

Company Registration No. 04395472 (England and Wales)

HAVAS SPORTS LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017



HAVAS SPORTS LIMITED

COMPANY INFORMATION

Directors	A E Pettett A R Adamson C Hirst	(Appointed 18 December 2017) (Appointed 17 July 2018)
Secretary	A J Ross	
Company number	04395472	
Registered office	The HKX Building Three Pancras Square London UK N1C 4AG	
Auditor	Constantin 25 Hosier Lane London UK EC1A 9LQ	

HAVAS SPORTS LIMITED

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HAVAS SPORTS LIMITED

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2017

The directors present their annual report and the audited financial statements for the year ended 31 December 2017. The directors' report has been prepared in accordance with section 415A of the Companies Act 2006 and the provisions applicable to companies entitled to the small companies exemption.

Principal activities

The principal activity of the company continued to be that of sports marketing services and the activation of sponsorship rights.

Directors

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

G Bailly	(Resigned 17 July 2018)
D Delpont	(Resigned 30 April 2018)
A E Pettett	
P A Frampton-Calero	(Resigned 17 October 2017)
P M D Avery	(Resigned 9 January 2017)
D W Poynton	(Resigned 30 June 2017)
A R Adamson	(Appointed 18 December 2017)
C Hirst	(Appointed 17 July 2018)

Results and dividends

The results for the year are set out on page 6.

No dividends were paid during 2017. The directors do not recommend the payment of a final dividend in respect of the current year.

Auditor

The auditor, Constantin, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

Statement of disclosure to auditor

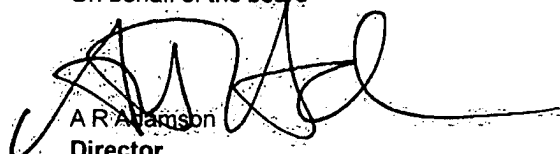
So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to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

This confirmation is given and should be interpreted in accordance with section 418 of the Companies Act 2006.

Strategic Report

The company is a member of an ineligible group within Part 15 of the Companies Act 2006, and is not required to prepare a strategic report in accordance with section 414B(b) of the Act.

On behalf of the board



A R Adamson
Director

27 September 2018

HAVAS SPORTS LIMITED

DIRECTORS' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2017

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

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

- select suitable accounting policies and then apply them consistently;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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.

HAVAS SPORTS LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HAVAS SPORTS LIMITED

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of Havas Sports Limited (the 'company'):

- give a true and fair view of the state of the company's affairs as at 31 December 2017 and of its loss for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the profit and loss account;
- the statement of comprehensive income;
- the balance sheet;
- the statement of changes in equity;
- the statement of accounting policies; and
- the related notes 1 to 18.

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).

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 Financial Reporting Council's (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 are required by ISAs (UK) to report in respect of the following matters 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.

We have nothing to report in respect of these matters.

HAVAS SPORTS LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF HAVAS SPORTS LIMITED

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report 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 information 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 respect of these matters.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, 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.

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

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

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 any material misstatements in the directors' report.

HAVAS SPORTS LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF HAVAS SPORTS LIMITED

Matters on which we are required to report by exception

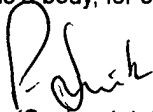
Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- 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; or
- the directors were not entitled to take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

We have nothing to report in respect of these matters:

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.



Peter Smith (Senior statutory auditor)

For and on behalf of Constantin

Chartered Accountants and Statutory Auditor
25 Hosier Lane
London
EC1A 9LQ

Date: 27 September 2016.

HAVAS SPORTS LIMITED

PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2017

	Notes	2017 £000	2016 £000
Turnover	3	5,286	7,976
Cost of sales		(2,683)	(4,790)
Gross profit		2,603	3,186
Administrative expenses		(3,380)	(3,891)
Operating loss	4	(777)	(705)
Interest receivable and similar income	6	-	5
Interest payable and similar expenses	7	(11)	-
Loss before taxation		(788)	(700)
Taxation	8	41	132
Loss for the financial year	15	(747)	(568)

The accompanying accounting policies and notes form an integral part of these financial statements.

HAVAS SPORTS LIMITED

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2017

	2017	2016
	£000	£000
Loss for the year	(747)	(568)
Other comprehensive income	<u> </u>	<u> </u>
Total comprehensive loss for the year	<u>(747)</u>	<u>(568)</u>

The accompanying accounting policies and notes form an integral part of these financial statements.

HAVAS SPORTS LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2017

		2017		2016	
	Notes	£000	£000	£000	£000
Current assets					
Work in progress		620		541	
Debtors	10	2,341		2,916	
Cash at bank and in hand				1,147	
		<u>2,961</u>		<u>4,604</u>	
Creditors: amounts falling due within one year	11	<u>(4,036)</u>		<u>(4,932)</u>	
Net current liabilities			<u>(1,075)</u>		<u>(328)</u>
Capital and reserves					
Called up share capital	14		1		1
Profit and loss reserves	15		<u>(1,076)</u>		<u>(329)</u>
Total equity			<u>(1,075)</u>		<u>(328)</u>

The financial statements were approved by the board of directors and authorised for issue on 27 September 2018 and are signed on its behalf by:


A R Adamson
Director

Company Registration No. 04395472

The accompanying accounting policies and notes form an integral part of these financial statements.

HAVAS SPORTS LIMITED

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2017

	Notes	Share capital £000	Profit and loss reserves £000	Total £000
Balance at 1 January 2016		1	683	684
Year ended 31 December 2016:				
Loss and total comprehensive income for the year		-	(568)	(568)
Dividends	9	-	(444)	(444)
Balance at 31 December 2016		<u>1</u>	<u>(329)</u>	<u>(328)</u>
Year ended 31 December 2017:				
Loss and total comprehensive income for the year		-	(747)	(747)
Balance at 31 December 2017		<u>1</u>	<u>(1,076)</u>	<u>(1,075)</u>

The accompanying accounting policies and notes form an integral part of these financial statements.

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

1 Accounting policies

Company information

Havas Sports Limited is a private company limited by shares incorporated in England and Wales. The registered office is The HKX Building, Three Pancras Square, London, UK, N1C 4AG.

1.1 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.

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 £000.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The company is a "qualifying company" for the purposes of FRS102 and has taken advantage of the disclosure exemption relating to the provision of a cash flow statement in accordance with FRS 102 paragraph 1.12 (b) and the disclosure of the total compensation paid to key management personnel in accordance with FRS 102 paragraph 1.12 (e).

In accordance with FRS 102 paragraph 33.1A, transactions entered into by the company and other wholly owned members of the Vivendi S.A. group are not disclosed within the notes to the financial statements.

1.2 Going concern

The directors of Havas S.A., the intermediate parent company, have confirmed that they will support the company to enable it to meet its third party liabilities as they fall due for a period of at least twelve months from the date of the approval of these financial statements, accordingly the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Turnover

Turnover is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

Revenue from contracts for the provision of services is recognised by reference to the stage of completion when the stage of completion, costs incurred and costs to complete can be estimated reliably. Where the outcome cannot be estimated reliably, revenue is recognised only to the extent of the expenses incurred that are recoverable.

1.4 Work in progress

Work in progress consists of direct charges, which are recoverable from clients. It excludes overheads and salaries. It is valued at the lower of cost and net realisable value.

1.5 Cash and cash equivalents

Cash at bank and in hand are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

1 Accounting policies

(Continued)

1.6 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 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 receivables and cash and bank balances, are initially measured at transaction price including transaction costs. At subsequent reporting periods, the basic financial assets receivable within one year are measured at the undiscounted amount of the cash or other consideration that the company expects to receive.

Basic financial assets that constitute financing transactions, in accordance with FRS 102 paragraph 11.13, are measured at the present value of the future receipts discounted at a market rate of interest.

Basic financial assets that meet the conditions in FRS102 paragraph 11.8 (b) are initially recognised at the transaction price and are subsequently measured at amortised cost using the effective interest method.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, and loans from fellow group companies that are payable within one year or less, other than those that constitute a financing transaction in accordance with FRS 102 paragraph 11.13, are initially recognised at the transaction price and, except for those financial liabilities that meet the conditions in FRS102 paragraph 11.8 (b), are subsequently measured at the undiscounted amount of the cash or other consideration that the company expects to pay.

Basic financial liabilities that constitute a financing transaction in accordance with FRS 102 paragraph 11.13 are measured at the present value of the future disbursements discounted at a market rate of interest.

Basic financial liabilities that meet the conditions in FRS102 paragraph 11.8 (b) are initially recognised at the transaction price and are subsequently measured at amortised cost using the effective interest method.

1.7 Taxation

Current tax

Current tax, including UK corporation tax and foreign tax, is provided at the amounts expected to be paid (or recovered) using the tax rates that have been enacted or substantively enacted at the balance sheet date.

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

1 Accounting policies

(Continued)

Deferred tax

Deferred taxation is recognised in respect of the cumulative timing differences that have originated but not reversed at the balance sheet date where transactions or events that will result in an obligation to pay more, or a right to pay less, or to receive more, tax, have occurred at that date. Timing differences are differences between the company's taxable profit and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax assets, including unrelieved tax losses carried forward, are recognised only to the extent that the directors consider that on the balance of the available evidence, it is more likely than not that there will be sufficient taxable profits from which the future reversal of the underlying timing differences can be deducted.

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

1.8 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.9 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. Monetary assets and liabilities that are denominated in foreign currencies are translated at the rates of exchange prevailing at the balance sheet date. Gains and losses arising on translation differences are included in the profit and loss account for the period.

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

3 Turnover

An analysis of the company's turnover is as follows:

Turnover analysed by geographical market

	2017 £000	2016 £000
United Kingdom	5,026	5,802
Europe	237	1,720
United States of America	23	454
	<u>5,286</u>	<u>7,976</u>

4 Operating loss

Operating loss for the year is stated after charging/(crediting):

	2017 £000	2016 £000
Exchange losses / (gains)	23	(114)
Fees payable to the company's auditors for the audit of the company's financial statements	14	17
Operating lease charges	467	-
	<u>484</u>	<u>(97)</u>

5 Employees

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

	2017 Number	2016 Number
Employees	<u>33</u>	<u>34</u>

Their aggregate remuneration comprised:

	2017 £000	2016 £000
Wages and salaries	1,469	1,638
Social security costs	163	206
Pension costs	9	15
	<u>1,641</u>	<u>1,859</u>

Redundancy payments made or committed	<u>81</u>	<u>640</u>
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HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

5 Employees (Continued)

The directors did not receive any remuneration from the company during the year ended 31 December 2017 or in the preceding year.

6 Interest receivable and similar income

	2017 £000	2016 £000
Interest income		
Interest on bank deposits	-	5

7 Interest payable and similar expenses

	2017 £000	2016 £000
Interest on bank overdrafts and loans	11	-

8 Taxation

	2017 £000	2016 £000
Current tax		
UK corporation tax on profits for the current period	(155)	(134)
Adjustments in respect of prior periods	102	1
Total current tax	(53)	(133)
Deferred tax		
Origination and reversal of timing differences	5	1
Adjustment in respect of prior periods	7	-
Total deferred tax	12	1
Total tax credit	(41)	(132)

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

8 Taxation

(Continued)

The actual credit for the year can be reconciled to the expected credit for the year based on the profit or loss and the standard rate of tax as follows:

	2017 £000	2016 £000
Loss before taxation	(788)	(700)
Expected tax credit based on the standard rate of corporation tax in the UK of 19.25% (2016: 20.00%)	(152)	(140)
Tax effect of expenses that are not deductible in determining taxable profit	2	6
Adjustments in respect of prior years	109	1
Effect of change in corporation tax rate	-	1
Taxation for the year	(41)	(132)

9 Dividends

	2017 £000	2016 £000
Final paid	-	444
	-	444

10 Debtors

	2017 £000	2016 £000
Amounts falling due within one year:		
Trade debtors	531	521
Corporation tax recoverable	53	161
Amounts due from fellow group undertakings	1,096	1,713
Other debtors	-	2
Prepayments and accrued income	651	497
	2,331	2,894
Deferred tax asset (note 12)	10	22
	2,341	2,916

The financial assets held at amortised cost at 31 December 2017 amount to £1,627,000 (2016: £2,236,000).

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

11 Creditors: amounts falling due within one year

	2017	2016
	£000	£000
Loans and overdrafts	1,017	-
Trade creditors	396	165
Amounts due to fellow group undertakings	858	1,799
Other taxation and social security	77	27
Other creditors	51	85
Accruals and deferred income	1,637	2,856
	<u>4,036</u>	<u>4,932</u>

The financial liabilities held at amortised cost at 31 December 2017 amount to £1,305,000 (2016: £2,049,000).

12 Deferred taxation

The following are the major deferred tax assets recognised by the company and movements thereon:

	Assets	Assets
	2017	2016
	£000	£000
Balances:		
ACAs	7	17
Short term timing differences	3	5
	<u>10</u>	<u>22</u>
Movements in the year:		2017
		£000
Liability/(Asset) at 1 January 2017		(22)
Charge to profit or loss		12
		<u>(10)</u>
Liability/(Asset) at 31 December 2017		<u>(10)</u>

The amount of the net decrease in the deferred tax asset expected to occur next year is £3,000 (2016: £0) relating to short term timing differences and £1,000 (2016: £1,000) relating to the reversal of timing differences on tangible fixed assets.

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

13 Retirement benefit schemes

	2017	2016
Defined contribution schemes	£000	£000
Charge to profit or loss in respect of defined contribution schemes	9	15

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.

14 Share capital

	2017	2016
Ordinary share capital	£000	£000
Issued and fully paid		
1,053 ordinary shares of £1 each	1	1

15 Profit and loss reserves

	2017	2016
	£000	£000
At the beginning of the year	(329)	683
Loss for the year	(747)	(568)
Dividends	-	(444)
At the end of the year	(1,076)	(329)

16 Financial commitments, guarantees and contingent liabilities

The company and certain group undertakings participate in the Havas UK Limited group banking facility. In connection therewith, each of the members of the group have given unlimited cross guarantees. The directors do not expect any loss to the company to arise in respect of the foregoing guarantees.

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2017

17 Related party transactions

Transactions with related parties

	Sales of services		Purchases of services	
	2017 £000	2016 £000	2017 £000	2016 £000
Other related parties	153	55	-	146
	<u>153</u>	<u>55</u>	<u>-</u>	<u>146</u>

The following amounts were outstanding at the reporting end date:

	Amounts owed to related parties	
	2017 £000	2016 £000
Other related parties	-	1
	<u>-</u>	<u>1</u>

The following amounts were outstanding at the reporting end date:

	Amounts owed by related parties 2017		Amounts owed by related parties 2016	
	Balance £000	Net £000	Balance £000	Net £000
Other related parties	153	153	28	28
	<u>153</u>	<u>153</u>	<u>28</u>	<u>28</u>

18 Controlling party

The company's immediate parent company and controlling party is Havas Shared Services Ltd, which is incorporated in the United Kingdom and registered in England & Wales. The company's ultimate parent company and controlling party is Vivendi S.A., which is incorporated in France.

The smallest and largest group in which the results of the company are consolidated is that headed by Vivendi S.A., whose financial statements are available in English and in French from Vivendi S.A., 42 avenue de Friedland, 75380 Paris Cedex 08, France and from the Vivendi website at www.vivendi.com/investment-analysts/financial-results-and-reports/financial-results/.