

**Company Registration No. 04859829**

**Altavia HTT Limited**

**Report and Financial Statements**

**31 December 2013**

**Deloitte LLP  
Leeds**

**SATURDAY**



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# **Altavia HTT Limited**

## **2013 Report And Financial Statements**

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# **Altavia HTT Limited**

## **2013 Report And Financial Statements**

### **Officers And Professional Advisers**

#### **Directors**

James Reid  
Robert North  
Paul D Ballinger  
Lorenzo Bertagnolio  
Raphael Palti  
George M Likierman  
Sebastian Reydon

#### **Secretary**

James Reid

#### **Registered office**

Unit 4 Park Square  
Newton Chambers Road  
Thorncliffe Park  
Chapelton  
Sheffield  
S35 2PH

#### **Auditor**

Deloitte LLP  
Chartered Accountants and Statutory Auditor  
Leeds

#### **Bankers**

The Royal Bank of Scotland plc  
Corporate Banking  
3<sup>rd</sup> Floor  
2 Whitehall Quay  
Leeds  
LS1 4HR

# Altavia HTT Limited

## Strategic report

### Principal risks and uncertainties

Principal activity of the company continued to be that of print management. Given that the company has gained new contracts commencing in 2014 we believe that there are no immediate risks considered to have any significant impact on the short or long term value of the company. There are a number of potential risks and uncertainties which could have a material impact on the company's long-term performance. The company has a risk management system and set out below is how the company manages these.

### Market risks

The overall economic climate obviously has the potential of driving margins lower. We have taken steps within our management controls to clearly identify any potential risk and manage the process to ensure minimum effect on the company performance.

### Credit risks

The company's risk is primarily attributable to its trade debtors. Given the "Blue Chip" status of many of our clients we do not foresee any significant risk in the debtor balances.

### Competitor risk

The company operates in a market sector where pricing is competitive. Management reviews prices to ensure that the business remains competitive.

### Commercial relationships

The company is exposed to changes in relationships with both customers and suppliers. Management within the business maintain and develop relationships with customers and suppliers.

### Interest rate risk

The company has no external financing and receives interest on cash deposits on floating rate. It therefore has some interest rate exposure. The company does not use financial instruments.

### Key performance indicators

The key performance indicators of the company for the financial year were

	2013	2012
Sales (reduction) / growth (1)	(8.8%)	27.4%
Margin (2)	13.4%	11.4%
Working capital (3)	£918,000	£767,000

(1) Sales growth

(2) Margin is gross profit divided by turnover as presented in the financial statements

(3) Net current assets as presented in the financial statements

Sales have decreased during the period. Margins have increased during the year.

# Altavia HTT Limited

## Strategic report (continued)

### Environment

The environment is a priority at Altavia-HTT and as a responsible citizen and reliable partner, we strive to meet our obligations and respond to concerns about the environment in everyday life

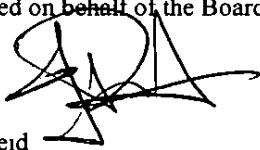
We are committed to a more sustainable eco-friendly approach to the printing process by promoting the use of renewable energy and resources

Altavia-HTT is ISO 14001 accredited and both FSC Certified (Forest Stewardship Council) and PEFC Certified (Programme for the Endorsement of Forest Certification), and as such all of Altavia-HTT's suppliers must have the same recognised standards / memberships

Our mission is to manage our business via committed clients and suppliers who are willing to constantly review our impact on the environment in a manner to minimise waste and any other activity that may have a potential adverse effect on the environment, by a process of continuous improvement and assessment

Approved by the Board of Directors

and signed on behalf of the Board



James Reid

Secretary

01/05 | 2014

# Altavia HTT Limited

## Directors' report

The directors present their annual report on the affairs of the company, together with the financial statements and auditor's report, for the year ended 31 December 2013

### Principal activity and business review

Principal activity of the company continued to be that of print management. During the year turnover has decreased by £2.5m due to the change in sales mix. Despite the decrease in turnover, new contracts have been gained in 2013 which has led to an increase in the pre-tax profit to £1,056,000 (2012: £878,000).

The net assets of the company have increased by £149,000 to £958,000 due to the profit made by the company and the dividend that has been paid.

The investment made in the business during the year coupled with the commencement of new customer contracts, gives the Directors confidence over the future prospects of the Company.

### Results and dividends

The results for the year are set out on page 7.

The company paid a dividend of £660,000 (2012: £690,000).

### Directors

The directors who served during the year and subsequently were as follows:

James Reid  
Robert North  
Paul D Ballinger  
Lorenzo Bertagnolio  
Raphael Palti  
George M Likierman (resigned 5 September 2013)  
Laurent Gampel (appointed 5 September 2013)  
Sebastian Reydon

### Going concern

In determining whether the Company's 2013 financial statements can be prepared on a going concern basis, the Directors considered all factors likely to affect its future development, performance and its financial position, including uncertainties relating to cash flows, liquidity position and its trading activities.

The key factors considered by the directors were as follows:

- the implications of the challenging economic environment and the effect that this has on demand from customers,
- the impact of the competitive environment within which the Company operates,
- the credit risk associated with Company's trade receivable balances, and
- the potential actions that could be taken in the event that revenues are worse than expected, to ensure that operating profit and cash flows are protected,

After making enquiries, the Directors have formed a judgement, at the time of approving the financial statements, that there is a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason the Directors continue to adopt the going concern basis in preparing the financial statements.

# Altavia HTT Limited

## Directors' report (continued)

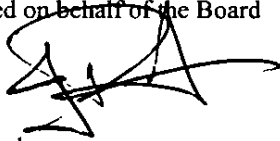
### Auditor

Each of the persons who is a director at the date of approval of this report confirms that

- so far each of the directors is aware, there is no relevant audit information of which the company's auditor is unaware, and
- the director has taken all the steps that he ought to have taken as a director to make himself aware of any relevant audit information and to establish that the company's auditor is aware of that information

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006

Approved by the Board of Directors  
and signed on behalf of the Board



James Reid  
Secretary

01/05/2014

## Directors' responsibilities statement

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

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

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



# Independent Auditor's Report To The Members Of Altavia HTT Limited

We have audited the financial statements of Altavia HTT Limited for the year ended 31 December 2013 which comprise the Profit and Loss Account, the Balance Sheet, the Cash Flow Statement 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 (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of directors and auditor

As explained more fully in the 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. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the directors, and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## Opinion on financial statements

In our opinion the financial statements

- give a true and fair view of the state of the company's affairs as at 31 December 2013 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.

## Opinion on other matter prescribed by the Companies Act 2006

In our opinion 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.

## Matters on which we are required to report by exception

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

- adequate accounting records have not been kept, 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.



Matthew Hughes BSc (Hons), ACA (Senior Statutory Auditor)  
for and on behalf of Deloitte LLP  
Chartered Accountants and Statutory Auditor  
Leeds, United Kingdom

2 May 2014

# Altavia HTT Limited

## Profit and loss account

Year ended 31 December 2013

	Note	2013 £'000	2012 £'000
<b>Turnover</b>	2	26,193	28,710
Cost of sales		(22,673)	(25,425)
<b>Gross profit</b>		3,520	3,285
Distribution costs		(616)	(603)
Administrative expenses		(1,849)	(1,807)
<b>Operating profit</b>	3	1,055	875
Other interest receivable and similar income		1	3
<b>Profit on ordinary activities before taxation</b>		1,056	878
Tax on profit on ordinary activities	6	(247)	(211)
<b>Profit on ordinary activities after taxation</b>	13	809	667

The accompanying notes are an integral part of this profit and loss account

There are no recognised gains or losses other than as reported above therefore no separate statement of recognised gains and losses has been presented. All results arose from continuing activities.

# Altavia HTT Limited

## Balance sheet 31 December 2013

	Notes	2013 £'000	2012 £'000
<b>Fixed assets</b>			
Intangible assets	8	6	8
Tangible assets	9	34	34
		<u>40</u>	<u>42</u>
<b>Current assets</b>			
Debtors	10	4,321	4,396
Cash at bank and in hand		2,150	2,050
		<u>6,471</u>	<u>6,446</u>
<b>Creditors: Amounts falling due within one year</b>	11	<u>(5,553)</u>	<u>(5,679)</u>
<b>Net current assets</b>		<u>918</u>	<u>767</u>
<b>Total assets less current liabilities</b>		<u>958</u>	<u>809</u>
<b>Capital and reserves</b>			
Called-up share capital	12	1	1
Profit and loss account	13	957	808
		<u>958</u>	<u>809</u>
<b>Shareholders' funds</b>	13	<u>958</u>	<u>809</u>

These financial statements of Altavia HTT Limited (company number 04859829) were approved by the Board of Directors on 01/05/2014

The accompanying notes are an integral part of this balance sheet

Signed on behalf of the Board of Directors



James Reid

Director

01/05/14

# Altavia HTT Limited

## Cashflow statement

31 December 2013

	Note	2013 £'000	2012 £'000
Net cash inflow from operating activities	17	954	873
Taxation		(180)	(262)
Capital expenditure and financial investment		(15)	(27)
Equity dividends paid		(660)	(690)
Cash inflow / (outflow) before financing		99	(106)
Financing		1	3
Increase / (decrease) in cash in the period		100	(103)

### Analysis and reconciliation of movement in net funds

	2013 £'000	2012 £'000
Opening net funds	2,050	2,153
Increase / (decrease) in cash in the period	100	(103)
Closing net funds	2,150	2,050

# Altavia HTT Limited

## Notes to the financial statements Year ended 31 December 2013

### 1. Accounting policies

The principal accounting policies are set out below. The accounting policies have been applied consistently throughout the year and the preceding year.

#### **Basis of accounting**

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards.

The accounts have been prepared on the going concern basis as set out in the directors' report.

#### **Turnover**

Turnover represents the total invoice value excluding value added tax and trade discounts, of sales made during the year.

Revenue is recognised on shipment of goods to customers.

#### **Goodwill**

Acquired goodwill is written off in equal annual instalments over its estimated useful economic life of 10 years.

#### **Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixture, fitting and equipment	25% straight line
Computer equipment	25% straight line

#### **Leasing**

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

#### **Taxation**

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

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the company's taxable profits 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.

A net deferred tax asset is regarded as recoverable and therefore recognised only when, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

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

#### **Foreign currencies**

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange prevailing at the accounting date. Transactions in foreign currencies are recorded at the date of transactions. All differences are taken to the profit and loss account.

# Altavia HTT Limited

## Notes to the financial statements Year ended 31 December 2013

### 1. Accounting policies (continued)

#### Pensions

The company operates a defined contribution pension scheme. The amount charged to the profit and loss account in respect of pension costs 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 in the balance sheet.

### 2. Turnover

Geographical market	2013 £'000	2012 £'000
UK	20,631	22,476
Europe	5,562	6,234
	<u>26,193</u>	<u>28,710</u>

All sales arose from the company's principal activity

### 3. Operating profit

Operating profit is stated after charging / (crediting)

	2013 £'000	2012 £'000
Amortisation and other amounts written off intangible fixed assets	2	2
Depreciation and other amounts written off tangible fixed assets	14	10
(Gains) / losses on foreign exchange	(53)	81
Operating lease rentals		
- land and buildings	80	64
- Motor vehicles	23	23
Auditor remuneration	12	12
	<u>12</u>	<u>12</u>

The analysis of auditor's remuneration is as follows

	2013 £'000	2012 £'000
Fees payable to the company's auditor for the audit of the company's financial statements	<u>12</u>	<u>12</u>

# Altavia HTT Limited

## Notes to the financial statements Year ended 31 December 2013

### 4. Information regarding directors and employees

The average monthly number of employees (including directors) was 27 (2012 22)

Their aggregate remuneration comprised	<b>2013</b>	<b>2012</b>
	<b>£'000</b>	<b>£'000</b>
Wages and salaries	1,442	1,388
Social security costs	171	167
Other pension costs	110	85
	<u>1,723</u>	<u>1,640</u>

The remuneration of the directors was as follows

	<b>2013</b>	<b>2012</b>
	<b>£'000</b>	<b>£'000</b>
Remuneration and other emoluments	341	395
Pension contributions	41	56
	<u>382</u>	<u>451</u>

#### *Highest-paid director*

The above amounts for remuneration include the following in respect of the highest paid director

	<b>2013</b>	<b>2012</b>
	<b>£'000</b>	<b>£'000</b>
Emoluments and other benefits	133	161
Pension contributions	19	17
	<u>152</u>	<u>178</u>

#### *Pensions*

Number of directors whom retirement benefits are accruing under a money purchase scheme

	<b>2013</b>	<b>2012</b>
	<b>Number</b>	<b>Number</b>
Money purchase scheme	<u>3</u>	<u>3</u>

### 5. Pension costs

The company operates a defined contribution pension scheme in respect of the employees and the directors of the company. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £110,000 (2012 £85,000)

There was nil outstanding as at the balance sheet date (2012 £nil)

# Altavia HTT Limited

## Notes to the financial statements Year ended 31 December 2013

### 6. Tax on profit on ordinary activities

The tax charge comprises

	2013 £'000	2012 £'000
<b>Current tax</b>		
UK corporation tax	264	211
Double tax relief	(17)	-
	<u>247</u>	<u>211</u>
Tax on profit on ordinary activities	<u>247</u>	<u>211</u>

The differences between the total current tax shown above and the amount calculated by applying the standard rate of UK corporation tax to the profit before tax is as follows

	2013 £'000	2012 £'000
<b>Profit on ordinary activities before tax</b>	<u>1,056</u>	<u>878</u>
Tax on profit on ordinary activities at standard UK corporation tax rate of 23.25% (2012 – 24.5%)	246	215
<b>Effects of:</b>		
Expenses not deductible for tax purposes	5	2
Depreciation in excess of capital allowances	(4)	(6)
Utilisation of tax losses	17	-
Double tax relief	(17)	-
	<u>247</u>	<u>211</u>
Current tax charge for period	<u>247</u>	<u>211</u>

#### Factors that may affect future tax charges

A potential deferred tax asset of £1,000 (2012 £1,000) relating to fixed asset timing differences and other short term differences has not been recognised on the grounds that it is not deemed recoverable under Financial Reporting Standard No 19

### 7. Dividends

	2013 £'000	2012 £'000
<b>Amounts recognised as distributions to equity holders in the year</b>		
Final dividend paid for the year ended 31 December 2012 of 687.50p (2011 718.75p)	<u>660</u>	<u>690</u>

The final dividend for the year ended 31 December 2013 has yet to be finalised and has not been included as a liability in these financial statements



# Altavia HTT Limited

## Notes to the financial statements Year ended 31 December 2013

### 8. Intangible assets

	<b>Goodwill £'000</b>
<b>Cost</b>	
At 1 January 2013 and 31 December 2013	22
<b>Depreciation</b>	
At 1 January 2013	14
Charge for the year	2
At 31 December 2013	16
<b>Net book value</b>	
At 31 December 2013	6
At 31 December 2012	8

### 9. Tangible fixed assets

	<b>Fixtures, fittings and equipment £'000</b>	<b>Computer equipment £'000</b>	<b>Total £'000</b>
<b>Cost</b>			
At 1 January 2013	25	97	122
Additions	6	9	15
At 31 December 2013	31	106	137
<b>Depreciation</b>			
At 1 January 2013	20	67	87
Charge for the year	3	11	14
At 31 December 2013	23	78	101
<b>Net book value</b>			
At 31 December 2013	7	27	34
At 31 December 2012	5	29	34

### 10. Debtors

	<b>2013 £'000</b>	<b>2012 £'000</b>
Trade debtors	3,875	3,965
Amounts owed by group undertakings	49	29
Other debtors	171	273
Prepayments and accrued income	226	129
	<u>4,321</u>	<u>4,396</u>

# Altavia HTT Limited

## Notes to the financial statements Year ended 31 December 2013

### 11. Creditors: amounts falling due within one year

	2013 £'000	2012 £'000
Trade creditors	4,067	4,283
Amounts owed to group undertakings	145	236
Corporation tax	78	11
Other taxation and social security	47	40
Accruals and deferred income	1,216	1,109
	<u>5,553</u>	<u>5,679</u>

### 12. Called-up share capital

	2013 £	2012 £
<b>Authorised</b>		
9,600 ordinary shares of £0.10 each (2012: 960 ordinary shares of £1 each)	<u>960</u>	<u>960</u>
<b>Allotted, called-up and fully paid</b>		
9,600 ordinary shares of £0.10 each (2012: 960 ordinary shares of £1 each)	<u>960</u>	<u>960</u>

### 13. Reserves

	Profit and loss account £'000
Beginning of year	808
Profit on ordinary activities after taxation	809
Dividends	(660)
End of year	<u>957</u>

### 14. Reconciliation of movements in shareholders' funds

	2013 £'000	2012 £'000
Profit for the financial year	809	667
Dividends (note 7)	(660)	(690)
Net addition to / (reduction in) shareholders' funds	<u>149</u>	<u>(23)</u>
Opening shareholders' funds	809	832
Closing shareholders' funds	<u>958</u>	<u>809</u>

# Altavia HTT Limited

## Notes to the financial statements Year ended 31 December 2013

### 15. Financial commitments

At 31 December 2013 the company had annual commitments under non-cancellable operating leases as follows

	Land and buildings		Other	
	2013 £'000	2012 £'000	2013 £'000	2012 £'000
Expiry date				
Within one year	-	-	4	5
Between one and five years	80	64	23	20
	<u>80</u>	<u>64</u>	<u>27</u>	<u>25</u>

### 16. Related party transactions

During the year the Company made sales and purchases in the ordinary course of business to/from the companies shown below. These amounts all relate to trading balances.

#### 2013 Analysis

Related party	Relationship	Nature of transaction	Amount Dr/(Cr) £000's	Year-end Dr/(Cr) £000's
Altavia SA	Parent company	Goodwill on investment	-	(22)
Altavia SA	Parent company	Management charges	(399)	19
Altavia SA	Parent company	Interest on current a/c	-	-
Altavia Belgium	Associated undertaking	Sale of services	4	-
Altavia Belgium	Associated undertaking	Purchase of services	-	-
Altavia Paris	Associated undertaking	Sale of services	-	-
Altavia Paris	Associated undertaking	Purchase of services	-	-
Altavia Connect	Associated undertaking	Purchase of services	(340)	(85)
Altavia Connect	Associated undertaking	Sale of services	1	-
Altavia Germany	Associated undertaking	Purchase of services	(0)	(0)
Altavia St Etienne	Associated undertaking	Purchase of services	(3)	-
Altavia Europe	Associated undertaking	Purchase of services	(295)	(38)
Altavia Europe	Associated undertaking	Sale of services	325	30

#### 2012 Analysis

Related party	Relationship	Nature of transaction	Amount Dr/(Cr) £000's	Year-end Dr/(Cr) £000's
Altavia SA	Parent company	Goodwill on investment	-	(22)
Altavia SA	Parent company	Management charges	(335)	(74)
Altavia SA	Parent company	Interest on current a/c	-	-
Altavia Belgium	Associated undertaking	Sale of services	-	-
Altavia Belgium	Associated undertaking	Purchase of services	-	-
Altavia Paris	Associated undertaking	Sale of services	-	-
Altavia Paris	Associated undertaking	Purchase of services	-	-
Altavia Connect	Associated undertaking	Purchase of services	(251)	(44)
Altavia Connect	Associated undertaking	Sale of services	-	-
Altavia Germany	Associated undertaking	Sale of services	2	-
Altavia St Etienne	Associated undertaking	Purchase of services	(2)	(2)
Altavia Europe	Associated undertaking	Purchase of services	(262)	(94)
Altavia Europe	Associated undertaking	Sale of services	277	29

# Altavia HTT Limited

## Notes to the financial statements Year ended 31 December 2013

### 17. Ultimate parent and controlling party

The company's immediate / ultimate parent company and controlling party is Altavia Europe SA, a company incorporated in France. Copies of the consolidated financial statement, in which the company is included, are available from its registered office 1 rue Rembrandt, 75008, Paris, France.

Altavia Europe SA is the smallest and the largest group for which group accounts are prepared and which includes Altavia HTT Limited in its consolidated financial statements.

On 19 July 2013 Altavia Europe SA increased its interest in the Company from 90 per cent to 92.8 per cent of the issued share capital of the Company. Altavia Europe SA controls the Company as a result of controlling, directly, 92.8% per cent of the issued share capital of the Company.

### 18. Reconciliation of operating profits to operating cashflows

	<b>2013</b>	<b>2012</b>
	<b>£'000</b>	<b>£'000</b>
Operating profit	1,055	875
Depreciation and amortisation	16	12
Decrease / (increase) in debtors	75	(714)
(Decrease) / increase in creditors	(193)	699
Foreign exchange	1	1
	<u>954</u>	<u>873</u>
<b>Net cash inflow from operating activities</b>	<b>954</b>	<b>873</b>