

REGISTERED NUMBER: 06797461 (England and Wales)

Strategic Report, Report of the Directors and
Audited Financial Statements
for the Year Ended 31 December 2019
for
Blue Square Marketing Limited

Blue Square Marketing Limited (Registered number: 06797461)

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for the Year Ended 31 December 2019**

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Blue Square Marketing Limited

**Company
Information
for the Year Ended 31 December 2019**

DIRECTORS: N G Avery
A Leaver

REGISTERED OFFICE: Tate House
Watermark Way
Hertford
Hertfordshire
SG13 7TZ

REGISTERED NUMBER: 06797461 (England and Wales)

AUDITORS: Roy Pinnock & Co LLP
Statutory Auditors
Wren House
68 London Road
St Albans
Hertfordshire
AL1 1NG

Blue Square Marketing Limited (Registered number: 06797461)

**Strategic Report
for the Year Ended 31 December 2019**

The directors present their strategic report for the year ended 31 December 2019.

Blue Square continued to provide strategic and tactical marketing services to merchandise, promote and conduct training on its client's products.

REVIEW OF BUSINESS

In 2019 Blue Square continued to maintain its core business alongside achieving growth in its customer base. During 2019 Revenue grew by 2% on 2018 to £36.2m (2018 - £35.5m). 2019 Pre-tax Profit remained consistent with prior year at £2.1m (2018 - £2.1m). The no movement in Pre-tax Profit was a result of increased investment into the operation and a reduction in tactical activity, which carries higher profitability. Blue Square reviews the on-going performance of the business using key performance indicators, measurement includes revenue, profit, employer of choice, retention, budget control, cost efficiency analysis and margin analysis. Within the commercial model throughout 2019 Blue Square operated risk and reward fee model, attached to meeting agreed service levels. If the key performance indicators are not met a service credit against fee would be raised.

The Directors throughout 2019 monitored cash flow to ensure that projected financing needs aligned to the growth were supported by cash reserves. The Directors will continue to manage cash with great focus to ensure service delivery success.

Blue Square continues to engaged with a recognised partner to collect feedback from our teams on how they feel about their company. Offering out this opportunity to our people has given us great insight to what our teams think. The voice of our team is vital to be shared back, which will help shape company behaviours for now and future years.

The Directors outlook for 2020 is that turnover growth will be negatively impacted by COVID-19. Blue Square will continue to invest in its people, operations and in the development of other service offerings, which create a wider breadth of services available to our client's.

PRINCIPAL RISKS AND UNCERTAINTIES

The principle risks include uncertainty surrounding client's future business investment strategy. Other risks include operating in a highly competitive market environment, where the speed of technology advancement and changing customer shopping habits mean that the Field Marketing industry as it was known is shrinking and evolving into something more customer focused. To mitigate against these risks, Blue Square have continued investment into our award-winning teams to create the best outcomes for our clients. Investment in field team talent with ongoing development working toward proven strategies ensures a strong position to manage controllable risk.

POLICIES

Blue Square operates several employment related policies including equal opportunities policy, health and safety policy, dignity at work policy and family friendly policy. Having policies in place ensures

employment related needs can be managed accordingly and effectively.

ON BEHALF OF THE BOARD:

A Leaver - Director

24 September 2020

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Blue Square Marketing Limited (Registered number: 06797461)

**Report of the Directors
for the Year Ended 31 December 2019**

The directors present their report with the financial statements of the company for the year ended 31 December 2019.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of marketing services.

DIVIDENDS

The total distribution of dividends for the year ended 31 December 2019 will be £ 7,066,000 .

DIRECTORS

N G Avery has held office during the whole of the period from 1 January 2019 to the date of this report.

Other changes in directors holding office are as follows:

P Shah - resigned 31 March 2019
D R Piechulla - resigned 31 July 2019
A Leaver - appointed 1 April 2019

POLITICAL DONATIONS AND EXPENDITURE

Donations for UK charitable purposes in 2019 amounted to £8,825 (2018 - £2,559). Payments are made to a wide range of charitable organisations in the UK.

There were no payments to political organisations during 2019 (2018 - £Nil)

EMPLOYEE INVOLVEMENT

The company operates a framework for employee information and consultation which complies with the requirements of the Information and Consultation of Employees Regulations 2004.

DISABLED EMPLOYEES

Blue Square is an equal opportunity employer and gives full consideration to applications for employment from disabled persons where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job. Opportunities are available to disabled employees for training, career development and promotion.

In a circumstance where existing employees require further support, it is the company's policy to provide continuing employment wherever practicable in the same or an alternative position and to provide appropriate training to achieve this aim.

DISCLOSURE IN THE 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 Schedule 7 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 to be contained in the directors' report. It has done so in respect of future developments and research & development.

Blue Square Marketing Limited (Registered number: 06797461)

**Report of the Directors
for the Year Ended 31 December 2019**

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with 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;
- 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.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

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

AUDITORS

The auditors, Roy Pinnock & Co LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD:

A Leaver - Director

24 September 2020

**Report of the Independent Auditors to the Members of
Blue Square Marketing Limited**

Opinion

We have audited the financial statements of Blue Square Marketing Limited (the 'company') for the year ended 31 December 2019 which comprise the Income Statement, Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to the Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 December 2019 and of its 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.

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 Auditors' 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information in the Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon.

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.

In connection with our audit of the financial statements, our responsibility is to read the other

and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

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**Report of the Independent Auditors to the Members of
Blue Square Marketing Limited**

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 Report of the Directors.

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, 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 Statement of Directors' Responsibilities set out on page four, 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 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.

Auditors' 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 a Report of the Auditors 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

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 a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or

opinions we have formed.

Natalie Coleman (Senior Statutory Auditor)
for and on behalf of Roy Pinnock & Co LLP
Statutory Auditors
Wren House
68 London Road
St Albans
Hertfordshire
AL1 1NG

28 September 2020

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Blue Square Marketing Limited (Registered number: 06797461)

Income Statement
for the Year Ended 31 December 2019

	Notes	31.12.19 £	31.12.18 £
TURNOVER	3	36,201,284	35,513,955
Cost of sales		<u>29,624,698</u>	<u>29,392,033</u>
GROSS PROFIT		6,576,586	6,121,922
Administrative expenses		<u>4,543,849</u>	<u>4,129,835</u>
OPERATING PROFIT	5	2,032,737	1,992,087
Interest receivable and similar income	7	82,450	115,137
		<u>2,115,187</u>	<u>2,107,224</u>
Interest payable and similar expenses	8	10,307	-
PROFIT BEFORE TAXATION		<u>2,104,880</u>	<u>2,107,224</u>
Tax on profit	9	<u>396,105</u>	<u>400,714</u>
PROFIT FOR THE FINANCIAL YEAR		<u><u>1,708,775</u></u>	<u><u>1,706,510</u></u>

Blue Square Marketing Limited (Registered number: 06797461)

**Other Comprehensive Income
for the Year Ended 31 December 2019**

	Notes	31.12.19 £	31.12.18 £
PROFIT FOR THE YEAR		1,708,775	1,706,510
OTHER COMPREHENSIVE INCOME		—	—
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>1,708,775</u>	<u>1,706,510</u>

Blue Square Marketing Limited (Registered number: 06797461)

Balance Sheet
31 December
2019

	Notes	31.12.19		31.12.18	
		£	£	£	£
FIXED ASSETS					
Intangible assets	11		10,650		17,250
Tangible assets	12		<u>10,894</u>		<u>26,293</u>
			21,544		43,543
CURRENT ASSETS					
Debtors	13	9,692,337		3,336,182	
Cash at bank and in hand		<u>6,693,554</u>		<u>16,536,880</u>	
		16,385,891		19,873,062	
CREDITORS					
Amounts falling due within one year	14	<u>5,782,730</u>		<u>4,195,854</u>	
NET CURRENT ASSETS			<u>10,603,161</u>		<u>15,677,208</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			10,624,705		15,720,751
CREDITORS					
Amounts falling due after more than one year	15		(6,200,000)		-
PROVISIONS FOR LIABILITIES	18		-		(7,021)
NET ASSETS			<u><u>4,424,705</u></u>		<u><u>15,713,730</u></u>
CAPITAL AND RESERVES					
Called up share capital	19		63		100
Capital redemption reserve	20		37		-
Retained earnings	20		<u>4,424,605</u>		<u>15,713,630</u>
SHAREHOLDERS' FUNDS			<u><u>4,424,705</u></u>		<u><u>15,713,730</u></u>

The financial statements were approved by the Board of Directors and authorised for issue on 24 September 2020 and were signed on its behalf by:

A Leaver - Director

Blue Square Marketing Limited (Registered number: 06797461)

Statement of Changes in Equity
for the Year Ended 31 December 2019

	Called up share capital £	Retained earnings £	Capital redemption reserve £	Total equity £
Balance at 1 January 2018	100	14,007,120	-	14,007,220
Changes in equity				
Total comprehensive income	-	1,706,510	-	1,706,510
Balance at 31 December 2018	<u>100</u>	<u>15,713,630</u>	<u>-</u>	<u>15,713,730</u>
Changes in equity				
Issue of share capital	(37)	-	-	(37)
Dividends	-	(7,066,000)	-	(7,066,000)
Total comprehensive income	-	1,708,738	37	1,708,775
Purchase of own shares	-	(5,931,763)	-	(5,931,763)
Balance at 31 December 2019	<u>63</u>	<u>4,424,605</u>	<u>37</u>	<u>4,424,705</u>

Blue Square Marketing Limited (Registered number: 06797461)

**Cash Flow
Statement
for the Year Ended 31 December 2019**

	Notes	31.12.19 £	31.12.18 £
Cash flows from operating activities			
Cash generated from operations	1	2,865,484	38,943
Interest paid		(10,307)	-
Tax paid		<u>(379,215)</u>	<u>(502,232)</u>
Net cash from operating activities		<u>2,475,962</u>	<u>(463,289)</u>
Cash flows from investing activities			
Purchase of intangible fixed assets		-	(20,000)
Purchase of tangible fixed assets		(4,126)	(6,599)
Interest received		<u>82,450</u>	<u>115,137</u>
Net cash from investing activities		<u>78,324</u>	<u>88,538</u>
Cash flows from financing activities			
New loans in year		6,200,000	-
Amount introduced by directors		720,575	707,979
Amount withdrawn by directors		-	(720,575)
Share issue		(37)	-
Share buyback		(5,931,763)	-
Intercompany Loan change		(6,320,387)	(17,342)
Equity dividends paid		<u>(7,066,000)</u>	<u>-</u>
Net cash from financing activities		<u>(12,397,612)</u>	<u>(29,938)</u>
Decrease in cash and cash equivalents		<u>(9,843,326)</u>	<u>(404,689)</u>
Cash and cash equivalents at beginning of year	2	<u>16,536,880</u>	<u>16,941,569</u>
Cash and cash equivalents at end of year	2	<u><u>6,693,554</u></u>	<u><u>16,536,880</u></u>

Blue Square Marketing Limited (Registered number: 06797461)

**Notes to the Cash Flow Statement
for the Year Ended 31 December 2019**

1. RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	31.12.19	31.12.18
	£	£
Profit before taxation	2,104,880	2,107,224
Depreciation charges	26,125	20,192
Finance costs	10,307	-
Finance income	<u>(82,450)</u>	<u>(115,137)</u>
	2,058,862	2,012,279
(Increase)/decrease in trade and other debtors	(587,187)	1,237,049
Increase/(decrease) in trade and other creditors	<u>1,393,809</u>	<u>(3,210,385)</u>
Cash generated from operations	<u><u>2,865,484</u></u>	<u><u>38,943</u></u>

2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

Year ended 31 December 2019

	31.12.19	1.1.19
	£	£
Cash and cash equivalents	<u>6,693,554</u>	<u>16,536,880</u>

Year ended 31 December 2018

	31.12.18	1.1.18
	£	£
Cash and cash equivalents	<u>16,536,880</u>	<u>16,941,569</u>

3. ANALYSIS OF CHANGES IN NET FUNDS/(DEBT)

	At 1.1.19	Cash flow	At 31.12.19
	£	£	£
Net cash			
Cash at bank and in hand	16,536,880	(9,843,326)	6,693,554
	<u>16,536,880</u>	<u>(9,843,326)</u>	<u>6,693,554</u>
Debt			
Debts falling due after 1 year	-	(6,200,000)	(6,200,000)
	<u>-</u>	<u>(6,200,000)</u>	<u>(6,200,000)</u>
Total	<u>16,536,880</u>	<u>(16,043,326)</u>	<u>493,554</u>

Blue Square Marketing Limited (Registered number: 06797461)

**Notes to the Financial Statements
for the Year Ended 31 December 2019**

1. STATUTORY INFORMATION

Blue Square Marketing Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Revenue recognition

Revenue recognition is based on actual costs incurred plus a management fee for that period in the provision of services. Blue Square operates sophisticated activity tracking reconciliations so that all revenue associated to a service can be captured in the period that it is incurred.

Intangible assets

Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Computer software is being amortised evenly over its estimated useful life of three years.

Tangible fixed assets

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

Fixtures and fittings	- 20% on cost and 15% on cost
Computer equipment	- 33% on cost

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax

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

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

that it is
probable that they will be recovered against the reversal of deferred tax liabilities or other
future
taxable profits.

Blue Square Marketing Limited (Registered number: 06797461)

Notes to the Financial Statements - continued
for the Year Ended 31 December 2019

2. **ACCOUNTING POLICIES - continued**

Foreign currency translation
Functional and presentation currency

The Company's functional and presentational currency is GBP.

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 rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Hire purchase and leasing commitments

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

Pension costs and other post-retirement benefits

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

Employee termination benefits

Employee termination benefits are recognised in the period in which they become legally committed.

3. **TURNOVER**

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

An analysis of turnover by class of business is given below:

	31.12.19	31.12.18
	£	£
Rendering of services	<u>36,201,284</u>	<u>35,513,955</u>
	<u>36,201,284</u>	<u>35,513,955</u>

An analysis of turnover by geographical market is given below:

	31.12.19	31.12.18
	£	£
United Kingdom	<u>36,201,284</u>	<u>35,513,955</u>
	<u>36,201,284</u>	<u>35,513,955</u>

Blue Square Marketing Limited (Registered number: 06797461)

Notes to the Financial Statements - continued
for the Year Ended 31 December 2019

4. EMPLOYEES AND DIRECTORS

	31.12.19	31.12.18
£ £		
Wages and salaries	22,381,882	21,913,708
Social security costs	2,222,407	2,105,430
Other pension costs	<u>391,246</u>	<u>257,778</u>
	<u><u>24,995,536</u></u>	<u><u>24,276,916</u></u>

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

	31.12.19	31.12.18
Field	905	874
Head Office	<u>78</u>	<u>97</u>
	<u><u>983</u></u>	<u><u>971</u></u>

	31.12.19	31.12.18
£ £		
Directors' remuneration	434,944	453,280
Directors' pension contributions to money purchase schemes	<u>2,352</u>	<u>3,060</u>

Information regarding the highest paid director is as follows:

	31.12.19	31.12.18
£ £		
Emoluments etc	<u>159,345</u>	<u>158,580</u>

5. OPERATING PROFIT

The operating profit is stated after charging:

	31.12.19	31.12.18
£ £		
Other operating leases	143,072	103,580
Depreciation - owned assets	19,525	17,442
Computer software amortisation	<u>6,600</u>	<u>2,750</u>

6. AUDITORS' REMUNERATION

	31.12.19	31.12.18
£ £		
Fees payable to the company's auditors for the audit of the company's financial statements	7,949	6,300
Taxation compliance services	1,000	1,000
Other non- audit services	<u>14,086</u>	<u>40,645</u>

Blue Square Marketing Limited (Registered number: 06797461)

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2019**

7. INTEREST RECEIVABLE AND SIMILAR INCOME		
	31.12.19	31.12.18
	£	£
Deposit account interest	<u>82,450</u>	<u>115,137</u>
8. INTEREST PAYABLE AND SIMILAR EXPENSES		
	31.12.19	31.12.18
	£	£
Loan	<u>10,307</u>	<u>-</u>
9. TAXATION		
Analysis of the tax charge		
The tax charge on the profit for the year was as follows:		
	31.12.19	31.12.18
	£	£
Current tax:		
UK corporation tax	418,456	400,574
Deferred tax	<u>(22,351)</u>	<u>140</u>
Tax on profit	<u>396,105</u>	<u>400,714</u>
Reconciliation of total tax charge included in profit and loss		
The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below:		
	31.12.19	31.12.18
	£	£
Profit before tax	<u>2,104,880</u>	<u>2,107,224</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2018 - 19%)	399,927	400,373
Effects of:		
Expenses not deductible for tax purposes	249	1,989
Capital allowances in excess of depreciation	(2,240)	(1,788)
Deferred tax for timing differences	-	140
Group Relief	<u>(1,831)</u>	<u>-</u>
Total tax charge	<u>396,105</u>	<u>400,714</u>
10. DIVIDENDS		
	31.12.19	31.12.18
	£	£
Interim	<u>7,066,000</u>	<u>-</u>

Blue Square Marketing Limited (Registered number: 06797461)

**Notes to the Financial Statements - continued
for the Year Ended 31 December 2019**

11. INTANGIBLE FIXED ASSETS

	Computer software £
COST	
At 1 January 2019 and 31 December 2019	<u>20,000</u>
AMORTISATION	
At 1 January 2019	2,750
Amortisation for year	<u>6,600</u>
At 31 December 2019	<u>9,350</u>
NET BOOK VALUE	
At 31 December 2019	<u>10,650</u>
At 31 December 2018	<u>17,250</u>

12. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 January 2019	18,096	50,553	68,649
Additions	-	4,126	4,126
Disposals	<u>(13,431)</u>	<u>(1,409)</u>	<u>(14,840)</u>
At 31 December 2019	<u>4,665</u>	<u>53,270</u>	<u>57,935</u>
DEPRECIATION			
At 1 January 2019	15,639	26,717	42,356
Charge for year	699	18,826	19,525
Eliminated on disposal	<u>(13,431)</u>	<u>(1,409)</u>	<u>(14,840)</u>
At 31 December 2019	<u>2,907</u>	<u>44,134</u>	<u>47,041</u>
NET BOOK VALUE			
At 31 December 2019	<u>1,758</u>	<u>9,136</u>	<u>10,894</u>
At 31 December 2018	<u>2,457</u>	<u>23,836</u>	<u>26,293</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.19 £	31.12.18 £
Trade debtors	1,205,720	2,095,824
Amounts owed by group undertakings	6,337,729	17,342
Other debtors	27,652	43,774
Directors' current accounts	-	720,575
Tax	267,593	113,767
Deferred tax asset	15,330	-
Prepayments and accrued income	<u>1,838,313</u>	<u>344,900</u>
	<u>9,692,337</u>	<u>3,336,182</u>

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**Notes to the Financial Statements - continued
for the Year Ended 31 December 2019**

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
	31.12.19	31.12.18
	£	£
Trade creditors	723,427	538,795
Tax	193,067	-
Social security and other taxes	553,784	477,242
Pension Contributions due	80,341	47,475
VAT	968,572	1,187,247
Other creditors	147,549	175,809
Accruals and deferred income	<u>3,115,990</u>	<u>1,769,286</u>
	<u>5,782,730</u>	<u>4,195,854</u>
15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR		
	31.12.19	31.12.18
	£	£
Other loans (see note 16)	<u>6,200,000</u>	<u>-</u>
16. LOANS		
An analysis of the maturity of loans is given below:		
	31.12.19	31.12.18
	£	£
Amounts falling due between two and five years:		
Other loans - 2-5 years	<u>6,200,000</u>	<u>-</u>
17. LEASING AGREEMENTS		
Minimum lease payments under non-cancellable operating leases fall due as follows:		
	31.12.19	31.12.18
	£	£
Within one year	70,612	463,901
Between one and five years	<u>105,918</u>	<u>176,789</u>
	<u>176,530</u>	<u>640,690</u>
18. PROVISIONS FOR LIABILITIES		
		31.12.18
		£
Deferred tax		<u>7,021</u>
		Deferred tax
		£
Balance at 1 January 2019		7,021
Accelerated Capital Allowances		(5,128)
Short Term Timing Differences		<u>(17,223)</u>
Balance at 31 December 2019		<u>(15,330)</u>

Blue Square Marketing Limited (Registered number: 06797461)

Notes to the Financial Statements - continued
for the Year Ended 31 December 2019

23. DIRECTORS' ADVANCES, CREDITS AND GUARANTEES

The following advances and credits to a director subsisted during the years ended 31 December 2019 and 31 December 2018:

	31.12.19 £	31.12.18 £
N G Avery		
Balance outstanding at start of year	720,575	707,979
Amounts advanced	-	20,575
Amounts repaid	(720,575)	(7,979)
Amounts written off	-	-
Amounts waived	-	-
Balance outstanding at end of year	<u>-</u>	<u>720,575</u>

During the previous year £700,000 was loaned to Neil Avery, the rate of interest charged on this loan was 3%. This was fully repaid within the year.

24. RELATED PARTY DISCLOSURES

Andrew Leaver is the ultimate controlling party by virtue of his shareholding in Blue Square Group Ltd.

Andrew Leaver & Neil Avery are both directors of Blue Square Group Ltd, mediasquare Ltd, Livesquare Limited & Activesquare Ltd
During the year the following transactions incurred at market value.

Blue Square Group Ltd

Dividend paid during the year of £7,066,000 (2018: nil)
Balance owed at 31st December 2019 £6,200,000 (2018 : nil)

mediasquare Ltd

Consultancy Expenses £76,444 (2018: £16,342)
Licence Fee Expenses £25,000 (2018:nil)
Wages Recharged £30,193 (2018:nil)
The balances with mediasquare Ltd at 31st December 2019 were a trade creditor of £52,933 & an intercompany debtor £49,183 (2018:Debtor £16,342)

Livesquare Ltd

Client Incentives of £71,289 (2018:nil)
The balances with Livesquare Ltd at 31st December 2019 were a trade creditor of £14,400 & an intercompany debtor of £87,447 (2018: £1,000)

Activesquare Ltd

The balances with Activesquare Ltd at 31st December 2019 were a trade creditor os £14,400 & an intercompany debtor of £87447 (2018: nil)

25. AUDITOR LIABILITY LIMITATION AGREEMENT

Blue Square Marketing Limited agreed on 30 March 2020 that Roy Pinnock & Co LLP's liability as auditors to the company will be limited in accordance with sections 532 to 538 of the Companies Act 2006.

There are no Third Parties that Roy Pinnock & Co LLP have agreed should be entitled to rely on the

Blue Square Marketing Limited (Registered number: 06797461)

Notes to the Financial Statements - continued
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26. **ULTIMATE CONTROLLING PARTY**

The controlling party is A Leaver.

A Leaver is the ultimate controlling party by virtue of his share holding in Blue Square Group Ltd.

