

Company Registration No. 02685135 (England and Wales)

SYNECTICS SOLUTIONS LIMITED
REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 AUGUST 2021



SYNECTICS SOLUTIONS LIMITED

COMPANY INFORMATION

Directors	KJ Shanahan CA Shanahan RA Moorhouse RM Wood KM Beardmore RL Jones MK Humphreys IR Lewis MP Tideswell
Company number	02685135
Registered office	Synectics House The Hollies The Brampton Newcastle-under-Lyme Staffordshire ST5 0QY
Auditor	RSM UK Audit LLP Chartered Accountants Festival Way Festival Park Stoke on Trent ST1 5BB
Bankers	NatWest Bank 36 High Street Nantwich Cheshire CW5 5GA
Solicitors	Beswick Solicitors Sigma House Lakeside Festival Way Stoke-on-Trent Staffordshire ST1 5RY

SYNECTICS SOLUTIONS LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The directors present the strategic report for the year ended 31 August 2021.

Fair review of the business

The results of the company show an operating profit of £2,644,893 (2020: £1,315,737) for the year on sales of £22,975,151 (2020: £20,981,124) after a research and development spend of £348,439 (2020: £266,550) and development amortisation of £296,164 (2020: £296,164). Despite the residual macroeconomic uncertainty generated by the coronavirus pandemic, confidence in the marketplace has begun to be restored and, as such, we have capitalised £103,980 worth of development costs from our investments in new projects to enhance our offering to clients. We anticipate this commercial certainty to continue improving and expect capitalisation levels to return to pre-pandemic levels in the coming years.

We have seen a continuation from the prior year of cost management during the pandemic and this has led to a reduction in certain operating expenses as we adapt to a new way of working as documented below. Our growth through acquiring new clients and growing existing partnerships has continued on a very positive trajectory. Given this strong sales performance alongside consistently low levels of client attrition, the Directors are confident in the company's continued ability to generate steady growth.

The statement of financial position remains strong, with the above results generating an increase in the cash balance in the year by £1,104,171. This increase in cash is despite an increase in debt with a related party, which the directors have determined will not be recoverable in the next 12 months, despite being payable on demand. As a result, this balance has been disclosed as due in more than one year at the year end.

Throughout the pandemic, we have worked hard to ensure the high standards we set for our levels of service have not slipped. As offices reopened, we have been able to meet face to face with some clients and, where that has not been possible, we have kept up regular teleconferencing dialogue. We take great pride in our reputation for delighting our clients and we continue to use the Net Promoter Score (NPS) system to provide us with invaluable feedback and input. Our most recent score, generated from feedback gathered in July 2021, was 59 increasing from the previous score of 52. This has more than achieved our corporate objective for the year of achieving a greater than 40 NPS score. Feedback from one client included the following comments: "Synectics are clearly specialists in their field. They are more agile than other providers. They most certainly engage with us as Partners rather than just Suppliers which we appreciate."

We have a strong company culture and one of the greatest challenges posed by the pandemic has been maintaining that culture and the "Synectics feel" when having to navigate through national lockdowns and ongoing uncertainty. The mental health and wellbeing of our employees is of utmost importance to us and we have worked hard to support our workforce and ensure they continue to feel engaged and motivated. We have found that working from home provides both challenges and opportunities for employees and companies alike. Whilst the increased flexibility can help manage a more sustainable work-life balance, we also recognise the importance coming into the office can have, not just on enabling those "water-cooler conversations" that can be of benefit to the company, but on the increased sense of belonging and camaraderie it can give employees. Whilst this year has been primarily spent responding tactically to the changing government guidelines, the Senior Leadership team and People Success team have also focused on establishing a long-term post-pandemic workplace framework that meets the needs of both our employees and the business. This has been a key strategic decision for the company as it permanently changes how we operate and will be discussed in more detail in the following Section 172 statement.

SYNECTICS SOLUTIONS LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Principal risks and uncertainties

The Board has continued to monitor four key areas of risk and uncertainty:

Competitor activities within our market: we undertake regular reviews of the competitive landscape and, through the partnership approach we take with our clients, we work to ensure our product roadmap aligns with the changing needs of the market.

Regulatory changes: we have successfully transitioned to the GDPR regulations plans and continue to actively monitor any other regulatory changes that may have an impact on the business.

Business interruption: we regularly review our Business Impact Analysis programme and build on the lessons we learn from business interruptions such as the Coronavirus pandemic to ensure we continue to have resilient systems in place across the whole company.

Going concern and the impact of Coronavirus: as the Coronavirus pandemic continues, the Company continues to operate seamlessly and is fully functional as a key part of critical supply chain for our clients. We are able to do this whilst complying with all relevant government guidance on health and safety, social distancing, and self-isolation. The Company has continued its steady but strong growth trajectory throughout the pandemic thus far and the Directors are confident that this will continue.

SYNECTICS SOLUTIONS LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Section 172 statement

This statement demonstrates how the Board of Directors complies with Section 172 of the Companies Act 2006 and in doing so ensures all decisions made are in alignment with the company's values and purpose which is pivotal to the long-term success of the company.

The Executive Board, of which the three company Shareholders are members, delegates day-to-day decision-making authority to the Operational Board comprising four Directors and two Heads of Department. The Senior Leadership Team is accountable for the specific decisions related to their departments and, additionally, there are various Committees who have decision making authority for specific business-wide topics such as HR & Remuneration, Data Governance, Enterprise Risk, and Business Continuity.

We use Jim Collins' One Page Strategic Plan methodology to articulate our core values, purpose, and strategic goals. Whilst the goals are regularly reviewed and updated, the values and purpose section is not because we recognise the importance of preserving the core of our company and it is this strong sense of identity that holds us together in the face of change. We strive only towards goals that align with these core values and would not look to achieve things in a way that was contrary to our purpose; to ensure this alignment, the strategic goals are signed off by the Executive Board.

The purpose of Synectics Solutions, as stated in our One Page Strategic Plan, is:

"To be a people centred company that always delivers the highest level of innovation and service. We aim to delight our clients through doing things better and challenging the status quo; to this end, our people strive to go the extra mile. We have the drive, desire, and willingness to provide extraordinary levels of service for all our stakeholders."

Essentially, we put our stakeholders at the heart of everything we do and every decision we make. We believe that investing in our people, our employees, clients, suppliers, and the community in which we operate, whilst always being mindful of our impact on the environment, is what sets us up for long-term success, an approach that has served the company well for nearly three decades. There are many ways in which we have invested in our relationships with our stakeholders over the course of this business year:

Employees

- regularly assessed and adapted working practises to align with government guidance and what our employees feel comfortable with – this includes the decision to shift to permanent flexible working
- increased mental health support including training mental health first aiders
- listened to our employees by seeking feedback and input via an employee NPS survey

Suppliers

- used local suppliers where possible
- ensured we pay promptly

Clients

- engaged in regular dialogue with our clients including an NPS survey which garnered excellent results, see Strategic Report for details, demonstrating our reputation for high standards of business conduct
- worked with our clients on the evolving challenges they face, the solutions to challenges raised by Covid-19 specifically have included:
 - restructuring payments for some of our smaller clients who have faced short-term cash flow issues
 - providing additional services to our larger clients as they have navigated provisioning CBILs to their customers
- ensured our services stay cutting edge by aligning our product roadmap with the ever-evolving global technology landscape

SYNECTICS SOLUTIONS LIMITED

STRATEGIC REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Community

- the Hubb Foundation are supported by and operate from Synectics Solutions
- to support the local community throughout the COVID-19 pandemic, 400,000 meals were provided between March and August 2020 by The Hubb Foundation and Port Vale Foundation Trust, and we continued our support this business year as a further 110,000 meals were provided
- this endeavour was undertaken on top of the school holiday programme run by The Hubb Foundation

Environment

- invested in electric charging points and solar panels
- all new company cars added to the fleet have been hybrid or fully electric
- see Carbon Report for details

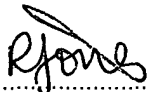
Key Decision: Flexible Working

The interests of our employees are a key consideration in any strategic decision the Board of Directors makes. Helping our employees navigate the impact of the Covid-19 pandemic has been a key focus of our People Success team through the entire business year. We recognised that one of the ways in which we could support our employees, especially those battling with the mental health impact of the pandemic, was to begin to provide some certainty amongst the chaos and ever-changing rules and guidance. As such, the decision was made and announced to make flexible working a permanent working practise for the company and that we would not be returning to the pre-pandemic model of working from home only by exception.

This decision was not taken lightly as there were a number of concerns from the Shareholders that needed addressing. Firstly, around the company culture and how we can maintain that "Synectics feel", keeping our values at the heart of everything we do, whilst working more dispersed on a permanent basis. Secondly, it is harder to maintain the feeling of being in a cohesive team and the support that comes with that when working from home. It can be harder to spot the impact of personal issues and support mental health concerns when not in the office. Thirdly, we are company known for our collaborative approach to innovation and working from home can have a major impact not just on output productivity but also creative productivity. How do you recreate those "watercooler" conversations, the serendipitous communications that elicit outcomes that cannot be planned for? Ultimately these concerns have been balanced with the fact that there are many positives to flexible working, not least that it empowers our employees to more easily find the work-life balance that works for them. Ultimately, flexible working was on the rise before the pandemic and is now likely to become the cultural norm post-pandemic. As such, in order to stay competitive long-term in the job market we need to adapt and evolve with changing workplace practises.

The People Success team consulted with the Senior Leadership Team and employees from across the business to create a framework that balances flexibility for our employees whilst maintaining the strong culture and high levels of productivity for which we are known. At the heart of this freedom within a framework approach is the fact that there is not a one size fits all solution that will work for everyone all of the time and that we trust our employees to make the decisions that are best for themselves and the company. The People Success team will be monitoring the roll out of this framework to ensure that we achieve the balance of providing flexibility whilst maintaining our supportive and collaborative company culture.

On behalf of the board



RL Jones
Director

Date: 16/12/21

SYNECTICS SOLUTIONS LIMITED

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 AUGUST 2021

The directors present their annual report and financial statements for the year ended 31 August 2021.

Principal activities

The principal activities of the company during the year were the design, supply and support of specialist computerised systems and software, and database bureau services.

Strategic report

The company has chosen in accordance with Companies Act 2006, s. 414C(11) to set out in the company's strategic report information required by Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, Sch. 7 to be contained in the directors' report. It has done so in respect of business review, financial instruments and risks and uncertainties.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

KJ Shanahan
CA Shanahan
RA Moorhouse
RM Wood
KM Beardmore
RL Jones
MK Humphreys
IR Lewis
MP Tideswell

Results and dividends

The results for the year are set out on page 13.

Ordinary dividends were paid amounting to £530,000 (2020: £450,000). The directors do not recommend payment of a further dividend.

Qualifying third party indemnity provisions

The company has made qualifying third party indemnity provisions for the benefit of its directors during the year.

Financial instruments

The main risks arising from the company's financial instruments are credit risk and liquidity risk. The company is not significantly affected by price or foreign currency risk as the company primarily invoices in sterling.

Liquidity risk

The company's objective is to ensure sufficient cash reserves are available to fund ongoing activities and future product development plans as and when these are carried out. The company operates a system of advance payments from its customers to manage cash resources to achieve these objectives and agreed bank facilities.

Credit risk

Whilst the company has no significant concentration of credit risk, appropriate credit control procedures have been implemented to manage the exposure to this risk. The company trades with "blue chip" companies and government organisations which in turn further reduces any exposure.

SYNECTICS SOLUTIONS LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Research and development

The company has historically invested heavily in its development of new software that is complementary to the existing product suite and developing new areas to meet customer needs due to changing legislation. During the year the company spent £103,980 (2020: £nil) on research and development of new products which has been capitalised.

The total cost of amortisation charged to the profit and loss account in respect of research and development amounted to £296,164 (2020: £296,164).

The company has also invested in areas of pure research, this is expensed in the year, being £348,439(2020: £266,550).

Disabled persons

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the company continues and that the appropriate training is arranged. It is the policy of the company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Staff engagement

It is clearly understood that the benefit of employee engagement is essential to deliver the business plans. We must maintain our communication flow and several tools are in place to ensure an effective information flow, whether through formalised meetings, internal notification or information displayed on screens within business.

Regular meetings are held with management teams on day-to-day activities along with the aims and objectives of the business and engagement to all staff via the technologies in place in the business are key. A training plan is in place to help develop our staff.

The company is committed to continuing to provide support to our staff who are home working along with ensuring we have a safe working environment in our head office. Our focus has been on the physical health and safety of our colleagues and health and wellbeing of our staff.

SYNECTICS SOLUTIONS LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

Streamlined energy and carbon reporting

UK greenhouse gas emissions and energy use data from 1 September 2020 to 31 August 2021

Synectics Solutions Limited is a limited company, registered in England Number 02685135. Registered office: Synectics House, The Brampton, Newcastle-Under-Lyme, Staffordshire, ST5 0QY.

The company has gathered data regarding scope one and scope two carbon emissions (as defined by the GHG Protocol) for the financial year spanning 1st September 2020 to 31st August 2021 from UK operations for inclusion in Company Reporting (2020) as defined by the requirements of the Streamlined Energy and Carbon Reporting (SECR) legislation.

The combined scope one and scope two carbon emissions for the period was recorded at 382.08 tCO₂e. Since this is the first year of carbon footprint calculation it is not possible to publish a year-on-year change at this time.

The intensity rate for the period is calculated at 0.017 tCO₂e per £k of turnover from the company group operations.

Total Energy consumption was measured to be 1,969,266 kWh, with 10% generated onsite from renewable energy sources.

We have invested in a number of projects to reduce our carbon footprint, installing solar energy, infrastructure for electric vehicles, implementing free-cooling in our data centre and only purchasing electricity from renewable sources.

We recognise the importance of our environmental responsibilities in all our operations and continue to seek to reduce our carbon footprint. During the next financial year our carbon strategy will continue to develop to enable a pathway to Net Zero to be developed.

Energy consumption used to calculate emissions (kWh)	1,968,286.00
Emissions from scope one fuel (tCO ₂ e)	174.14
Emissions from scope two purchased electricity (tCO ₂ e)	207.94
Total gross tCO ₂ e	382.08
Intensity rate tCO ₂ e/£k Turnover	0.02
Methodology	GHG Protocol

Future developments

The business continues in line with the directors' expectations. The company continues to achieve long term commitments, being 3-5 years, on renewal of contracts and win new business at or above the rate in previous years.

Auditor

RSM UK Audit LLP have indicated their willingness to be reappointed for another term and appropriate arrangements have been put in place for them to be deemed reappointed as auditors in the absence of an Annual General Meeting.

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, each director has taken all the necessary steps that they ought to have taken as a director in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

SYNECTICS SOLUTIONS LIMITED

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

On behalf of the board



RL Jones
Director

Date: 16/12/21

SYNECTICS SOLUTIONS LIMITED

DIRECTORS' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 AUGUST 2021

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

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SYNECTICS SOLUTIONS LIMITED

Opinion

We have audited the financial statements of Synectics Solutions Limited (the 'company') for the year ended 31 August 2021 which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 August 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters 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 the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SYNECTICS SOLUTIONS LIMITED (CONTINUED)

Matters on which we are required to report by exception

In the light of the 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 or the directors' report.

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

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

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 9, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF SYNECTICS SOLUTIONS LIMITED (CONTINUED)

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory frameworks that the company operates in and how the company is complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Companies Act 2006 and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures, inspecting correspondence with local tax authorities and evaluating advice received from internal/external tax advisors where obtained.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to General Data Protection Regulation (GDPR) and data governance. We performed audit procedures to inquire of management whether the company is in compliance with these law and regulations and inspected correspondence with licensing or regulatory authorities.

The audit engagement team identified the risk of management override of controls, the existence of recurring revenue and revenue recognition on long-term contracts as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to, testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business for management override. Test of details were performed in respect of the existence of recurring revenue and we have challenged judgments and estimates applied in the recognition of revenue on long-term contracts, along with test of detail.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities> This description forms part of our auditor's report.

Use of our report

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.

RSM UK Audit LLP

Christopher Phillips (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
Festival Way
Festival Park
Stoke on Trent
ST1 5BB
17 December 2024

SYNECTICS SOLUTIONS LIMITED

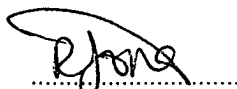
STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	2021 £	2020 £
Turnover	3	22,975,151	20,981,124
Cost of sales		(12,668,420)	(11,526,228)
Gross profit		10,306,731	9,454,896
Administrative expenses		(7,787,327)	(8,498,482)
Other operating income		125,489	359,323
Operating profit	6	2,644,893	1,315,737
Interest receivable and similar income	8	240,014	213,548
Interest payable and similar expenses	9	(178,078)	(436,998)
Profit before taxation		2,706,829	1,092,287
Tax on profit	10	(506,806)	(235,373)
Profit for the financial year		2,200,023	856,914

SYNECTICS SOLUTIONS LIMITED**STATEMENT OF FINANCIAL POSITION
AS AT 31 AUGUST 2021**

	Notes	2021 £	£	2020 £	£
Fixed assets					
Intangible assets	12	1,547,986		1,736,752	
Tangible assets	13	5,031,797		4,871,525	
		<u>6,579,783</u>		<u>6,608,277</u>	
Current assets					
Debtors falling due after more than one year	14	4,544,970	2,624,834		
Debtors falling due within one year	14	3,564,327	4,677,772		
Cash at bank and in hand		5,384,716	4,280,545		
		<u>13,494,013</u>	<u>11,583,151</u>		
Creditors: amounts falling due within one year	15	<u>(3,968,995)</u>	<u>(4,028,165)</u>		
Net current assets		<u>9,525,018</u>	<u>7,554,986</u>		
Total assets less current liabilities		<u>16,104,801</u>	<u>14,163,263</u>		
Creditors: amounts falling due after more than one year	16	(2,745,706)	(3,019,427)		
Provisions for liabilities	19	(593,348)	(406,026)		
Deferred income		<u>(7,383,523)</u>	<u>(7,025,609)</u>		
Net assets		<u><u>5,382,224</u></u>	<u><u>3,712,201</u></u>		
Capital and reserves					
Called up share capital	21	100	100		
Share premium account		477,873	477,873		
Other reserves		644,664	649,682		
Capital redemption reserve		48	48		
Profit and loss reserves		<u>4,259,539</u>	<u>2,584,498</u>		
Total equity		<u><u>5,382,224</u></u>	<u><u>3,712,201</u></u>		

The financial statements were approved by the board of directors and authorised for issue on 16 December 2021 and are signed on its behalf by:


 RL Jones
 Director

SYNECTICS SOLUTIONS LIMITED

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Share capital £	Share premium account £	Other reserves £	Capital redemption reserve £	Profit and loss reserves £	Total £
Balance at 1 September 2019		100	477,873	654,700	48	2,172,566	3,305,287
Year ended 31 August 2020:							
Profit and total comprehensive income for the year		-	-	-	-	856,914	856,914
Fair value losses reclassified to profit and loss		-	-	(5,018)	-	5,018	-
Dividends	11	-	-	-	-	(450,000)	(450,000)
Balance at 31 August 2020		100	477,873	649,682	48	2,584,498	3,712,201
Year ended 31 August 2021:							
Profit and total comprehensive income for the year		-	-	-	-	2,200,023	2,200,023
Fair value losses reclassified to profit and loss		-	-	(5,018)	-	5,018	-
Dividends	11	-	-	-	-	(530,000)	(530,000)
Balance at 31 August 2021		100	477,873	644,664	48	4,259,539	5,382,224

SYNECTICS SOLUTIONS LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from operations	22	4,908,940		4,189,552	
Interest paid		(178,078)		(192,378)	
Income taxes (paid)/refunded		(138,492)		28,619	
Net cash inflow from operating activities		4,592,370		4,025,793	
Investing activities					
Purchase of intangible assets		(398,562)		(4,359)	
Purchase of tangible fixed assets		(135,294)		(226,589)	
Proceeds on disposal of tangible fixed assets		1,800		5,750	
Other investments and loans made		(1,535,000)		(1,500,000)	
Interest received		3,231		54,447	
Net cash used in investing activities		(2,063,825)		(1,670,751)	
Financing activities					
Proceeds from borrowings		192,172		600,744	
Proceeds of new bank and other loans		-		600,000	
Repayment of bank and other loans		(224,243)		(139,492)	
Payment of finance leases obligations		(862,303)		(761,589)	
Dividends paid		(530,000)		(450,000)	
Net cash used in financing activities		(1,424,374)		(150,337)	
Net increase in cash and cash equivalents		1,104,171		2,204,705	
Cash and cash equivalents at beginning of year		4,280,545		2,075,840	
Cash and cash equivalents at end of year		5,384,716		4,280,545	

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies

Company information

Synectics Solutions Limited is a private company limited by shares and is registered and incorporated in England and Wales. The registered office is Synectics House, The Hollies, The Brampton, Newcastle-under-Lyme, Staffordshire, ST5 0QY.

The company's principal activities and nature of its operations are disclosed in the Directors' Report.

Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006, including the provisions of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 and under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

Going concern

The Financial Reporting Council has issued guidance relating to going concern and liquidity risk in respect of disclosures in the financial statements.

In response to the ongoing Covid-19 pandemic, the directors have prepared forecasts for the period for 12 months from the date of signing these financial statements and consider the Company to remain a going concern with no impact on the carrying value of the Company's assets. Resources held, specifically cash balances available are more than adequate to service the forecasts, the forecasts take account of the ongoing and potential impact of the Covid-19 pandemic upon demand, the Company's operations and commitments.

The directors have therefore concluded that the use of the going concern basis of accounting is appropriate because there are no material uncertainties related to events or conditions that may cast significant doubt over the ability of the Company to continue as a going concern.

Turnover

Turnover is recognised on the fair value of the consideration received or receivable for services to external customers in the ordinary nature of the business. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates. Turnover is shown net of Value Added Tax.

Supply of service contract revenue is recognised on a straight line basis over the term of the contract. The supply of hospitality service is recognised on the date of supply.

Rental income on assets leased under operating leases is recognised on a straight line basis over the lease term.

Hospitality sales are recognised once the service has been delivered in full.

Long term contracts

Profit on long term contracts is taken as the work is carried out if the final outcome can be assessed with reasonable certainty. The profit included is calculated on a prudent basis to reflect the proportion of the work carried out at the year end, by recording turnover and related costs as contract activity progresses. Turnover is calculated as that proportion of total contract value which costs incurred to date bear to total expected costs for that contract. Revenues derived from variations on contracts are recognised only when they have been accepted by the customer. Full provision is made for losses on all contracts in the year in which they are first foreseen.

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies (Continued)

Intangible fixed assets other than goodwill

The Company capitalises development expenditure as an intangible asset when it is able to demonstrate all of the following:

- (a) The technical feasibility of completing the development so the intangible asset will be available for use or sale.
- (b) Its intention to complete the development and to use or sell the intangible asset.
- (c) Its ability to use or sell the intangible asset.
- (d) How the intangible asset will generate probable future economic benefits.
- (e) The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset.
- (f) Its ability to measure reliably the expenditure attributable to the intangible asset during its development.

Capitalised development expenditure is initially recognised at cost and subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Capitalised development expenditure is amortised on a straight line basis over its useful life, which is 6 years and commences in the year following capitalisation. The directors consider these useful lives to be appropriate because this is the period over which the development costs are expected to give rise to economic benefits. Capitalised development expenditure is not amortised in the year of addition.

All research expenditure and development expenditure that does not meet the above conditions is expensed as incurred.

Computer software

Intangible assets purchased other than in a business combination are recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Purchased computer software	2 to 5 years
-----------------------------	--------------

Amortisation is revised prospectively for any significant change in useful life or residual value.

On disposal, the difference between the net disposal proceeds and the carrying amount of the intangible asset is recognised in profit or loss.

Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings	over 50 years
Plant, machinery and integral features	10-15% straight line basis
IT and office equipment	between two and seven years
Motor vehicles	over 5 years

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies (Continued)

Freehold land is not depreciated.

Land and buildings are accounted for separately even when acquired together.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

Revaluation of properties

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

Revaluation gains and losses are recognised in other comprehensive income and accumulated in equity, except to the extent that a revaluation gain reverses a revaluation loss previously recognised in profit or losses, or a revaluation loss exceeds the accumulated revaluation gains recognised in equity, such gains and profit are recognised in profit or loss.

The Company aims to obtain an externally produced valuation every 5 years to ensure the valuation is regularly assessed by a third party.

Cash and cash equivalents

Cash and cash equivalents are basic financial instruments and include cash in hand.

Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally 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.

Basic financial assets

Basic financial assets, which include trade and other debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the financial asset is measured at the present value of the future receipts discounted at a market rate of interest.

Other financial assets

Other financial assets, including trade investments, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies (Continued)

Impairment of financial assets

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

Financial liabilities and equity

Financial instruments are classified as liabilities and equity instruments according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Company after deducting all of its liabilities.

Equity instruments

Financial instruments classified as equity instruments are recorded at the fair value of the cash or other resources received or receivable, net of direct costs of issuing the equity instruments.

Trade and other creditors

Trade and other creditors (including accruals) payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Borrowings

Borrowings are initially recognised at the transaction price, including transaction costs, and subsequently measured at amortised cost using the effective interest method. Interest expense is recognised on the basis of the effective interest method and is included in interest payable and other similar charges.

Other financial liabilities

Debt instruments where the contractual returns, repayment of the principal, or other terms (such as prepayment provisions or term extensions) do not meet the conditions to be measured at amortised cost, are subsequently measured at fair value through profit or loss. Debt instruments may be designated as being measured at fair value through profit or loss to eliminate or reduce an accounting mismatch or if the instruments are measured and their performance evaluated on a fair value basis in accordance with a documented risk management or investment strategy.

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies (Continued)

Derecognition of financial liabilities

Financial liabilities are derecognised when, and only when, the company's contractual obligations are discharged, cancelled, or they expire.

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recognised in profit or loss immediately, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

Taxation

The tax expense represents the sum of the current tax expense and deferred tax expense. Current tax assets are recognised when tax paid exceeds the tax payable.

Current and deferred tax is charged or credited to profit or loss, except when it relates to items charged or credited to other comprehensive income or equity, when the tax follows the transaction or event it relates to and is also charged or credited to other comprehensive income, or equity.

Current tax assets and current tax liabilities and deferred tax assets and deferred tax liabilities are offset, if and only if, there is a legally enforceable right to set off the amounts and the entity intends either to settle on the net basis or to realise the asset and settle the liability simultaneously.

Current tax is based on taxable profit for the year. Taxable profit differs from total comprehensive income because it excludes items of income or expense that are taxable or deductible in other periods. Current tax assets and liabilities are measured using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled based on tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax liabilities are recognised in respect of all timing differences that exist at the reporting date. Timing differences are differences between taxable profits and total comprehensive income that arise from the inclusion of income and expenses in tax assessments in different periods from their recognition in the financial statements. Deferred tax assets are recognised only to the extent that it is probable that they will be recovered by the reversal of deferred tax liabilities or other future taxable profits.

For non-depreciable assets measured using the revaluation model, deferred tax is measured using the tax rates and allowances that apply to the sale of the asset or property.

Employee benefits

The holiday year end and the financial year are not coterminous. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Retirement benefits

For defined contribution schemes the amount charged to profit or loss is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies (Continued)

Leases

The Company as Lessee – Finance Leases

An asset and corresponding liability are recognised for leasing agreements that transfer to the Company substantially all of the risks and rewards incidental to ownership ("finance leases"). The amount capitalised is the fair value of the leased asset or, if lower, the present value of the minimum lease payments payable during the lease term, both determined at inception of the lease. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are expensed as incurred.

The Company as Lessee – Operating Leases

All other leases are operating leases and the annual rentals are charged to profit or loss on a straight line basis over the lease term.

Rent free periods or other incentives received for entering into an operating lease are accounted for as a reduction to the expense and are recognised on a straight-line basis over the lease term.

The Company as Lessor – Operating Leases

Rental income from assets leased under operating leases is recognised on a straight-line basis over the term of the lease. Rent free periods or other incentives given to the lessee are accounted for as a reduction to the rental income and recognised on a straight-line basis over the lease term.

Government grants

Government grants are recognised in other operating income at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Foreign exchange

Transactions in currencies other than the functional currency (foreign currency) are initially recorded at the exchange rate prevailing on the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the reporting date. Non-monetary assets and liabilities denominated in foreign currencies are translated at the rate ruling at the date of the transaction, or, if the asset or liability is measured at fair value, the rate when that fair value was determined.

All translation differences are taken to profit or loss.

Deferred income

Deferred income is shown separately on the face of the statement of financial position due to its significant nature. These include an element of deferred income relating to periods greater than one year.

Deferred income is a disclosure departure from "Accruals and Deferred Income". The directors have applied a true and fair override of the Companies Act 2006 as deferred income is the major composition of the balance.

Dividends

Dividends are recognised as liabilities once they are no longer at the discretion of the Company.

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

1 Accounting policies (Continued)

Reserves

Reserves of the Company represent the following:

Share Premium

Consideration received for shares issued above their nominal value net of transaction costs.

Other reserves

The cumulative revaluation gains and losses in respect of land and buildings net of associated deferred tax.

Capital redemption reserve

The nominal value of shares repurchased and cancelled.

Profit and loss account

Cumulative profit and loss net of distributions to owners.

2 Judgements and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical judgements

The Company makes estimates, assumptions and judgements concerning the future. The resulting accounting estimates, assumptions and judgements will, by definition, seldom equal the related actual results. Management have utilised the following significant estimates, assumptions and judgements that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

The Company capitalises development costs based on the directors assessment of the projects undertaken in the period against the criteria set under FRS102 section 18, as part of this the directors make judgements on the feasibility of such projects and projected revenues. These judgements are based on their knowledge and experience of the industry and historic performance. The directors assess these capitalised development costs annually for impairment using similar judgements.

Significant judgement

The Company has and assessed the carrying value of others debtors by reference to transactional activities for similar assets and the debtors fair value. If there was any indication that the recoverability of such items had been materially impacted the Company would recognise any such changes in the financial statements as necessary.

3 Turnover and other revenue

	2021 £	2020 £
Turnover analysed by class of business		
Sale of professional services	22,788,943	20,818,465
Rental income	174,934	99,788
Hospitality sales	11,274	62,871
	<u>22,975,151</u>	<u>20,981,124</u>

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

3 Turnover and other revenue (Continued)

	2021 £	2020 £
Turnover analysed by geographical market		
United Kingdom	19,592,163	17,812,751
Rest of Europe	558,204	196,613
Rest of World	2,824,784	2,971,760
	<u>22,975,151</u>	<u>20,981,124</u>

4 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2021 Number	2020 Number
Administration and support	85	50
Technical, research and development	221	261
Catering	26	48
Sales and business development	38	29
	<u>370</u>	<u>388</u>

Their aggregate remuneration comprised:

	2021 £	2020 £
Wages and salaries	12,409,060	12,177,410
Social security costs	1,293,725	1,222,494
Pension costs	562,367	561,112
	<u>14,265,152</u>	<u>13,961,016</u>

5 Directors' remuneration

	2021 £	2020 £
Remuneration for qualifying services	949,495	828,770
Company pension contributions to defined contribution schemes	41,741	36,131
	<u>991,236</u>	<u>864,901</u>

The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to 9 (2020 - 8).

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

5 Directors' remuneration (Continued)

Remuneration disclosed above include the following amounts paid to the highest paid director:

	2021 £	2020 £
Remuneration for qualifying services	168,776	160,084
Company pension contributions to defined contribution schemes	6,875	6,125

6 Operating profit

	2021 £	2020 £
Operating profit for the year is stated after charging/(crediting):		
Research and development costs	348,439	266,550
Government grants	(125,489)	(359,323)
Depreciation of owned tangible fixed assets	210,203	223,002
Depreciation of tangible fixed assets held under finance leases	437,693	545,762
Profit on disposal of tangible fixed assets	(1,800)	(5,750)
Amortisation of intangible assets	595,772	457,284
Operating lease charges	326,681	241,981

Exchange differences recognised in profit or loss during the year amounted to £6,694 exchange gain (2020: £36,380 exchange loss).

7 Auditor's remuneration

	2021 £	2020 £
Fees payable to the company's auditor and its associates:		
For audit services		
Audit of the financial statements of the company	28,250	19,800
For other services		
Taxation compliance services	3,525	4,675
Other taxation services	6,645	5,350
All other non-audit services	4,675	4,075
	14,845	14,100

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

8 Interest receivable and similar income

	2021	2020
	£	£
Interest income		
Other interest received	6	5,000
Effective interest received on loans and receivables held at FVTPL	236,783	159,101
Foreign exchange gains	-	36,380
Interest receivable from companies under common control	3,225	13,067
	<u> </u>	<u> </u>
Total interest revenue	<u>240,014</u>	<u>213,548</u>

9 Interest payable and similar expenses

	2021	2020
	£	£
Interest on bank overdrafts and loans	37,420	36,361
Impact of fair value measurement on loans to companies under common control	-	244,620
	<u> </u>	<u> </u>
	37,420	280,981
Interest on finance leases, other loans and hire purchase contracts	133,964	156,017
Foreign exchange losses	6,694	-
	<u> </u>	<u> </u>
	<u>178,078</u>	<u>436,998</u>

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

10 Taxation

	2021 £	2020 £
Current tax		
UK corporation tax on profits for the current period	325,375	138,496
Adjustments in respect of prior periods	(5,891)	(15,370)
Total current tax	319,484	123,126
Deferred tax		
Origination and reversal of timing differences	64,579	17,287
Changes in tax rates	126,905	40,920
Adjustment in respect of prior periods	(4,162)	54,040
Total deferred tax	187,322	112,247
Total tax charge	506,806	235,373

The total tax charge for the year included in the income statement can be reconciled to the profit before tax multiplied by the standard rate of tax as follows:

	2021 £	2020 £
Profit before taxation	2,706,829	1,092,287
Expected tax charge based on the standard rate of corporation tax in the UK of 19.00% (2020: 19.00%)	514,298	207,535
Tax effect of expenses that are not deductible in determining taxable profit	8,166	14,086
Tax effect of income not taxable in determining taxable profit	(19,756)	-
Adjustments in respect of prior years	(5,891)	(15,370)
Other timing differences	(16,461)	-
Under/(over) provided in prior years	(150)	-
Deferred tax adjustments in respect of prior years	(4,162)	54,040
R&D enhanced relief	(111,641)	(65,838)
Effect of change in deferred tax rate	142,403	40,920
Taxation charge for the year	506,806	235,373

The UK corporation tax rate was previously enacted to reduce to 17% from 1 April 2020. However, Finance Act 2020, which was substantively enacted on 11 March 2020, repealed this rate reduction and the corporation tax rate will remain at 19% from 1 April 2020. The closing deferred tax assets and liabilities have been calculated at 19%, on the basis that this is the rate at which those assets and liabilities are expected to unwind. An increase in the UK corporation tax rate was announced in the 2021 Budget which would increase the rate to 25% from 1 April 2023. Existing temporary differences on which deferred tax has been provided may therefore unwind in future periods subject to this increased rate. The rate change has been included in Finance Bill 2021 which was substantively enacted on 24 May 2021 and therefore deferred tax will be calculated using the 25% future corporation tax rate.

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

11 Dividends

	2021 £	2020 £
Total dividends	530,000	450,000

Dividends have been paid on each share type at the following rates:

	2021 Per share £	2020 Per share £
'A' Ordinary shares		
Final paid	43.75	36.46
'C' Ordinary shares		
Final paid	44.68	37.23
'D' Ordinary shares		
Final paid	220.00	200.00

12 Intangible fixed assets

	Purchased computer software £	Development costs £	Total £
Cost			
At 1 September 2020	2,576,493	3,178,997	5,755,490
Additions - separately acquired	303,026	103,980	407,006
At 31 August 2021	2,879,519	3,282,977	6,162,496
Amortisation			
At 1 September 2020	1,795,859	2,222,879	4,018,738
Amortisation charged for the year	299,608	296,164	595,772
At 31 August 2021	2,095,467	2,519,043	4,614,510
Carrying amount			
At 31 August 2021	784,052	763,934	1,547,986
At 31 August 2020	780,634	956,118	1,736,752

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

12 Intangible fixed assets (Continued)

The amortisation charge for the year is recognised within administrative expenses.

Included in the carrying value of development costs are the capitalised costs in respect of five (2020: four) software projects. Three (2020: three) of these projects were to enhance an existing product and two (2020: one) for new products whose capitalisation is supported by future anticipated revenues. The carrying amount of £659,961 (2020: £851,296) which has a remaining amortisation period of 1-5 years (2020: 1-5 years) is considered by the directors to be individually material to the Company.

The net book value of purchased computer software includes £608,271 (2020: £752,882) in respect of assets held under loans and finance leases.

13 Tangible fixed assets

	Freehold land and buildings	Plant, machinery and integral features	IT and office equipment	Motor vehicles	Total
	£	£	£	£	£
Cost or valuation					
At 1 September 2020	3,164,505	924,386	6,936,005	173,482	11,198,378
Additions	19,020	-	789,148	-	808,168
Disposals	-	-	-	(7,513)	(7,513)
At 31 August 2021	3,183,525	924,386	7,725,153	165,969	11,999,033
Depreciation					
At 1 September 2020	67,797	272,551	5,872,647	113,858	6,326,853
Depreciation charged in the year	34,276	111,680	482,200	19,740	647,896
Eliminated in respect of disposals	-	-	-	(7,513)	(7,513)
At 31 August 2021	102,073	384,231	6,354,847	126,085	6,967,236
Carrying amount					
At 31 August 2021	3,081,452	540,155	1,370,306	39,884	5,031,797
At 31 August 2020	3,096,708	651,835	1,063,358	59,624	4,871,525

Land with a net book value of £1,469,651 (2020: £1,469,651) is not depreciated.

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance leases:

	2021 £	2020 £
Motor vehicles	39,885	59,625
IT and office equipment	1,210,902	1,170,299
	<u>1,250,787</u>	<u>1,229,924</u>

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

13 Tangible fixed assets (Continued)

On 10 August 2018, the Company's freehold land and buildings were re-valued by Mounsey, Chartered Surveyors. The market value method of valuation in accordance with the guidance notes by The Royal Institute of Chartered Surveyors for Asset Valuations was used, which gave rise to a combined valuation of £3,500,000. This valuation was split in the financial statements to freehold land and buildings £3,164,505 and integral fixtures of £335,495.

If revalued assets were stated on an historical cost basis rather than a fair value basis, the total amounts included would have been as follows:

	2021 £	2020 £
Cost	3,192,679	3,192,679
Accumulated depreciation	(629,917)	(549,065)
Carrying value	<u>2,562,762</u>	<u>2,643,614</u>

14 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	1,869,461	2,002,974
Other debtors	51,653	323,057
Prepayments and accrued income	1,643,213	2,351,741
	<u>3,564,327</u>	<u>4,677,772</u>
Amounts falling due after more than one year:		
Other debtors	<u>4,544,970</u>	<u>2,624,834</u>
Total debtors	<u>8,109,297</u>	<u>7,302,606</u>

Included within other debtors due over one year is a balance owed to a related party. The balance is repayable on demand however the directors do not expect repayment of this debt within the next 12 months.

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

15 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Bank loans	17	254,701	145,510
Obligations under finance leases and hire purchase contracts	18	669,764	655,642
Other loans	17	6,072	68,720
Trade creditors		622,492	388,934
Corporation tax		293,205	112,217
Other taxation and social security		1,614,833	1,947,723
Other creditors		282,127	278,561
Accruals and deferred income		225,802	430,858
		<u>3,968,996</u>	<u>4,028,165</u>

16 Creditors: amounts falling due after more than one year

	Notes	2021 £	2020 £
Bank loans	17	1,247,659	1,510,807
Obligations under finance leases and hire purchase contracts	18	1,490,683	1,493,619
Other loans	17	7,364	15,001
		<u>2,745,706</u>	<u>3,019,427</u>

17 Borrowings

	2021 £	2020 £
Bank loans	1,502,360	1,656,317
Other loans	13,436	83,721
	<u>1,515,796</u>	<u>1,740,038</u>
Payable within one year	260,773	214,230
Payable after one year	<u>1,255,023</u>	<u>1,525,808</u>

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

17 Borrowings (Continued)

The bank loan is repayable by monthly instalments until December 2022, with a final balancing payment sufficient to repay the loan in full. The loan bears interest at a rate of 2.25% above the base rate. The base rate was 0.1% at 31 August 2021 (2020: 0.1%).

The bank loans and overdraft facility are secured by legal charges held over the company's freehold land and buildings, by a fixed and floating charge over all current and future assets of the company.

Included above is an amount owing in relation to the Coronavirus Business Interruption Loan scheme. This loan is 80% guaranteed by the UK government. The remaining 20% is secured against legal charges held over the company's freehold land and buildings. The loan bears interest at a rate of 3.62% above the base rate. The base rate was 0.1% at 31 August 2021 (2020: 0.1%).

18 Finance lease obligations

	2021 £	2020 £
Future minimum lease payments due under finance leases:		
Less than one year	669,764	655,642
Between one and five years	1,490,683	1,493,619
	<u>2,160,447</u>	<u>2,149,261</u>

Finance lease payments represent rentals payable by the company for certain assets. Leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

19 Provisions for liabilities

	2021 £	2020 £
Deferred tax liabilities	<u>593,348</u>	<u>406,026</u>

The major deferred tax liabilities and assets recognised by the company are:

	2021 £	2020 £
Accelerated capital allowances	537,412	363,531
Other timing differences	5,858	4,435
Capital gains	50,078	38,060
	<u>593,348</u>	<u>406,026</u>

The deferred tax liability set out above is expected to reverse within the next ten years.

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

20 Retirement benefit schemes

	2021 £	2020 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	562,367	561,112

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

Contributions totalling £90,583 (2020: £91,455) were payable to the fund at the year end and are included in other creditors.

21 Share capital

	2021 Number	2020 Number	2021 £	2020 £
Ordinary share capital				
Issued and fully paid				
'A' Ordinary shares of 1p each	4,800	4,800	48	48
'C' Ordinary shares of 1p each	4,700	4,700	47	47
'D' Ordinary shares of 1p each	500	500	5	5
	10,000	10,000	100	100

All shares rank pari passu except for the ability to pay different dividend rates.

22 Cash generated from operations

	2021 £	2020 £
Profit for the year after tax	2,200,023	856,914
Adjustments for:		
Taxation charged	506,806	235,373
Finance costs	178,078	436,998
Interest receivable	(240,014)	(213,548)
Gain on disposal of tangible fixed assets	(1,800)	(5,750)
Amortisation and impairment of intangible assets	595,772	457,284
Depreciation and impairment of tangible fixed assets	647,896	768,764
Movements in working capital:		
Decrease/(increase) in debtors	965,092	(645,674)
(Decrease)/increase in creditors	(300,827)	1,638,197
Increase in deferred income	357,914	660,994
Cash generated from operations	4,908,940	4,189,552

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

23 Analysis of changes in net funds

	1 September 2020 £	Cash flows £	Other non- cash changes £	31 August 2021 £
Cash at bank and in hand	4,280,545	1,104,171	-	5,384,716
Borrowings excluding overdrafts	(1,740,038)	224,242	-	(1,515,796)
Obligations under finance leases	(2,149,261)	862,303	(873,489)	(2,160,447)
	<u>391,246</u>	<u>2,190,716</u>	<u>(873,489)</u>	<u>1,708,473</u>

24 Operating lease commitments

Lessee

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2021 £	2020 £
Within one year	294,796	222,849
Between one and five years	439,422	370,661
	<u>734,218</u>	<u>593,510</u>

Lessor

At the reporting end date the company had contracted with tenants for the following minimum lease payments:

	2021 £	2020 £
Within one year	67,264	38,983
Between one and five years	19,297	-
	<u>86,561</u>	<u>38,983</u>

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2021

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2021 £	2020 £
Aggregate compensation	2,741,021	2,102,549

Included in the above figures is employer's national insurance of £272,299 (2020: £208,345).

Transactions with related parties

During the year the company entered into the following transactions with related parties:

At the year end £nil (2020: £nil) is owed from a charitable foundation which CA Shanahan is trustee. A donation of £6,052 was made to this charitable foundation during the year (2020: £34,788). During the year the company paid for £208,974 (2020: £126,454) of expenditure on behalf of the related party and received £nil (2020: £125,575) for sales on behalf of the related party.

Rental income of £14,206 (2020: £11,200) was received in the period from a related party of one of the directors. At the period end £1,440 (2020: £1,440) was outstanding from this party.

The company loaned £1,200,000 (2020: £1,442,669) to a company under common control in the year. In addition to the loan purchases of £69,428 (2020: £65,325) and sales of £nil (2020: £nil) have been made to the entity. A balance of £4,279,785 (2020: £2,726,137) is owed by a company under common control at the year end. Interest of £3,228 (2020: £13,067) has been charged in the period on the loan balance.

The company loaned £335,000 (2020: £nil) to a company under common control. The company also paid for £663 (2020: £nil) of the related party's expenses. At the period end £265,188 (2020: £nil) was outstanding from this party. No interest is charged on this loan.

SYNECTICS SOLUTIONS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2021

26 Directors' transactions

Dividends totalling £530,000 (2020: £450,000) were paid in the year in respect of shares held by the company's directors.

Amounts owed to directors at the year end totalled £184,222 (2020: £167,696) and amounts due from directors at the year end totalled £148 (2020: £8,185).

There are no set repayment terms or interest charged on directors' loans.

During the year, the company has loans outstanding as follows:

	Maximum outstanding		Loans at year end	
	2021	2020	2021	2020
	£	£	£	£
KJ Shanahan	-	77,665	(47,013)	(48,704)
CA Shanahan	-	77,665	(47,013)	(48,704)
RA Moorhouse	-	29,526	(90,196)	(70,288)
KM Beardmore	8,876	9,664	148	8,185
	<u>8,876</u>	<u>194,520</u>	<u>(184,074)</u>	<u>(159,511)</u>

27 Ultimate controlling party

The company is controlled by Mr KJ Shanahan and Mrs CA Shanahan.