and fully paid		
50,000 Ordinary shares of £1 each	**50,000**	50,000

18. RESERVES

Share premium

Share premium contains the premium that arose on the issue of equity shares, net of issue expenses.

Retained earnings

Retained earnings represent cumulative profits and losses, after payment of dividends.

19. COMMITMENTS AND CONTINGENCIES

At 31 March 2016 the Group had outstanding commitments for future minimum lease payments and other costs under non-cancellable operating leases as follows:

	2016	2015
	£	£
Not later than one year	**7,450,409**	5,810,228
Later than one year and not later than five years	**24,779,390**	22,375,595
Later than five years	**16,802,488**	22,730,604
	49,032,287	50,916,427

There were no material unprovided capital commitments at 31 March 2016 or at the previous year end.

20. GUARANTEES

At 31 March 2016 £1,015,845 (2015 - £1,016,881) of the Group's cash and cash equivalents was charged as security for the Group's rental obligations at two of its business centres.

21. RELATED PARTY TRANSACTIONS

Transactions with Directors

In April 2015, the Company acquired 100% of the issued share capital of Landmark Business Centres (Dover Street) Limited, a company whose share capital was previously owned by three Directors of Landmark Plc. This company operates a business centre in the West End of London under the terms of a lease expiring in March 2019. During the year, an interim dividend of £610,000 (2015: £850,000) was paid to shareholders, who were also Directors of the Company. Amounts owing by Directors during the year arose as follows:

	Maximum amount outstanding during the year £	Amount outstanding at 31 March 2016 £	Amount outstanding at 31 March 2015 £
Amount owed from two Directors (2015: one Director)	**300,290**	**260,575**	299,931

The amount outstanding at 31 March 2015 was repaid during the year ended 31 March 2016. A related party of a Director is employed by the Group on standard Landmark employment terms and received a salary of £20,000 during the year ended 31 March 2016 (2015: £20,000).

Key management personnel compensation

The remuneration of Directors and other members of key management during the year was as follows:

	2016 £	2015 £
Short term benefits	**1,797,990**	920,691

22. FINANCIAL INSTRUMENTS

	2016 £	2015 £
Financial assets measured at amortised cost		
Trade debtors	**2,076,034**	1,830,597
Other debtors	**640,479**	504,929
Cash and cash equivalents	**4,171,772**	2,822,601
	6,888,285	5,158,127
Financial liabilities measured at amortised cost		
Client deposits	**3,932,825**	2,929,308
Trade creditors	**457,338**	783,719
Other creditors	**1,140,784**	276,983
Accruals	**820,649**	519,156
	6,351,596	4,509,166

24. CONTROLLING PARTY

The Company is controlled by R. P. J. Gill and D. I. W. Todd by virtue of their combined majority shareholding in the Company.

LANDMARK PLC

REGISTERED NUMBER: 04159077

PARENT COMPANY STATEMENT OF FINANCIAL POSITION
AT 31 MARCH 2016

	Notes	2016 £	2015 £
Fixed assets			
Tangible assets	29	**498,457**	511,155
Investments	30	**1,205,399**	920,399
		1,703,856	1,431,554
Current assets			
Debtors	32	**3,979,266**	792,662
Cash at bank and in hand		**1,816,946**	1,261,097
		5,796,212	2,053,759
Creditors: amounts falling due within one year	33	**(4,055,316)**	(3,092,470)
Net current assets/(liabilities)		**1,740,896**	(1,038,711)
Total assets less current liabilities		**3,444,752**	392,843
Deferred taxation	34	**(69,244)**	(78,890)
Net assets		**3,375,508**	313,953
Capital and reserves			
Called up share capital		**50,000**	50,000
Share premium account	35	**2,243,760**	2,243,760
Retained earnings	35	**1,081,748**	(1,979,807)
Equity attributable to the owners of the Parent Company		**3,375,508**	313,953

The financial statements were approved and authorised for issue by the Board and were signed on its behalf on 18 July 2016.

R. P. J. Gill
Managing Director

A. F. Blurton
Chief Financial Officer

PARENT COMPANY STATEMENT OF CHANGES IN EQUITY
AS AT 31 MARCH 2016

	Share capital £	Share premium £	Retained earnings £	Total equity £
Balance at 1 April 2014	50,000	2,243,760	(915,667)	1,378,093
Total comprehensive income for the year	-	-	(214,140)	(214,140)
Transactions with owners: Dividends	-	-	(850,000)	(850,000)
Balance at 31 March 2015	50,000	2,243,760	(1,979,807)	313,953
Total comprehensive income for the year	-	-	**3,671,555**	**3,671,555**
Transactions with owners: Dividends	-	-	**(610,000)**	**(610,000)**
Balance at 31 March 2016	**50,000**	**2,243,760**	**1,081,748**	**3,375,508**

For all years up to and including the year ended 31 March 2014, the financial statements of the Parent Company were prepared in accordance with UK GAAP. Those financial statements recorded retained earnings from which dividends were paid. The Company's financial statements for the year ended 31 March 2015 were prepared for the first time in accordance with FRS 102, with a transition date of 1 April 2013. The effect of this transition was to reduce retained earnings of the Company at 1 April 2014 by £2,293,660, which is reflected in the table above.

26. ACCOUNTING POLICIES

26.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared under the historical costs convention and in accordance with FRS 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland.

Disclosure exemptions

In preparing the separate financial statements of the Parent Company, the following disclosure exemptions in FRS 102 have been adopted:

- Only one reconciliation of the number of shares outstanding at the beginning and end of the year has been presented, as the reconciliations for the Group and the Parent Company would be identical;
- A Statement of Cash Flows has not been presented for the Parent Company;
- Disclosures in respect of the Parent Company's financial instruments have not been presented as equivalent disclosures have been provided in respect of the Group as a whole; and
- No disclosures have been provided for the aggregate remuneration of the key management personnel of the Parent Company as their remuneration is included in the totals for the Group as a whole.

The Group's functional currency and reporting currency is Pounds Sterling.

The following principal accounting policies have been applied in the preparation of these financial statements:

26.2 REVENUE RECOGNITION

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Parent Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Rendering of services
Revenue from the provision of services is recognised in the period in which the services are provided when the amount of the revenue, the stage of completion of services at the period end, and the total costs incurred to provide the services, can all be measured reliably.

26.3 PENSIONS

The Parent Company operates a defined contribution plan for its employees under which it pays fixed contributions. Once the contributions have been paid, the Parent Company has no further payments obligations. The contributions are recognised as an expense when they fall due. Amounts not paid are shown in accruals in the Statement of Financial Position. The assets of the plan are held separately from the Parent Company in independently administered funds.

26.4 HOLIDAY PAY ACCRUAL

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the Statement of Financial Position date and is carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement accrued at the Statement of Financial Position date.

26. ACCOUNTING POLICIES (continued)

26.5 CURRENT AND DEFERRED TAXATION

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income, except that a change attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits in the foreseeable future;
- Deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- It is not recognised where it relates to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures where the Parent Company can control the reversal of the timing differences and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the difference between the fair values of assets acquired and the future tax deductions available for them, and the difference between the fair values of liabilities acquired and the amount that will be assessed for tax for them. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

26.6 DIVIDENDS

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when they are paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

26.7 VALUATION OF INVESTMENTS

Investments in subsidiaries are measured at cost less accumulated impairment.

26.8 CASH AND CASH EQUIVALENTS

Cash is represented by cash on hand and demand deposits. Cash equivalents are highly liquid investments that are readily convertible to known amounts of cash without significant risk of change in value.

26. ACCOUNTING POLICIES (continued)

26.9 TANGIBLE FIXED ASSETS

Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The carrying amount of items in fixed assets only includes the cost of replacing part of that item if the replacement part is expected to provide incremental future benefits to the Parent Company. The carrying amount of any replaced part is de-recognised. Repairs and maintenance are charged to the Statement of Comprehensive Income during the year in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

The estimated useful lives are as follows:

Fixtures & fittings	-	4 years
Office equipment	-	4 years

The residual values of fixed assets, their useful lives, and depreciation rates are reviewed at each reporting date, and where there is an indication of a significant change since the previous reporting date, they are adjusted prospectively.

Artwork in the Group's properties is held at historical cost less impairment. An assessment is performed at each reporting date of the residual value of artwork at conclusion of its unexpired economic life and any impairment is charged to the Statement of Comprehensive Income in the year it occurs.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

26.10 IMPAIRMENT OF ASSETS

Assets, other than those measured at fair value, 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 as described below.

Non-financial assets

The recoverable amount of a non-financial asset is the higher of its fair value less costs to sell and its value in use. An asset is impaired where the estimated recoverable value of the asset has been reduced.

The recoverable amount of goodwill is derived from measurement of the present value of the future cashflows of the cash-generating units (CGU) of which the goodwill is a part. Any impairment loss in respect of the CGU is allocated first to the goodwill attached to that CGU, and thereafter to other assets within that CGU on a pro-rata basis.

Financial assets

Financial assets that are measured at cost or amortised cost are assessed at the end of each reporting period for objective evidence of impairment. The impairment loss is measured as the difference between a financial asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the related contract.

26. ACCOUNTING POLICIES (continued)

26.10 IMPAIRMENT OF ASSETS (continued)

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and the Board's best estimate of its value, with the latter being an approximation of the amount that the Parent Company would receive for the asset if it were to be sold at the reporting date.

26.11 FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when the Parent Company becomes a party to the contractual provisions of an instrument.

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction in which case they are measured at the present value of future payments, discounted at a market rate of interest for similar debt instruments.

Debt instruments which meet the criteria set out within section 11 of FRS 102 for basic financial instruments are subsequently measured at amortised cost using the effective interest method.

Debt instruments that are classified as payable or receivable within one year on initial recognition and which meet the criteria for a basic financial instrument are measured at the undiscounted amount of cash or other consideration expected to be paid or received, net of impairment.

Financial assets are de-recognised when:
(a) the contractual rights to the cash flows from the financial asset expire or are settled; or
(b) the Parent Company transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
(c) the Parent Company, despite having retained some but not all significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are de-recognised only when the obligation specified in the contract is discharged, cancelled or expires.

Financial assets and liabilities are only offset and the net amount reported in the Statement of Financial Position when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

27. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION

Estimates and judgments are evaluated at each reporting date and are based on historical experience as adjusted for current market conditions and other factors. Management makes estimates and assumptions concerning the future in preparing the financial statements and the actual results will not always reflect the accounting estimates made. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities of the Parent Company are outlined below.

Investments - impairment

Key estimates and judgements are applied in determining whether investments are impaired. This assessment requires the recoverable amount of the investment at each reporting date to be estimated and is based on the present value of future cashflows expected to arise from the investment. The carrying amount of investments at 31 March 2016 was £1,205,399 after accumulated impairment of £2,293,660.

27. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION

Tangible fixed assets - residual values

Key estimates and judgements are applied in establishing the residual value of the artwork owned by the Group. An assessment is performed at each reporting date of the residual value of artwork as at the conclusion of its unexpired economic life. Based upon current estimates it is estimated that the residual value is in excess of the cost of the artwork acquired and accordingly depreciation has not been charged. The carrying amount of artwork at 31 March 2016 was £458,787 (2015: £440,714).

28. PARENT COMPANY RESULT FOR THE YEAR

The Parent Company has taken advantage of the exemption allowed under section 408 of the Companies Act and has not presented its own Statement of Comprehensive Income in these financial statements. The profit after tax of the Parent Company for the year was £3,671,555 (2015: loss of £214,140).

29. TANGIBLE FIXED ASSETS

	Office equipment £	Artwork £	Total £
Cost			
At 1 April 2015	153,428	440,714	594,142
Additions	27,832	18,073	45,905
At 31 March 2016	**181,260**	**458,787**	**640,047**
Depreciation			
At 1 April 2015	82,987	-	82,987
Charge for the year	58,603	-	58,603
At 31 March 2016	**141,590**	**-**	**141,590**
Net book value			
At 31 March 2016	**39,670**	**458,787**	**498,457**
At 31 March 2015	70,441	440,714	511,155

30. FIXED ASSET INVESTMENTS

Investment in subsidiary companies

	£
Cost	
At 1 April 2015	3,214,059
Addition during year (note 31)	285,000
At 31 March 2016	3,499,059
Impairment	
At 1 April 2015 and 31 March 2016	(2,293,660)
Net book value	
At 31 March 2016	**1,205,399**
At 31 March 2015	920,399

31. SUBSIDIARY UNDERTAKINGS

All of the subsidiaries are incorporated in the United Kingdom and their registered address is 25 Moorgate, London EC2R 6AY. The holdings included in the table below are all ordinary shares.

Name	**Holding**
Operators of high quality serviced offices in London:	
Landmark Business Centres (Bank) Limited	100%
Landmark Business Centres (Bishopsgate) Limited	100%
Landmark Business Centres (Holland House) Limited	100%
Landmark Business Centres (OBS) Limited	100%
Landmark Business Centres (Dover Street) Limited	100%
Bashelfco 2624 Limited	100%
Provision of information technology and communication services:	
Landmark Technologies (UK) Limited	100%
Dormant:	
Landmark Property Asset Management Limited	100%

32. DEBTORS

	2016	2015
	£	£
Due within one year		
Amounts owed by Group companies	**3,698,133**	437,532
Other debtors	**281,133**	355,130
	3,979,266	792,662

33. CREDITORS: Amounts falling due within one year

	2016 £	2015 £
Corporation tax	**362**	15,832
Taxation and social security	**85,593**	81,118
Other creditors	**16,470**	152,608
Accruals and deferred income	**175,313**	156,347
Amounts owed to Group companies	**3,777,578**	2,686,565
	4,055,316	3,092,470

34. DEFERRED TAXATION

	2016 £	2015 £
At the beginning of the year	**78,890**	81,483
Movement for the year	**(9,646)**	(2,593)
At end of year	**69,244**	78,890

Deferred taxation relates primarily to timing differences between capital allowances claimed and depreciation charged on the Company's fixed assets, and is expected to continue for a number of years. Deferred taxation is expected to decrease as capital allowances decrease in relation to depreciation charged on the fixed assets concerned. When new centres are acquired, the level of capital allowances claimed is expected to increase and the amount of deferred taxation is expected to increase commensurately.

35. RESERVES

Share premium
Share premium contains the premium that arose on the issue of equity shares, net of issue expenses.

Retained earnings
Retained earnings represent cumulative profits and losses, after payment of dividends.

36. COMMITMENTS AND GUARANTEES

The Company has agreed to provide financial support to one subsidiary that had net liabilities at 31 March 2016. The Company has guaranteed the rental obligations of certain of its subsidiaries to their landlords in the ordinary course; these subsidiaries have traded profitably for many years and had net assets at 31 March 2016.

37. CONTROLLING PARTY

The Company is controlled by R. P. J. Gill and D. I. W. Todd by virtue of their combined majority shareholding in the Company.

GLOSSARY OF TERMS AND DEFINITIONS

The following definitions apply throughout this document unless the context otherwise requires:

"the Act"	the Companies Act 2006 for the time being in force.
"business centres" or "serviced offices"	commercial premises used by occupiers on flexible terms, typically for periods of six months to five years with occupiers charged a monthly licence fee covering full service accommodation, and security and separately for information technology, telephony and telecoms infrastructure.
the "Company" and the "Parent Company"	Landmark Plc, company number 04159077
"Directors" or "the Board"	the current directors of the Company whose names are set out on page 1 of this document.
"EBITDA"	Earnings before interest, taxation, depreciation and amortisation.
"FRS 102"	the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland which is mandatory for accounting periods beginning on or after 1 January 2015.
the "Group"	Landmark and its subsidiaries.
"licence fee"	the fee payable for occupation of serviced office space in a business centre operated by the Group which is inclusive of rates, service charges, building management, building insurance excluding client contents, lighting, heating, air conditioning, cleaning, security and the use of reception and related facilities.
"REVPOW" or "revenue per occupied workstation"	licence fees, information technology services and services income receivable by the Group, divided by the average number of occupied workstations.
"SME"s	small and medium-sized enterprises, which typically have revenue of less than £2 million per annum
"UK GAAP"	UK Generally Accepted Accounting Practice
"workstation"	an area occupied by one individual in a business centre, which typically includes a desk, chair, pedestal and IT and telecoms equipment.

GROUP BUSINESS CENTRES

Website: http://www.landmarkplc.com

	Number of workstations
110 Bishopsgate, London EC2N 4AY	481
125 Old Broad Street, London EC2N 1AR	477
1-6 Lombard Street, London EC3V 9HD	311
Holland House, 1-4 Bury Street, London EC3A 5AW	432
48 Dover Street, London W1S 4FF	357
	2,058