

# AIR CHARTER SERVICE GROUP PLC ANNUAL REPORT AND ACCOUNTS



## CONTENTS

Officers and advisers	3
Chairman's statement	5
Overview	7
Directors' report	9
Strategic Report	12
Independent auditors' report	13
Consolidated income statement	17
Consolidated balance sheet	18
Company balance sheet	20
Statement of changes in equity	21
Consolidated cash flow statement	23
Company cash flow statement	24
Notes to the financial statements	27

# THE BOARD OF DIRECTORS



**JUSTIN BOWMAN**  
Chief Executive Officer

**TAMSIN SIMMONS**  
Human Resources Director

**CHARLES PRESCOTT**  
Non-Executive Director

**CHRISTINE LEACH**  
Company Treasurer and Secretary

**CHRISTOPHER LEACH**  
Chairman

**STEWART PITT**  
Chief Financial Officer

**RUAN COURTNEY**  
Chief Operating Officer

**JUSTIN LANCASTER**  
Group Commercial Director

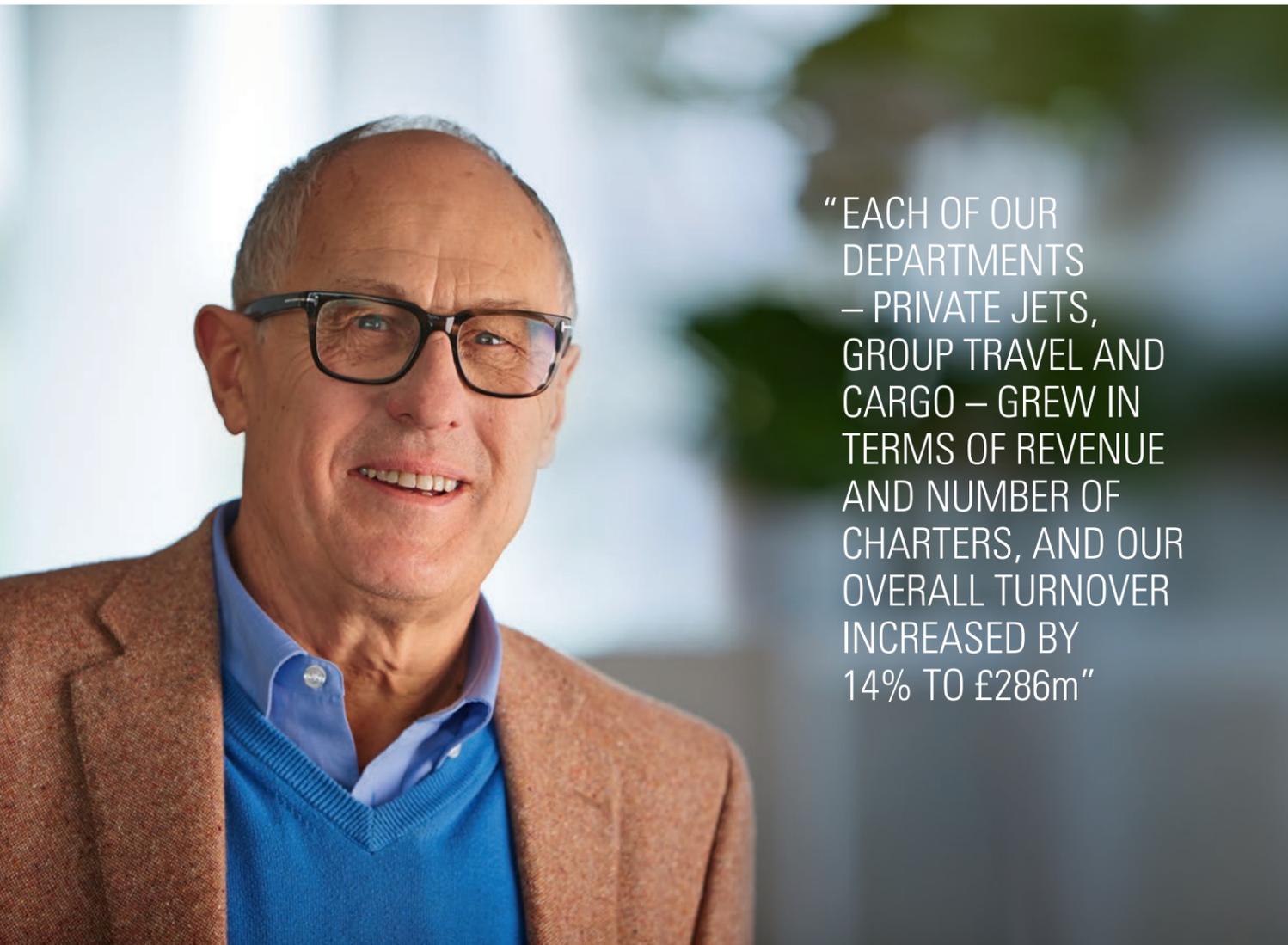


**WILLIAM CHRISTIE**  
Group Executive Jets Director  
(appointed 25 February 2015)

**REGISTERED OFFICE**  
Millbank House  
171-185 Ewell Road  
Surbiton  
Surrey  
KT6 6AP

**REGISTERED NUMBER**  
04028491

**AUDITOR**  
Menzies LLP  
Chartered Accountants & Registered Auditors  
Centrum House  
36 Station Road  
Egham  
Surrey  
TW20 9LF



## CHAIRMAN'S STATEMENT

I am pleased to report on a strong set of results for the year.

The Board continues to pursue a number of strategies, all directed at our overall goal – to become the leading air charter brokerage house in the world as a whole as indeed in each sector we engage in.

Our industry is an intellectual value-added service and we are only as good as our last flight. So training our people in the necessary value-added knowledge and maintaining our customer-centred service ethic leads to repeat business, recommendation to more flights and a growing business. We aim to become the largest by simply being the best in the business.

Each of our departments – private jets, group travel and cargo – grew in terms of revenue and number of charters, and our overall turnover increased by 14% to £286m.

The last three years have been very challenging for the industry as a whole, with the global economic downturn reducing the demand for charters, particularly within the international freight sector. During these tough trading conditions we focussed on long term growth over short term profits and continued to invest in technology and marketing as well as the recruitment and training of quality staff.

The results of our strategy were realised this year with an increase in EBITDA from £2.2m to £5.0m and furthermore, this year's growth was primarily driven by development of underlying business as opposed to one off projects or contracts.

The group continues to develop its global reach with another US office opened in Houston during the year and we have plans for three new overseas offices in the next year.

The group remains in a good cash position and free of any long term debt. Our recent management figures indicate that growth continues into the current year, which is testament to the board's strategy of becoming the global leader in the aircraft charter broker industry.

**Christopher Leach**  
Chairman

17 July 2015

### OVERVIEW

HIGHLIGHTS FOR THE YEAR ENDED 31 JANUARY 2015

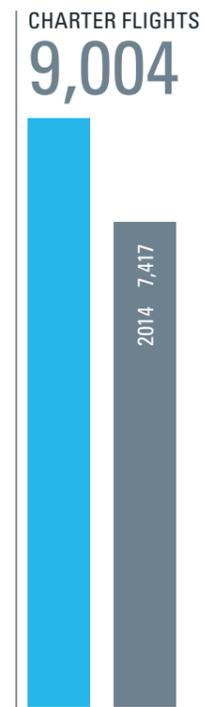
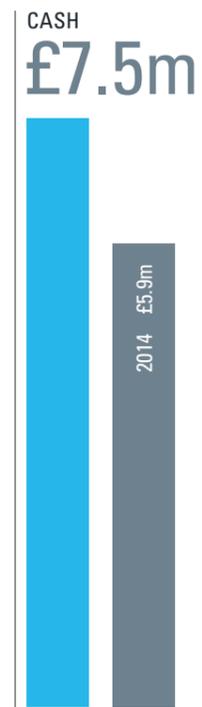
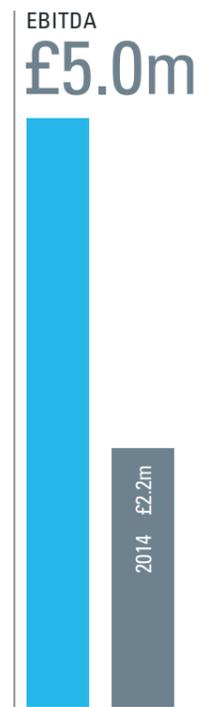
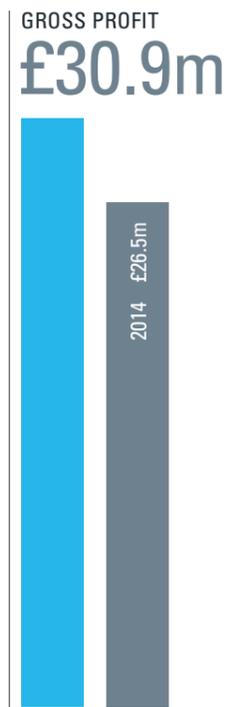
REVENUE up by  
**14%**

GROSS PROFIT up by  
**17%**

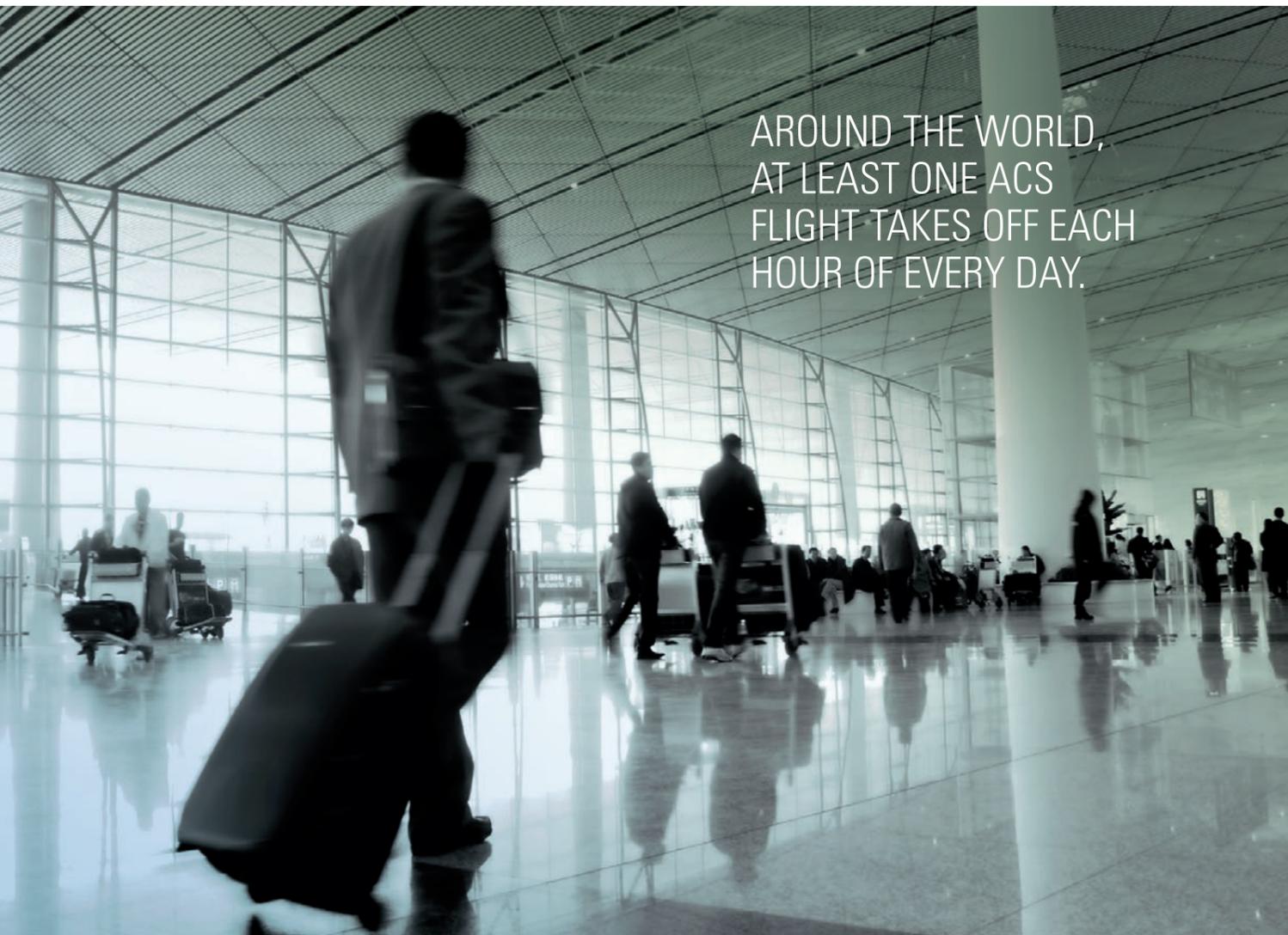
CHARTER FLIGHTS up by  
**21%**

EBITDA up by  
**127%**

CASH up by  
**27%**



## DIRECTORS' REPORT



AROUND THE WORLD,  
AT LEAST ONE ACS  
FLIGHT TAKES OFF EACH  
HOUR OF EVERY DAY.

The directors present their report and the financial statements of the Group for the year ended 31 January 2015.

### RESULTS AND DIVIDENDS

Profit after taxation for the period was £3.0 million (2014: £0.5 million) and dividends paid during the year were £2.0 million (2014: £1.9 million).

### DIRECTORS

The directors who served the company during the year were as follows:

**Christopher Leach**  
**Christine Leach**  
**Justin Bowman**  
**Ruan Courtney**  
**Stewart Pitt**  
**Justin Lancaster**  
**Tamsin Simmons**  
**Charles Prescott**  
**William Christie** (*appointed 25 February 2015*)  
**Anthony Bauckham** (*resigned 28 November 2014*)

### STRATEGIC REPORT

The company has chosen in accordance with Section 414C(11) of the Companies Act 2006 (Strategic report and Directors' report) Regulations 2013 to set out within the group's strategic report the group's strategic report information required by Schedule 7 of the Large and Medium sized companies and groups (Accounts and Reports) Regulation 2008. This includes information that would have been included in the business review and details of the principal risks and uncertainties.

### GOING CONCERN

The directors have 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 of accounting in preparing the annual financial statements.

### DIRECTORS' RESPONSIBILITIES

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union (EU). 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 the

Group and of the profit or loss of the Group for that period. In preparing those financial statements, the directors are required to:

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

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

In 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 Group's auditor is unaware, and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### AUDITOR

Menzies LLP has expressed their willingness to continue in office and a resolution approving the re-appointment of them will be proposed at the forthcoming Annual General Meeting.

Approved by the Board of Directors on 17 July 2015.

**Stewart Pitt**  
Director

WE ARE CONSTANTLY  
 UPDATING OUR PROCEDURES  
 AND HAVE STEPPED UP  
 OUR EFFORTS TO NEW  
 HEIGHTS, TO ENSURE THAT  
 WE CONTINUE TO OFFER  
 THE SAFEST SELECTION OF  
 AIRCRAFT ON THE MARKET.

## STRATEGIC REPORT

### BUSINESS REVIEW

The principal activities of the company during the year were that of a holding company, holding investments in UK and overseas subsidiaries and providing funding for the same. The principal activities of the trading companies of the Group are those of an aircraft charter broker.

The results for the year are set out in the consolidated income statement on page 17 of these financial statements and a review can be found in the Chairman's statement.

The Group's financial and non-financial KPIs were as follows:

	2015	2014
Gross profit	£30.9m	£26.5m
EBITDA (excluding exceptional items)	£5.0m	£2.2m
Charter flights	9,004	7,417

### RISKS AND UNCERTAINTIES

The process of risk management is addressed through a framework of group policies and procedures which are subject to board approval and ongoing review by management. Risks are monitored and mitigated through regular review of financial performance at Board level and the use of professional advisors where appropriate. Further details of the Group's financial risk management objectives and policies are included in note 15 to the accounts.

Given the ad-hoc nature of the air charter market, forward visibility is limited as our clients book charter flights on relatively short notice. Working capital requirements can fluctuate significantly due to variations in client and supplier payment terms from one period to the next. Taking account of current cash reserves and current business volumes, the Directors are of the opinion that the Group will continue as a going concern for at least the next 12 months.

Approved by the Board of Directors on 17 July 2015.



Stewart Pitt  
 Director

## INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF AIR CHARTER SERVICE GROUP PLC

### INDEPENDENT AUDITORS' REPORT

We have audited the financial statements of Air Charter Service Group PLC for the year ended 31 January 2015 which comprise the Consolidated Income Statement, the Consolidated and Parent Company Balance Sheets, the Consolidated and Parent Company Statements of Changes in Equity, the Consolidated and Parent Company Cash Flow Statements and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union and as applied in accordance with the provisions of the Companies Act 2006.

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 set out on page 10, 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 (APB's) Ethical Standards for Auditors.

### SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

A description of an audit of financial statements is provided on the APB's website at: [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm).

### OPINION ON FINANCIAL STATEMENTS

In our opinion:

- the financial statements give a true and fair view of the state of the group's and of the parent company's affairs as at 31 January 2015 and of the group's profit for the year then ended;

- the group financial statements have been properly prepared in accordance with IFRSs as adopted by the European Union;
- the parent company financial statements have been properly prepared in accordance with IFRSs as adopted by the European Union; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006 and, as regards the group financial statements, Article 4 of the IAS Regulation.

### OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in 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 by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company 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.

**Janice Matthews FCA**  
(Senior Statutory Auditor)

For and on behalf of  
**MENZIES LLP**  
Chartered Accountants & Statutory Auditors  
Centrum House  
36 Station Road,  
Egham, Surrey  
TW20 9LF



FROM HAVING JUST  
15 PEOPLE IN 2001,  
WE NOW EMPLOY MORE THAN 300  
WORLDWIDE WHO ALL RECEIVE OUR  
AWARD-WINNING TRAINING AT THE  
UK HEAD OFFICE.



# FINANCIAL STATEMENTS

## CONSOLIDATED INCOME STATEMENT

GROUP	Note	2015 £'000	2014 £'000
Revenue		286,128	250,031
Cost of sales		(255,226)	(223,501)
<b>Gross profit</b>		<b>30,902</b>	<b>26,530</b>
Administrative expenses		(26,668)	(25,501)
<b>Operating profit</b>	2	<b>4,234</b>	<b>1,029</b>
Analysed as:			
Operating profit before exceptional items	22	4,234	1,191
Exceptional items		-	(162)
<b>Operating profit</b>		<b>4,234</b>	<b>1,029</b>
Finance income		11	12
Finance costs		(43)	(39)
<b>Profit before tax</b>		<b>4,202</b>	<b>1,002</b>
Tax	5	(1,200)	(485)
<b>Profit for the period</b>		<b>3,002</b>	<b>517</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Exchange differences on translating foreign operations		32	(275)
<b>Total comprehensive income for the period</b>		<b>3,034</b>	<b>242</b>
Profit for the period attributable to:			
Equity holders of the parent		2,953	510
Minority Interests		49	7
		<b>3,002</b>	<b>517</b>
Total comprehensive income for the period attributable to:			
Equity holders of the parent		2,985	235
Minority Interests		49	7
		<b>3,034</b>	<b>242</b>

The results for the current and prior year are derived from continuing operations.

## CONSOLIDATED BALANCE SHEET

GROUP	Note	2015 £'000	2014 £'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	9	1,856	1,776
Intangible assets	10	412	-
Deferred tax asset	6	319	359
<b>Total non-current assets</b>		<b>2,587</b>	<b>2,135</b>
<b>Current assets</b>			
Trade and other receivables	12	26,252	19,398
Current tax asset		344	248
Cash and cash equivalents		7,546	5,924
<b>Total current assets</b>		<b>34,142</b>	<b>25,570</b>
<b>Total assets</b>		<b>36,729</b>	<b>27,705</b>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Deferred tax liability	7	(115)	(18)
Provisions	14	(182)	(182)
<b>Total non current liabilities</b>		<b>(297)</b>	<b>(200)</b>
<b>Current liabilities</b>			
Trade and other payables	13	(29,659)	(21,774)
Current tax liabilities		(168)	(57)
Financial liabilities		-	(49)
<b>Total current liabilities</b>		<b>(29,827)</b>	<b>(21,880)</b>
<b>Total liabilities</b>		<b>(30,124)</b>	<b>(22,080)</b>
<b>NET ASSETS</b>		<b>6,605</b>	<b>5,625</b>
<b>EQUITY</b>			
Called up share capital	17	236	235
Share premium account		290	257
Share option reserve		234	234
Translation reserve		(341)	(374)
Own shares	18	(333)	(258)
Retained earnings		6,427	5,459
<b>Attributable to equity holders of the parent</b>		<b>6,513</b>	<b>5,553</b>
Minority interest		92	72
<b>TOTAL EQUITY</b>		<b>6,605</b>	<b>5,625</b>

These financial statements were approved by the Board of Directors and authorised for issue on 17 July 2015.

Signed on behalf of the Board by:

Christopher Leach



Stewart Pitt



Company registration number: 04028491



WE WILL ALWAYS STRIVE  
TO GO ABOVE AND BEYOND,  
TO ENSURE WE OFFER  
THE BEST POSSIBLE SERVICE

## COMPANY BALANCE SHEET

COMPANY	Note	2015 £'000	2014 £'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Investments in subsidiaries	11	2,123	1,879
<b>Current assets</b>			
Trade and other receivables	12	110	-
Cash and cash equivalents		4	5
<b>Total assets</b>		<b>2,237</b>	<b>1,884</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	13	(331)	(690)
<b>Total liabilities</b>		<b>(331)</b>	<b>(690)</b>
<b>NET ASSETS</b>		<b>1,906</b>	<b>1,194</b>
<b>EQUITY</b>			
Called up share capital	17	236	235
Share premium account		290	257
Share option reserve		234	234
Own shares	18	(333)	(258)
Retained earnings		1,479	726
<b>TOTAL EQUITY</b>		<b>1,906</b>	<b>1,194</b>

In accordance with the exemptions permitted by Section 408 of the Companies Act 2006 the income statement of the company has not been presented. In the accounts of the company the profit for the financial year amounted to £2.7m (2014: £1.6m profit) and the net profit recognised directly in equity (net of dividends) amounted to £0.7m (2014: loss of £0.3m).

These financial statements were approved by the Board of Directors and authorised for issue on 17 July 2015.

Signed on behalf of the Board by:

Christopher Leach

Stewart Pitt

Company registration number: 04028491

## STATEMENTS OF CHANGES IN EQUITY

GROUP	Share Capital £'000	Share Premium Account £'000	Share Option Reserve £'000	Translation Reserve £'000	Own Shares £'000	Retained Earnings £'000	Total £'000	Minority Interest £'000	Total Equity £'000
<b>CURRENT YEAR</b>									
<b>At 1 February 2014</b>	235	257	234	(374)	(258)	5,459	5,553	72	5,625
New shares issued	1	33	-	-	-	-	34	-	34
Exchange difference on translation of foreign operations	-	-	-	33	-	-	33	(29)	4
Fair value cost of options	-	-	15	-	-	-	15	-	15
Fair value of options exercised	-	-	(15)	-	-	15	-	-	-
Dividends paid	-	-	-	-	-	(2,000)	(2,000)	-	(2,000)
Comprehensive income	-	-	-	-	-	2,953	2,953	49	3,002
Movement in own shares	-	-	-	-	(75)	-	(75)	-	(75)
<b>At 31 January 2015</b>	236	290	234	(341)	(333)	6,427	6,513	92	6,605
<b>PRIOR YEAR</b>									
<b>At 1 February 2013</b>	235	248	220	(99)	(164)	6,796	7,236	172	7,408
New shares issued	-	9	-	-	-	-	9	-	9
Exchange difference on translation of foreign operations	-	-	-	(275)	-	-	(275)	(19)	(294)
Fair value cost of options	-	-	17	-	-	-	17	-	17
Fair value of options exercised	-	-	(3)	-	-	3	-	-	-
Dividends paid	-	-	-	-	-	(1,850)	(1,850)	(88)	(1,938)
Comprehensive income	-	-	-	-	-	510	510	7	517
Movement in own shares	-	-	-	-	(94)	-	(94)	-	(94)
<b>At 31 January 2014</b>	235	257	234	(374)	(258)	5,459	5,553	72	5,625

## STATEMENTS OF CHANGES IN EQUITY

COMPANY	Share Capital £'000	Share Premium Account £'000	Share Option Reserve £'000	Own Shares £'000	Retained Earnings £'000	Total £'000
<b>CURRENT YEAR</b>						
<b>At 1 February 2014</b>	235	257	234	(258)	726	1,194
New shares issued	1	33	-	-	-	34
Fair value cost of options	-	-	15	-	-	15
Fair value of options exercised	-	-	(15)	-	15	-
Dividends paid	-	-	-	-	(2,000)	(2,000)
Operating loss for the year	-	-	-	-	(503)	(503)
Dividends received	-	-	-	-	3,241	3,241
Movement in own shares	-	-	-	(75)	-	(75)
<b>At 31 January 2015</b>	236	290	234	(333)	1,479	1,906
<b>PRIOR YEAR</b>						
<b>At 1 February 2013</b>	235	248	220	(164)	1,012	1,551
New shares issued	-	9	-	-	-	9
Fair value cost of options	-	-	17	-	-	17
Fair value of options exercised	-	-	(3)	-	3	-
Dividends paid	-	-	-	-	(1,850)	(1,850)
Operating loss for the year	-	-	-	-	(1,131)	(1,131)
Dividends received	-	-	-	-	2,692	2,692
Movement in own shares	-	-	-	(94)	-	(94)
<b>At 31 January 2014</b>	235	257	234	(258)	726	1,194

## CONSOLIDATED CASH FLOW STATEMENT

GROUP	2015 £'000	2014 £'000
<b>RECONCILIATION OF OPERATING PROFIT TO OPERATING CASH FLOWS</b>		
Operating profit	4,234	1,029
Depreciation	810	1,021
(Profit) / loss on disposal of property, plant & equipment	(38)	60
Translation differences on flows	5	(294)
Share based payment expense	15	17
<b>Operating cash flows before movements in working capital</b>	<b>5,026</b>	<b>1,833</b>
Increase in receivables	(6,853)	(5,469)
Increase in payables	7,886	5,070
<b>Cash generated from operations</b>	<b>6,059</b>	<b>1,434</b>
Tax paid	(1,049)	(929)
<b>Net cash generated from operating activities</b>	<b>5,010</b>	<b>505</b>
<b>INVESTING ACTIVITIES</b>		
Interest received	11	12
Proceeds on disposal of plant, property and equipment	68	15
Purchases of plant, property and equipment	(922)	(590)
Purchases of intangibles	(412)	-
<b>Net cash used in investing activities</b>	<b>(1,255)</b>	<b>(563)</b>
<b>FINANCING ACTIVITIES</b>		
Purchase of own shares	(74)	(94)
Loan repayment	(49)	-
Interest paid	(44)	(39)
Net proceeds from shares issued	34	10
Dividends paid	(2,000)	(1,850)
Dividends paid – minority interest	-	(88)
<b>Net cash used in financing activities</b>	<b>(2,133)</b>	<b>(2,061)</b>
<b>Net increase in cash and cash equivalents</b>	<b>1,622</b>	<b>(2,119)</b>
Cash and cash equivalents at the beginning of the period	5,924	8,043
<b>Cash and cash equivalents at the end of the period</b>	<b>7,546</b>	<b>5,924</b>

Cash and cash equivalents represent the sum of the Group's bank balances and cash in hand at the balance sheet date as disclosed on the face of the balance sheet.

## COMPANY CASH FLOW STATEMENT

COMPANY	2015 £'000	2014 £'000
Operating profit	(504)	(692)
Share based payment expense	15	17
(Increase) / Decrease in receivables	(110)	17
(Decrease) in payables	(359)	690
<b>Cash used from operations</b>	<b>(958)</b>	<b>32</b>
Tax paid	-	-
<b>Net cash used operating activities</b>	<b>(958)</b>	<b>32</b>
<b>INVESTING ACTIVITIES</b>		
Investment in subsidiaries	(244)	(790)
Dividends received	3,241	2,692
<b>Net cash from investing activities</b>	<b>2,997</b>	<b>1,902</b>
<b>FINANCING ACTIVITIES</b>		
Purchase of own shares	(74)	(94)
Net proceeds from shares issued	34	10
Dividends paid	(2,000)	(1,850)
<b>Net cash used in financing activities</b>	<b>(2,040)</b>	<b>(1,934)</b>
<b>Net increase in cash and cash equivalents</b>	<b>(1)</b>	<b>-</b>
Cash and cash equivalents at the beginning of the period	5	5
<b>Cash and cash equivalents at the end of the period</b>	<b>4</b>	<b>5</b>

Cash and cash equivalents represent the sum of the company's bank balances and cash in hand at the balance sheet date as disclosed on the face of the balance sheet.

# NOTES TO THE FINANCIAL STATEMENTS



## NOTES TO THE FINANCIAL STATEMENTS

### 1. ACCOUNTING POLICIES

Air Charter Service Group PLC is an unlisted public limited company incorporated and registered in the UK. The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) including International Accounting Standards (IAS) and interpretations issued by the International Accounting Standards Board (IASB) and its committees, and as interpreted by any regulatory bodies applicable to the company as adopted for use in the European Union and therefore comply with Article 4 of the EU IAS Regulation. The financial statements have been prepared on the historical cost basis.

The registered office of the company is Millbank House, 171-185 Ewell Road, Surbiton, Surrey, KT6 6AP. The principal activities of the company during the year were that of a holding company, holding investments in UK and overseas subsidiaries and providing funding for the same. The principal activities of the trading companies of the Group are those of an aircraft charter broker. Taking account of current cash reserves and current business volumes, the Directors are of the opinion that the Group will continue as a going concern for at least the next 12 months.

#### Basis of consolidation

The consolidated financial statements incorporate the results of the company and all of its subsidiary undertakings up to 31 January 2015. Unless otherwise stated, the acquisition method of accounting has been adopted. Under this method, the results of the subsidiary undertakings acquired in the year are included in the consolidated profit and loss account from the date of acquisition.

The Group consolidated financial statements incorporate the financial statements of Air Charter Service Group PLC and its subsidiary undertakings. As permitted by Companies Act 2006, a separate income statement is not presented in respect of the company.

#### Key accounting judgements and sources of estimation uncertainty

The Group makes various judgements in applying its accounting policies and various assumptions and estimates, including about the future, when determining the carrying value of certain assets and liabilities. As at 31 January 2015 there were no such judgements or assumptions that had a significant effect on the amounts recognised in the financial statements, or a significant risk of causing material adjustment to the carrying amounts of assets and liabilities in the next financial year.

#### Revenue recognition

The turnover shown in the income statement represents revenue in respect of flights undertaken during the year, exclusive of Value Added Tax. Revenue is recognised when a flight commences as the economic benefits are deemed to have passed to the customer at this point. Amounts invoiced to customers in respect of future flights are deferred at the balance sheet date.

#### Property, plant and equipment

Property, plant and equipment are stated at cost, net of depreciation and any recognised impairment loss.

Depreciation is calculated so as to write off the cost of an asset, over their estimated useful lives, using the straight-line method as follows:

Leasehold improvements over the period of the leases	
Motor vehicles	25% per annum straight line
Fixtures and fittings	25% per annum straight line
Computer equipment	33% or 20% per annum straight line

Residual values and useful economic lives are reviewed annually. Property, plant and equipment are assessed for impairment annually or more often if events or changes in circumstances indicate that the carrying value may not be recoverable. Where an impairment review is deemed necessary, it is performed in accordance with the policies set out below.

#### Impairment of tangible assets

At each balance sheet date, the Group reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss. Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset or cash-generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash-generating unit is reduced to its recoverable amount and the impairment loss is recognised as an expense immediately. When an impairment loss subsequently reverses, the carrying amount of the asset or cash-generating unit is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed

the carrying amount that would have been determined had no impairment loss been recognised for the asset or cash-generating unit in prior years. A reversal of an impairment loss is recognised as income immediately.

#### Investments

Investments are stated at cost less any provision for impairment in value.

#### Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

#### Pension costs

The Group operates a defined contribution scheme for employees. The assets of the scheme are held separately from those of the Group. The annual contributions payable are charged to the Group income statement.

#### Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the income statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent

that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the income statement, except when it related to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and where they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

#### Financial instruments

Financial assets and financial liabilities are recognised on the Group's balance sheet when the Group becomes a party to the contractual provisions of the instrument.

#### Trade receivables

Trade receivables do not carry any interest and are measured at their nominal value as reduced by any appropriate allowances for irrecoverable amounts. A provision for impairment of trade receivables is established when there is objective evidence that the Group will not be able to collect all amounts due according to the original term of the receivable. The amount of the provision is the difference between the carrying amount and the recoverable amount and this difference is recognised in the income statement.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and demand deposits and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. During the year the Group acted on behalf of clients subscribing to its Lindbergh Card product, holding advance payments made in anticipation of future bookings within separately designated bank accounts established for this purpose. At the year end, the Group held cash for members of the Scheme amounting to £1.16 million (2014: £0.3million). In accordance with the terms of the Lindbergh Card agreement, these funds are held separately on behalf of the client and do not form part of the Group's assets. Accordingly they have not been recognised within the financial statements.

#### Financial liabilities and equity

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

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### Bank borrowings

Interest-bearing bank loans and overdrafts are recorded at the proceeds received, net of direct issue costs. Finance charges are accounted for on an accruals basis in profit or loss using the effective interest rate method and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

### Trade payables

Trade payables are not interest bearing and are stated at their nominal value.

### Equity instruments

Equity instruments issued by the company are recorded at the proceeds received, net of direct issue costs.

### Foreign currency

#### Foreign currency transactions

Transactions in foreign currencies are translated at the foreign exchange rate prevailing at the time of the translation based on a monthly average rate. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated to Sterling at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the income statement. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate ruling at the date of the transaction.

#### Financial statements of foreign operations

On consolidation the assets and liabilities of overseas foreign operations are translated at exchange rates prevailing at the balance sheet date. Income and expenses are translated at the average rate for the period. Exchange differences arising are classified as equity and transferred to the Group's translation reserve. On disposal of a foreign entity, the deferred accumulated amount recognised in equity relating to that particular foreign operation is recognised in the income statement. The Group has taken advantage of the exemption conferred by IFRS1 not to fully retrospectively apply IAS 21. The gain or loss on disposal of these operations therefore excludes translation differences that arose before the date of transition to IFRS and includes later translation differences.

#### Functional and presentation currency

The historical financial information is presented in Pounds Sterling and in round thousands, which is the Group's functional and presentation currency.

#### Share-based payments

The Group has applied the requirements of IFRS 2 Share-based payments. In accordance with the transitional provisions, IFRS 2 has

been applied to all grants of equity instruments after 7 November 2002 that were unvested at 1 January 2005.

The Group operates an equity-settled share-based payment scheme under which share options are issued to certain employees. Equity-settled share-based payments are measured at fair value (excluding the effect of non market-based vesting conditions) at the date of grant. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of shares that will eventually vest and adjusted for the effect of non market-based vesting conditions. Fair value is measured by use of the Black Scholes model. The expected life used in the model has been adjusted, based on management's best estimate, for the effects of non-transferability, exercise restrictions, and behavioural considerations. The Group has also applied the requirements of IFRIC 11, requiring an entry to a separate capital account (entitled Capital Contribution in the financial statements) based on the share based payment expense recognised to date.

#### Exceptional items

Exceptional items are presented in the financial statements where there are material items of income and expense which, because of their nature and the expected rarity of the circumstances, which generates them, they should be presented separately to shareholders so as to enhance their judgement of the current year's financial performance and its comparability with prior years.

#### Intangible assets

Intangible assets (software development costs) are stated at cost, net of amortisation and any recognised impairment loss. Amortisation is calculated so as to write off the cost of an asset over its estimated useful life of 3 years.

**New standards and interpretations not yet adopted**  
A number of new standards, amendments to standards and interpretations are not effective for the period and therefore have not been applied in preparing these accounts:

<b>IFRS 2</b>	Share-based payment : 1 July 2014
<b>IFRS 3</b>	(Revised) Business combinations (January 2008) : 1 July 2014
<b>IFRS 7</b>	Financial instruments: Disclosure : 1 January 2015 /1 January 2016/IFRS 9 effective date
<b>IFRS 8</b>	Operating segments : 1 July 2014
<b>IFRS 9</b>	Financial Instruments (issued October 2010) : 1 January 2018
<b>IFRS 10</b>	Consolidated Financial Statements : 1 January 2016
<b>IFRS 13</b>	Fair Value Measurement : 1 July 2014
<b>IFRS 15</b>	Revenue from Contracts with Customers : 1 January 2017
<b>IAS 1</b>	Presentation of Financial Statements : 1 January 2016
<b>IAS 16</b>	Property plant and equipment : 1 July 2014/1 January 2016

<b>IAS 19</b>	Employee benefits : 1 July 2014/1 January 2016
<b>IAS 24</b>	Related Party Disclosures : 1 July 2014
<b>IAS 27</b>	Separate Financial Statements : 1 January 2016
<b>IAS 38</b>	Intangible assets : 1 July 2014/1 January 2016
<b>IAS 39</b>	Financial instruments: IFRS 9 effective date
<b>IAS 40</b>	Investment property : 1 July 2014

The Group has considered the above new standards, interpretations and amendments to published standards that are not yet effective and concluded that they are either not relevant to the Group or that they would not have a significant impact on the Group's Financial Statements, apart from additional disclosures.

## 2. OPERATING PROFIT

Operating profit is stated after charging:

	2015 £'000	2014 £'000
Staff costs (note 3)	16,148	15,284
(Profit) / Loss on disposal of property, plant & equipment	(38)	60
Depreciation of owned fixed assets	810	1,021
Auditors remuneration: Group		
- as auditor	87	90
- for other services	164	134
Operating lease costs:		
- plant and equipment	1,098	780
- other	1,938	1,642
Foreign exchange (gains) / losses	(65)	110

#### Auditor's fees

The fees charged by the holding company auditor can be further analysed under the following headings for services rendered:

	2015 £'000	2014 £'000
Audit	39	34
Taxation compliance	36	16
Other services	29	-
	104	50

The fees charged by the auditors of the overseas entities can be further analysed as follows:

	2015 £'000	2014 £'000
Audit of the financial statements	48	56
Taxation compliance	99	118
	147	174

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 3. PARTICULARS OF EMPLOYEES

The average number of staff employed by the Group during the financial year amounted to:

	2015 No.	2014 No.
Sales	182	189
Non-sales	81	81
<b>Total</b>	<b>263</b>	<b>270</b>

The aggregate payroll costs of the above were:

	2015 £'000	2014 £'000
Wages and salaries	14,317	13,448
Share based payments	15	17
Social security costs	1,555	1,555
Other pension costs	261	264
	<b>16,148</b>	<b>15,284</b>

### 4. DIRECTORS' EMOLUMENTS

The directors' aggregate emoluments in respect of qualifying services were:

	2015 £'000	2014 £'000
Emoluments receivable	1,228	1,162
Value of company pension contributions to money purchase schemes	116	138
Share based payments	4	4
	<b>1,348</b>	<b>1,304</b>

*Emoluments of highest paid director:*

Total emoluments	305	284
Value of company pension contributions to money purchase schemes	40	43
	<b>345</b>	<b>327</b>

	2015 No.	2014 No.
Number of directors who accrued benefits under a money purchase pension scheme:	9	8

The directors are considered the key management personnel of the Group within the definition set out in IAS24.

### Share Options

The directors during the period and their beneficial interest in options to purchase ordinary shares in the Group were as follows:

	Issue Date	Exercise Price (Pence)	Held at 31 Jan 2014 No.	Granted during year No.	Exercised during year No.	Expired, lapsed or cancelled No.	Held at 31 Jan 2015 No.
S Pitt	18 June 2010	55.0	114,700	-	-	-	114,700
	31 Jan 2014	10.0	103,340	-	-	-	103,340
T Simmons	6 Jan 2012	75.0	13,960	-	-	-	13,960
	20 May 2013	47.0	41,880	-	-	-	41,880
J Lancaster	23 July 2007	43.2	45,880	-	-	-	45,880
	18 Feb 2008	34.0	170,587	-	-	-	170,587
	31 Jan 2014	40.0	8,000	-	-	-	8,000

### 5. TAXATION ON ORDINARY ACTIVITIES

The tax charge comprises:

	2015 £'000	2014 £'000
<b>(a) Current tax:</b>		
In respect of the year:		
UK Corporation tax	-	-
Adjustment in respect of prior years	-	39
Foreign tax	1,063	413
<b>Total current tax</b>	<b>1,063</b>	<b>452</b>
Deferred tax (Notes 6 and 7)	137	33
<b>Tax on profit on ordinary activities</b>	<b>1,200</b>	<b>485</b>

### (b) Reconciliation of tax charge to profit per income statement:

Profit before taxation	4,202	1,002
Taxation at UK corporation tax rate of 20% / 22%	946	234
Effects of:		
Expenses not deductible for tax	2	67
Deduction for options exercised	(4)	(2)
Capital allowances in excess of depreciation	82	16
UK and overseas taxes at differing rates	37	98
Adjustment in respect of prior years	-	39
Deferred tax	137	33
<b>Total tax (note 5a)</b>	<b>1,200</b>	<b>485</b>

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 6. DEFERRED TAX ASSETS

	Share based payment £'000	Other timing differences £'000	Overseas tax losses £'000	Total £'000
<b>Current Year</b>				
At 1 February 2014	53	89	217	359
Credit / (charge) to the income statement	(22)	87	(105)	(40)
<b>At 31 January 2015</b>	<b>31</b>	<b>176</b>	<b>112</b>	<b>319</b>
<b>Prior Year</b>				
At 1 February 2013	51	71	288	410
Credit / (charge) to the income statement	2	18	(71)	(51)
<b>At 31 January 2014</b>	<b>53</b>	<b>89</b>	<b>217</b>	<b>359</b>

There are unused tax losses carried forward within the Group of £1.49m for which no deferred tax asset has been recognised (2014: £1.35m).

### 7. DEFERRED TAX LIABILITY

	Other timing differences £'000	Total £'000
<b>Current Year</b>		
At 1 February 2014	18	18
Credit to the income statement	97	97
<b>At 31 January 2015</b>	<b>115</b>	<b>115</b>
<b>Prior Year</b>		
At 1 February 2013	36	36
Credit to the income statement	(18)	(18)
<b>At 31 January 2014</b>	<b>18</b>	<b>18</b>

### 8. DIVIDENDS

	2015 £'000	2014 £'000
Equity dividends on ordinary shares	2,000	1,850
Minority interests	-	88

### 9. PROPERTY, PLANT AND EQUIPMENT

GROUP	Leasehold improvement £'000	Fixtures and fittings £'000	Motor vehicles £'000	Computer equipment £'000	Total £'000
<b>Current Year</b>					
<b>Cost</b>					
At 1 February 2014	1,242	974	272	2,783	5,271
Additions	396	128	164	235	923
Disposals	(111)	(59)	(181)	(107)	(458)
<b>At 31 January 2015</b>	<b>1,527</b>	<b>1,043</b>	<b>255</b>	<b>2,911</b>	<b>5,736</b>
<b>Depreciation</b>					
At 1 February 2014	433	659	177	2,226	3,495
Charge for the year	205	148	73	384	810
Disposals	(83)	(58)	(177)	(107)	(425)
<b>At 31 January 2015</b>	<b>555</b>	<b>749</b>	<b>73</b>	<b>2,503</b>	<b>3,880</b>
<b>Net Book Value</b>					
At 1 February 2014	809	315	95	557	1,776
<b>At 31 January 2015</b>	<b>972</b>	<b>294</b>	<b>182</b>	<b>408</b>	<b>1,856</b>
<b>Prior Year</b>					
<b>Cost</b>					
At 1 February 2013	1,136	961	264	2,883	5,244
Additions	265	70	51	205	591
Disposals	(159)	(57)	(43)	(305)	(564)
<b>At 31 January 2014</b>	<b>1,242</b>	<b>974</b>	<b>272</b>	<b>2,783</b>	<b>5,271</b>
<b>Depreciation</b>					
At 1 February 2013	342	525	162	1,923	2,952
Charge for the year	187	173	58	603	1,021
Disposals	(96)	(39)	(43)	(300)	(478)
<b>At 31 January 2014</b>	<b>433</b>	<b>659</b>	<b>177</b>	<b>2,226</b>	<b>3,495</b>
<b>Net Book Value</b>					
At 1 February 2013	794	436	102	960	2,292
<b>At 31 January 2014</b>	<b>809</b>	<b>315</b>	<b>95</b>	<b>557</b>	<b>1,776</b>

The company did not hold any property, plant and equipment.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 10. INTANGIBLE ASSETS

	Software £'000
At 1 February 2014	-
Purchase of intangible assets	412
Amortisation	-
<b>At 31 January 2015</b>	<b>412</b>

The company did not hold any intangible assets.

### 11. INVESTMENTS IN SUBSIDIARIES

COMPANY	Subsidiary undertakings £'000
---------	-------------------------------------

#### CURRENT YEAR:

##### Cost and Net book value

At 1 February 2014	1,879
Capital contribution	15
Investments	229
<b>At 31 January 2015</b>	<b>2,123</b>

#### PRIOR YEAR:

##### Cost and Net book value

At 1 February 2013	1,529
Capital contribution	17
Investments	773
Reversal of impairment provision	97
Provision for impairment	(537)
<b>At 31 January 2014</b>	<b>1,879</b>

SUBSIDIARIES	Country of registration	Holding	%	Principal Activity
Air Charter Service plc	England	Ordinary shares	100%	Leasing and chartering aircraft
ACS Air Charter Service (Canada) Corp.	Canada	Ordinary shares	100%	Leasing and chartering aircraft
Air Charter Service GmbH	Germany	Ordinary shares	100%	Leasing and chartering aircraft
ACS Servico de Afretamento Aero Ltda	Brazil	Ordinary shares	100%	Leasing and chartering aircraft
Kingston Aviation Holdings Limited	England	Ordinary shares	100%	Dormant
Air Charter Service LLC	Russia	Ordinary shares	75%	Leasing and chartering aircraft
Air Charter Service Inc	USA	Ordinary shares	100%	Leasing and chartering aircraft
Air Charter Service California Inc	USA	Ordinary shares	100%	Leasing and chartering aircraft
Air Charter Service FZCO	Dubai	Ordinary shares	100%	Leasing and chartering aircraft
Air Charter Service (HK) Ltd	Hong Kong	Ordinary shares	100%	Leasing and chartering aircraft
Air Global Business Services Co Ltd	China	Ordinary shares	100%	Leasing and chartering aircraft
ACS España Servicios de Charter Aéreo	Spain	Ordinary shares	100%	Leasing and chartering aircraft
Aircraft Chartering Services SAS	France	Ordinary shares	100%	Leasing and chartering aircraft
ACS Air Charter (Pty) Limited	S Africa	Ordinary shares	100%	Leasing and chartering aircraft
ACS Air Charter Service India Private Ltd	India	Ordinary shares	74%	Leasing and chartering aircraft
Air Charter Service Switzerland SA	Switzerland	Ordinary shares	100%	Leasing and chartering aircraft
ACS (Texas) Air Charter Service Inc	USA	Ordinary shares	100%	Leasing and chartering aircraft
The Travel Division Ltd	England	Ordinary shares	100%	Travel Agency
Air Charter Service (Aust) Pty Ltd	Australia	Ordinary shares	100%	Dormant
Air Charter Service Transport Ltd	England	Ordinary shares	100%	Dormant
Air Charter Service International Ltd	Ireland	Ordinary shares	100%	Dormant
Held by Kingston Aviation Holdings Limited: Air Charter Service Trustee Company Ltd	England	Ordinary shares	100%	Trustee Company
Held by Air Charter Service plc: Air Courier Service Limited	England	Ordinary shares	100%	Dormant
Held by Air Charter Service LLC: Air Charter Service Kazakhstan LLP	Kazakhstan	Ordinary shares	100%	Leasing and chartering aircraft

The funding arrangements for subsidiaries are generally arranged through the group's holding company Air Charter Service Group plc. The Directors have considered the carrying value of the company's investments in its subsidiaries at the year end having taken account of the net assets of each subsidiary, current trading activity and forecast future results. Based on the results of this review, they have recognised an impairment within the carrying value of certain of the investments of £637,000 (2014: £637,000) and a provision against loans due from subsidiaries of £864,000 (2014: £691,000). This impairment does not impact upon the consolidated income statement of the group.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 12. TRADE AND OTHER RECEIVABLES

	GROUP		COMPANY	
	2015 £'000	2014 £'000	2015 £'000	2014 £'000
Trade receivables	21,526	14,806	-	-
Amounts owed by Group undertakings	-	-	-	-
Other debtors	742	663	-	-
Prepayments and accrued income	3,984	3,929	110	-
	26,252	19,398	110	-

No interest is charged on receivables. The trade receivables amount shown is net of £212,000 allowance for doubtful debts (2014: £35,000). The directors consider the carrying amount of receivables approximates to their fair value.

### 13. TRADE AND OTHER PAYABLES

	GROUP		COMPANY	
	2015 £'000	2014 £'000	2015 £'000	2014 £'000
Trade payables	7,299	4,119	-	-
Amounts owed to Group undertakings	-	-	(331)	(690)
Other taxation and social security	296	374	-	-
Accruals and deferred income	22,021	17,255	-	-
Other creditors	43	26	-	-
	29,659	21,774	(331)	(690)

The directors consider the carrying amount of payables approximates to their fair value.

### 14. PROVISIONS

	Total £'000
<b>CURRENT YEAR:</b>	
At 1 February 2014	182
At 31 January 2015	182
<b>PRIOR YEAR:</b>	
At 1 February 2013	182
At 31 January 2014	182

The provision relates to the restoration of leasehold properties, principally the UK head office in Surrey, upon which the lease expires in 2025 which is when the restoration costs can reasonably be expected to be paid out. The head office lease includes a break clause in 2019, which could result in restoration costs being incurred at this earlier stage. The provision has been estimated through consultation with an external construction firm.

### 15. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments are bank balances, trade and other receivables, trade and other payables. The Group holds financial instruments in order to finance its operations, manage exposure to related risks and to ensure that adequate levels of working capital exist for the ongoing business.

#### Capital management

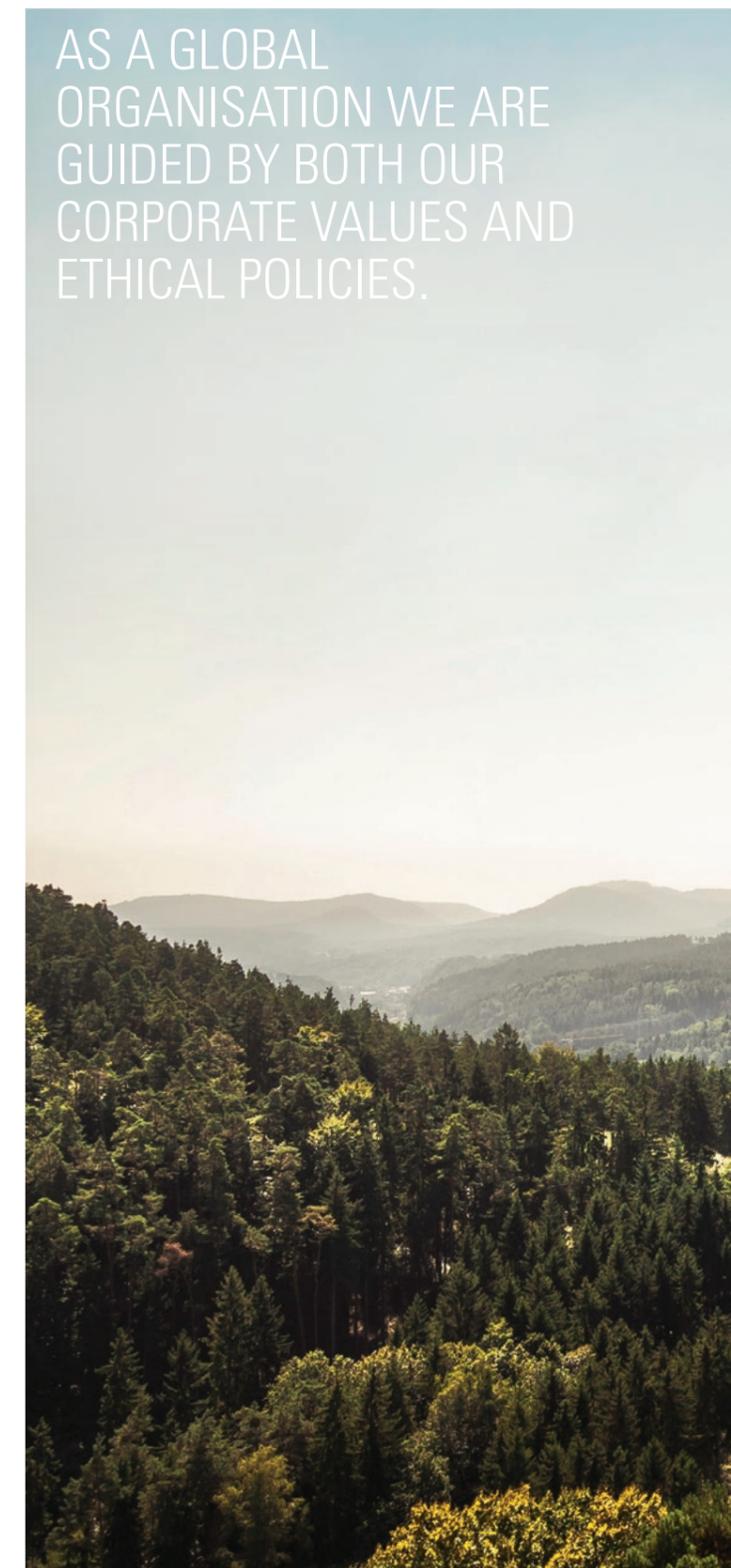
The Group's objectives when managing capital (ie equity and borrowings) are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

#### Credit risk

Credit risk predominantly arises from trade receivables, cash and deposits with banks. The level of credit provided to customers is reviewed on a regular basis by the directors. Internal procedures for providing credit terms take account of external credit agency information, the customer's reputation in the industry and past trading experience. Given that the majority of sales are settled in advance of operation, the Group has no significant concentrations of credit risk and the group's exposure to bad debt has not been significant historically.

The trade receivables balance set out in note 12 above includes £16.4 million (2014: £10.9 million) relating to sales invoiced in advance of carriage, with a corresponding balance included within deferred income. The remaining balance of £5.1 million (2014: £3.9 million) represents trade receivables in relation to charters operated in the period, no significant amounts being past due at the balance sheet date.

AS A GLOBAL ORGANISATION WE ARE GUIDED BY BOTH OUR CORPORATE VALUES AND ETHICAL POLICIES.



## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The finance function produces regular forecasts of expected cash inflows and outflows, which are reviewed at Board level. The Group aims to manage liquidity by ensuring that cash is collected efficiently, also by placing excess cash on low risk, short term interest bearing deposits. Investment of cash surpluses are made through banks which must fulfil credit rating criteria approved by the directors.

The Group has an overdraft facility and a \$7.5m short term trade loan facility with Barclays Bank plc (2014: \$7.5m) for the purpose of funding credit sales to government departments, relief and charitable organisations. No amounts were drawn down at the balance sheet date. Amounts included in note 13 above mature within six months of the balance sheet date.

### Foreign currency risk

The Group buys and sells services denominated principally in Sterling, US Dollars and Euros and as a result financial instruments can be affected by movements in exchange rates. The Group aims to minimise exposure to foreign currency risk by matching sales and purchases in the same currency where possible. The Group also makes use of foreign exchange markets in order to maintain an appropriate mix of foreign currency bank balances for use within the business. The breakdown of cash and cash equivalents at the balance sheet date was as follows:

CURRENCY	2015 Local (£'000)	2015 Closing rate	2015 GBP (£'000)	2014 Local (£'000)	2014 Closing rate	2014 GBP (£'000)
US Dollars	5,798	1.51	3,840	5,167	1.64	3,151
Euros	1,663	1.33	1,251	1,570	1.22	1,287
GB Pounds Sterling	738	1.00	738	413	1.00	413
Other various			1,717			1,073
			7,546			5,924

### Foreign currency risk sensitivity analysis

The Group's principal foreign currency exposures are on cash and cash equivalents denominated in US dollars and the Euro. The table below illustrates the hypothetical sensitivity of the Group's reported operating profit to a 10% increase and decrease in the US Dollar/ Sterling and Euro/Sterling exchange rates at the year end, showing the effect of a revaluation of cash and cash equivalents:

	2015 Closing rate	2015 Adjusted rate	2015 Effect (£'000)	2014 Closing rate	2014 Adjusted rate	2014 Effect (£'000)
Sterling strengthens by 10%						
US Dollar	1.51	1.66	(349)	1.64	1.80	(286)
Euro	1.33	1.46	(114)	1.22	1.34	(117)
Sterling weakens by 10%						
US Dollar	1.51	1.36	427	1.64	1.48	350
Euro	1.33	1.20	139	1.22	1.10	143

### 16. OPERATING LEASE ARRANGEMENTS

The Group had the following minimum discounted outstanding commitments under non-cancellable operating leases which fall due:

LAND & BUILDINGS	2015 £'000	2014 £'000
Within 1 year	1,231	931
Within 2 to 5 years	3,198	2,265
Over 5 years	1,367	1,246
	5,796	4,442
AIRCRAFT LEASES	2015 £'000	2014 £'000
Within 1 year	1,576	-

Payments for land & buildings represent rental charges for office accommodation.

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### 17. CALLED UP SHARE CAPITAL

AUTHORISED SHARE CAPITAL:	2015 £'000	2014 £'000
100,000,000 Ordinary shares of £0.01 each	1,000	1,000

ALLOTTED, CALLED UP AND FULLY PAID:	No.	2015 £'000	No.	2014 £'000
Ordinary shares of £0.01 each	23,602,092	236	23,502,289	235

Shares were issued during the year as follows:

DATE:	Number issued	Nominal Value (£)	Premium (£)	Total (£)
14 April 2014	50,152	502	16,550	17,052
23 April 2014	25,588	256	8,444	8,700
30 April 2014	24,063	240	7,941	8,181
<b>Total</b>	<b>99,803</b>	<b>998</b>	<b>32,935</b>	<b>33,933</b>

### 18. OWN SHARES

On 30 June 2011, Air Charter Service Group Plc set up a trust. Ordinary shares in Air Charter Service Group Plc are held by the Trustees for the purpose of satisfying options granted by group companies to their employees. The costs associated with the purchase of the shares for the Trust are deducted from equity.

The trust is authorised to acquire shares from existing employee shareholders within the parameters required to satisfy options granted by, or intended to be granted by, the Group to its employees. The trust is not intended to sell shares to employees and no sales of shares were made to employees in the period, other than to satisfy the exercise of options. During the year, 91,443 Ordinary shares were purchased from existing employee shareholders. Of these shares, none were purchased from directors of Air Charter Service Group plc (2014: 101,666 shares purchased for consideration of £70,353). At 31 January 2015, the Trust held 373,591 Ordinary shares in Air Charter Service Group Plc.

### 19. SHARE-BASED PAYMENTS

Equity based share options

The parent company, Air Charter Service Group PLC, set up a share option scheme for the benefit of employees on 23 July 2007.

The options in this scheme vest on the third anniversary of grant. Options lapse if the employee leaves the company prior to exercise. There are no performance or market conditions associated with the share options.

Details of the scheme are as follows:

Grant date	Exercise price (Pence)	Held at 31 January 2014 No.	Granted during year No.	Exercised during year No.	Expired, lapsed or cancelled No.	Held at 31 January 2015 No.	Remaining life Years
23 July 2007	43.2	328,485	-	-	4,280	324,205	2.5
18 February 2008	34.0	909,951	-	102,009	-	807,942	3.0
18 June 2010	55.0	344,112	-	18,283	-	325,829	5.5
6 January 2012	75.0	95,480	-	-	8,560	86,920	7.0
20 May 2013	47.0	95,480	-	-	-	95,480	8.3
31 January 2014	40.0	200,000	-	-	-	200,000	9.0
31 January 2014	10.0	112,637	-	-	2,683	109,954	9.0
<b>Total</b>		<b>2,086,145</b>	<b>-</b>	<b>120,292</b>	<b>15,523</b>	<b>1,950,330</b>	

The closing weighted average exercise price of the options was 40.8p (2014: 40.7p). The number of options available to staff to exercise at the year-end amounted to 1,544,896 (2014: 1,582,548) and the weighted average exercise price of options exercisable at the year-end was 42.7p (2014: 40.5p).

The cost of services received in respect of the share options in the scheme above is measured as the fair value of the options granted and the cost is spread over the vesting period. The total charge for the year relating to the employee share based plan was £15,000 (2014: £17,000). The fair values were calculated using the Black-Scholes valuation method and the inputs to the model were as follows:

#### Options granted on 23 July 2007

Fair value	13.4 pence
Weighted average share price	47.0 pence
Expected volatility	30%
Expected life	3.5 years
Risk free rate	5.5%

#### Options granted on 18 February 2008

Fair value	11.0 pence
Weighted average share price	38.0 pence
Expected volatility	30%
Expected life	3.5 years
Risk free rate	5.3%

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

Options granted on 18 June 2010	
Fair value	21.0 pence
Weighted average share price	61.0 pence
Expected volatility	50%
Expected life	5.0 years
Risk free rate	3.5%

Options granted on 6 January 2012	
Fair value	16.0 pence
Weighted average share price	83.0 pence
Expected volatility	30%
Expected life	5.0 years
Risk free rate	2.2%

Options granted on 20 May 2013	
Fair value	10.0 pence
Weighted average share price	52.0 pence
Expected volatility	30%
Expected life	5.0 years
Risk free rate	2.5%

Options granted on 31 January 2014	
Fair value	8.0 pence
Weighted average share price	35.0 pence
Expected volatility	30%
Expected life	5.0 years
Risk free rate	2.5%

The expected volatility is based on the historic volatility of a listed company in the same sector as the Group.

### 20. RELATED PARTY TRANSACTIONS

The company had the following balances with Group undertakings at the year end:

	2015 £'000	2014 £'000
Amounts owed to Group undertakings	(330)	(690)
Amounts due from Group undertakings	-	-

During the year the company made provisions of £174,000 against amounts due from group undertakings to reduce them to their recoverable value.

The remuneration of the directors who are the key management personnel of the Group is set out in note 4. The Company received dividends of £3.2 million during the year from its subsidiary companies (2014: £2.7 million).

The directors received dividends during the year as follows:

Christopher Leach	£819,037	(2014: £759,102)
Christine Leach	£819,037	(2014: £759,102)
Justin Bowman	£201,978	(2014: £187,198)
Ruan Courtney	£50,497	(2014: £46,802)
Anthony Bauckham	£6,624	(2014: £9,397)
Stewart Pitt	£4,079	(2014: £2,762)
Justin Lancaster	£4,721	(2014: £3,413)

There were 15 other staff members who received dividends during the year, having exercised share options previously held under the share option scheme set out in note 19. There were 39 staff members in the share option scheme at 31 January 2015.

### 21. CONTINGENT LIABILITIES

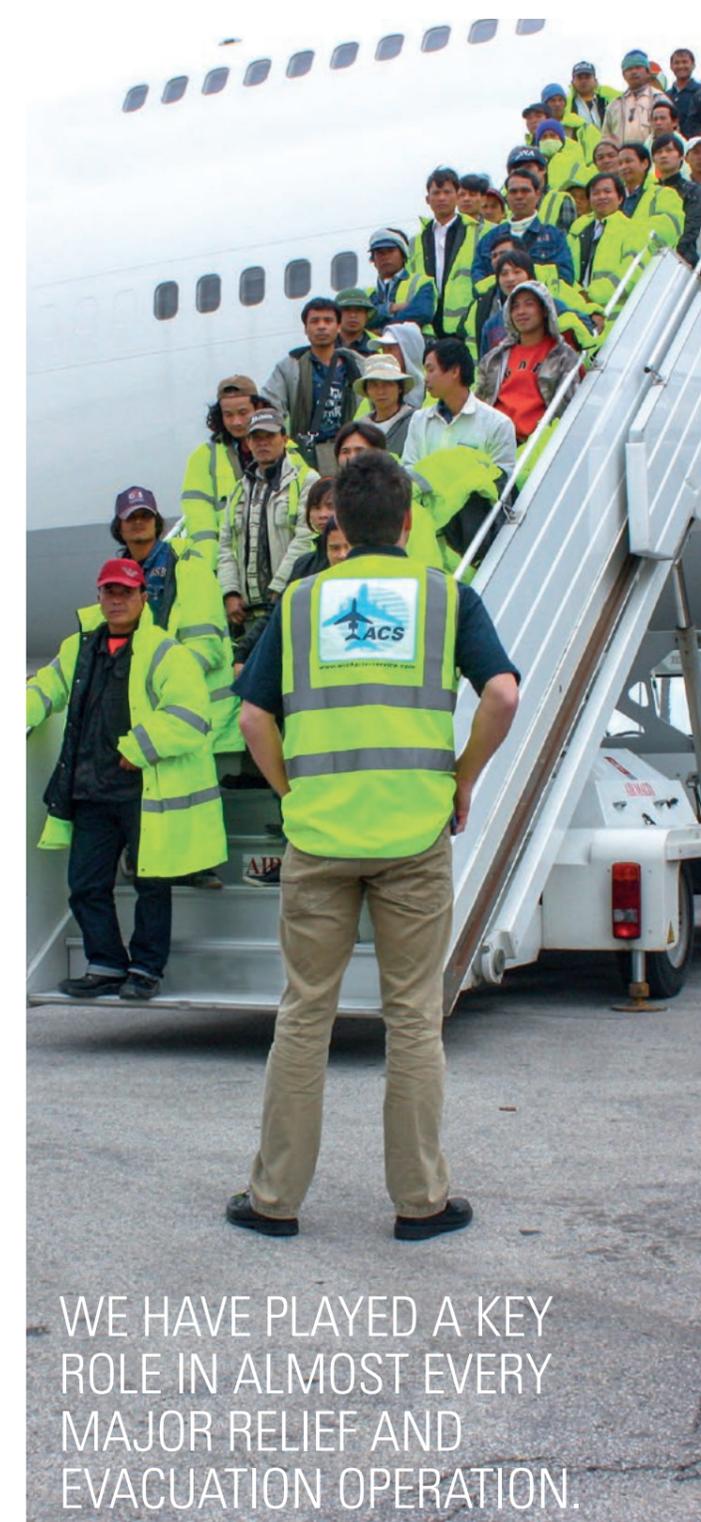
The Group operates in various overseas jurisdictions, some of which are less well developed, from a fiscal perspective, than others. The directors have structured the Group's activities to manage its exposure to such evolving legal and fiscal frameworks and thus far during the Group's expansion there have been no material unexpected exposures. The directors consider that challenge by relevant fiscal authorities is possible, but this cannot be predicted and no provision has been made for contingent liabilities of which directors are not aware.

### 22. EXCEPTIONAL ITEMS

Exceptional costs of £162,000 were incurred during the prior year relating to a lease re-organisation at the Group's head office in Surbiton, being £92,000 move costs and £70,000 fixed asset write off.

### 23. CONTROLLING PARTY

The company was under the control of its directors Christopher Leach and Christine Leach (together the majority shareholders) throughout the current and previous year.



WE HAVE PLAYED A KEY  
ROLE IN ALMOST EVERY  
MAJOR RELIEF AND  
EVACUATION OPERATION.

[WWW.AIRCHARTERSERVICE.COM](http://WWW.AIRCHARTERSERVICE.COM)