

**Emblem Holdings Limited**  
**Annual Report and Consolidated Financial Statements**  
**Year Ended 31 March 2017**  
Registration number: 5587195

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# **Emblem Holdings Limited**

## **Company Information**

**Directors** J G Richardson  
D J Richardson  
N J Churchward

**Company secretary** N J Churchward

**Registered office** Emblem House  
Pynes Hill  
Exeter  
EX2 5FD

**Bankers** National Westminster Bank plc  
Exeter  
59 High Street  
EXETER  
EX4 3DL

**Auditors** PKF Francis Clark  
Statutory Auditor  
Vantage Point  
Woodwater Park  
Exeter  
Devon  
EX2 5FD

# Emblem Holdings Limited

## Strategic Report

Year Ended 31 March 2017

The directors present their strategic report for the year ended 31 March 2017.

### **Fair review of the business**

The principal activity of the group during the period was that of employment consultants.

The group's key performance indicators are turnover and gross profit, which can be seen in the Consolidated Statement of Income and Retained Earnings on page 7. No further KPI analysis is considered necessary for an understanding of the development, performance and position of the group.

### **Principal risks and uncertainties**

The directors view the active management of risk as a key management process and recognise that managing business risk to deliver opportunities is critical to the strategic development of the business. It is ensured that such business risks, which are classified as strategic, operational, reputational, financial and environmental, are both understood and visible as far as practicable. The group's policy is to ensure that risk is taken on an informed basis rather than unintentional basis.

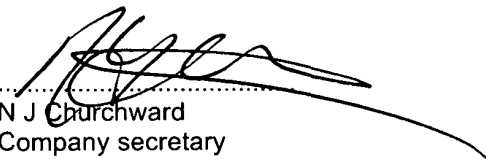
The key business risk affecting the group is the risk of a downturn in either the United Kingdom or global information technology and telecommunications market.

The group mitigates this risk in a number of ways, including the preparation and regular monitoring of a business plan and the active recruiting of new clients.

### **Limited Number of Customers**

The group has several large clients, which form a substantial proportion of its turnover. This creates an exposure to a reduction in turnover if a contract was lost. The group continues to mitigate this risk by growing its customer base and working with new sectors.

Approved by the Board on 27/06/17 and signed on its behalf by:

  
.....  
N J Churchward  
Company secretary

# Emblem Holdings Limited

## Directors' Report

### Year Ended 31 March 2017

The directors present their report and the for the year ended 31 March 2017.

#### **Directors of the group**

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

J G Richardson

D J Richardson

N J Churchward

#### **Dividends**

The directors recommend a final dividend payment of £Nil per share be made in respect of the financial year ended 31 March 2017 (2016: £Nil). An interim dividend of £450,000 has been paid in respect of the financial year ended 31 March 2017 (2016: £600,000).

#### **Financial instruments**

##### ***Objectives and policies***

The group's principal financial instruments comprise bank balances, trade creditors, trade debtors, intercompany balances and hire purchase agreements. The main purpose of these instruments is to provide funds for the group's operations.

The group's activities expose it to a number of financial risks including cash flow risk, credit risk and liquidity risk. These are dealt with as follows:

##### **Cash flow risk**

The group's activities expose it to the financial risks of changes in foreign currency exchange rates. The group regularly monitors the position and the need for any hedging instruments.

##### **Credit risk**

The group's principal financial assets are bank balances, trade and other receivables.

The group's credit risk is primarily attributable to its trade debtors. Trade debtors are recognised and carried at the lower of their original invoiced value and recoverable amount. To manage this risk the group performs credit checks on new customers, puts credit limits in place, actively manages its customer ledger and has a credit insurance policy in place. The directors believe sufficient controls are in place to keep credit risk exposure to a minimum.

##### **Liquidity risk**

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the group has an invoice discounting facility in place which has room for further draw-down.

#### **Disclosure of information to the auditor**

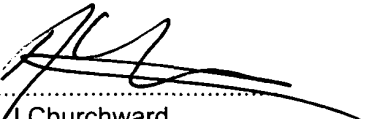
Each director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information. The directors confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

# Emblem Holdings Limited

## Directors' Report

Year Ended 31 March 2017

Approved by the Board on ...27/06/17... and signed on its behalf by:

  
.....

N.J. Churchward  
Company secretary

## Emblem Holdings Limited

### Statement of Directors' Responsibilities

The directors acknowledge their responsibilities for preparing the Annual 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for 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.

# **Emblem Holdings Limited**

## **Independent Auditor's Report to the Members of Emblem Holdings Limited**

We have audited the financial statements of Emblem Holdings Limited for the year ended 31 March 2017, set out on pages 8 to 27. 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 FRS 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 auditor**

As explained more fully in the Statement of Directors' Responsibilities (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 (APB's) Ethical Standards for Auditors to the financial statements.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the 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 Annual 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 the company's affairs as at 31 March 2017 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, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Directors' Report have been prepared in accordance with applicable legal requirements.

## Emblem Holdings Limited

### Independent Auditor's Report to the Members of Emblem Holdings Limited

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Directors' Report.

#### 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 company, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

PKF Francis Clark

Glenn Nicol (Senior Statutory Auditor)

For and on behalf of PKF Francis Clark, Statutory Auditor

Vantage Point  
Woodwater Park  
Exeter  
Devon  
EX2 5FD

Date: 27 Jun 2017

# Emblem Holdings Limited

## Consolidated Statement of Income and Retained Earnings

Year Ended 31 March 2017

	Note	2017 £	2016 £
Turnover	3	27,721,599	27,612,258
Cost of sales		<u>(24,246,502)</u>	<u>(23,949,912)</u>
Gross profit		3,475,097	3,662,346
Administrative expenses		<u>(2,642,378)</u>	<u>(3,006,885)</u>
Operating profit	4	<u>832,719</u>	<u>655,461</u>
Other interest receivable and similar income	8	20	3,549
Interest payable and similar charges	9	<u>(193,053)</u>	<u>(216,444)</u>
		<u>(193,033)</u>	<u>(212,895)</u>
Profit before tax		639,686	442,566
Taxation	10	<u>(183,536)</u>	<u>(134,407)</u>
Profit for the financial year		456,150	308,159
Retained earnings brought forward		477,728	769,567
Dividends paid		<u>(450,000)</u>	<u>(600,000)</u>
Retained earnings carried forward		<u>483,878</u>	<u>477,726</u>

The notes on pages 12 to 27 form an integral part of these financial statements.

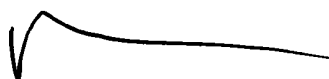
# Emblem Holdings Limited

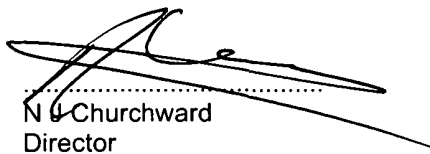
## Consolidated Balance Sheet

31 March 2017

	Note	2017 £	2016 £
<b>Fixed assets</b>			
Intangible assets	11	1,646,085	1,838,609
Tangible assets	12	<u>466,657</u>	<u>510,042</u>
		<u>2,112,742</u>	<u>2,348,651</u>
<b>Current assets</b>			
Debtors	14	6,481,839	5,195,479
Cash at bank and in hand		<u>353,598</u>	<u>414,369</u>
		6,835,437	5,609,848
<b>Creditors: Amounts falling due within one year</b>	16	<u>(6,058,102)</u>	<u>(4,928,625)</u>
<b>Net current assets</b>		<u>777,335</u>	<u>681,223</u>
<b>Total assets less current liabilities</b>		2,890,077	3,029,874
<b>Creditors: Amounts falling due after more than one year</b>	16	(1,257,099)	(1,387,048)
<b>Provisions for liabilities</b>	19	<u>-</u>	<u>(16,000)</u>
<b>Net assets</b>		<u>1,632,978</u>	<u>1,626,826</u>
<b>Capital and reserves</b>			
Called up share capital	21	100	100
Capital redemption reserve		1,149,000	1,149,000
Profit and loss account		<u>483,878</u>	<u>477,726</u>
Equity attributable to owners of the company		<u>1,632,978</u>	<u>1,626,826</u>
<b>Total equity</b>		<u>1,632,978</u>	<u>1,626,826</u>

Approved and authorised by the Board on 27/06/17 and signed on its behalf by:

  
 .....  
 D J Richardson  
 Director

  
 .....  
 N Churchward  
 Director

Company Registration Number: 5587195

# Emblem Holdings Limited

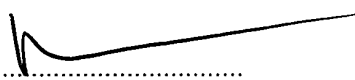
## Balance Sheet

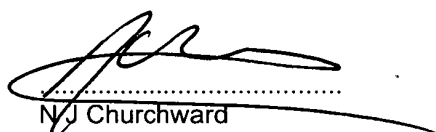
31 March 2017

	Note	2017 £	2016 £
<b>Fixed assets</b>			
Investments	13	4,324,685	4,324,685
<b>Current assets</b>			
Debtors	14	997,711	501,840
<b>Creditors: Amounts falling due within one year</b>	16	<u>(2,951,715)</u>	<u>(2,368,570)</u>
<b>Net current liabilities</b>		<u>(1,954,004)</u>	<u>(1,866,730)</u>
<b>Total assets less current liabilities</b>		2,370,681	2,457,955
<b>Creditors: Amounts falling due after more than one year</b>	16	<u>(1,124,708)</u>	<u>(1,224,708)</u>
<b>Net assets</b>		<u>1,245,973</u>	<u>1,233,247</u>
<b>Capital and reserves</b>			
Called up share capital		100	100
Capital redemption reserve		1,149,000	1,149,000
Profit and loss account		<u>96,873</u>	<u>84,147</u>
<b>Total equity</b>		<u>1,245,973</u>	<u>1,233,247</u>

The company made a profit after tax for the financial year of £462,724 (2016 - profit of £607,384).

Approved and authorised by the Board on 27/06/17 and signed on its behalf by:

  
 .....  
 D J Richardson  
 Director

  
 .....  
 N J Churchward  
 Director

Company Registration Number: 5587195

# Emblem Holdings Limited

## Consolidated Statement of Cash Flows

Year Ended 31 March 2017

	Note	2017 £	2016 £
<b>Cash flows from operating activities</b>			
Profit for the year		456,150	308,159
Adjustments to cash flows from non-cash items			
Depreciation and amortisation	4	335,508	343,936
Loss/(profit) on disposal of tangible assets		18,038	(15,429)
Finance income	8	(20)	(3,549)
Finance costs	9	193,053	216,444
Income tax expense	10	183,536	134,407
		<u>1,186,265</u>	<u>983,968</u>
Working capital adjustments			
(Increase)/decrease in trade debtors	14	(1,286,358)	899,696
Increase/(decrease) in trade creditors	16	466,388	(194,333)
Cash generated from operations		366,295	1,689,331
Income taxes (paid)/received	10	(186,536)	29,629
Net cash flow from operating activities		<u>179,759</u>	<u>1,718,960</u>
<b>Cash flows from investing activities</b>			
Interest received		20	3,549
Acquisitions of tangible assets		(216,084)	(215,248)
Proceeds from sale of tangible assets		98,447	146,856
Net cash flows from investing activities		<u>(117,617)</u>	<u>(64,843)</u>
<b>Cash flows from financing activities</b>			
Interest paid	9	(164,973)	(188,364)
Repayment of other borrowing		(100,000)	(130,000)
Payments to finance lease creditors		20,350	(59,806)
Interest on preference shares		(28,080)	(28,080)
Dividends paid		(450,000)	(600,000)
Net cash flows from financing activities		<u>(722,703)</u>	<u>(1,006,250)</u>
Net (decrease)/increase in cash and cash equivalents		(660,561)	647,867
Cash and cash equivalents at 1 April 2016		<u>(1,884,333)</u>	<u>(2,532,200)</u>
Cash and cash equivalents at 31 March 2017		<u>(2,544,894)</u>	<u>(1,884,333)</u>

The notes on pages 12 to 27 form an integral part of these financial statements.

# **Emblem Holdings Limited**

## **Notes to the Financial Statements**

**Year Ended 31 March 2017**

### **1 General information**

The company is a private company limited by share capital incorporated in England.

The address of its principal and registered office is:

Emblem House  
Pynes Hill  
Exeter  
EX2 5FD

### **2 Accounting policies**

#### **Basis of preparation**

The financial statements have been prepared under the historic cost convention and in accordance with the recognition and measurement requirements of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

#### **Basis of consolidation**

The consolidated financial statements consolidate the financial statements of the company and its subsidiary undertakings drawn up to 31 March 2017.

A subsidiary is an entity controlled by the Company. Control is achieved where the Company has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

#### **Summary of significant accounting policies and key accounting estimates**

The directors have considered the judgements and estimation uncertainties included in these financial statements and the accounting policies applied and concluded that these do not have a significant effect on the amounts recognised in the financial statements or lead to a risk of causing a material misstatement of the carrying amounts of assets and liabilities within the next financial year. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects that period only, or in the period of revision and future periods if the revision affects both current and future periods.

#### **Summary of disclosure exemptions**

The Company meets the definition of a qualifying entity under FRS102 and has therefore taken advantage of the disclosure exemptions available to it. Exemptions have been taken in relation to company financial instruments and the company cash flow statement.

#### **Going concern**

The directors have a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### Revenue recognition

Turnover is the aggregate amount of revenue from consultancy work and other services supplied to customers in the ordinary course of business. Consultancy revenue is recognised as earned through the placement of consultants. Other revenues are taken to the statement of income and retained earnings account as earned.

### Foreign currency transactions and balances

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

### Tax

The tax expense for the period comprises current and deferred tax. Tax is recognised in the Statement of Income and Retained Earnings.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed by the balance sheet date where transactions or events that result in an obligation to pay more tax in the future, or a right to pay less in the future have occurred at the balance sheet date.

Deferred tax is measured on an undiscounted basis at the rates that are expected to apply in the period in which timing differences are expected to reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

### Tangible assets

Tangible assets are stated in the statement of financial position at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The cost of tangible assets includes directly attributable incremental costs incurred in their acquisition and installation.

### Depreciation

Depreciation is charged so as to write off the cost of assets, other than land and properties under construction over their estimated useful lives, as follows:

Asset class	Depreciation method and rate
Leasehold Improvements	Over the remaining lease term
Fixtures & Fittings	33% reducing balance
Motor vehicles	25% reducing balance
Equipment	15% reducing balance

### Intangible assets

Goodwill arising on the acquisition of an entity represents the excess of the cost of acquisition over the Group's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities of the entity recognised at the date of acquisition. Goodwill is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is held in the currency of the acquired entity and revalued to the closing rate at each reporting period date.

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their useful life as follows:

Asset class	Amortisation method and rate
Goodwill	5% straight line

### Investments

Investments in equity shares which are not publicly traded and where fair value cannot be measured reliably are measured at cost less impairment.

### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

### Leases

Leases in which substantially all the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases are charged to the Statement of Income and Retained Earnings on a straight-line basis over the period of the lease.

Assets held under hire purchase agreements are capitalised and disclosed under tangible fixed assets at their fair value. The capital element of the future payments is treated as a liability and the interest is charged to the the statement of income and retained earnings at a constant rate of charge on the balance of capital repayments outstanding.

### Defined contribution pension obligation

The group operates a defined contribution pension scheme. Contributions are recognised in the statement of income and retained earnings in the period in which they become payable in accordance with the rules of the scheme.

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### Financial instruments

Financial assets and financial liabilities are recognised in the group's balance sheet when the group becomes party to the contractual provisions of the instrument.

Financial assets, which comprise trade debtors and cash at bank balances, are initially measured at transaction price (including transaction costs) and are subsequently measured at the undiscounted amount receivable.

Financial liabilities which comprise trade creditors and short term intercompany balances are initially measured at transaction price (including transaction costs) and are subsequently measured at the undiscounted amount payable. Long term financial liabilities which comprise redeemable preference shares and other borrowings are measured at amortised cost.

### 3 Revenue

The analysis of the group's revenue for the year from continuing operations is as follows:

	2017	2016
	£	£
Sale of consultancy work and services	<u>27,721,599</u>	<u>27,612,258</u>

The analysis of the group's turnover for the year by market is as follows:

	2017	2016
	£	£
UK	18,041,451	17,779,678
Overseas	<u>9,680,148</u>	<u>9,832,580</u>
	<u>27,721,599</u>	<u>27,612,258</u>

### 4 Operating profit

Arrived at after charging/(crediting)

	2017	2016
	£	£
Depreciation expense	142,984	151,412
Amortisation expense	192,524	192,524
Foreign exchange (gains)/losses	(87,433)	123,085
Loss/(profit) on disposal of property, plant and equipment	<u>18,038</u>	<u>(15,429)</u>

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### 5 Staff costs

The aggregate payroll costs (including directors' remuneration) were as follows:

	2017	2016
	£	£
Wages and salaries	1,569,555	1,747,960
Social security costs	182,586	221,467
Pension costs, defined contribution scheme	20,982	23,240
	<u>1,773,123</u>	<u>1,992,667</u>

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

	2017	2016
	No.	No.
Administration and support	5	5
Sales	18	19
	<u>23</u>	<u>24</u>

### 6 Directors' remuneration

The directors' remuneration for the year was as follows:

	2017	2016
	£	£
Remuneration	<u>355,142</u>	<u>540,849</u>

During the year the number of directors who were receiving benefits and share incentives was as follows:

	2017	2016
	No.	No.
Accruing benefits under money purchase pension scheme	<u>2</u>	<u>2</u>

In respect of the highest paid director:

	2017	2016
	£	£
Remuneration	<u>301,510</u>	<u>468,063</u>

### 7 Auditor's remuneration

	2017	2016
	£	£
Audit of these financial statements	4,750	4,750
Audit of the financial statements of subsidiaries of the company	<u>20,500</u>	<u>19,435</u>
	<u>25,250</u>	<u>24,185</u>

## Emblem Holdings Limited

### Notes to the Financial Statements

Year Ended 31 March 2017

#### 8 Other interest receivable and similar income

	2017	2016
	£	£
Interest income on bank deposits	20	10
Other finance income	-	3,539
	<u>20</u>	<u>3,549</u>

#### 9 Interest payable and similar expenses

	2017	2016
	£	£
Interest on bank overdrafts and borrowings	64,333	80,922
Interest on preference shares	28,080	28,080
Interest on obligations under finance leases and hire purchase contracts	21,326	17,116
Interest expense on other finance liabilities	<u>79,314</u>	<u>90,326</u>
	<u>193,053</u>	<u>216,444</u>

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### 10 Taxation

Tax charged/(credited) in the profit and loss account

	2017 £	2016 £
<b>Current taxation</b>		
UK corporation tax	193,000	130,000
UK corporation tax adjustment to prior periods	<u>6,536</u>	<u>(593)</u>
	199,536	129,407
<b>Deferred taxation</b>		
Arising from origination and reversal of timing differences	<u>(16,000)</u>	<u>5,000</u>
Tax expense in the income statement	<u>183,536</u>	<u>134,407</u>

The tax on profit before tax for the year is higher than the standard rate of corporation tax in the UK of 20% (2016 - 20%).

The differences are reconciled below:

	2017 £	2016 £
Profit before tax	<u>639,686</u>	<u>442,566</u>
Corporation tax at standard rate	127,937	88,513
Effect of expense not deductible in determining taxable profit (tax loss)	48,372	50,882
Deferred tax expense relating to changes in tax rates or laws	4,301	-
Tax decrease from effect of capital allowances and depreciation	-	(6,384)
Other tax effects for reconciliation between accounting profit and tax expense (income)	<u>2,926</u>	<u>1,396</u>
Total tax charge	<u>183,536</u>	<u>134,407</u>

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### 11 Intangible assets

#### Group

	Goodwill £	Total £
<b>Cost or valuation</b>		
At 1 April 2016	3,850,487	3,850,487
At 31 March 2017	3,850,487	3,850,487
<b>Amortisation</b>		
At 1 April 2016	2,011,878	2,011,878
Amortisation charge	192,524	192,524
At 31 March 2017	2,204,402	2,204,402
<b>Carrying amount</b>		
At 31 March 2017	1,646,085	1,646,085
At 31 March 2016	1,838,609	1,838,609

### 12 Tangible assets

#### Group

	Leasehold improvements £	Fixtures and fittings £	Motor vehicles £	Equipment £	Total £
<b>Cost or valuation</b>					
At 1 April 2016	56,197	358,520	594,745	271,942	1,281,404
Additions	-	56,841	159,243	-	216,084
Disposals	(56,197)	(67,652)	(168,839)	-	(292,688)
At 31 March 2017	-	347,709	585,149	271,942	1,204,800
<b>Depreciation</b>					
At 1 April 2016	53,799	282,854	174,931	259,778	771,362
Charge for the year	2,398	25,456	113,306	1,824	142,984
Eliminated on disposal	(56,197)	(55,962)	(64,044)	-	(176,203)
At 31 March 2017	-	252,348	224,193	261,602	738,143
<b>Carrying amount</b>					
At 31 March 2017	-	95,361	360,956	10,340	466,657
At 31 March 2016	2,398	75,666	419,814	12,164	510,042

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### Hire purchase agreements

Included within the net book value of tangible fixed assets is £409,096 (2016: £417,884) in respect of assets held under hire purchase agreements. Depreciation for the year on these assets was £109,052 (2016: £104,227).

### 13 Investments

#### Group

#### Details of undertakings

Undertaking	Country of incorporation	Holding	Proportion of voting rights and shares held	
			2017	2016
Subsidiary undertakings				
Emblem International Limited	England and Wales*	Ordinary shares	100%	100%
W A Consultants	England and Wales*	Ordinary shares	100%	100%

#### Subsidiary undertakings

The principal activity of Emblem International Limited is that of an intermediate holding company

The principal activity of W A Consultants is that of employment consultants

\* The registered office of the subsidiary is the same as that of the parent company.

#### Company

	2017 £	2016 £
Investments in subsidiaries	<u>4,324,685</u>	<u>4,324,685</u>

Subsidiaries	£
<b>Cost or valuation</b>	
At 1 April 2016	<u>4,324,685</u>
At 31 March 2017	<u>4,324,685</u>
<b>Carrying amount</b>	
At 31 March 2017	<u>4,324,685</u>
At 31 March 2016	<u>4,324,685</u>

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### 14 Debtors

	2017 £	Group 2016 £	2017 £	Company 2016 £
Trade debtors	3,418,642	3,252,953	-	-
Other debtors	1,039,965	546,978	997,711	501,840
Prepayments	<u>2,023,232</u>	<u>1,395,548</u>	<u>-</u>	<u>-</u>
Total current trade and other debtors	<u>6,481,839</u>	<u>5,195,479</u>	<u>997,711</u>	<u>501,840</u>

### 15 Cash and cash equivalents

	2017 £	Group 2016 £	2017 £	Company 2016 £
Cash on hand	529	455	-	-
Cash at bank	<u>353,069</u>	<u>413,914</u>	<u>-</u>	<u>-</u>
	353,598	414,369	-	-
Bank overdrafts	<u>(2,898,492)</u>	<u>(2,298,702)</u>	<u>(212,387)</u>	<u>(216,047)</u>
Cash and cash equivalents in statement of cash flows	<u>(2,544,894)</u>	<u>(1,884,333)</u>	<u>(212,387)</u>	<u>(216,047)</u>

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### 16 Creditors

	Note	2017 £	Group 2016 £	2017 £	Company 2016 £
<b>Due within one year</b>					
Loans and borrowings	17	3,042,621	2,392,532	212,387	216,047
Trade creditors		1,188,967	944,951	724	152
Amounts due to group undertakings	26	-	-	2,632,685	2,043,325
Social security and other taxes		54,342	65,571	-	2,664
Other creditors		186,700	192,246	103,919	104,382
Accrued expenses		1,442,472	1,203,325	2,000	2,000
Corporation tax	10	143,000	130,000	-	-
		<u>6,058,102</u>	<u>4,928,625</u>	<u>2,951,715</u>	<u>2,368,570</u>
<b>Due after one year</b>					
Loans and borrowings	17	<u>1,257,099</u>	<u>1,387,048</u>	<u>1,124,708</u>	<u>1,224,708</u>

### 17 Loans and borrowings

	2017 £	Group 2016 £	2017 £	Company 2016 £
<b>Non-current loans and borrowings</b>				
Finance lease liabilities	132,391	162,340	-	-
Redeemable preference shares	351,000	351,000	351,000	351,000
Other borrowings	<u>773,708</u>	<u>873,708</u>	<u>773,708</u>	<u>873,708</u>
	<u>1,257,099</u>	<u>1,387,048</u>	<u>1,124,708</u>	<u>1,224,708</u>

Other borrowings comprise 9% loan notes.

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

	2017 £	Group 2016 £	2017 £	Company 2016 £
<b>Current loans and borrowings</b>				
Bank overdrafts	2,898,492	2,298,702	212,387	216,047
Finance lease liabilities	144,129	93,830	-	-
	<u>3,042,621</u>	<u>2,392,532</u>	<u>212,387</u>	<u>216,047</u>

### 18 Obligations under leases and hire purchase contracts

#### Group

#### Operating leases

The total of future minimum lease payments is as follows:

	2017 £	2016 £
Not later than one year	87,000	93,250
Later than one year and not later than five years	304,500	348,000
Later than five years	-	43,500
	<u>391,500</u>	<u>484,750</u>

The amount of non-cancellable operating lease payments recognised as an expense during the year was £93,250 (2016 - £99,500).

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### 19 Deferred tax

#### Group

	Deferred tax £
At 1 April 2016	16,000
At 31 March 2017	16,000

Deferred tax relates to fixed asset timing differences.

### 20 Pension and other schemes

#### Defined contribution pension scheme

The group operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the group to the scheme and amounted to £20,982 (2016 - £23,240). Contributions totalling £(933) (2016 - £(6,245)) were payable to the scheme at the end of the year and are included in creditors.

### 21 Share capital

#### Allotted, called up and fully paid shares

	No.	2017 £	No.	2016 £
100 Ordinary shares of £1 each	100	100	100	100
351,000 8% Cumulative Redeemable Preference Shares of £1 each	351,000	351,000	351,000	351,000
	351,100	351,100	351,100	351,100

### 22 Dividends

#### Interim dividends paid

	2017 £	2016 £
Interim dividend of £4,500 (2016 - £6,000) per ordinary share	450,000	600,000

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### 23 Commitments

#### Group and company

#### Capital commitments

The total amount contracted for but not provided in the financial statements was £Nil (2016 - £Nil).

### 24 Contingent liabilities

#### Group

The group has given a cross guarantee to support the bank loans and overdrafts it has. At 31 March 2016, the group had aggregate bank overdrafts of £2,898,492 (2016: £2,298,702).

### 25 Financial instruments

#### Group

#### Categorisation of financial instruments

	2017 £	2016 £
Financial assets measured at fair value through profit or loss	4,458,607	3,799,931
	<u>4,458,607</u>	<u>3,799,931</u>
Financial liabilities measured at fair value through profit or loss	3,229,321	2,584,778
	<u>3,229,321</u>	<u>2,584,778</u>

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

### 26 Related party transactions

#### Group

#### Key management compensation

	2017 £	2016 £
Salaries and other short term employee benefits	<u>355,142</u>	<u>540,849</u>
Transactions with directors		

	At 1 April 2016 £	Advances to directors £	Repayments by director £	Other payments made to company by director £	At 31 March 2017 £
2017					
D J Richardson					
	312,009	544,327	(315,612)	-	540,724
	<u>312,009</u>	<u>544,327</u>	<u>(315,612)</u>	<u>-</u>	<u>540,724</u>
J G Richardson					
	82,694	211,782	(181,247)	-	113,229
	<u>82,694</u>	<u>211,782</u>	<u>(181,247)</u>	<u>-</u>	<u>113,229</u>
N J Churchward					
	107,137	237,049	(163,569)	-	180,617
	<u>107,137</u>	<u>237,049</u>	<u>(163,569)</u>	<u>-</u>	<u>180,617</u>

# Emblem Holdings Limited

## Notes to the Financial Statements

Year Ended 31 March 2017

	At 1 April 2015 £	Advances to directors £	Repayments by director £	Other payments made to company by director £	At 31 March 2016 £
<b>2016</b>					
<b>D J Richardson</b>					
	379,865	436,787	(504,643)	-	312,009
	<u>379,865</u>	<u>436,787</u>	<u>(504,643)</u>	<u>-</u>	<u>312,009</u>
<b>J G Richardson</b>					
	94,883	189,713	(201,902)	-	82,694
	<u>94,883</u>	<u>189,713</u>	<u>(201,902)</u>	<u>-</u>	<u>82,694</u>
<b>N J Churchward</b>					
	143,425	232,095	(268,383)	-	107,137
	<u>143,425</u>	<u>232,095</u>	<u>(268,383)</u>	<u>-</u>	<u>107,137</u>

### Summary of transactions with other related parties

During the year Emblem International Limited leased premises from the pension scheme of Mr J G Richardson, a director of the parent company.

During the the year the group paid rent on these premises in the amount of £93,250 (2016: £99,500). At 31 March 2017 the balance due to Mr J G Richardson was £nil (2016: £nil).