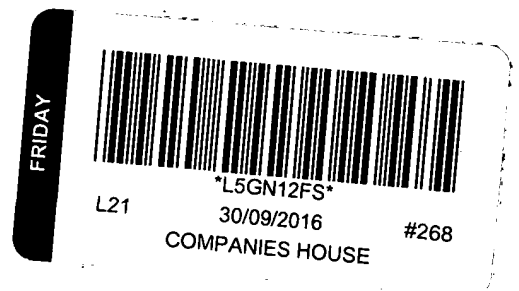


Company Registration No. 04395472 (England and Wales)

HAVAS SPORTS LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2015



HAVAS SPORTS LIMITED

COMPANY INFORMATION

Directors
G Bailly
D Delport
A E Pettett (Appointed 1 July 2015)
P A Frampton-Calero (Appointed 1 July 2015)
P M D Avery (Appointed 1 July 2015)
D W Poynton (Appointed 1 March 2016)

Secretary A J Ross

Company number 04395472

Registered office 60 St. Martin's Lane
London
UK
WC2N 4JS

Auditors Constantin
25 Hosier Lane
London
UK
EC1A 9LQ

HAVAS SPORTS LIMITED

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HAVAS SPORTS LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 31 DECEMBER 2015

The directors present the strategic report and financial statements for the year ended 31 December 2015. The directors, in preparing this Strategic report, have complied with s414C of the Companies Act 2006.

Principal activities

The principal activity of the company continues to be that of sports marketing services and the activation of sponsorship rights. There have not been any significant changes in this activity in the year under review, nor are any likely changes anticipated in the forthcoming year.

Principal risks and uncertainties

The management of the business and the execution of the company's strategy are subject to a number of financial risks, including credit risk, currency risk, cash flow and liquidity risk, and market risk

Credit risk : The company's credit risk is primarily attributable to its trade debtors. The amount presented in the balance sheet is net of allowances for doubtful receivables. The company manages this risk by continually monitoring the status of its debtors and client list. Credit checks are made and appropriate credit insurance may be taken out in respect of specific customers, or payment terms are altered where no insurance can be obtained.

Currency risk : The company's reporting currency is GBP but it transacts in other currencies including the US Dollar and Euro. The company's revenues, costs and operating profits may be affected by fluctuations in value between GBP and the other foreign currencies. The company maintains bank accounts denominated in its major trading currencies and wherever possible matches foreign currency income and expenses in order to minimise its foreign currency exposures.

Cash flow & liquidity risk : The company monitors its working capital and available cash carefully. The company ensures that it has sufficient funds available to settle its liabilities as they fall due.

Market risk : The company operates in a highly competitive market which is a continuing risk to the company as existing clients could be lost to competitors. The company manages this risk by providing bespoke value-added services to its clients, and by building and maintaining strong relationships.

Key performance indicators

The directors consider turnover and operating profit to be the company's key financial performance indicators (KPIs). In 2015 the company's turnover increased by £109,000 to £6,568,000, however operating profits increased by £239,000 in total, primarily as a result of the reduction in employee costs during the year.

Future developments

The director's main objectives are to increase turnover and profitability by growing the company's client base, operational excellence and cost control, and through greater collaboration between the company and its partners agencies across the Havas group.

On behalf of the board



A E Pettett
Director

15 September 2016

HAVAS SPORTS LIMITED

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2015

The directors present their annual report and the audited financial statements for the year ended 31 December 2015.

Directors

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

A S Rhymer	(Resigned 29 February 2016)
G Bailly	
D Delport	
L R A Boyer	(Resigned 31 December 2015)
A E Pettett	(Appointed 1 July 2015)
P A Frampton-Calero	(Appointed 1 July 2015)
P M D Avery	(Appointed 1 July 2015)
D W Poynton	(Appointed 1 March 2016)

Results and dividends

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

No ordinary dividends were paid. The directors recommend the payment of a final dividend of £444,000 (2014 - £50,000).

Auditors

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

Strategic report

The company has chosen in accordance with Companies Act 2006, s. 414C(11) to include in the company's strategic report certain information in respect of the company's principal activities and future prospects, and the company's principal risks and uncertainties which would otherwise be contained in the directors' report in accordance with the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008, Sch.7.

Statement of disclosure to auditors

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.

On behalf of the board



A E Pettett
Director

15 September 2016

HAVAS SPORTS LIMITED

DIRECTORS' RESPONSIBILITIES STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2015

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 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

We have audited the financial statements of Havas Sports Limited for the year ended 31 December 2015 which comprise the Profit And Loss Account, the Balance Sheet, the Statement of Changes in Equity and the related notes 1 to 21. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

Respective responsibilities of directors and auditors

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 2015 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 matters 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.

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

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.



Peter Smith FCA (Senior Statutory Auditor)
for and on behalf of Constantin

Chartered Accountants
Statutory Auditor

15 September 2016

25 Hosier Lane
London
UK
EC1A 9LQ

HAVAS SPORTS LIMITED

PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	2015 £000	2014 £000
Turnover	3	6,568	6,459
Cost of sales		(3,566)	(3,644)
Gross profit		<u>3,002</u>	<u>2,815</u>
Administrative expenses		(2,630)	(2,682)
Operating profit	4	<u>372</u>	<u>133</u>
Interest receivable and similar income	7	4	1
Interest payable and similar charges	8	-	(10)
Profit before taxation		<u>376</u>	<u>124</u>
Taxation	9	(78)	(28)
Profit for the financial year	18	<u>298</u>	<u>96</u>
Total comprehensive income for the year		<u><u>298</u></u>	<u><u>96</u></u>

The profit and loss account has been prepared on the basis that all operations are continuing operations.

HAVAS SPORTS LIMITED

BALANCE SHEET

AS AT 31 DECEMBER 2015

	Notes	2015 £000	£000	2014 £000	£000
Current assets					
Work in progress	12	219		94	
Debtors	13	10,355		2,187	
Cash at bank and in hand		1,500		568	
		<u>12,074</u>		<u>2,849</u>	
Creditors: amounts falling due within one year	15	<u>(11,390)</u>		<u>(2,463)</u>	
Net current assets			<u>684</u>		<u>386</u>
Capital and reserves					
Called up share capital	17		1		1
Profit and loss reserves	18		683		385
Total equity			<u>684</u>		<u>386</u>

The financial statements were approved by the board of directors and authorised for issue on 15 September 2016 and are signed on its behalf by:



A E Pettett
Director

Company Registration No. 04395472

HAVAS SPORTS LIMITED

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	Share capital £000	Profit and loss reserves £000	Total £000
Balance at 1 January 2014		1	339	340
		<hr/>	<hr/>	<hr/>
Period ended 31 December 2014:				
Profit and total comprehensive income for the year		-	96	96
Dividends	10	-	(50)	(50)
		<hr/>	<hr/>	<hr/>
Balance at 31 December 2014		1	385	386
		<hr/>	<hr/>	<hr/>
Period ended 31 December 2015:				
Profit and total comprehensive income for the year		-	298	298
		<hr/>	<hr/>	<hr/>
Balance at 31 December 2015		1	683	684
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015

1 Accounting policies

Company information

Havas Sports Limited is a company limited by shares incorporated in England and Wales. The registered office is 60 St. Martin's Lane, London, UK, WC2N 4JS.

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 on the historical cost convention. The principal accounting policies adopted are set out below.

These financial statements for the year ended 31 December 2015 are the first financial statements of Havas Sports Limited prepared in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland. The date of transition to FRS 102 was 1 January 2014. The reported financial position and financial performance for the previous period are not affected by the transition to FRS 102.

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 Havas S.A. group are not disclosed within the notes to the financial statements.

1.2 Going concern

The directors of Havas S.A., the ultimate 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.

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2015

1 Accounting policies (Continued)

1.4 Tangible fixed assets

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

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

Fixtures, fittings & equipment	straight line over 3 years
Computer equipment	straight line over 3 years

1.5 Work in progress

Work in progress are stated at cost, less any provision for amounts incurred which may not be recovered. Cost comprises direct materials and labour costs and those overheads that have been incurred in bringing the work in progress to their present location and condition.

1.6 Cash and cash equivalents

Cash and cash equivalents 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.

1.7 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 receipts 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.

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2015

1 Accounting policies

(Continued)

1.8 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.

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.

1.9 Retirement benefits

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

1.10 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 2015

3 Turnover and other revenue

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

Turnover analysed by geographical market

	2015 £000	2014 £000
United Kingdom	4,148	3,153
Europe	2,190	2,611
United States of America	226	695
Rest of the world	4	-
	<u>6,568</u>	<u>6,459</u>

4 Operating profit

	2015 £000	2014 £000
Operating profit for the year is stated after charging/(crediting):		
Exchange losses	21	98
Fees payable to the company's auditors for the audit of the company's financial statements	15	19
	<u>36</u>	<u>117</u>

5 Employees

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

	2015 Number	2014 Number
Employees	<u>27</u>	<u>31</u>

Their aggregate remuneration comprised:

	2015 £000	2014 £000
Wages and salaries	1,295	1,367
Social security costs	154	169
Pension costs	11	8
	<u>1,460</u>	<u>1,544</u>

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2015

6	Directors' remuneration	2015	2014
		£000	£000
	Remuneration for qualifying services	-	75
		<u> </u>	<u> </u>
	The directors did not receive any remuneration from the company during the year ended 31 December 2015.		
7	Interest receivable and similar income	2015	2014
		£000	£000
	Interest income		
	Interest on bank deposits	4	1
		<u> </u>	<u> </u>
8	Interest payable and similar charges	2015	2014
		£000	£000
	Interest on bank overdrafts and loans	-	10
		<u> </u>	<u> </u>
9	Taxation	2015	2014
		£000	£000
	Current tax		
	UK corporation tax on profits for the current period	78	26
	Adjustments in respect of prior periods	1	6
	Total current tax	<u>79</u>	<u>32</u>
	Deferred tax		
	Adjustment in respect of prior periods	(1)	(4)
		<u> </u>	<u> </u>
	Total tax charge	<u>78</u>	<u>28</u>

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2015

9 Taxation

(Continued)

The charge for the year can be reconciled to the profit per the profit and loss account as follows:

	2015 £000	2014 £000
Profit before taxation	376	124
Expected tax charge based on the standard rate of corporation tax in the UK of 20.25% (2014: 21.50%)	76	27
Tax effect of expenses that are not deductible in determining taxable profit	2	(1)
Adjustments in respect of prior years	-	2
Tax expense for the year	78	28

10 Dividends

	2015 £000	2014 £000
Final paid	-	50
	-	50

The proposed final dividend for the year ended 31 December 2015 is £444,000 (£421.65 per share).

The proposed final dividend is subject to approval by shareholders and has not been included as a liability in these financial statements.

11 Tangible fixed assets

	Fixtures, fittings & equipment £000	Computer equipment £000	Total £000
Cost			
At 1 January 2015 and 31 December 2015	56	63	119
Depreciation and impairment			
At 1 January 2015 and 31 December 2015	56	63	119
Carrying amount			
At 31 December 2015	-	-	-
At 31 December 2014	-	-	-

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2015

12 Work in progress

	2015 £000	2014 £000
Work in progress	219	94

13 Debtors

	2015 £000	2014 £000
Amounts falling due within one year:		
Trade debtors	3,806	1,124
Amounts due from fellow group undertakings	5,791	615
Other debtors	465	-
Prepayments and accrued income	270	426
	<u>10,332</u>	<u>2,165</u>
Deferred tax asset (note 14)	23	22
	<u>10,355</u>	<u>2,187</u>

14 Deferred taxation

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

	Assets 2015 £000	Assets 2014 £000
Balances:		
Accelerated capital allowances	18	18
Short term timing differences	5	4
	<u>23</u>	<u>22</u>
Movements in the year:		2015 £000
Liability/(Asset) at 1 January 2015		(22)
Credit to profit and loss		(1)
Liability/(Asset) at 31 December 2015		<u>(23)</u>

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2015

14 Deferred taxation

(Continued)

The company expects the deferred tax asset that it is recognising in respect of accelerated capital allowances to decrease by £1,000 in the next twelve months. The exact amount of the movement will depend on the actual capital allowances that the company claims and the depreciation expense recorded in the year in respect of its existing fixed assets.

The company does not expect the carried forward deferred tax asset that is recognising in respect of short term timing differences to change in the next twelve months. The actual movement will depend on whether or not all or some of the general provisions carried forward at the balance sheet date are utilised or released in the forthcoming year.

15 Creditors: amounts falling due within one year

	2015 £000	2014 £000
Trade creditors	6,200	211
Amount due to parent undertaking	39	-
Amounts due to fellow group undertakings	3,094	801
Corporation tax	50	26
Other taxation and social security	-	125
Other creditors	98	27
Accruals and deferred income	1,909	1,273
	<u>11,390</u>	<u>2,463</u>

16 Retirement benefit schemes

Defined contribution schemes

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.

The charge to profit and loss in respect of defined contribution schemes was £11,000 (2014 - £8,000).

17 Share capital

	2015 £000	2014 £000
Ordinary share capital		
Issued and fully paid		
1,053 ordinary shares of £1 each	<u>1</u>	<u>1</u>

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2015

18 Profit and loss reserves

	2015 £000	2014 £000
At the beginning of the year	385	339
Profit for the year	298	96
Dividends	-	(50)
At the end of the year	<u>683</u>	<u>385</u>

19 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.

20 Related party transactions

Transactions with related parties

	Sales of services		Purchases of services	
	2015 £000	2014 £000	2015 £000	2014 £000
Other related parties	161	508	1	3
	<u>161</u>	<u>508</u>	<u>1</u>	<u>3</u>

The following amounts were outstanding at the reporting end date:

	Amounts owed to related parties	
	2015 £000	2014 £000
Other related parties	-	30
	<u>-</u>	<u>30</u>

The following amounts were outstanding at the reporting end date:

	Amounts owed by related parties 2015		Amounts owed by related parties 2014	
	Balance £000	Net £000	Balance £000	Net £000
Other related parties	161	161	248	248
	<u>161</u>	<u>161</u>	<u>248</u>	<u>248</u>

HAVAS SPORTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2015

21 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 Havas 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 Havas S.A., whose financial statements are available in English and in French from Havas S.A., 29/30 quai de Dion Bouton, F92817 Puteaux Cedex, France, and from the Havas website at www.havas.com/finance.