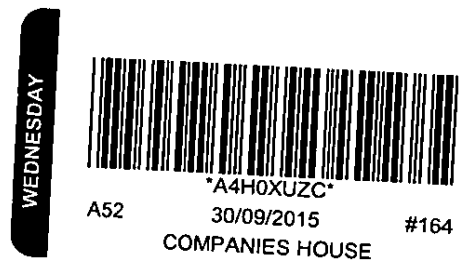


**Virgin Atlantic Airways Limited and  
subsidiary companies**

**Directors' report and consolidated  
financial statements**

for the year ended 31 December 2014

Registered number 1600117



***Virgin Atlantic Airways Limited and subsidiary companies***  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

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## Virgin Atlantic Airways Limited and subsidiary companies

Directors' report and consolidated financial statements  
for the year ended 31 December 2014

### Strategic report

Virgin Atlantic Airways ("VAA", "Airline" or "Group") is a significant UK international scheduled airline, with a focus on inter-continental routes. The VAA operates principally from London, with presence at Heathrow and Gatwick, together with a smaller operation in the UK regions. VAA also operates a worldwide air cargo business, largely in conjunction with its scheduled passenger services. VAA provides a high quality passenger service to the key international cities served by Heathrow, together with a leisure-focussed operation from Gatwick serving destinations in the US and Caribbean.

The Airline has returned a profit before tax and exceptional items of £7.0m for the year 2014 which successfully concludes the recovery phase.

#### Result highlights

- Profit after tax and exceptional items improves by £25.7m year on year to a profit of £10.7m
- Airline revenue for the year down 1.6% (up 1.5% at constant currency)
- Airline passenger unit revenue up 0.5% (3.5% at constant currency)
- Airline operating costs before exceptional items have fallen year on year by £109.3m
- Airline operating margin improvement of 2.6pts year on year

#### Airline passenger revenue

Airline passenger revenue per ASK (p) improved 3.5% at constant currency<sup>1</sup> through continuing to offer value for money with improvements in our service and product, and exploiting the opportunities enabled by the joint venture with Delta. The joint venture has seen a successful first year, with 100,000 connecting passengers resulting in a 9.9% increase in associated revenue year on year.

The airline's customer loyalty programme, Flying Club, saw strong revenue performance and continues to invest in building long-term customer loyalty and engagement.

#### Cargo revenue

The Airline offers cargo products on all of its long-haul services and on its Virgin Australia joint venture. Cargo revenue has decreased 1.8% year on year (increased 3.1% at constant currency) with strong demand from UK for exports. Market conditions have improved slightly since the lows experienced in 2013, and despite cessation of the Sydney route, which was disadvantageous to Cargo revenue, tonnage matched performance in 2013.

Revenue	12 months ending 31 December 2014	12 months ending 31 December 2013 Pro forma	Variance
	£m	£m	
Passenger revenue	2,130	2,191	(2.8)%
Cargo revenue	221	225	(1.8)%
	<hr/>	<hr/>	
Total traffic revenue	2,351	2,416	(2.7)%
Other revenue	196	172	14.0%
	<hr/>	<hr/>	
Total revenue	2,547	2,588	(1.6)%

<sup>1</sup> Constant currency refers to the restatement of prior year revenue and cost at the average IATA 5 day exchange rate for the current year.

**Virgin Atlantic Airways Limited and subsidiary companies**

Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Strategic report (continued)**

**Operating costs**

Airline operating costs before exceptional items have fallen year on year by £109m driven by reduction in fuel cost and improved efficiency. The Group empowers front-line teams to identify opportunities, to reduce the volume of fuel that the aircraft consume and this has improved fuel consumption by 3.1%.

As part of the Airline's recovery, VAA undertook a detailed cost review, and during 2014 it successfully delivered £32m in cost reduction through effective procurement and improving efficiency. VAA absorbed regulated cost increases in excess of inflation (especially at London Heathrow), and increased investment in customer product and services.

**Fuel cost**

On a unit basis at constant currency, fuel reduced 3.8%. VAA is active in efforts to minimise fuel consumption through purchasing fuel efficient aircraft and employing best practice to deliver improvements in fuel efficiency within our existing aircraft types.

The Airline operates a hedging policy that protects the business from exposure to volatility in oil prices and FX rates. The policy allows VAA to hedge within bands, up to 24 months out with declining percentages. While Brent oil prices have fallen by 47% (from \$108 on the 1st January to \$57 on the 31st December), our prices remained materially higher and we did not benefit fully from the decline in price due to our hedging policy.

**Aircraft ownership costs**

Aircraft ownership costs reduced 5.0% at constant currency due to the reduction in the number of aircraft in our fleet and partially due to lower interest rates. The majority of the Airline's aircraft are financed through operating leases.

Number of aircraft		
	31 December 2013	31 December 2014
A340-300	4	2
A340-600	14	13
747-400	12	12
A330-300	10	10
787-9	-	2
<b>Total</b>	<b>40</b>	<b>39</b>

The replacement of A340 aircraft with state-of-the-art Boeing 787-9 aircraft continues with eight arriving in 2015 reducing the average age of our aircraft from ten years to eight years making the fleet one of the youngest and most fuel efficient in the skies.

Costs	12 months ending 31 December 2014 £m	12 months ending 31 December 2013 Pro forma £m	Variance
Staff costs	328	333	(1.5)%
Depreciation, amortisation and impairment	56	67	(16.4)%
Aircraft operating lease costs	204	226	(9.7)%
Fuel, oil and emission costs	857	979	(12.5)%
Joint venture settlement costs	52	-	(100)%
All other costs	1,058	1,059	0.0%
<b>Total costs (excluding exceptional items)</b>	<b>2,555</b>	<b>2,664</b>	<b>(4.1)%</b>

## **Strategic report** *(continued)*

### **Market overview**

The UK long-haul air travel market is valued at £15bn for both leisure and business with business travellers representing 33% of market at £5bn but only 5% of travellers

The continued recovery of the UK economy has contributed to increased customer confidence, reflected in higher traveller spend on international travel. Long-haul capacity growth out of Heathrow was 2.9% supported by modest UK and global GDP growth of 2.6%

UK price inflation hit a five-year low in the year to December 2014 primarily due to a steep fall in wholesale energy prices

Oil prices fell by almost half between June and December 2014 with low demand due to weak economic activity and American fracking activity creating excess supply. Most airlines hedge their exposure to fuel prices and so the full impact will not be felt immediately.

The transatlantic long-haul market saw the emergence of new low-cost carriers. This continues a trend that is made possible by the increased capability and availability of fuel-efficient long-range aircraft.

### **Regulatory landscape**

Whilst VAA saw some positive improvements in 2014, specifically in the areas of Air Passenger Duty (APD) and the charging framework at Heathrow and Gatwick airports, the overall regulatory environment in the UK and Europe remains challenging.

In its Budget in March 2014, the UK Government announced that it would simplify the structure of APD charges, creating one long-haul rate instead of three different levels depending on distance between capital cities. This was a good outcome for Virgin Atlantic's passengers, particularly as it removed the anomaly whereby its Caribbean passengers paid more in APD than those travelling to the West Coast of the US. In its Autumn Statement in December 2014, the Government corrected another anomalous aspect of APD, when it announced its intention to remove it from children's fares. Despite these positive steps, APD is still the highest passenger tax in the world, at around double the German rate. Achieving an internationally competitive rate of APD remains a priority.

In early 2014, the CAA announced that it would continue to regulate Gatwick and Heathrow airports, due to the significant market power they exert over the airlines (including Virgin Atlantic) which operate from them. After a decade of exponential increases in Heathrow's charges, the CAA confirmed that for 2014-2018, the airport would be limited to an RPI-X 5% increase per annum. Whilst Gatwick was subject to lighter touch regulation, through commercial agreements with carriers, robust price caps were still imposed.

Going forwards, the publication of Sir Howard Davies' Airports' Commission recommendation on the location of new capacity in the South East of England, and the new Government's response to it, present significant regulatory uncertainty. While VAA believes that a third runway at Heathrow airport is the right answer for the UK, it will continue to engage with the Government, CAA and other stakeholders on how this capacity will be delivered and paid for. The Airline's customers should not be expected to pay for a runway they may never use, so the traditional "pre-funding" model cannot apply. New capacity should enhance competition between airlines, correcting legacy carriers' inherited dominance rather than exacerbating it.

The Airline will continue to engage with regulators and policymakers in the UK and Brussels on passenger rights regulation, including the EC261 "denied boarding and delay compensation" Regulation, and on global climate change framework for our industry which is both economically efficient and environmentally effective.

**Virgin Atlantic Airways Limited and subsidiary companies**

Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Strategic report (continued)**

**Outlook**

2015 is an important year for the Airline, as it continues to build on a successful 2014. The Airline expects to see continued improvement in its financial performance, coupled with a stronger balance sheet.

In 2015, 70% of the airline's capacity will be deployed on transatlantic routes operated in conjunction with Delta. Capacity will reduce marginally year-on-year due to the cessation of Little Red. Unit revenue is expected to continue to increase at a rate above GDP due to market and capacity driven performance, maximising joint venture benefits and new sales initiatives.

Lower fuel prices and fleet transformation will drive further reductions in fuel cost per ASK. Non-fuel costs are expected to reduce despite inflationary pressure driven by fleet simplification, network change and efficiency savings.

Having returned to profit in 2014, the Airline is now ready to deliver the Plan to Win. The Plan to Win has clearly defined objectives combining customer and people dimensions to its financial performance. The Airline is actively engaged in identifying better and more efficient ways of leveraging its assets while delivering its unique services to our customers.

**Key performance indicators**

The directors have outlined below the key performance indicators that they rely on to manage the company. The financial indicators are stated at constant currency and on a 12 month basis to December for comparability, all amounts shown in the tables below have been rounded to two decimal places.

**Safety**

*The safety and security of our customers is our primary concern*

	2012	2013	2014	YoY
Number of incidents <sup>2</sup>	1	3	1	(66.7%)

**Customers**

*Always for the customer, with flair*

	2012	2013	2014	YoY
On-time performance (D15)	80.8%	85.5%	85.5%	0%

**Capacity**

*Disciplined approach to managing our capacity*

	2012	2013	2014	YoY
Aircraft	41	40	39	(7.50%)
Available Seat Kilometres (ASK) (m)	50,466	50,330	48,710	(3.22%)

**Passengers**

*Passenger growth remains a key part of our Plan to Win*

	2012	2013	2014	YoY
Revenue Passenger Kilometres (RPK) (m)	39,934	39,549	37,692	(4.70%)
Passenger load factor	78.06%	78.58%	77.38%	(1.20)pt

<sup>2</sup> Incidents subject to review by external bodies (e.g. AAIB, NTSB)

**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Strategic report** *(continued)*

**Key performance indicators** *(continued)*

**Financials**

	2012	2013	2014	YoY
Airline Passenger Revenue per ASK (p)	3.95	4.23	4.37	3.45%
Airline Passenger Revenue per RPK (p)	4.88	5.18	5.37	3.72%
Airline Cost per ASK (p)	5.03	5.10	5.12	0.32%
Fuel uplift (USG) (m)	511	498	482	3.06%
Cargo tonnage (kg) (m)	214	225	224	(0.19%)

**Profit and loss summary**

	12 months ending 31 December 2014	12 months ending 31 December 2013 Pro forma
	£m	£m
Total revenue	2,547	2,588
Total expenditure on operations	(2,555)	(2,664)
Loss before exceptional items	(8)	(76)
Exceptional items (note 6)	5	35
Loss after exceptional items	(3)	(41)
Other non-operating items <sup>3</sup>	15	2
Profit/(loss) before taxation	12	(39)
Tax	(1)	24
Profit/(loss) after taxation	11	(15)

<sup>3</sup> Other non-operating items, include gains/(losses) arising on re-translation of foreign currency, profit/loss arising on the disposal of fixed assets and interest receivable and similar charges

## **Strategic report** *(continued)*

### **Risk review**

#### **Principal risks and uncertainties**

The highly regulated and commercially competitive environment, together with operational complexity, leaves the Group exposed to a number of significant risks. The focus remains on mitigating these risks at all levels in the business, although many remain outside the Group's control such as government regulation, taxes, terrorism, adverse weather, pandemics and availability of funding from the financial markets.

The directors believe that the risks and uncertainties described below that may have the most significant impact on the Group's long-term performance.

#### **Business and operational**

##### **Brand reputation**

The strong reputation and loyalty engendered by the Virgin Atlantic brand is a core part of the value of the business. Any damage to the brand caused by any single event or series of events could materially impact customer loyalty and propensity of customers to travel and so adversely affect the business.

The Group regularly monitors customer satisfaction through monthly customer surveys, alongside on-going research and development of the product, in order to mitigate this risk. The Group allocates substantial resources to safety, operational integrity, on-board product and new aircraft to maintain its strong brand position.

##### **Economic conditions**

The Group's operations are particularly sensitive to economic conditions in the markets in which it operates. A global economic slowdown may adversely affect the demand for business and leisure travel and cargo services which could result in a material adverse impact on the Group's financial performance.

The Airline produces a regular revenue forecast which is reviewed by management and appropriate actions taken.

##### **Government intervention**

Regulation of the aviation and tour operator industries is increasing and covers many of the Group's activities including safety, security, route flying rights, airport slot access, environmental controls and government taxes and levies. The ability to both comply with and influence any changes in these regulations is critical to maintaining operational and financial performance.

##### **Safety, terrorism and security incidents**

The Group is impacted by the effect of terrorism on the aviation and tour operating industries, as a result the Group ensures that the safety of passengers, crew and staff is at the heart of its business. Failure to respond to terrorism or security incidents may adversely impact operations and financial performance. The Group adopts a holistic approach to security, with the Corporate Security team having overall responsibility for security matters linked to aviation, border security, cargo, facilities, IT, personnel and asset protection. To ensure the robustness of their security regime, the airline operates a self-inspection and test programme. Joint audits and inspections are also conducted with regulators. Regulated compliance performance is monitored by way of a dedicated scorecard reviewed at the Safety and Security Review Board. In view of the on-going terrorist targeting of civil aviation and the potential impacts of global geopolitical events, much focus is placed on threat monitoring and assessment to ensure the Group has the most current and accurate data to make informed judgements about the security of our human and physical assets.

##### **Failure of a critical IT system**

The Group is dependent on IT systems for most of the principal business processes. The failure of a key system through either internal or external threat may cause significant disruption to operations or result in lost revenue. System controls, disaster recovery and business continuity arrangements exist to mitigate the risk of a critical system failure.

##### **Key supplier risk**

The Group is dependent on suppliers for some principal business processes. The failure of a key supplier to deliver contractual obligations may cause significant disruption to operations. A close relationship is maintained with key suppliers in order to ensure awareness of any potential supply chain disruption.



## **Strategic report** *(continued)*

### **Risk review** *(continued)*

#### **Financial risk management**

The directors are responsible for setting financial risk management policies and objectives, and approve the parameters within which the various aspects of financial risk management are operated

The Group's Fuel and Foreign Currency Risk Management policy, which have been approved by the directors, outline the Group's approach to corporate and asset financing, interest rate risk, fuel price risk, foreign exchange risk and cash and liquidity management. The directors have delegated powers for treasury risk management to the Financial Risk Committee. This Committee ensures that the treasury policies and objectives approved by the directors are fully implemented.

#### **Liquidity, financing and interest rate risk**

The working capital of the Group is financed by retained profit and sales in advance of carriage. The major risks to liquidity are driven by business performance and cash timing differences for the Group's derivative financial instruments. The former is managed by taking corrective actions in the form of amendments to fleet, network and the cost base in response to changing external factors and the latter as described in the derivative financial instruments policy.

All of the Group's debt is asset related, reflecting the capital intensive nature of the airline industry and the attractiveness of aircraft as security to lenders and other financiers. These factors are also reflected in the medium-term profile of the Group's loans and operating leases.

The Group interest rate management policy aims to provide a degree of certainty for future financing costs, this is achieved by funding the majority of loans and operating leases on a fixed interest rate basis. The Group's loans and operating leases are principally denominated in US Dollars.

#### **Foreign currency risk**

The Group has a significant US Dollar exposure including aviation fuel, finance and operating leases. In addition the Group is exposed to a number of other currencies. The Group seeks to reduce its foreign exchange exposure arising in various currencies through matching, receipts and payments in individual currencies and holds foreign currency balances to meet its future trading obligations.

Where there is a predicted exposure in foreign currency holdings, the Group uses a limited range of hedging instruments as stipulated in the Group's Fuel and Foreign Currency Risk Management policy.

#### **Fuel price risk**

The Group's Fuel and Foreign Currency Risk Management policy aims to provide protection against sudden and significant changes in the jet fuel price. In order to provide protection the Group uses a limited range of hedging instruments, principally vanilla put and call options, collars, spreads and forwards, with approved counterparties and within approved limits.

#### **Derivative financial instruments**

The Group uses derivative financial instruments selectively for foreign currency and aviation fuel price risk management purposes. The Group's policy is not to trade in derivatives but to use these instruments to hedge anticipated future cash flows. The Group does not permit selling currency or jet fuel options, except as part of hedging structures authorised in the Group's Fuel and Foreign Currency Risk Management policy.

All derivatives are used for the purpose of risk management and accordingly they do not expose the Group to market risk as they are matched to identified physical exposures within the Group. However, the timing difference between derivative maturity date and current mark-to-market value can give rise to cash margin exposure, this risk is managed through choice of instrument, appropriate counterparty agreements and, where required, cash deposits with counterparties. Counterparty credit risk is controlled through mark-to-market based credit limits.

**Strategic report** *(continued)*

**Risk review** *(continued)*

**Compliance and regulatory**

**Compliance with competition, anti-bribery and corruption law**

The Group is exposed to the risk of individual employee's or groups of employee's unethical behaviour by employees resulting in fines or losses to the Group. The Group has comprehensive policies and training schemes in place to educate all appropriate staff.

**Compliance with regulatory authorities**

The Group is exposed to regulation across its network, including the Civil Aviation Authority (CAA). The CAA authorises the Group to continue its activities following assessments of fitness and financial criteria, the broad framework of which is available via the CAA website ([www.caa.co.uk](http://www.caa.co.uk)).

The strategic report was approved by the Board of Directors on 4 March 2015 and signed on its behalf by



**Ian de Sousa**  
*Company Secretary*

## Directors' report

**Registered number:** 01600117

The directors present their annual report and the audited financial statements for Virgin Atlantic Airways Limited and subsidiary companies for the year ended 31 December 2014. The comparative amounts are stated for the ten month period ended 31 December 2013.

### Directors and directors' interests

The directors who held office during the year and to date of this report were as follows

Sir Richard Branson	(President)
Peter Norris	(Chairman)
Craig Kreeger	
Shai Weiss	
Gordon McCallum	
Edward Bastian	
Glen Hauenstein	
Perry Cantarutti	
Wayne Aaron	
Ian Woods	(appointed 7 July 2014)
Timothy Livett	(resigned 7 July 2014)

### Results

The results of the Group are set out on page 13 and are commented on within the Strategic Report

### Employees

In considering applications for employment from disabled people in the UK, the Group seeks to ensure that full and fair consideration is given to the abilities and aptitudes of the applicant against the requirements of the job for which he or she has applied. Employees who become temporarily or permanently disabled are given individual consideration, and where possible equal opportunities for training, career development and promotions are given.

Within the bounds of commercial confidentiality, information is disseminated to all levels of staff about matters that affect the progress of the Group and are of interest and concern to them as employees. The Group also encourages employees, where relevant, to meet on a regular basis to discuss matters affecting them.

### Environmental impacts

The Group is committed to addressing and promoting sustainable solutions for its business and the wider airline industry.

Change is in the Air ("CIITA") is Virgin Atlantic Airways' sustainability programme and focuses on the Group's environmental and community investment activities. The Group reports fully on these activities each year through CIITA reports which are available on its website.

Sustainability is aligned with the Group's brand values, and is in the process of being embedded into the way the Group does business. The Group is committed to including sustainability objectives into business plans, and regularly monitors progress against sustainability targets to ensure that commitments are being delivered.

### Charitable donations

Through the Virgin Atlantic Foundation ("VAF"), the Group continues supporting its charity partner Free the Children ("FTC"). FTC shares the Group's objectives of supporting sustainable communities in its destinations, as well as providing young people in the UK and overseas with the skills and support needed to get involved in the social and environmental issues that matter to them. In 2014, £1.4m (*prior period £1.2m*) was given by Virgin Atlantic and VAF, in time, flights, baggage allowance and cash donations. The on board passenger 'Change for Children' donations totalled £0.6m (*prior period £0.6m*) and staff fundraising raised £0.2m (*prior period £0.2m*).

**Directors' report** *(continued)*

**Dividends**

The directors recommend that no ordinary interim (*prior year £nil*) or final (*prior year £nil*) dividend be paid in respect of the period ended 31 December 2014

**Political contributions**

Neither the Company nor any of its subsidiaries made any political donations or incurred any political expenditure during the year (*prior period £nil*)

**Auditors**

Pursuant to Section 487 of the Companies Act 2006, KPMG LLP will be deemed to be reappointed

**Disclosure of information to auditor**

The directors who held office at the date of approval of this Directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditors are unaware and each director has taken all steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the Company's auditors are aware of that information

The directors report was approved by the Board of Directors on 4 March 2015 and signed on its behalf by



**Ian de Sousa**  
*Company Secretary*

Company Secretariat  
The Office, Manor Royal  
Crawley, West Sussex  
RH10 9NU

## **Directors' responsibilities statement in respect of the strategic report and directors' report and the financial statements**

The directors are responsible for preparing the Strategic report and 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 Group and Parent Company financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice)

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 Group and Parent Company and of their profit or loss for that period

In preparing each of the Group and Parent Company 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Parent Company will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and Parent Company's transactions and disclose with reasonable accuracy at any time the financial position of the Parent Company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and Parent Company and to prevent and detect fraud and other irregularities



## **Independent auditor's report to the members of Virgin Atlantic Airways Limited**

We have audited the financial statements of Virgin Atlantic Airways Limited for the year ended 31 December 2014 set out on pages 13 to 37. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

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

### **Respective responsibilities of directors and auditor**

As explained more fully in the Directors' responsibilities statement set out on page 11, 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 Group's and Parent 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 Strategic report and Directors' report and consolidated financial statements to identify material inconsistencies with the audited financial statements. 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 Group's and of the Parent Company's affairs as at 31 December 2014 and of the Group's profit for the period then ended,
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

In our opinion the information given in the Strategic report and 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.

Jonathan Downer (Senior Statutory Auditor)  
for and on behalf of KPMG LLP, Statutory Auditor  
Chartered Accountants

KPMG LLP  
15 Canada Square  
London  
E14 5GL  
United Kingdom

4 March 2015

**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Consolidated profit and loss account**  
*for the year ended 31 December 2014*

		For the year ended 31 December 2014			For the 10 month period ended 31 December 2013
	Note	Ordinary activities before Exceptional items £m	Exceptional items (note 6) £m	Total £m	Total £m
<b>Turnover</b>	2	2,546 8	-	2,546 8	2,233 9
Cost of sales		(2,223 4)	-	(2,223 4)	(1,963 0)
<b>Gross profit</b>		323 4	-	323 4	270 9
Administrative expenses		(331 9)	-	(331 9)	(267 2)
Other operating income/(expense)	6	6 0	6 9	12 9	(15 3)
<b>Operating profit/(loss)</b>		(2 5)	6 9	4 4	(11 6)
Costs of fundamental restructuring	6	-	(7 7)	(7 7)	-
Profit/(loss) on disposal of tangible fixed assets	10	10 9	-	10 9	(0 4)
Profit on disposal of fixed asset investment	11	-	30 9	30 9	-
Interest receivable and similar income	4	1 7	-	1 7	3 6
Interest payable and similar charges	5	(3 1)	(25 5)	(28 6)	(7 7)
<b>Profit/(loss) on ordinary activities before taxation</b>	6	7 0	4 6	11 6	(16 1)
Tax (charge)/credit on profit/(loss) on ordinary activities	8			(0 9)	8 6
<b>Profit/(loss) for the financial year</b>	19			10 7	(7 5)

There are no recognised gains and losses for the current and preceding financial periods other than the profit of £10 7m (*prior year loss £7 5m*) shown above. Accordingly no statement of recognised gains and losses is presented.

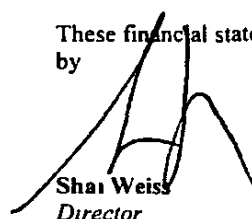
All amounts relate to continuing operations. The notes on pages 16 to 37 form part of these financial statements.

**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Consolidated balance sheet**  
at 31 December 2014

	Note	As at 31 December 2014			As at 31 December 2013		
		£m	£m	£m	£m	£m	£m
<b>Fixed assets</b>							
Intangible assets	9			81.4			81.4
Tangible assets	10			430.9			321.9
Investments	11			0.4			7.3
				<u>512.7</u>			<u>410.6</u>
<b>Current assets</b>							
Stocks	12		42.9			43.6	
Debtors due within one year	13	340.9			350.5		
Debtors due after one year	13	37.2			53.1		
		<u>378.1</u>			<u>403.6</u>		
Cash at bank and in hand		285.2			292.2		
			706.2			739.4	
<b>Creditors</b> amounts falling due within one year	14		(985.6)			(915.9)	
			<u></u>			<u></u>	
<b>Net current liabilities</b>				(279.4)			(176.5)
				<u></u>			<u></u>
<b>Total assets less current liabilities</b>				233.3			234.1
<b>Creditors</b> amounts falling due after more than one year	15			(24.4)			(30.4)
<b>Provisions for liabilities and charges</b>	16			(159.7)			(165.2)
				<u></u>			<u></u>
<b>Net assets</b>				49.2			38.5
				<u></u>			<u></u>
<b>Capital and reserves</b>							
Called up share capital	17			4.5			4.5
Share premium account	18			5.0			5.0
Other reserves	18			25.0			25.0
Profit and loss account	18			14.7			4.0
				<u></u>			<u></u>
<b>Shareholders' funds</b>	19			49.2			38.5
				<u></u>			<u></u>

These financial statements were approved by the Board of Directors on 4 March 2015 and were signed on its behalf by

  
Shai Weiss  
Director

The notes on pages 16 to 37 form part of these financial statements

Registered number 01600117

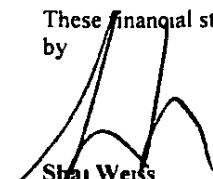


**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Company balance sheet**  
*at 31 December 2014*

	Note	As at 31 December 2014			As at 31 December 2013		
		£m	£m	£m	£m	£m	£m
<b>Fixed assets</b>							
Intangible assets	9			81.4			81.4
Tangible assets	10			440.4			337.4
Investments	11			7.2			14.1
				<u>529.0</u>			<u>432.9</u>
<b>Current assets</b>							
Stocks	12		42.9			43.6	
Debtors due within one year	13	339.3			348.7		
Debtors due after one year	13	35.7			51.7		
			375.0			400.4	
Cash at bank and in hand			284.5			291.8	
			<u>702.4</u>			<u>735.8</u>	
Creditors amounts falling due within one year	14		(966.0)			(893.8)	
<b>Net current liabilities</b>				(263.6)			(158.0)
<b>Total assets less current liabilities</b>				265.4			274.9
Creditors amounts falling due after more than one year	15			(24.4)			(30.4)
Provisions for liabilities and charges	16			(186.3)			(193.4)
<b>Net assets</b>				<u>54.7</u>			<u>51.1</u>
<b>Capital and reserves</b>							
Called up share capital	17			4.5			4.5
Share premium account	18			5.0			5.0
Other reserves	18			25.0			25.0
Profit and loss account	18			20.2			16.6
<b>Shareholders' funds</b>	19			<u>54.7</u>			<u>51.1</u>

These financial statements were approved by the Board of Directors on 4 March 2015 and were signed on its behalf by

  
Shay Weiss  
Director

The notes on pages 16 to 37 form part of these financial statements

Registered number 01600117

## Notes

### 1 Principal Accounting policies

The following accounting policies have been applied consistently in dealing with matters which are considered material in relation to the consolidated financial statements

#### *Basis of preparation*

The consolidated financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 2006 and applicable United Kingdom accounting standards

The Virgin Atlantic Airways Limited board having regard for the principle risks and uncertainties, as set out in the Directors' report, which could impact the business, consider that the preparation of the financial statements on a going concern basis remains appropriate and the Group will be able to meet its current obligations

The Company has taken advantage of section 408 of the Companies Act 2006 and a separate profit and loss account for the Company has not been published. The result for the year attributable to the Company is disclosed in note 19

Under Financial Reporting Standard 1 (Revised), the Group is exempt from the requirement to prepare a cash flow statement on the grounds that it is a wholly owned subsidiary undertaking of Virgin Atlantic Limited. The Group's cash flows are included within the consolidated cash flow statement of this company

#### *Change in accounting reference date*

During the prior period the directors took the decision to change the accounting reference date of Virgin Atlantic Airways Limited and each of its subsidiary companies from 28 February to 31 December. The decision was taken in order to align with the new accounting reference date of the Virgin Group of companies. Comparative balances are therefore for the 10 months ending 31 December 2013

#### *Basis of consolidation*

The financial statements consolidate Virgin Atlantic Airways Limited ("the Company") and its subsidiaries (together "the Group")

In line with Financial Reporting Standard 6 the directors consider it appropriate to consolidate the results of the following subsidiaries using the principles of merger accounting: Virglease (2) Limited, Virglease (3) Limited, Virgin Aviation Services Limited, Virgin Freeway Limited, Speed 5024 Limited (and its former subsidiaries Public Eye Promotions Limited, Threesixty Aerospace Limited and Worldwide Travel of East Anglia Limited) and Junopart Limited. Consequently these companies are reflected in the Group accounts as if they had been part of this Group from the date on which they joined and left the Virgin Travel Group Limited or Virgin Atlantic Limited groups, as appropriate

In line with Financial Reporting Standard 6 the remaining subsidiaries have been accounted for using the principles of acquisition accounting. Under this method, the results of subsidiary undertakings are included in the consolidated profit and loss account from the date of acquisition

#### *Turnover*

Turnover is stated gross of commission and comprises revenue from passenger ticket sales, cargo and ancillary goods and services. Revenue is recognised on the basis of flights operated in the accounting period. Revenue relating to flights commencing after the accounting period, together with any commission thereon, is carried forward as deferred income. Unused tickets are recognised as turnover using estimates based on the terms and conditions of the ticket and historic trends

#### *Compensation payments*

Income resulting from claims for compensation payments is recognised as income in the profit and loss account when all performance obligations are met, including when a contractual entitlement exists, it can be reliably measured (including the impact of the receipt, if any, on the underlying assets' carrying value) and it is probable that economic benefits will accrue to the Group. When such claims do not relate to a compensation for loss of income or towards incremental operating costs, the amounts are recorded as a reduction in the cost of the related asset

## Notes (continued)

### 1 Principal accounting policies (continued)

#### *Translation of foreign currencies*

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction, or, if hedged, at the forward contract rate. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date or, if appropriate, at the forward contract rate. All exchange differences are included in the profit and loss account.

Any gains or losses arising on the re-translation of foreign currency balances held in the short-term to meet future trading obligations are reported as part of 'Other operating (expense)/income' in the profit and loss account.

#### *Derivative financial instruments*

The Group uses various derivative financial instruments to manage its exposure to foreign exchange, jet fuel price and interest rate risks. Gains and losses on hedges of revenue or operating payments, including amounts received or paid on hedges closed out in advance of maturity, are recognised in the profit and loss account of the period in which the hedged transaction matures or would have matured.

#### *Pension costs*

The Group participates in defined contribution pension schemes. The assets of the schemes are held separately from those of the Group in independently administered funds.

The amount charged in the profit and loss account represents the contributions payable to the schemes by the Group in respect of the accounting period.

#### *Taxation*

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

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

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

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

#### *Intangible fixed assets*

The Group had previously amortised purchased landing slots over their useful economic life which was estimated at 20 years from the date at which they came into service. The directors reassessed this economic life in view of the Open Skies agreements which came into effect in 2008 and which increased and developed a more transparent market for slots and also in view of the legal rights for slots which provide that the holder has 'grandfather rights' for landing slots which continue for an indefinite period. As a result of those developments purchased landing slots are considered to have an indefinite economic life and are not amortised. Instead, they are subject to an annual impairment review and a provision is recognised for any identified impairment.

#### *Investments*

The Company's investments in subsidiary undertakings are held at cost less any provision for impairment. Current assets investments are held at the lower of cost or net realisable value.

## Notes (continued)

### 1 Principal accounting policies (continued)

#### *EU Emissions Trading Scheme*

On 24 April 2013 the EU removed the compliance requirements on international aviation for the 2012 calendar year. On 3 October 2013 the International Civil Aviation Organization decided on a roadmap for a global market-based mechanism to tackle aviation emissions to be implemented by 2020. On the same date, the EU again announced its intention to remove the compliance requirement on international aviation for the 2013 calendar year and for 2014 – 2020 to limit the EU ETS to only cover the part of the international flight within EEA airspace.

#### *Emissions on intra-EU flights*

Carbon allowances received free of charge are recognised as intangible assets at market value on the date of receipt. Consistent with Statement of Standard Accounting Practice 4 'Accounting for Government Grants', the value of allowances received is deferred and recognised in income on a systematic basis over the period to which the grant relates. The estimated gross cost of settling the liability for CO<sub>2</sub> emitted in the period is recognised in the profit and loss account as incurred.

#### *Emissions on international flights*

Given the current global position the Directors consider there to be sufficient uncertainty surrounding the operation of the EU ETS for international flying to not recognise any net assets or liabilities under the scheme as at the balance sheet date.

#### *Tangible fixed assets*

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

Directly attributable financing costs on aircraft progress payments are capitalised as incurred until such time that the aircraft enters into service.

Depreciation is calculated to write off the cost, less estimated residual value, on a straight-line basis over the useful life of the asset, or the period of the underlying finance lease if shorter.

Aircraft and engine maintenance costs in respect of major overhauls of owned aircraft which are typically carried out at intervals greater than one year are capitalised and depreciated by reference to their units of economic consumption, typically hours or sectors flown. Part of the initial cost of new or used aircraft is treated as such maintenance expenditure based upon its maintenance status on acquisition and the then current cost of the maintenance procedures.

The balance of aircraft and engine cost is depreciated on a straight-line basis over periods of up to twenty five years, so as to reduce the cost to estimated residual value at the end of that period. The effective depreciation rate per annum in respect of new wide-bodied aircraft is approximately 4%.

Rotable spares are depreciated on a straight-line basis so as to reduce the cost or valuation to estimated residual value at the end of their useful lives. The effective depreciation rate per annum in respect of rotatable spares is 7.25% or 12.5% dependent on type.

Expenditure incurred on modifications to aircraft under operating leases is depreciated on a straight-line basis to a nil residual value over a period not exceeding the remaining lease period.

The buildings in freehold land and buildings are being depreciated over a period of 50 years, on a straight-line basis.

No depreciation is provided in respect of assets in the course of construction.

Plant and machinery, fixtures and fittings are depreciated at the following rates:

Fixtures and fittings	-	20% - 25% on cost
Plant and equipment	-	25% - 33% on cost
Computer equipment and software	-	25% - 33% on cost
Motor vehicles	-	25% on cost
Leasehold improvements	-	lower of useful economic life or period of lease

## **Notes** *(continued)*

### **1 Principal accounting policies** *(continued)*

#### **Stocks**

Stocks are stated at the lower of cost and net realisable value. Provision is made for obsolete, slow-moving or defective items where appropriate.

#### **Cash and liquid resources**

Cash at bank and in hand includes both cash and liquid resources. Cash includes cash in hand and deposits repayable on demand held with any financial institution. Liquid resources include term deposits.

#### **Leases**

Rentals under operating leases are charged to the profit and loss account on a straight-line basis over the lease term, even if the payments are not made on such a basis. Where operating lease charges are variable based on prevailing interest rates, costs are recognised prospectively over the remaining term of the lease.

Assets held under finance leases and other similar contracts, which confer rights and obligations similar to those attached to owned assets, are capitalised as tangible fixed assets. Depreciation is provided at rates designed to write off this cost less residual value in equal annual amounts over the shorter of the period of the lease or the anticipated useful life of the asset. The capital elements of future lease obligations are recorded as liabilities and the interest element is charged to the profit and loss account over the period of the lease in proportion to the balance outstanding.

Leasehold dilapidations and onerous lease provisions are discounted with the unwinding of the discount being taken to the profit and loss account.

#### **Aircraft maintenance costs**

Routine maintenance costs are charged to the profit and loss account as incurred. Maintenance costs for overhauls relating to aircraft and engines held under operating leases for which there is a contractual obligation are provided for by making appropriate charges to the profit and loss account. Such charges are based on the lease period and engineering assessments of when maintenance is required to meet such obligations.

For owned aircraft and engines, major overhaul expenditure is capitalised and depreciated by reference to the units of economic consumption, typically hours or sectors flown.

Where the effect is material, the provision for maintenance costs is discounted to present value using a current pre-tax discount rate that reflects the risks specific to the liability.

#### **Development expenditure**

Development expenditure, relating to the setting up of new routes and introducing new aircraft to the fleet, is charged to the profit and loss account as incurred.

#### **Frequent flyer programme**

The Group's frequent flyer programme Flying Club allows customers to earn mileage credits by flying on Virgin Atlantic (and selected partner airlines) as well as through participating companies such as credit card issuers. Flying Club members can redeem miles for flights on Virgin Atlantic, selected partner airlines and other partners such as hotels and car rental companies.

Where the value of miles issued is significant in the context of the overall underlying transaction, the revenue associated with the miles issued at the expected redemption rate is deferred and recognised in revenue when redeemed and services are provided. Where the value of miles issued is not significant in the context of the overall underlying transaction, no revenue is deferred and an onerous cost obligation is provided for on an incremental cost basis at the expected redemption rate.

#### **Long Term Incentive Plan (LTIP)**

The Group accrues for any element of foreseeable future awards for employees and directors under LTIPs which have been agreed by the Board of Directors, and which are deemed to have been earned in the current period.

**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Notes** *(continued)*

**2 Analysis of turnover**

In the opinion of the directors, there is only one core activity, that of operating international long-haul scheduled airline services from the UK. Other income primarily relates to income from other airline related services.

	For the year ended 31 December 2014 £m	For the 10 month period ended 31 December 2013 £m
Scheduled airline services	2,529.8	2,221.5
Other	17.0	12.4
	<u>2,546.8</u>	<u>2,233.9</u>
<b>Scheduled airline services by source:</b>		
United Kingdom	1,518.7	1,256.9
North America and the Caribbean	488.8	448.0
Far East	160.3	163.4
Africa	115.1	113.8
Other	246.9	239.4
	<u>2,529.8</u>	<u>2,221.5</u>
<b>Scheduled airline services by destination</b>		
North America	1,465.3	1,260.2
Caribbean	251.3	199.0
Far East	306.0	285.8
Africa	233.8	212.0
Other	273.4	264.5
	<u>2,529.8</u>	<u>2,221.5</u>

The geographical analysis of revenue by source is derived by allocating revenue to the area in which the sale is made.

The geographical analysis of revenue by destination is derived by allocating revenue from inbound and outbound services between the United Kingdom and overseas points to the geographical area in which the relevant overseas point lies.

A geographical analysis of the Group operating profit is not disclosed as it is neither practical nor meaningful to allocate the Group's operating expenditure on a geographical basis.

Since the aircraft fleet (which is the major revenue-earning asset of the Group) is employed flexibly across a worldwide route network, there is no suitable basis of allocating such assets and related liabilities to geographical segments and accordingly no geographical analysis of assets or net liabilities is disclosed.

**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Notes** *(continued)*

**3 Staff numbers and costs**

The average number of persons employed (full time equivalent) by the Group (including directors), analysed by category, was as follows

	For the year ended 31 December 2014	For the 10 month period ended 31 December 2013
Management and administration	1,033	1,000
Flight crew	777	779
Cabin crew	3,551	3,678
Reservations and sales	1,776	1,887
Cargo and handling	221	228
Engineering, cargo and production	714	769
	<u>8,072</u>	<u>8,341</u>

The aggregate payroll costs (including directors) of these persons were as follows

	For the year ended 31 December 2014 £m	For the 10 month period ended 31 December 2013 £m
Wages and salaries	275.1	223.2
Social security costs	27.0	22.3
Other pension costs (note 25)	26.0	20.0
	<u>328.1</u>	<u>265.5</u>

**4 Interest receivable and similar income**

	For the year ended 31 December 2014 £m	For the 10 month period ended 31 December 2013 £m
Interest on bank deposits	1.5	1.2
Exchange gain on foreign currency borrowings less deposits	-	1.8
Finance income from fixed asset investments (note 11)	0.2	0.6
	<u>1.7</u>	<u>3.6</u>

**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Notes** (continued)

**5 Interest payable and similar charges**

	For the year ended 31 December 2014 £m	For the 10 month period ended 31 December 2013 £m
Interest on bank loans, overdrafts and similar charges including exceptional items (note 6)	26.6	5.9
Interest payable on other loans	1.0	1.1
Interest payable to group undertakings	0.6	1.1
Exchange loss on foreign currency borrowings less deposits	0.9	-
Finance charges in respect of finance leases and hire purchase contracts	0.3	0.4
Unwinding of discount on provisions (note 16)	0.2	0.3
	<hr/> 29.6	<hr/> 8.8
Interest capitalised on aircraft progress payments (note 10)	(1.0)	(1.1)
	<hr/> 28.6	<hr/> 7.7

**6 Profit/(loss) on ordinary activities before taxation**

	For the year ended 31 December 2014 £m	For the 10 month period ended 31 December 2013 £m
<b>Profit/loss on ordinary activities before taxation is stated after charging/(crediting)</b>		
Depreciation of tangible fixed assets (note 10)	56.2	55.0
Rentals under operating leases		
Aircraft and related equipment	204.1	190.5
Plant and machinery	11.3	11.7
Land and buildings	22.2	19.8
(Profit)/loss on disposal of fixed assets (note 10)	(10.9)	0.4
Other operating (income)/expense (see below)	(6.0)	15.3
Exceptional items (see below)		
Other operating income	(6.9)	-
Restructuring costs	7.7	-
Disposal of fixed asset investment (note 11)	(30.9)	-
Interest payable and similar charges (note 5)	25.5	-

Fees payable to the Group's auditor and its associates for services other than the statutory audit of the Parent Company and subsidiaries are not disclosed in Virgin Atlantic Airways Limited's accounts since the consolidated accounts of Virgin Atlantic Airways Limited's parent, Virgin Atlantic Limited, are required to disclose non-audit fees on a consolidated basis. Fees payable to the Company's auditor for the audit of the Company's annual accounts are £0.2m (*prior period* £0.2m). Fees payable to the Company's auditor for the audit of the Company's subsidiaries pursuant to legislation are £nil (*prior period* £nil).

Other operating (income)/expense is the (gain)/loss arising on re-translation of foreign currency denominated balances held in the short-term to meet future foreign currency denominated trading obligations. In the current year, other operating income also includes a £6.9m credit (*prior period* £nil) in relation to the successful settlement of a legal claim that the Group had pursued in relation to a supplier.



**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Notes** *(continued)*

**6 Profit/(loss) on ordinary activities before taxation** *(continued)*

In March 2014, the Group disposed the majority of its shares within the Airline Group Limited, recognising a profit on sale of £30.9m. As the investment was held under the historic cost convention the profit on disposal has been recognised as exceptional, see note 11 for further details.

Restructuring costs of £7.7m (*prior period: £nil*) have been recognised in relation to the Group's strategy to restructure the route network. Costs incurred include both employee restructuring costs as well as incremental costs incurred to facilitate route realignment.

Interest payable and similar charges includes an amount of £25.5m (*prior period: £nil*) incurred to settle historic interest rate swaps where the hedging relationship was no longer effective in relation to the underlying hedged item.

**7 Emoluments of directors**

During the year/period of their service, the emoluments of the directors of the Company were:

	For the year ended 31 December 2014 £m	For the 10 month period ended 31 December 2013 £m
Aggregate emoluments	13	0.8
Company contributions to money purchase pension schemes	0.1	0.1
Aggregate amounts receivable under Long Term Incentive Schemes	1.1	2.1
	<u>25</u>	<u>3.0</u>

Retirement benefits are accruing to 2 (*prior year: 4*) directors under money purchase pension schemes.

During the year an amount of £0.5m (*prior period: £1.1m*) was receivable by a former director of the Company in relation to Long Term Incentive Schemes.

The amounts receivable during the prior period by directors of the Company under Long Term Incentive ("LTIP") Schemes arise solely as a consequence of the successful acquisition during the period by Delta Air Lines, Inc. of 49% of the Company's share capital from Singapore Airlines Limited. The cost of these payments arising under the LTIP scheme has been borne by the immediate holding company, Virgin Atlantic Limited. This scheme was terminated during 2014 and a new LTIP scheme has been created for 2015.

The aggregate compensation for loss of office paid in the year, not included in the above table, was £0.3m (*prior period: £1.3m*).

No directors have share options and therefore none were exercised in the year.

	For the year ended 31 December 2014 £m	For 10 month period ended 31 December 2013 £m
<b>Highest paid director</b>		
Aggregate emoluments and other benefits	0.6	0.1
Company contributions to money purchase pension schemes	0.1	-
Aggregate amounts receivable under Long Term Incentive Schemes	0.8	1.1
	<u>1.5</u>	<u>1.2</u>

**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Notes** *(continued)*

**8 Tax on profit/(loss) on ordinary activities**

*Analysis of charge/(credit) in period*

	For the year ended 31 December 2014 £m	For the period ended 31 December 2013 £m
<b>Current tax</b>		
UK corporation tax	4.6	3.1
UK group relief receivable	(1.2)	(3.9)
Adjustments in respect of prior periods	0.5	(0.2)
Non – UK current tax	0.1	-
<b>Total current tax charge/(credit)</b>	<b>4.0</b>	<b>(1.0)</b>
<b>Deferred tax</b>		
Origination and reversal of timing differences	(2.8)	(1.6)
Adjustments in respect of prior years	(0.3)	(0.8)
Effect of decrease in tax rate	-	(5.2)
<b>Total deferred tax credit</b>	<b>(3.1)</b>	<b>(7.6)</b>
<b>Tax charge/(credit) on loss ordinary activities</b>	<b>0.9</b>	<b>(8.6)</b>

The standard rate of UK corporation tax for the period is 21.5% (*prior period* 23%). The total tax charge of 7.8% for the period is lower than the standard rate of corporation tax. This is driven by the gain on the disposal of shares within the Airline Group Limited being permanently non-taxable, due to the exemptions available.

The actual current tax charge for the period differs from that computed by applying the standard tax rate to the profit on ordinary activities before tax as reconciled below:

	For the year ended 31 December 2014 £m	For the period ended 31 December 2013 £m
Profit/(loss) on ordinary activities before taxation	11.6	(16.1)
Tax at the standard rate at 21.5% ( <i>prior year</i> 23%)	2.5	(3.7)
<b>Factors affecting the credit for the period / year</b>		
Income not subject to corporation tax	(9.1)	(0.1)
Depreciation for the year in excess of capital allowances	7.4	9.9
Adjustments in respect of prior periods	0.5	(0.2)
Utilisation of UK tax losses brought forward	(2.0)	(5.6)
Other timing differences	(2.3)	(2.5)
Foreign tax	0.1	-
Expenses not deductible for tax purposes	4.6	1.2
Rollover relief	2.3	-
<b>Total current tax</b>	<b>4.0</b>	<b>(1.0)</b>

**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Notes** *(continued)*

**8 Tax on profit/(loss) on ordinary activities** *(continued)*

The 2013 Budget delivered on 20 March 2013 announced that the UK corporation tax rate would reduce to 20% by 1 April 2015. The reduction in the rate from 23% (effective from 1 April 2013) to 21% (effective from 1 April 2014) and then from 21% (effective from 1 April 2014) to 20% (effective 1 April 2015) was substantively enacted on 2 July 2013.

The deferred tax liability at 31 December 2014 has been calculated based on the lower rate of 20% substantively enacted at the balance sheet date.

**9 Intangible assets**

Group and Company	Landing slots £m	Carbon allowances £m	Total £m
<i>Cost</i>			
At 1 January 2014	91.1	1.0	92.1
Additions	-	-	-
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
<b>At 31 December 2014</b>	<b>91.1</b>	<b>1.0</b>	<b>92.1</b>
	<hr/>	<hr/>	<hr/>
<i>Amortisation</i>			
At 1 January 2014	10.7	-	10.7
Disposals	-	-	-
	<hr/>	<hr/>	<hr/>
<b>At 31 December 2014</b>	<b>10.7</b>	<b>-</b>	<b>10.7</b>
	<hr/>	<hr/>	<hr/>
<i>Net book value</i>			
<b>At 31 December 2014</b>	<b>80.4</b>	<b>1.0</b>	<b>81.4</b>
	<hr/>	<hr/>	<hr/>
At 31 December 2013	- 80.4	- - - 1.0	81.4
	<hr/>	<hr/>	<hr/>

Refer to note 1 for the accounting policies relating to landing slots and carbon allowances.

The directors have conducted an impairment review at 31 December 2014 and based on this review no impairment needs to be recognised.

**Virgin Atlantic Airways Limited and subsidiary companies**  
Directors' report and consolidated financial statements  
for the year ended 31 December 2014

**Notes** *(continued)*

**10 Tangible fixed assets**

Group	Land and buildings	Assets in the course of construction	Aircraft, rotable spares and ancillary equipment	Modifications to aircraft on operating leases	Plant and machinery, fixtures and fittings	Total
	£m	£m	£m	£m	£m	£m
<b>Cost</b>						
At 1 January 2014	30.0	23.4	414.3	221.1	206.0	894.8
Additions	-	29.7	189.8	0.4	11.7	231.6
Disposals	-	(1.6)	(140.9)	(7.7)	(1.3)	(151.5)
Reclassifications	-	(20.5)	(1.4)	0.8	21.1	-
<b>At 31 December 2014</b>	<b>30.0</b>	<b>31.0</b>	<b>461.8</b>	<b>214.6</b>	<b>237.5</b>	<b>974.9</b>
<b>Depreciation</b>						
At 1 January 2014	4.0	-	268.0	150.2	150.7	572.9
Charge for the year	0.5	-	24.8	12.3	18.6	56.2
Disposals	-	-	(76.1)	(7.7)	(1.3)	(85.1)
<b>At 31 December 2014</b>	<b>4.5</b>	<b>-</b>	<b>216.7</b>	<b>154.8</b>	<b>168.0</b>	<b>544.0</b>
<b>Net book value</b>						
At 31 December 2014	25.5	31.0	245.1	59.8	69.5	430.9
At 31 December 2013	26.0	23.4	146.3	70.9	55.3	321.9

Included in aircraft, rotatable spares and ancillary equipment are progress payments of £64.8m (prior year £24.6m)

In October 2014, the Group purchased and immediately entered into a sale and operating lease back of its first Boeing 787 aircraft. In December 2014, the Group took delivery of another Boeing 787 aircraft. In September 2014, the Group disposed of an Airbus A346 aircraft, no impairments arose on the sale of the aircraft. The total profit on the disposal of aircraft was £10.9m.

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**Notes** *(continued)*

**10 Tangible fixed assets** *(continued)*

Company	Land and buildings	Assets in the course of construction	Aircraft, rotatable spares and ancillary equipment	Modifications to aircraft on operating leases	Plant and machinery, fixtures and fittings	Total
	£m	£m	£m	£m	£m	£m
<b>Cost</b>						
At 1 January 2014	30.0	26.2	416.6	224.8	206.2	903.8
Additions	-	29.7	189.8	0.4	11.7	231.6
Disposals	-	(1.6)	(151.6)	(7.7)	(1.3)	(162.2)
Reclassifications	-	(22.7)	(1.4)	3.1	21.0	-
<b>At 31 December 2014</b>	<b>30.0</b>	<b>31.6</b>	<b>453.4</b>	<b>220.6</b>	<b>237.6</b>	<b>973.2</b>
<b>Depreciation</b>						
At 1 January 2014	4.0	-	260.2	150.9	151.3	566.4
Charge for the year	0.5	-	25.2	13.0	18.5	57.2
Disposals	-	-	(81.8)	(7.7)	(1.3)	(90.8)
<b>At 31 December 2014</b>	<b>4.5</b>	<b>-</b>	<b>203.6</b>	<b>156.2</b>	<b>168.5</b>	<b>532.8</b>
<b>Net book value</b>						
<b>At 31 December 2014</b>	<b>25.5</b>	<b>31.6</b>	<b>249.8</b>	<b>64.4</b>	<b>69.1</b>	<b>440.4</b>
At 31 December 2013	26.0	26.2	156.4	73.9	54.9	337.4

Included in aircraft, rotatable spares and ancillary equipment are progress payments of £64.8m (*prior year* £24.6m)

The following fixed asset categories include assets held under finance leases and hire purchase contracts

	Group		Company	
	As at December 2014	As at December 2013	As at December 2014	As at December 2013
	£m	£m	£m	£m
<b>Net book value</b>				
Rotatable spares and ancillary equipment	28.2	33.6	38.5	45.0
<b>Depreciation charged for the year</b>				
Rotatable spares and ancillary equipment	5.4	5.1	6.5	5.9

During the year, the Group did not enter into any new finance lease or hire purchase contract arrangements in respect of tangible fixed assets (*prior year* £nil). The net book value of assets held under finance leases includes maintenance events and modifications to the asset which have been incurred in periods following the lease inception. Finance leases are shown notes 15 and 16.

Interest capitalised by the Group and Company on aircraft progress payments included in additions during the year amounted to £1.0m (*prior year* £1.1m). The cumulative amount of interest capitalised in the total cost above for the Group and Company amounts to £2.3m (*prior year* £1.3m).

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**Notes** (continued)

**11 Fixed asset investments**

	Group		Company Shares in subsidiary undertakings	
	Investments £m	Investments £m	£m	Total £m
<i>Cost</i>				
At 1 January 2014	7.3	7.3	10.9	18.2
Additions	0.2	0.2	-	0.2
Repayment of unsecured loan notes	(0.7)	(0.7)	-	(0.7)
Disposals	(6.4)	(6.4)	-	(6.4)
	<u>0.4</u>	<u>0.4</u>	<u>10.9</u>	<u>11.3</u>
<i>Provision for permanent diminution in value.</i>				
At 1 January 2014	-	-	(4.1)	(4.1)
Provision	-	-	-	-
	<u>-</u>	<u>-</u>	<u>(4.1)</u>	<u>(4.1)</u>
<i>Net book value</i>				
At 31 December 2014	<u>0.4</u>	<u>0.4</u>	<u>6.8</u>	<u>7.2</u>
At 31 December 2013	<u>7.3</u>	<u>7.3</u>	<u>6.8</u>	<u>14.1</u>

Investments represent an investment in Airline Group Limited consisting of equity and unsecured loan notes. In March 2014, the Group disposed of the majority shares within the Airline Group Limited for sales proceeds of £38.2m, recognising a profit on sale of £30.9m (note 6). The Group continues to hold a minority position within the revised capital structure of the Airline Group Limited.

**12 Stocks**

Group and Company	Group		Company	
	As at 31 December 2014 £m	As at 31 December 2013 £m	As at 31 December 2014 £m	As at 31 December 2013 £m
Aircraft consumable spares	34.4	35.4	34.4	35.4
Finished goods and goods for resale	7.1	7.5	7.1	7.5
Fuel stocks	0.1	0.2	0.1	0.2
Uniforms and other	1.3	0.5	1.3	0.5
	<u>42.9</u>	<u>43.6</u>	<u>42.9</u>	<u>43.6</u>

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**Notes (continued)**

**13 Debtors**

**Amounts falling due within one year**

	<b>Group</b>		<b>Company</b>	
	<b>As at</b>	<b>As at</b>	<b>As at</b>	<b>As at</b>
	<b>31 December</b>	<b>31 December</b>	<b>31 December</b>	<b>31 December</b>
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Trade debtors	147.1	152.3	147.1	152.3
Amounts owed by group undertakings	37.8	26.1	38.3	35.5
Other debtors	107.1	119.7	107.0	119.7
Group relief receivable	-	9.9	-	0.9
Prepayments and accrued income	48.9	42.5	46.9	40.5
	<b>340.9</b>	<b>350.5</b>	<b>339.3</b>	<b>348.7</b>

Included within other debtors due within one year is an amount of £67.0m (*prior year £nil*) relating to margin calls on fuel and foreign exchange open derivative positions

**Amounts falling due after more than one year**

	<b>Group</b>		<b>Company</b>	
	<b>As at</b>	<b>As at</b>	<b>As at</b>	<b>As at</b>
	<b>31 December</b>	<b>31 December</b>	<b>31 December</b>	<b>31 December</b>
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Other debtors	32.5	39.1	31.0	37.7
Prepayments and accrued income	4.7	14.0	4.7	14.0
	<b>37.2</b>	<b>53.1</b>	<b>35.7</b>	<b>51.7</b>

**14 Creditors: amounts falling due within one year**

	<b>Group</b>		<b>Company</b>	
	<b>As at</b>	<b>As at</b>	<b>As at</b>	<b>As at</b>
	<b>31 December</b>	<b>31 December</b>	<b>31 December</b>	<b>31 December</b>
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Bank loans and overdraft	1.4	2.2	1.4	0.2
Secured bank loans (note 15)	17.9	14.7	17.9	14.7
Obligations under finance leases and hire purchase contracts (note 20)	4.1	3.1	4.1	3.1
Trade creditors	81.3	44.3	81.3	44.2
Amounts owed to group undertakings	89.6	127.1	68.3	110.8
Amounts owed to other group companies	12.3	-	12.3	-
Corporation tax	4.4	3.0	4.3	3.0
Group relief payable	7.9	-	13.7	-
Other taxes and social security	11.3	11.0	11.3	11.1
Other creditors	1.7	90.3	1.7	90.3
Accruals and deferred income	753.7	620.2	749.7	616.4
	<b>985.6</b>	<b>915.9</b>	<b>966.0</b>	<b>893.8</b>

Included within other creditors due within one year is an amount of £nil (*prior year £2.8m*) relating to margin calls on fuel and foreign exchange open derivative positions. Included within accrual and deferred income are forward sales of £409.6 (*prior year £429.1*)

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**Notes** *(continued)*

**15 Creditors: amounts falling due after more than one year**

	<b>Group</b>		<b>Company</b>	
	<b>As at</b>	<b>As at</b>	<b>As at</b>	<b>As at</b>
	<b>31 December</b>	<b>31 December</b>	<b>31 December</b>	<b>31 December</b>
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Secured bank loans	10.6	10.6	10.6	10.6
Obligations under finance leases and hire purchase contracts (note 20)	0.2	4.0	0.2	4.0
Accruals and deferred income	13.6	15.8	13.6	15.8
	<u>24.4</u>	<u>30.4</u>	<u>24.4</u>	<u>30.4</u>

The secured bank loans totalling £28.5m (*prior year* £25.3m) are secured by mortgages over certain aircraft assets. None (*prior year* £nil) of these loans fall due for repayment after five years. The interest rates charged in the year in respect of these loans are in the range from 3.00% to 3.35% above US\$ LIBOR.

**16 Provisions for liabilities and charges**

<b>Group</b>	<b>Deferred tax</b>	<b>Maintenance</b>	<b>Onerous leases</b>	<b>Leasehold dilapidations</b>	<b>Legal provisions</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
At 1 January 2014	12.8	138.5	0.9	2.4	10.6	165.2
Foreign exchange translation	-	3.7	-	-	-	3.7
Amounts provided/(released) in the year	(3.0)	29.9	-	5.5	6.6	39.0
Amounts utilised in the year	-	(40.9)	(0.5)	-	(8.5)	(49.9)
Other movements	-	1.5	-	-	-	1.5
Unwinding of discount	-	-	-	0.2	-	0.2
	<u>9.8</u>	<u>132.7</u>	<u>0.4</u>	<u>8.1</u>	<u>8.7</u>	<u>159.7</u>
<b>At 31 December 2014</b>	<b>9.8</b>	<b>132.7</b>	<b>0.4</b>	<b>8.1</b>	<b>8.7</b>	<b>159.7</b>



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**Notes (continued)**

**16 Provisions for liabilities and charges (continued)**

Company	Deferred tax £m	Maintenance £m	Onerous leases £m	Leasehold dilapidations £m	Legal provisions £m	Total £m
At 1 January 2014	41.0	138.5	0.9	2.4	10.6	193.4
Foreign exchange translation	-	3.7	-	-	-	3.7
Amounts provided/(released) in the year	(4.6)	29.9	-	5.5	6.6	37.4
Amounts utilised in the year	-	(40.9)	(0.5)	-	(8.5)	(49.9)
Other movements	-	1.5	-	-	-	1.5
Unwinding of discount	-	-	-	0.2	-	0.2
<b>At 31 December 2014</b>	<b>36.4</b>	<b>132.7</b>	<b>0.4</b>	<b>8.1</b>	<b>8.7</b>	<b>186.3</b>

The amounts provided for deferred taxation at 20% (*prior year 20%*) are as follows

	Group As at 31 December 2014 £m	As at 31 December 2013 £m	Company As at 31 December 2014 £m	As at 31 December 2013 £m
Accelerated capital allowances	29.4	36.7	50.6	58.1
Other timing differences	(1.3)	(3.5)	0.6	(0.3)
UK tax losses	(18.4)	(20.4)	(14.8)	(16.8)
	<b>9.7</b>	<b>12.8</b>	<b>36.4</b>	<b>41.0</b>

There are no significant losses in the group for which a deferred tax asset has not been recognised

Cash outflows on aircraft and engine maintenance provisions will occur when the maintenance events take place on future dates not exceeding October 2026

Legal provisions represent the estimated outstanding cost arising from the settlement of civil actions. The information usually required by Financial Reporting Standard 12 for these provisions is not disclosed on the grounds that it can be expected to prejudice seriously the outcome of these cases

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**17 Share capital**

	As at 31 December 2014 £	As at 31 December 2013 £
<i>Allotted, called up and fully paid</i>		
4,497,607 (prior year 4,497,607) ordinary shares of £1 each (equity)	4,497,607	4,497,607

**18 Reserves**

Group	Share premium account £m	Capital contribution reserve £m	Profit and loss account £m
Balance at 1 January 2014	5 0	25 0	4 0
Profit for the financial period	-	-	10 7
<b>Balance at 31 December 2014</b>	<b>5 0</b>	<b>25 0</b>	<b>14 7</b>

Company	Share premium account £m	Capital contribution reserve £m	Profit and loss account £m
Balance at 1 January 2014	5 0	25 0	16 6
Profit for the financial period	-	-	3 6
<b>Balance at 31 December 2014</b>	<b>5 0</b>	<b>25 0</b>	<b>20 2</b>

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**19 Reconciliation of movements in shareholders' funds**

	As at 31 December 2014 £m	As at 31 December 2013 £m
<b>Group</b>		
Profit/(loss) for the financial year	10.7	(7.5)
Net increase/(reduction) in shareholders' funds	10.7	(7.5)
Opening shareholders' funds	38.5	46.0
Closing shareholders' funds	49.2	38.5
	As at 31 December 2014 £m	As at 31 December 2013 £m
<b>Company</b>		
Profit/(loss) for the financial year	3.6	(5.5)
Net increase/(reduction) in shareholders' funds	3.6	(5.5)
Opening shareholders' funds	51.1	56.6
Closing shareholders' funds	54.7	51.1

**20 Leasing commitments**

**Group and Company**

The capital element of the future minimum lease payments to which the Group is committed at 31 December 2014 under finance lease and hire purchase contract obligations incurred in the acquisition of aircraft, engines, spares and other equipment are as follows

	As at 31 December 2014 £m	As at 31 December 2013 £m
<b>Amounts due within</b>		
One year	4.1	3.1
Second to fifth year inclusive	0.2	4.0
	4.3	7.1

Rentals, net of finance charges, are included in obligations under finance leases and hire purchase contracts in notes 14 and 15 above

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**Notes** *(continued)*

**20 Leasing commitments** *(continued)*

As at 31 December 2014, the Group and Company had annual commitments under non-cancellable operating leases as set out below

Group	As at 31 December 2014		As at 31 December 2013	
	Land and buildings £m	Aircraft and other £m	Land and buildings £m	Aircraft and other £m
<i>Operating leases which expire</i>				
Within one year	12	110	38	45
In the second to fifth year inclusive	124	1032	107	457
Over five years	88	724	108	1333
	<u>224</u>	<u>1866</u>	<u>253</u>	<u>1835</u>
Company	As at 31 December 2014		As at 31 December 2013	
	Land and buildings £m	Aircraft and other £m	Land and buildings £m	Aircraft and other £m
<i>Operating leases which expire</i>				
Within one year	12	110	38	45
In the second to fifth year inclusive	124	1036	107	460
Over five years	88	724	108	1337
	<u>224</u>	<u>1870</u>	<u>253</u>	<u>1842</u>

**21 Commitments**

**Group and Company**

A substantial proportion of capital expenditure, leasing commitments, fuel and other operating costs are denominated in US Dollars. The notional value of foreign exchange forward purchase contracts amounting to US\$693.8m outstanding at 31 December 2014 (*prior year US\$1,847.0m*) have been taken out to cover part of the exposure risk. Of the total forward purchase contracts, \$239.9m relate to deals executed on behalf of Virgin Holidays for which VAA hold corresponding deals with Virgin Holidays, and US\$453.9m relate to external deals which VAA have executed on its own account. In addition, the Group has entered into a number of other derivative financial instruments the maximum potential commitment of which at 31 December 2014 is US\$331.8m (*prior year US\$317.5m*).

The fair value at 31 December 2014 of all the derivative contracts held by the Group to meet future obligations in respect of foreign exchange and fuel hedging is a negative fair value of £214.5m (*prior year negative fair value £13.1m*). This is comprised of a negative fair value of £229.4m (*prior year positive fair value £31.8m*) in respect of fuel hedging derivatives and a positive fair value of £14.9m (*prior year negative fair value £26.2m*) in respect of foreign currency derivatives. Note that all fair values stated exclude margin calls already made to counterparties (see note 13).

Certain foreign exchange forward purchase contracts are entered into by Virgin Atlantic Airways Limited on behalf of Virgin Holidays Limited. The fair value of these foreign exchange forward purchase contracts at 31 December 2014 is a positive fair value of £5.9m (*prior year negative fair value of £7.3m*). These fair values have been reflected in the disclosures shown above.

The timing difference between derivative maturity date and current mark-to-market value can give rise to cash margin exposure, this risk is managed through choice of instrument, appropriate counterparty agreements and, where required, cash deposits with counterparties (notes 13 and 14).

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**22 Capital commitments**

**Group and Company**

	As at 31 December 2014 £m	As at 31 December 2013 £m
Capital commitments at the balance sheet date for which no provision has been made	2,246.4	2,273.6

Capital commitments relating to aircraft and engine purchases are stated at escalated list price less progress payments made

**23 Subsidiary undertakings**

The subsidiaries of the Company as at 31 December 2014 were

	Country of incorporation or registration	% Ordinary issued shares	Principal activity
<i>Subsidiaries</i>			
Virgair Limited	England and Wales	100	Non-trading
VA Cargo Limited	England and Wales	100	Cargo management
Virgin Airways Limited	England and Wales	100	Non-trading
Greenart Limited	England and Wales	100	Dormant
Virgin Atlantic Engineering Limited	England and Wales	100	Dormant
Virgin Atlantic Consol Limited	England and Wales	100	Dormant
Virglease Limited	England and Wales	100	Leasing of aircraft
Virglease (2) Limited	England and Wales	100	Dormant
Virglease (3) Limited	England and Wales	100	Leasing of aircraft
Fordbar Services Limited	England and Wales	100	Dormant
Voyager Nominees Limited	England and Wales	100	Dormant
Public Eye Promotions Limited	England and Wales	100	Dormant
Virgin Aviation Services Limited	England and Wales	100	Dormant
Virgin Freeway Limited	England and Wales	100	Dormant
Speed 5024 Limited	England and Wales	100	Dormant
Campden Securities Limited	England and Wales	100	Investment company
Fit Leasing Limited	Jersey	100	Leasing of aircraft
Bug Leasing Limited	Jersey	100	Leasing of aircraft
Threesixty Aerospace Limited	England and Wales	100	Non-trading
Worldwide Travel of East Anglia Limited	England and Wales	100	Travel agent
Junopart Limited	England and Wales	100	Leasing property

The proportion of voting rights held by the Group in each of its subsidiaries is the same as the proportion of ordinary shares held

All subsidiaries have been included in the consolidation. All entities in the consolidation have the same accounting reference date.

Campden Securities Limited, Junopart Limited, Virgin Airways Limited, Speed 5024 Limited and Threesixty Aerospace Limited, whose results are included in these consolidated financial statements, have taken advantage of the audit exemption under section 479A of the Companies Act 2006 for their financial statements.

The directors of Fordbar Services Limited, Greenart Limited, Public Eye Promotions Limited, Virgin Atlantic Consol Limited, Virgin Atlantic Engineering Limited, Virgin Aviation Services Limited, Virgin Freeway Limited, Virglease (2) Limited and Voyager Nominees Limited, whose results are included in these consolidated financial statements, have taken advantage of the exemption to prepare and file financial statements under sections 394A and 448A of the Companies Act 2006.

**Notes** *(continued)*

**24 Contingent liabilities**

The Company and certain subsidiaries are parties to a Group set-off agreement in respect of certain bank accounts as a result of which any overdrawn balances of the Company or subsidiaries covered by this agreement are set-off against the cash at bank and in hand of the Group

The Company is a guarantor under certain financing arrangements of other group companies

The Company is a guarantor of the liabilities at their balance sheet date of the subsidiaries which have taken the audit exemption under section 479A of the Companies Act 2006, and the exemption for preparing and filing financial statements under sections 394A and 448A of the Companies Act 2006 (see note 23)

**25 Pension schemes**

The Group operates defined contribution pension schemes. The assets of the schemes are held separately from those of the Group in independently administered funds. There were no outstanding or prepaid contributions at 31 December 2014 (*prior year £nil*)

**26 Related party transactions**

As at 31 December 2014, the Company's ultimate parent company was Virgin Group Holdings Limited, whose principal shareholders are Sir Richard Branson and certain trusts, none of which individually has a controlling interest in Virgin Group Holdings Limited. The principal beneficiaries of those trusts are Sir Richard Branson and/or his immediate family. The shareholders of Virgin Group Holdings Limited have interests directly or indirectly in certain other companies, which are considered to give rise to related party disclosures under Financial Reporting Standard 8.

The Company, being a wholly owned subsidiary undertaking of Virgin Atlantic Limited, has taken advantage of the exemption contained in Financial Reporting Standard 8 and has therefore not disclosed transactions with entities which form part of the group or investees of the group qualifying as related entities.

The following is a summary of material transactions and balances by the Group with related entities which are required to be disclosed by Financial Reporting Standard 8.

**Year ended 31 December 2014**

	Revenue £m	Purchases £m	Balances due to the Group £m	Balances due from the Group £m
<i>Companies related by virtue of common control ownership</i>				
Bluebottle Investments (UK) Limited	-	0.1	-	-
Necker Island BVI Limited	-	0.3	-	-
Sundog Pictures Limited	-	0.1	-	-
Velocity Rewards Limited	-	0.2	-	-
Delta Air Lines, Inc	10.2	57.6	1.1	55.7
Virgin Management Limited	0.1	-	-	0.1
VAL TM Limited	-	12.3	12.3	-

Revenue from related parties primarily relates to airline ticket sales and sales of frequent flyer miles. Purchases from related parties represent goods and services purchased for use within the business. All of the above transactions are on an arm's length basis.

**Notes (continued)**

**27 Related party transactions (continued)**

In 2013, Delta Air Lines Inc acquired a 49% equity stake in Virgin Atlantic Limited from Singapore Airlines. From 1 January 2014 the Group entered into a joint arrangement with Delta Airlines Inc.

The joint arrangement, for which we have received anti-trust immunity, provides for the sharing of revenues and costs, as well as joint marketing and sales, coordinated pricing and revenue management, network planning and scheduling and other coordinated activities with respect to the parties' operations on joint arrangement routes.

On 31 December 2014 the Group owed Delta Air Lines Inc £55.7m (*prior year: £nil*) with respect to the joint operation agreement. Costs incurred in relation to the joint arrangement are presented within costs of sale.

**28 Ultimate holding company**

As at 31 December 2014, the directors consider the ultimate holding company to be Virgin Group Holdings Limited, a company registered in the British Virgin Islands.

As at 31 December 2014, the largest group in which the results of the Company are consolidated is that headed by Virgin Wings Limited, a company registered in England and Wales, and the smallest group in which the results of the Company are consolidated is that headed by Virgin Atlantic Two Limited, a company registered in England and Wales.

Copies of the financial statements for both Virgin Wings Limited and Virgin Atlantic Limited may be obtained from the Registrar of Companies, Companies House, Crown Way, Cardiff, CF14 3UZ.