

Satellite Information Services Limited

Annual Report and Financial Statements

31 March 2015

Registered No. 04243307

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COMPANIES HOUSE

Directors

N Clark
D Meynell (resigned 1 April 2015)
G J Smith

Secretary

SIS Cosec Limited

Auditors

Ernst & Young LLP
1 More London Place
London SE1 2AF

Registered Office

Unit 1/2 Whitehall Avenue
Kingston
Milton Keynes
Buckinghamshire MK10 0AX

Strategic report

The directors present their strategic report and the financial statements for the year ended 31 March 2015.

Principal activities, review of the business and future developments

The Company's principal activities are:

- the provision of connectivity services for live events including major sports and news-gathering (SIS Live); and
- integrated television and information services delivered via satellite to licensed betting offices and the production of television and data services for other broadcasters and betting organisations (SIS Betting).

SIS Betting is committed to being the number one provider of both retail and online services to the betting industry and 2014 has seen significant investment in new initiatives to support this aim. The data rights for LFP Spanish football were secured in August 2014 and this, along with other initiatives, will drive online revenue growth over the next 3 years. The retail business will also remain at the core of the Company and the intention is to secure media rights beyond those currently in place, which expire from 2017 onwards.

The SIS Group has also reviewed its corporate structure and SIS Live will begin 2015-2016 as a standalone statutory entity, with the transfer of all related assets and liabilities at net book value out of the Company and into a wholly owned subsidiary company SIS Live Limited (previously known as Fatpipe Satcom Limited) as of 1st April 2015 (Note 28). The principal aim of this was to achieve a clear separation of the SIS Live division, to allow it to operate independently, make the right decisions for its stakeholders and as a result to become more efficient and profitable. A number of initiatives began across the business prior to this separation back in October 2014 with the aim of improving service, increasing revenue and reducing costs. SIS Live was successful in achieving its early targets across these areas at March 2015.

The Company is the parent undertaking of SIS Outside Broadcasts Limited. During 2013 the group announced that following a strategic review, the external activities of its subsidiary undertaking would be wound-down and the group would withdraw from this sector. The business continued to operate its external activities until March 2014 to meet contractual obligations to the BBC and others. As a result of the wind down of the external activities of its subsidiary undertaking, the directors reviewed the recoverability of the company's intercompany debtors and an exceptional provision of £23.6million was made in the year ended 31 March 2013. A further review of the intercompany debtors has since been undertaken and the expectation of recoverability has improved, hence a £6.5m release has been credited in the current year. The company has incurred costs in 2015 of £0.5 million relating to the wider impact of the managed wind down on the company. During March 2014, a flexible apportionment arrangement was undertaken to transfer the liabilities of the SIS Outside Broadcasts Pension Scheme from SIS Outside Broadcasts Limited into the company by way of a capital contribution.

The Company continues to deal with tax and legal issues that arose from the 2010 Commonwealth Games (CWG) in Delhi, India. Following the award of the CWG contract in October 2009, a partnership in the name of SIS LIVE was set up on 7th January 2010 by Satellite Information Services Limited and SIS Outside Broadcasts Limited to deliver the host broadcast production and facilities contract for the 2010 CWG. SIS LIVE provided full host broadcast television production facilities for the CWG in India during October 2010. Whilst TV coverage was concluded successfully (and generated plaudits from the international television community), due to the continuing scrutiny of the entire CWG project initiated by the Indian Government immediately after the closure of the Games, approximately 40% of the contract has still not been paid. SIS LIVE has withheld payment of a corresponding proportion from its principal Indian subcontractor. Arbitration proceedings have started to recover the outstanding payment from the Indian broadcaster. A provision of £5.9m, reflecting these outstanding payments, was charged to the profit and loss account in the financial statements of the SIS LIVE partnership in the year ended 31 March 2011 resulting in a net liability position. As a result the carrying value of the company's investment in the SIS LIVE partnership has been impaired and the net intercompany debtor provided for in full.

Strategic report (continued)

Principal activities, review of the business and future developments (continued)

SIS LIVE Partnership received a draft assessment in March 2014 from the Indian tax authorities in relation to financial year ended 31 March 2011. The partnership strongly rejected the draft assessment, which included factual inaccuracies and incorrect application of tax law and on the advice of its lawyers and tax advisors commenced appeal proceedings through the Dispute Resolution Panel (DRP) of the Indian Tax Authority. The appeal was heard by the DRP in various hearings between September and December 2014 and resulted in a significantly reduced final tax demand. The Group is continuing with the appeal process through the Indian judiciary system. Whilst appeal proceedings in India continue it is not possible to quantify the potential tax liability that may arise or the subsequent recoverability of that amount through the courts and therefore no further provision has been made in the accounts.

Business environment

The Company is one of the most experienced television, production and data providers to the betting industry. In addition, the Group has over 120 uplinks covering the spectrum of state-of-the-art uplink trucks, its proprietary automated uPOD technology and its rapidly deployed, dismountable Drive Fly kits and fibre connectivity. Management believe that it is now the largest provider of transportable satellite uplink services in the world, transmitting tens of thousands of hours of live coverage every year to broadcasting customers worldwide.

The Company intends to stay ahead of the competition by offering diverse and resilient connectivity services for critical media content.

In all its areas of activity the Company believes it differentiates itself from the competition by adopting best in class technologies which have been tried and tested. This is further enhanced by ensuring that the management team is made up of highly experienced, leading industry experts.

Strategy

The Company's overriding objective is to achieve sustainable levels of growth and returns through a combination of organic growth and, where appropriate, acquisitions.

The key elements to the Company's strategy are:

- Content
- Delivery of service
- Needs of the customer
- Training and development

Content

The Company ensures that wherever possible long-term contracts are in place for the content and data licences to provide its principal services. Contracts are negotiated to ensure rates remain competitive to deliver value to the customer base.

Delivery of service

Every year, the Company produces and broadcasts thousands of hours of live programming from around the world using advanced satellite technology. This information is collated, managed and distributed in real time all year round. The Company broadcasts and transmits uninterrupted programmes, using technically advanced studios and editing suites that ensure the integrity of the output, and that it is produced and presented to the highest quality.

The Company has increased its range of service offering through the use of the latest technology and investment in infrastructure to allow multiple service options to customers.

Needs of the customer

The Company has established relationships with its customers' long term needs in mind. It strives to provide high quality products and services that are competitively priced and present business value to the customer.

Training and development

The Company's most significant asset is its employees. It consistently aims to recruit and retain the best employees to meet the changing needs of the business.

Strategic report (continued)

Key performance indicators

	2015	2014 <i>Restated</i>	<i>Definition, calculation and analysis</i>
Turnover (%)	4.2%	5.0%	Year on year sales growth expressed as a percentage. Increase largely driven by RPI along with increased volume of product content.
Operating profit margin (%)	10.0%	12.2%	Operating profit margin is the ratio of operating profit (total operating profit before exceptional items) to sales, expressed as a percentage. Margin reduction largely due to the pressure faced in the retail LBO market and hence the number of subscribers.
Average number of employees	626	605	The average number of employees in employment with the company. Increase in staff numbers mainly due to the Company's investment in new online growth initiatives.

Principal risks and uncertainties

As part of Corporate Governance, the Company's risks as part of the Group's risks are formally reviewed by the Board of Directors twice a year, and appropriate processes are put in place to monitor and mitigate them.

The key business risks affecting the Company are set out below:

Exposure to credit, counterparty, liquidity and cash flow risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for that other party by failing to discharge an obligation. Company policies are aimed at minimising such losses. Details of the Company's debtors are shown in note 14 to the financial statements. Details of the Group's intangible rights creditors are shown in notes 16 and 17 to the financial statements. Counterparty risk with respect to rights is monitored by the Board regularly.

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Company aims to mitigate liquidity risk by managing cash generation from its operations and applying cash collection targets throughout the Company. The Company also manages liquidity risk via revolving credit facilities which are currently in place until November 2015.

Cash flow risk is the risk of exposure to variability in cash flows that is attributable to a particular risk associated with a recognised asset or liability such as future interest payments on a finance lease. The company manages this risk through monthly reporting and analysis of commitments and cash flow projections.

Foreign currency exchange risk

The Company is exposed to foreign exchange risks primarily arising from commercial transactions denominated in foreign currencies. The Company uses annual foreign currency forward contracts to reduce exposure to the variability of foreign exchange rates for EUR. During the year the Company had in place medium term foreign currency forward contracts to purchase Euros on a quarterly basis in order hedge the contracted commitments with media rights holders. The total value of these contracts totalled €13m (2014 - €5.5m).

Interest rate risk

The Company's exposure to the risk of changes in market interest rates has been removed following the repayment of the Group's long-term loan.

Strategic report (continued)

Principal risks and uncertainties (continued)

Competition

The Company operates in a number of competitive markets. This can result in a downward pressure on prices and loss of customers. The Company aims to mitigate this risk by continually expanding the range of products and services, monitoring the competition and its pricing strategy and continually investing in technology to ensure that the quality of service delivery remains unrivalled.

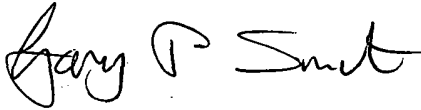
Data and transmission services

The Company's customers rely on real time data and uninterrupted content delivery. Loss of content would result in reduced quality in its services and potentially reduce income. Therefore, the Company has developed advanced disaster recovery solutions and has built back-up facilities which are located around the country.

Employees

The Company recognises that its employees are a key asset within the business. Losing key employees and being unable to recruit replacements with the right experience and skills could adversely impact the Company's performance. To manage this, the Company has training programmes to develop employees and has implemented several reward schemes that are linked to the Company's results and designed to retain key individuals.

Approved by the Board and signed on its behalf by:



G J Smith

Director

23 July 2015

Registered No. 04243307

Directors' report

The directors present their report and audited financial statements of Satellite Information Services Limited ('the Company') for the year ended 31 March 2015.

Results and dividends

The profit for the year after taxation amounted to £24,408,000 (2014 Restated – profit of £14,912,000). Dividends totalling £5,000,000 were declared during the year (2014 – Nil).

Prior year adjustment

The prior year comparatives within the financial statements have been restated following a review by SIS Management of the accounting treatment for customer contracts. The cyclical nature of the products and services provided by SIS means that there are a number of acceptable revenue recognition methodologies that could be adopted. Although the methodology adopted in prior years was acceptable, SIS Management now believe it appropriate to make a change within the current year to an alternative acceptable methodology that reflects current contracts more accurately. The effect of this is detailed within the financial statements (from page 11 onwards) and the Notes to the financial statements (Notes 1, 2, 9, 14, 20 and 21).

Going concern

The Company's business activities together with the factors affecting its future performance are described in the strategic report above. After making appropriate enquiries, the Directors believe that the Company has sufficient resources and support to continue as a going concern for the next twelve months. Accordingly the Company continues to adopt the going concern basis in preparing the report and financial statements.

Directors

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

N Clark	
G Irvine	(resigned 20 March 2015)
D Meynell	(resigned 1 April 2015)
G J Smith	

Political and charitable contribution

Charitable donations totalling £43,258 (2014 – £29,950) were paid during the year. No political donations were made in the current or prior year.

Disabled persons

The Company's policy is that applications for employment by disabled persons are always fully considered, bearing in mind the respective aptitudes and abilities of the applicant concerned. Furthermore, in the event of members of staff becoming disabled every effort would be made to ensure that their employment with the Company continued and appropriate training arranged. It is the policy of the Company that the training, career development and promotion of a disabled person should be, as far as possible, identical to that of a person who does not suffer from a disability.

Employee involvement

Consultation with employees or their representatives has continued at all levels, with the aim of ensuring that their views are taken into account in decisions which are likely to affect their interests, and that all employees are aware of the financial and economic performance of their business units, and of the Company as a whole.

Directors' report (continued)

Policy and practice on payment of creditors

The Company agrees terms and conditions for business transactions with their suppliers. Payment is made on these terms, subject to these terms being met by the supplier. The Company has approximately 18 days' purchases outstanding at 31 March 2015 (2014 – 16 days) based on the average daily amount invoiced by suppliers during the year.

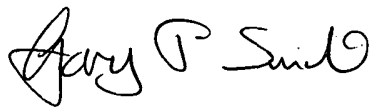
Disclosure of information to the auditors

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware. Having made enquiries of fellow directors and the company's auditor, each director has taken all the steps that he/she is obliged to take as a director in order to make himself/herself aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors, Ernst & Young LLP were appointed during the year ended 31 March 2008. In accordance with section 478(2) of the Companies Act 2006, Ernst & Young LLP are deemed to have been reappointed as auditors of the Company.

On behalf of the Board



G J Smith
Director

23 July 2015

Directors' responsibilities statement

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

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

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

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

Independent auditors' report

to the members of Satellite Information Services Limited

We have audited the financial statements of Satellite Information Services Limited for the year ended 31 March 2015 which comprise the Profit and Loss Account, the Statement of Total Recognised Gains and Losses, the Balance Sheet and the related notes 1 to 27. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of directors and auditor

As explained more fully in the Directors' Responsibilities Statement set out on page 8, 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 circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Annual Report and Financial Statements to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2015 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other 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.

Independent auditors' report (continued)

to the members of Satellite Information Services Limited

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Ernst & Young LLP

Tehseen Ali (Senior Statutory Auditor)
For and on behalf of Ernst & Young LLP (Statutory Auditor)
London

23 July 2015

Profit and loss account

for the year ended 31 March 2015

		2015	Restated 2014
	Notes	£000	£000
Turnover	2	227,658	218,399
Operating expenses		(198,864)	(197,652)
Operating profit before exceptional items	3	22,815	26,343
Exceptional items	4	5,979	(5,596)
Operating profit		28,794	20,747
Profit on disposal of tangible fixed assets		1	1
Interest receivable and similar income	7	369	142
Interest payable and similar charges	8	(441)	(609)
Profit on ordinary activities before taxation		28,723	20,281
Tax	9	(4,315)	(5,369)
Profit on ordinary activities after taxation		24,408	14,912

All amounts relate to continuing activities.

Statement of total recognised gains and losses

for the year ended 31 March 2015

		2015	Restated 2014
	Notes	£000	£000
Retained profit for the year		24,408	14,912
Actuarial loss on pension scheme	23	(2,973)	—
Deferred tax credit on pension scheme		590	—
Total gains recognised for the year	21	22,025	14,912

Balance sheet

at 31 March 2015

		2015	Restated 2014
	Notes	£000	£000
Fixed assets			
Intangible assets	10	44,531	62,425
Tangible assets	11	24,289	28,528
Investments	12	2,734	5,234
		<u>71,554</u>	<u>96,187</u>
Current assets			
Stock	13	2,064	2,607
Debtors	14	41,132	30,850
Cash at bank and in hand		24,966	24,045
		<u>68,162</u>	<u>57,502</u>
Creditors: amounts falling due within one year	16	(67,313)	(97,219)
Net current assets/(liabilities)		<u>849</u>	<u>(39,717)</u>
Total assets less current liabilities		<u>72,403</u>	<u>56,470</u>
Creditors: amounts falling due after more than one year	17	(6,464)	(7,556)
Provisions for liabilities	18	(991)	(991)
Net assets		<u>64,948</u>	<u>47,923</u>
Capital and reserves			
Called up share capital	19	—	—
Profit and loss account	20	64,948	47,923
Shareholders' funds	21	<u>64,948</u>	<u>47,923</u>

The financial statements were approved by the board of directors on 23 July 2015 and signed on its behalf by:



G J Smith
Director

Company registration number: 04243307

Notes to the financial statements

at 31 March 2015

1. Accounting policies

Basis of preparation

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

Going concern

The Company's business activities together with the factors affecting its future performance are described in the strategic report above. After making appropriate enquiries, the Director believes that the Company has sufficient resources and support to continue as a going concern for the next twelve months and into the future. Accordingly the Company continues to adopt the going concern basis in preparing the annual report and financial statements.

Group financial statements

The financial statements contain information about Satellite Information Services Limited as an individual company and do not contain consolidated financial information as the parent of a group. The Company has taken the exemption under section 405 of the Companies Act 2006 from the requirement to prepare group financial statements as it and its subsidiary undertakings are included in the group financial statements of Satellite Information Services (Holdings) Limited, a company registered in England and Wales, which is publicly available.

Statement cash flows

The Company is a wholly owned subsidiary undertaking of Satellite Information Services (Holdings) Limited, and is included in the publicly available group financial statements of Satellite Information Services (Holdings) Limited. Consequently, the Company has taken advantage of the exemption from preparing a cash flow statement under the terms of FRS 1 (revised 1996).

Turnover

Turnover, which excludes value added tax, represents the invoiced value of services supplied. Amounts received in advance from customers are deferred, and recognised in the profit and loss only once the service has been provided and, if for a period, over the term of the related contract.

SIS Managements' review of the revenue recognition methodology adopted in respect of customer contracts identified an alternative methodology to the acceptable methodology followed in prior years. SIS Management believe that the alternative methodology more accurately reflects the essence of its various customer contracts and as such it is appropriate that the change should be made within the current year. The effect on the financial statements is as follows: Opening shareholders' funds at 1 April 2013 reduce by £1,943,000; Profit for year to 31 March 2014 decreases by £318,000; Net Assets at 31 March 2014 reduce by £2,261,000.

Rendering of services

Turnover is recognised to the extent that the Company obtains the right to consideration in exchange for its performance. Turnover is measured at the fair value of the consideration received, excluding discounts, rebates, VAT and other sales taxes or duty.

Related party transactions

The Company is exempt under the terms of Financial Reporting Standard 8 from disclosing related party transactions with entities that are wholly owned subsidiaries of the Satellite Information Services (Holdings) Limited Group.

Intangible fixed assets

Rights

Costs to acquire broadcast rights are capitalised as intangible assets as at the date when the company has a contractual obligation to pay the acquisition cost. Where the payments are for a period over one year, the intangible asset is carried at the present value of the contracted future payments.

When the right to broadcast commences, the intangible asset is amortised over the term of the rights. The carrying value of broadcast rights are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

Notes to the financial statements

at 31 March 2015

1. Accounting policies (continued)

Tangible fixed assets

Tangible fixed assets are stated at their purchase price, together with any expenses of acquisition and installation.

Tangible fixed assets are written off in equal instalments over the following estimated useful asset lives:

Installed equipment	–	3 - 8 years
Studio equipment	–	5 years
Transport equipment	–	4 - 10 years
Fixtures, fittings and other equipment	–	3 - 7 years
Leasehold improvements	–	4 years or over the life of the lease

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

Assets that are in the process of being built for use are categorised as Assets Under Construction (AUCs). Once completed these assets are transferred to depreciating tangible fixed assets.

Investments

Investments are accounted for at the lower of cost or net realisable value.

Stock

All stock receipted into the warehouses is accounted for as stock until transferred to an uplink vehicle or licensed betting office (LBO). At this point the stock is transferred to fixed assets. Stock is valued at the lower of cost and net realisable value.

Net realisable value is based on estimated selling price less any further costs expected to be incurred to completion and disposal.

Deferred taxation

Deferred taxation is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more, or right to pay less or to receive more, tax, with the following exceptions:

- Provision is made for tax on gains arising from the revaluation (and similar fair value adjustments) of fixed assets, or gains on disposal of fixed assets that have been rolled over into replacement assets, only to the extent that, at the balance sheet date, there is a binding agreement to dispose of the assets concerned. However, no provision is made where, on the basis of all available evidence at the balance sheet date, it is more likely than not that the taxable gain will be rolled over into replacement assets and charged to tax only where the replacement assets are sold.
- Provision is made for deferred taxation that would arise on remittance of the retained earnings of subsidiaries, associates and joint ventures only to the extent that, at the balance sheet date, dividends have been accrued as receivable.
- Deferred tax assets are recognised only to the extent that the directors consider that it is 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 an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

Notes to the financial statements

at 31 March 2015

1. Accounting policies (continued)

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at exchange rates ruling at the end of the financial year. Transactions denominated in foreign currencies are translated into sterling at the exchange rate ruling on the date the transaction takes place unless related or matching forward foreign exchange contracts have been entered into when the rate specified in that contract is used. Any resultant foreign exchange differences are taken to the profit and loss account in the period in which they arise.

Operating leases

Rentals payable under operating leases are charged to the profit and loss account on a straight-line basis over the lease term.

Finance lease

Assets held under finance leases, which are leases where substantially all the risks and rewards of ownership of the asset have passed to the company, and hire purchase contracts are capitalised in the balance sheet and depreciated over the shorter of the lease term and the asset's useful lives. The capital elements of future obligations under leases and hire purchase contracts are included as liabilities in the balance sheet. The interest elements of the rental obligations are charged in the profit and loss account over the periods of the leases and hire purchase contracts and represent a constant proportion of the balance of capital repayments outstanding.

Where the Company operates as the lessor under a finance lease, the value of the leased asset is recorded as a receivable in the balance sheet. When the lease payments are received they are split into capital and interest elements and the capital element reduces this receivable. The interest on each payment is recorded as interest received.

Provisions

A provision is recognised when the group has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation.

Provisions for the expected costs of maintenance under guarantees are charged against profits when products have been invoiced. The effect of the time value of money is not material and therefore the provisions are not discounted.

Pensions

A subsidiary undertaking of the Company, SIS Outside Broadcasts Limited, operated a defined benefit pension scheme, which requires contributions to be made to separately administered funds. The scheme was closed to new members in April 2008, from which time membership of a defined contribution plan has been available. The defined benefit pension scheme was closed from 31 March 2011. In March 2014 a flexible apportionment arrangement was implemented to transfer the liabilities in the scheme from SIS Outside Broadcasts Limited to its parent undertaking Satellite Information Services Limited.

The cost of providing benefits under the defined benefit plan is determined using the projected unit method, which attributes entitlement to benefits to the current period (to determine current service cost) and to the current and prior periods (to determine the present value of defined benefit obligations) and is based on actuarial advice. Past service costs are recognised in profit or loss on a straight-line basis over the vesting period or immediately if the benefits have vested. When a settlement or a curtailment occurs the change in the present value of the scheme liabilities and the fair value of the plan assets reflects the gain or loss which is recognised in the profit and loss account. Losses are measured at the date that the employer becomes demonstrably committed to the transaction and gains when all parties whose consent is required are irrevocably committed to the transaction.

The interest element of the defined benefit cost represents the change in present value of scheme obligations resulting from the passage of time, and is determined by applying the discount rate to the opening present value of the benefit obligation, taking into account material changes in the obligation during the year. The expected return on plan assets is based on an assessment made at the beginning of the year of long-term market returns on scheme assets, adjusted for the effect on the fair value of plan assets of contributions received and benefits paid during the year. The difference between the expected return on plan assets and the interest cost is recognised in the profit and loss account as other finance income or expense.

Notes to the financial statements

at 31 March 2015

1. Accounting policies (continued)

Pensions (continued)

Actuarial gains and losses are recognised in full in the statement of total recognised gains and losses in the period in which they occur. The defined benefit pension asset or liability in the balance sheet comprises the total for each plan of the present value of the defined benefit obligation (using a discount rate based on high quality corporate bonds that have been rated at AA or equivalent status), less any past service cost not yet recognised and less the fair-value of plan assets out of which the obligations are to be settled directly. Fair value is based on market price information and in the case of quoted securities is the published bid price. The value of a net pension benefit asset is limited to the amount that may be recovered either through reduced contributions or agreed refunds from the scheme.

The Company operates a contributory money-purchase pension scheme. Payments made to the fund are charged in the financial statements as part of employment costs as incurred.

Derivative instruments

The Company uses forward foreign currency to reduce exposure to foreign exchange rates. The Company also uses interest rate swaps to adjust interest rate exposures. FRS 26: Financial Instruments: Measurement has not been applied.

2. Turnover

An analysis of turnover by geographical market is given below:

	2015 £000	Restated 2014 £000
UK and Ireland	212,503	203,958
Other	15,155	14,441
	<u>227,658</u>	<u>218,399</u>

Additional segmental disclosure by business unit is disclosed in the Satellite Information Services (Holdings) Limited financial statements.

3. Operating profit

This is stated after charging:

	2015 £000	2014 £000
Auditors' remuneration – audit services	105	100
– tax services	90	175
– other services	2	104
Depreciation of owned fixed assets (note 11)	7,514	8,089
Depreciation of assets held under finance leases (note 11)	1,833	1,989
Amortisation of Intangible asset (note 10)	16,144	11,495
Operating lease rentals – land and buildings	912	1,169
– other	9,613	9,453
Loss on foreign exchange	<u>844</u>	<u>276</u>

Notes to the financial statements

at 31 March 2015

4. Exceptional items

	2015 £000	2014 £000
Exceptional costs recognised in arriving at operating profit:		
Redundancy and relocation costs (a)	70	804
Restructuring costs (b)	460	1,006
Impairment of media rights option	–	1,400
Impairment of investment in subsidiary undertaking	–	395
Provision against intercompany debtors (c)	(6,509)	1,991
	<u>(5,979)</u>	<u>5,596</u>

- (a) The redundancy and relocation costs relate to the relocation of production facilities and central functions from London and Milton Keynes to MediaCity in Salford. The tax effect of the costs is a credit of £15,000 (2014: £185,000) and there has been a cash outflow of £70,000 (2014: £827,000) during the year ended 31 March 2015.
- (b) Restructuring costs relate to the wider group impact of the managed wind down of the external activities of the company's subsidiary undertaking. The tax effect of the costs is a credit of £97,000 and there has been a net cash outflow of £574,000 during the year ended 31 March 2015.
- (c) In 2013, the Company reviewed its recoverability of intercompany debtors following the announcement by its subsidiary undertaking, SIS Outside Broadcasts Limited, to exit the external outside broadcast sector, and thus made an exceptional charge of £23,633,000 through the profit and loss account. The credit in 2015 relates to the part release of this provision following the review of the expected recoverable amount at 31 March 2015. In 2014 the charge related to the closure of the SIS Link operations in France and the USA. There are no tax or cash impacts in either year.

5. Directors' remuneration

	2015 £000	2014 £000
Directors' remuneration in respect of qualifying services (excluding pension contributions)	<u>1,324</u>	<u>2,049</u>

The Company made contributions to a money purchase pension scheme totalling £87,148 (2014 – £123,261) on behalf of four directors (2014 – five).

Highest paid director

	2015 £000	2014 £000
Remuneration (excluding pension fund contributions) of the highest paid director	<u>480</u>	<u>644</u>

The Company made contributions to a money-purchase pension scheme of £31,980 (2014 – £31,200) on behalf of the highest paid director.

No share options have been granted to or exercised by any of the directors.

Notes to the financial statements

at 31 March 2015

6. Staff costs

	2015	2014
	£000	£000
Wages and salaries	24,350	23,496
Social security costs	2,574	2,373
Other pension costs	1,605	1,357
	<u>28,529</u>	<u>27,226</u>

The average monthly number of persons (including directors) employed by the Company was 626 (2014 – 605).

7. Interest receivable and similar income

	2015	2014
	£000	£000
Bank interest receivable	<u>369</u>	<u>142</u>

8. Interest payable and similar charges

	2015	2014
	£000	£000
Other finance costs	(116)	(174)
Finance charges payable under finance leases	(300)	(410)
Interest payable on loans from other group undertakings	(25)	(25)
	<u>(441)</u>	<u>(609)</u>

9. Tax

(a) Tax on profit on ordinary activities

The tax charge is made up as follows:

	2015	Restated 2014
	£000	£000
Current tax:		
UK corporation tax on the profit for the year	4,142	5,760
Group relief payable	–	26
Adjustments to current taxation in respect of prior years	(56)	(335)
Overseas tax	–	113
Double tax relief	–	(113)
Total current tax (note 9(b))	<u>4,086</u>	<u>5,451</u>
Deferred tax:		
Origination and reversal of timing differences	267	(82)
Adjustment in respect of previous periods	(32)	–
Effect of change in rates	(6)	–
Tax charge on profit on ordinary activities	<u>4,315</u>	<u>5,369</u>

Notes to the financial statements

at 31 March 2015

9. Tax (continued)

(b) Factors affecting tax charge for the year

The tax assessed for the year differs from the standard rate of corporation tax in the UK of 21% (2014 – 23%). The differences are explained below:

	2015 £000	Restated 2014 £000
Profit on ordinary activities before tax	28,723	20,281
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 21% (2014 – 23%)	6,032	4,665
<i>Effects of:</i>		
Expenses not deductible for tax purposes	124	818
Capital allowances in advance of depreciation	417	603
Group relief claimed for nil payment	–	(232)
Other timing differences	(2,431)	(68)
Adjustments in respect of prior years	(56)	(335)
Current tax for the year (note 9(a))	4,086	5,451

(c) Deferred tax

	2015 £000	Restated 2014 £000
Included in debtors (note 14)	1,764	1,292
Included in defined benefit pension (note 23)	–	99
	1,764	1,391
Decelerated capital allowances	1,699	1,269
Other timing differences	65	122
Deferred tax asset	1,764	1,391

The opening and closing deferred tax positions can be reconciled as follows:

	£000
At 1 April 2014	1,391
Charge to profit and loss account	(249)
Adjustments in respect of prior years	32
Credit to statement of total recognised gains and losses	590
At 31 March 2015	1,764

There are no unprovided amounts in respect of deferred tax.

Notes to the financial statements

at 31 March 2015

9. Tax (continued)

(d) Factors affecting future tax charges

In his Budget of 8 July 2015 the Chancellor of the Exchequer announced certain changes which have an effect on the company's future tax position. The proposals included reductions in the corporation tax rate to 19% from 1 April 2017 and to 18% from 1 April 2020. As at the balance sheet date the changes had not been substantively enacted and they are not reflected in the financial statements. The effect on the Company of these proposed changes to the UK tax system will be reflected in the Company's financial statements in future years as appropriate.

10. Intangible fixed assets

	<i>Total</i> <i>£000</i>
Cost:	
At 1 April 2014	85,784
Disposals	(1,750)
At 31 March 2015	<u>84,034</u>
Amortisation:	
At 1 April 2014	23,359
Charge for the year	16,144
At 31 March 2015	<u>39,503</u>
Net book amount:	
At 31 March 2015	<u>44,531</u>
At 1 April 2014	<u>62,425</u>

The group invests in future core media rights from significant UK and overseas racecourse and dog track groups. Lead-in amounts are payable on these agreements between the date the contracts were signed and the start date for the rights.

Notes to the financial statements

at 31 March 2015

11. Tangible fixed assets

	<i>Installed equipment £000</i>	<i>Studio equipment £000</i>	<i>Transport equipment £000</i>	<i>Fixtures, fittings and other equipment £000</i>	<i>Leasehold improve- ment £000</i>	<i>Payment on account /AUC's £000</i>	<i>Total £000</i>
Cost:							
At 1 April 2014	31,092	15,739	29,328	24,733	11,157	2,603	114,652
Additions	225	81	158	764	66	4,568	5,862
Transfers	–	–	4,412	1,528	–	(5,940)	–
Disposals	(1,267)	(2,046)	(8,945)	(2,055)	(254)	–	(14,567)
At 31 March 2015	30,050	13,774	24,953	24,970	10,969	1,231	105,947
Depreciation:							
At 1 April 2014	28,899	11,402	24,102	13,921	7,800	–	86,124
Charge for the year	678	1,070	2,449	3,975	1,175	–	9,347
Disposals	(1,100)	(2,046)	(8,508)	(1,905)	(254)	–	(13,813)
At 31 March 2015	28,477	10,426	18,043	15,991	8,721	–	81,658
Net book amount:							
At 31 March 2015	1,573	3,348	6,910	8,979	2,248	1,231	24,289
At 1 April 2014	2,193	4,337	5,226	10,812	3,357	2,603	28,528

Included in the amounts above are the following amounts relating to leased assets:

	<i>Studio equipment £000</i>	<i>Transport equipment £000</i>	<i>Fixtures and fittings £000</i>	<i>Leasehold improvements £000</i>	<i>Total £000</i>
Cost:					
At 1 April 2014	938	835	7,710	3,348	12,831
Disposal	–	(835)	–	–	(835)
At 31 March 2015	938	–	7,710	3,348	11,996
Depreciation:					
At 1 April 2014	313	387	1,936	1,076	3,712
Charge for the year	140	27	1,138	528	1,833
Disposal	–	(414)	–	–	(414)
At 31 March 2015	453	–	3,074	1,604	5,131
Net book amount					
At 31 March 2015	485	–	4,636	1,744	6,865
At 1 April 2014	625	448	5,774	2,272	9,119

Notes to the financial statements (continued)

for the year ended 31 March 2015

12. Investments

	<i>Total</i> <i>£000</i>
Cost:	
At 1 April 2014	7,589
Disposals	(2,500)
At 31 March 2015	<u>5,089</u>
Provision for impairment:	
At 1 April 2014	2,355
At 31 March 2015	<u>2,355</u>
Net book amount:	
At 31 March 2015	<u>2,734</u>
At 1 April 2014	<u>5,234</u>

<i>Name</i>	<i>Country of Incorporation</i>	<i>Ownership</i>
SIS Outside Broadcasts Limited	England	100%
SIS Live Limited (previously Fatpipe Satcom Limited)	England	100%
SISLink Inc	USA	100%
SISLink SARL	France	100%
SIS Live Partnership	n/a	70%
dock10 Studios Limited	England	50%

In December 2009, Satellite Information Services Limited and SIS Outside Broadcasts Limited entered into a partnership agreement. The purpose of this partnership is to carry on the joint obligations under the Commonwealth Games 2010 (CWG) contract. The name of the partnership, under the terms of the partnership agreement, is SIS Live.

As at 31 March 2015 the carrying value of Satellite Information Services Limited's investment in the SIS Live Partnership has been fully provided for due to the partnership holding an overall net liability position of which the Company's share was as follows:

	<i>2015</i> <i>£000</i>	<i>2014</i> <i>£000</i>
Share of assets	2,950	3,384
Share of liabilities	(5,655)	(5,681)
	<u>(2,705)</u>	<u>(2,297)</u>

Notes to the financial statements (continued)

for the year ended 31 March 2015

13. Stocks

	2015	2014
	£000	£000
Finished goods	2,064	2,607

14. Debtors

	2015	Restated 2014
	£000	£000
Trade debtors	12,982	13,655
Amounts owed by group undertakings	1,472	1,114
Other debtors	6,822	918
Prepayments and accrued income	18,092	13,871
Deferred tax asset (note 9(c))	1,764	1,292
	41,132	30,850

15. Obligations under finance leases

	2015	2014
	£000	£000
Amounts payable:		
Within one year	2,624	2,886
In two to five years	4,898	7,987
Less: finance charges allocated to future periods	(405)	(759)
	7,117	10,114

Notes to the financial statements (continued)

for the year ended 31 March 2015

16. Creditors: amounts falling due within one year

	2015	2014
	£000	£000
Obligations under finance leases (note 15)	2,403	2,558
Trade creditors	10,152	9,592
Amounts owed to group undertakings	20,633	48,564
Corporation tax	2,311	3,719
Other creditors	1,368	1,891
Other taxation and social security	4,552	3,567
Deferred income and payments in advance	10,931	12,828
Deferred rights consideration	–	600
Accruals	14,963	13,900
	<u>67,313</u>	<u>97,219</u>

Included within amounts owed to group undertakings is £5,222,000 representing the deferred consideration and interest on the deferred consideration, calculated at the Royal Bank of Scotland base rate, on the sale in 2002 of the Spacebit Limited business to Satellite Information Services Limited.

17. Creditors: amounts falling due after more than one year

	2015	2014
	£000	£000
Deferred rights consideration	1,750	–
Obligations under finance leases (note 15)	4,714	7,556
	<u>6,464</u>	<u>7,556</u>

Total deferred rights consideration as at 31 March 2015 of £1,750,000 (2014 – £600,000) represents payments due for upfront rights costs.

To mitigate the exposure to foreign exchange risk inherent in foreign operations and contracts the Company has entered into forward contracts for €13m (2014 - €5.5m) and the liability on these contracts at the balance sheet date are valued as follows:

	2015	2014
	£000	£000
Interest rate swap	–	(19)
Forward contracts	<u>(680)</u>	<u>(397)</u>

Notes to the financial statements (continued)

for the year ended 31 March 2015

18. Provisions for liabilities

	<i>Property</i> £000	<i>WEEE</i> £000	<i>Total</i> £000
At 1 April 2014	627	364	991
Utilised during the year	–	(32)	(32)
(Credit)/charge for the year	32	–	32
At 31 March 2015	<u>659</u>	<u>332</u>	<u>991</u>

Property

The property provision relates to the obligations on surrender of property leases to re-instate the premises to the same state and condition as before occupancy including making good all damage caused by removal and the onerous element of lease commitments for properties that will become vacant prior to the lease end date. The provision is based on independent advice and is management's best estimate of the provision required as at 31 March 2015. The provision will be utilised by 2025.

WEEE

The WEEE provision relates to the collection, treatment and recovery of waste electrical equipment that is leased to licensed betting offices in the UK.

19. Issued share capital

	<i>No.</i>	<i>2015</i> £	<i>No.</i>	<i>2014</i> £
<i>Allotted, called up and fully paid</i>				
Ordinary shares of £1 each	1	<u>1</u>	1	<u>1</u>

20. Movements on reserves

	<i>Profit and loss account</i> £000
At 1 April 2014	47,923
Total gains and losses recognised for the year	22,025
Dividends paid	<u>(5,000)</u>
At 31 March 2015	<u>64,948</u>

Notes to the financial statements (continued)

for the year ended 31 March 2015

21. Reconciliation of shareholders' funds

	2015	2014
	£000	£000
Opening shareholders' funds	47,923	33,011
Dividends paid	(5,000)	–
Total gains and losses recognised for the year	22,025	14,912
Closing shareholders' funds	<u>64,948</u>	<u>47,923</u>

22. Capital commitments

The Company has the following capital commitments:

	2015	2014
	£000	£000
Capital expenditure	<u>321</u>	<u>4,688</u>

23. Pensions

The company is the parent undertaking of SIS Outside Broadcasts Limited. The SIS Outside Broadcasts Pension Scheme began on 1 April 2008 and was created to reflect the old BBC defined benefit scheme for SIS Outside Broadcasts Limited employees. The scheme is funded by payment of contributions to a separately administered scheme and is the only final salary scheme within the group. This pension scheme was closed from 31 March 2011. In March 2014 a flexible apportionment arrangement was implemented to transfer the liabilities in the scheme from SIS Outside Broadcasts Limited to the company.

The valuation used in these accounts has been based on the most recent actuarial valuation at 31 March 2015. The scheme assets are stated at their market values at the respective balance sheet dates and overall expected rates of return are established by applying published brokers' forecasts to each category of scheme assets.

The assets and liabilities of the schemes at 31 March 2015 are:

	2015	2014
	£000	£000
Corporate Bonds	19,585	13,551
Cash	133	24
Fair value of scheme assets	<u>19,718</u>	<u>13,575</u>
Present value of defined benefit obligation	<u>(17,410)</u>	<u>(14,069)</u>
Surplus/(deficit)	2,308	(494)
Irrecoverable surplus	(2,308)	–
Deferred tax	–	99
Defined benefit pension asset/(liability)	<u>–</u>	<u>(395)</u>

Notes to the financial statements (continued)

for the year ended 31 March 2015

23. Pensions (continued)

The amounts recognised in the profit and loss account and in the statement of total recognised gains and losses for the year are analysed as follows:

	2015 £000	2014 £000
Recognised in the profit and loss account		
Expected return on assets	(598)	—
Interest cost	631	—
Total charge to profit and loss account	33	—

	2015 £000	2014 £000
Taken to the statement of total recognised gains and losses		
Actual return on scheme assets	2,734	—
Less expected return on scheme assets	(598)	—
	2,136	—
Irrecoverable surplus	(2,308)	—
Actuarial loss on the defined benefit obligation	(2,801)	—
Actuarial loss recognised in the statement of total recognised gains and losses	(2,973)	—

	2015	2014
Main assumptions:		
Discount rate	3.5%	4.5%
Salary growth	N/A	N/A
Inflation assumption	3.4%	3.6%
Rate of increase in pension payments – RPI up to 10%	3.4%	3.6%
Rate of increase in pension payments – RPI up to 5%	3.3%	3.4%
Expected return on assets	2.7%	4.3%
Base Mortality Table	S2PMA-L/S2PFA_L	PCMA00
Loading to mortality rates	90%	90.0%
Mortality Projection Basis	CMI 2014 (core) projection with 1% p.a. long term improvements	CMI 2013 (core) projection with 1% p.a. long term improvements

Notes to the financial statements (continued)

for the year ended 31 March 2015

23. Pensions (continued)

Changes in the present value of the defined benefit obligations are analysed as follows:

	2015 £000	2014 £000
At 1 April	14,069	13,348
Interest cost	631	611
Actuarial loss	2,801	233
Benefits paid	(91)	(123)
At 31 March	<u>17,410</u>	<u>14,069</u>

Changes in the fair value of plan assets are analysed as follows

	2015 £000	2014 £000
At 1 April	13,575	13,538
Expected return on plan assets	598	553
Employer contributions	3,500	–
Actuarial experienced gains/(losses)	2,136	(393)
Benefits paid	(91)	(123)
At 31 March	<u>19,718</u>	<u>13,575</u>

Amounts for the current and three previous periods are:

	2015 £000	2014 £000	2013 £000	2012 £000
Fair value of assets	19,718	13,575	13,538	11,810
Present value of defined benefit obligation	(17,410)	(14,069)	(13,348)	(11,865)
Surplus/(Shortfall)	2,308	(494)	190	(55)
Irrecoverable surplus	(2,308)	190	(190)	–
Experience adjustment on plan assets	2,136	(393)	1,242	864
Experience adjustment on plan liabilities	–	–	–	90

The cumulative amount of actuarial gains and losses recognised since 1 April 2014 in the statement of total recognised gains and losses of the Company is a net loss of £2,973,000 (2014 – Nil).

Notes to the financial statements (continued)

for the year ended 31 March 2015

24. Other financial commitments

At 31 March 2015 the company had annual commitments under non-cancellable operating leases as set out below:

	2015		2014	
	<i>Land and buildings</i>	<i>Other</i>	<i>Land and buildings</i>	<i>Other</i>
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>
Operating leases which expire:				
Within one year	16	190	–	530
In two to five years	122	5,415	141	5,281
Over five years	737	4,254	737	3,412
	<u>875</u>	<u>9,859</u>	<u>878</u>	<u>9,223</u>

25. Related party transactions

During the year the group entered into transactions, in the ordinary course of business, with other related parties. The Company has taken advantage of the exemption in FRS 8, not to disclose transactions with its wholly owned subsidiaries. Transactions entered into, and trading balances outstanding at 31 March, are as follows:

<i>Related party</i>	<i>Sales to related party</i>	<i>Purchases from related party</i>	<i>Tax losses of related party utilised</i>	<i>Amounts owed from related party</i>	<i>Amounts owed to related party</i>
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>
Ladbroke plc					
2015	44,714	82	–	1,715	18
2014	<u>43,934</u>	<u>146</u>	<u>–</u>	<u>485</u>	<u>17</u>
William Hill Organization Limited					
2015	40,773	68	–	402	5
2014	<u>36,993</u>	<u>71</u>	<u>–</u>	<u>1,249</u>	<u>9</u>
Catalyst Media Group plc					
2015	–	–	16	–	–
2014	<u>–</u>	<u>–</u>	<u>26</u>	<u>–</u>	<u>–</u>
Caledonia Investments plc					
2015	–	–	–	–	–
2014	<u>–</u>	<u>–</u>	<u>632</u>	<u>–</u>	<u>632</u>
dock10 Limited					
2015	134	22	–	–	–
2014	<u>121</u>	<u>12</u>	<u>–</u>	<u>–</u>	<u>–</u>

Ladbroke plc owns 23.41%, William Hill Organization Limited owns 19.51%, Catalyst Media Group plc owns 20.54% and Caledonia Investments plc owns 22.55% of the ordinary shares in the holding company Satellite Information Services (Holdings) Limited.

In July 2010 Satellite Information Services Limited entered into a joint venture agreement with Peel Media Services (Studios) Limited to form dock10 Limited which provides studio technical and production facilities at Media City in Salford.

Notes to the financial statements (continued)

for the year ended 31 March 2015

26. Ultimate parent undertaking and controlling party

The immediate and ultimate parent undertaking and controlling party is Satellite Information Services (Holdings) Limited, a Company incorporated in England, which is the parent undertaking of the only group to consolidate these financial statements. Copies of Satellite Information Services (Holdings) Limited financial statements are available from the following address:

Satellite Information Services (Holdings) Limited
Unit 1/2 Whitehall Avenue
Kingston
Milton Keynes
Buckinghamshire MK10 0AX

27. Post balance sheet event

Following a review of the overall group structure, SIS Live will begin 2015-2016 as a standalone entity, with the transfer of all related assets and liabilities at net book value out of SIS Limited and into a wholly owned subsidiary company, SIS Live Limited (previously known as Fatpipe Satcom Limited). The principal aim of this was to achieve a clear separation of the SIS Live business, to allow it to operate independently, make the right decisions for its stakeholders and as a result become more efficient and profitable.