

Financial Accounting

Module 1 Cases

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Q1-1: What are the main components of General Mills' annual report?



Financial Summary (pg. 10)

Selected Financial Data (pg. 12)

Management's Discussion and Analysis of
Financial Condition and Results of Operations
(pg. 13)

Non-GAAP Measures (pg. 35)

Q1-1: What are the main components of General Mills' annual report?



Reports of Management and Independent
Registered Public Accounting Firm (pg. 45)
Consolidated Financial Statements (pg. 47)

Q1-2: Which are General Mills' three largest assets?



1. Goodwill
 2. Other intangible assets
 3. Land, buildings, and equipment
- (from the Consolidated Balance Sheets)

CONSOLIDATED BALANCE SHEETS

GENERAL MILLS, INC. AND SUBSIDIARIES

In Millions, Except Par Value

May 28, 2017 May 29, 2016

ASSETS

Current assets:

Cash and cash equivalents	\$ 766.1	\$ 763.7
Receivables	1,430.1	1,360.8
Inventories	1,483.6	1,413.7
Prepaid expenses and other current assets	381.6	399.0

Total current assets	4,061.4	3,937.2
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Land, buildings, and equipment	3,687.7	3,743.6
Goodwill	8,747.2	8,741.2
Other intangible assets	4,530.4	4,538.6
Other assets	785.9	751.7
Total assets	\$ 21,812.6	\$ 21,712.3

Q1-3: Would you expect these to be General Mills' main assets given the nature of its business?

It is not surprising that goodwill and other intangible assets are the largest assets, given the nature of General Mills' business [the other intangible assets include brands, franchise agreements, and customer relationships (see *Note 6: Goodwill and Other Intangible Assets*)]. It is also not surprising that land, buildings, and equipment is a large asset since General Mills is a manufacturer.



NOTE 6. GOODWILL AND OTHER INTANGIBLE ASSETS

The components of goodwill and other intangible assets are as follows:

In Millions	May 28, 2017	May 29, 2016
Goodwill	\$ 8,747.2	\$ 8,741.2
Other intangible assets:		
Intangible assets not subject to amortization:		
Brands and other indefinite-lived intangibles	4,161.1	4,147.5
Intangible assets subject to amortization:		
Franchise agreements, customer relationships, and other finite-lived intangibles	524.8	536.9
Less accumulated amortization	(155.5)	(145.8)
Intangible assets subject to amortization	369.3	391.1
Other intangible assets	4,530.4	4,538.6
Total	\$13,277.6	\$13,279.8

From Note 6: *Goodwill
and Other Intangible Assets*

Q1-4: Which are the two largest liabilities?

1. Long-term debt
2. Accounts payable

(from pg. 48 the Consolidated Balance Sheets)

CONSOLIDATED BALANCE SHEETS

GENERAL MILLS, INC. AND SUBSIDIARIES

In Millions, Except Par Value

May 28, 2017 May 29, 2016

LIABILITIES AND EQUITY

Current liabilities:

Accounts payable	\$ 2,119.8	\$ 2,046.5
Current portion of long-term debt	604.7	1,103.4
Notes payable	1,234.1	269.8
Other current liabilities	1,372.2	1,595.0
Total current liabilities	5,330.8	5,014.7
Long-term debt	7,642.9	7,057.7
Deferred income taxes	1,719.4	1,399.6
Other liabilities	1,523.1	2,087.6
Total liabilities	16,216.2	15,559.6

Q1-5: What types of obligations are represented by these liabilities?



The long-term debt consists mainly of notes payable (see *Note 8: Debt*). Accounts payable most likely consists of amounts due to suppliers, given the nature of General Mills' business.



A summary of our long-term debt is as follows:

In Millions	May 28, 2017	May 29, 2016
5.65% notes due February 15, 2019	\$1,150.0	\$1,150.0
5.7% notes due February 15, 2017	—	1,000.0
3.15% notes due December 15, 2021	1,000.0	1,000.0
3.2% notes due February 10, 2027	750.0	—
Euro-denominated 2.1% notes due November 16, 2020	559.2	555.8
Euro-denominated 1.0% notes due April 27, 2023	559.2	555.8
Euro-denominated floating-rate notes due January 15, 2020	559.2	555.8
1.4% notes due October 20, 2017	500.0	500.0
5.4% notes due June 15, 2040	500.0	500.0
4.15% notes due February 15, 2043	500.0	500.0
3.65% notes due February 15, 2024	500.0	500.0
2.2% notes due October 21, 2019	500.0	500.0
Euro-denominated 1.5% notes due April 27, 2027	447.3	444.6
Euro-denominated floating-rate notes due March 20, 2019	335.5	—
Euro-denominated 2.2% notes due June 24, 2021	222.8	221.0
Medium-term notes, 0.02% to 6.59%, due fiscal 2018 or later	204.2	204.2
Other, including debt issuance costs and capital leases	(39.8)	(26.1)
	8,247.6	8,161.1
Less amount due within one year	(604.7)	(1,103.4)
Total long-term debt	\$7,642.9	\$7,057.7

From Note 8: Debt; pg. 70

Q1-6: What is the value of shareholders' equity?



Total shareholders' equity (i.e., 'stockholders' equity') is equal to:

\$4,327.9 million
(from the Consolidated Balance Sheets)

CONSOLIDATED BALANCE SHEETS

GENERAL MILLS, INC. AND SUBSIDIARIES

In Millions, Except Par Value	May 28, 2017	May 29, 2016
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	\$ 2,119.8	\$ 2,046.5
Current portion of long-term debt	604.7	1,103.4
Notes payable	1,234.1	269.8
Other current liabilities	1,372.2	1,595.0
Total current liabilities	5,330.8	5,014.7
Long-term debt	7,642.9	7,057.7
Deferred income taxes	1,719.4	1,399.6
Other liabilities	1,523.1	2,087.6
Total liabilities	16,216.2	15,559.6
Redeemable interest	910.9	845.6
Stockholders' equity:		
Common stock, 754.6 shares issued, \$0.10 par value	75.5	75.5
Additional paid-in capital	1,120.9	1,177.0
Retained earnings	13,138.9	12,616.5
Common stock in treasury, at cost, shares of 177.7 and 157.8	(7,762.9)	(6,326.6)
Accumulated other comprehensive loss	(2,244.5)	(2,612.2)
Total stockholders' equity	4,327.9	4,930.2
Noncontrolling interests	357.6	376.9
Total equity	4,685.5	5,307.1
Total liabilities and equity	\$ 21,812.6	\$ 21,712.3

See accompanying notes to consolidated financial statements.

Q1-7: What is the value of net sales for fiscal year 2017?

Net sales is equal to:

\$15,619.8 million

(from the Consolidated Statements of Earnings)

CONSOLIDATED STATEMENTS OF EARNINGS

GENERAL MILLS, INC. AND SUBSIDIARIES

In Millions, Except per Share Data	Fiscal Year		
	2017	2016	2015
Net sales	\$ 15,619.8	\$ 16,563.1	\$ 17,630.3
Cost of sales	10,056.0	10,733.6	11,681.1
Selling, general, and administrative expenses	2,801.3	3,118.9	3,328.0
Divestitures loss (gain)	13.5	(148.2)	—
Restructuring, impairment, and other exit costs	182.6	151.4	543.9
Operating profit	2,566.4	2,707.4	2,077.3
Interest, net	295.1	303.8	315.4
Earnings before income taxes and after-tax earnings from joint ventures	2,271.3	2,403.6	1,761.9
Income taxes	655.2	755.2	586.8
After-tax earnings from joint ventures	85.0	88.4	84.3
Net earnings, including earnings attributable to redeemable and noncontrolling interests	1,701.1	1,736.8	1,259.4
Net earnings attributable to redeemable and noncontrolling interests	43.6	39.4	38.1
Net earnings attributable to General Mills	\$ 1,657.5	\$ 1,697.4	\$ 1,221.3
Earnings per share - basic	\$ 2.82	\$ 2.83	\$ 2.02
Earnings per share - diluted	\$ 2.77	\$ 2.77	\$ 1.97
Dividends per share	\$ 1.92	\$ 1.78	\$ 1.67

See accompanying notes to consolidated financial statements.

Q1-8: What was the net income (or “net earnings”) for fiscal year 2017?

Net earnings is equal to:

\$1,701.1 million

(from the Consolidated Statements of Earnings)

CONSOLIDATED STATEMENTS OF EARNINGS

GENERAL MILLS, INC. AND SUBSIDIARIES

In Millions, Except per Share Data	Fiscal Year		
	2017	2016	2015
Net sales	\$ 15,619.8	\$ 16,563.1	\$ 17,630.3
Cost of sales	10,056.0	10,733.6	11,681.1
Selling, general, and administrative expenses	2,801.3	3,118.9	3,328.0
Divestitures loss (gain)	13.5	(148.2)	—
Restructuring, impairment, and other exit costs	182.6	151.4	543.9
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Net earnings attributable to redeemable and noncontrolling interests	43.6	39.4	38.1
Net earnings attributable to General Mills	\$ 1,657.5	\$ 1,697.4	\$ 1,221.3
Earnings per share - basic	\$ 2.82	\$ 2.83	\$ 2.02
Earnings per share - diluted	\$ 2.77	\$ 2.77	\$ 1.97
Dividends per share	\$ 1.92	\$ 1.78	\$ 1.67

See accompanying notes to consolidated financial statements.

Q1-9: What does the net income number represent?



Net earnings measures the financial performance of General Mills over the past fiscal year. For General Mills, net earnings is net sales plus any divestitures gain and after-tax earnings from joint ventures less:

- cost of sales;
- SG&A expenses;
- divestitures loss;
- restructuring, impairment, and other exit costs;
- net interest;
- income taxes

Q1-10: Where can you learn how the company accounts for inventories?

In the Notes to Consolidated Financial Statements, *Note 2. Summary of Significant Accounting Policies; “Inventories”*; pg. 51

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Inventories All inventories in the United States other than grain are valued at the lower of cost, using the last-in, first-out (LIFO) method, or market. Grain inventories are valued at net realizable value, and all related cash contracts and derivatives are valued at fair value, with all net changes in value recorded in earnings currently.

Inventories outside of the United States are generally valued at the lower of cost, using the first-in, first-out (FIFO) method, or net realizable value.

Shipping costs associated with the distribution of finished product to our customers are recorded as cost of sales, and are recognized when the related finished product is shipped to and accepted by the customer.

Q1-11: What are the main components of General Mills' inventories as of May 28, 2017? Please quantify. I

Raw materials and packaging: \$395.4 million

Finished goods: \$1,224.3 million

Grain: \$73.0 million

(Note 17: Supplemental Information; pg. 86)

NOTE 17. SUPPLEMENTAL INFORMATION

The components of certain Consolidated Balance Sheet accounts are as follows:

In Millions	May 28, 2017	May 29, 2016
Inventories:		
Raw materials and packaging	\$ 395.4	\$ 397.3
Finished goods	1,224.3	1,163.1
Grain	73.0	72.6
Excess of FIFO over LIFO cost ^(a)	(209.1)	(219.3)
Total	\$ 1,483.6	\$ 1,413.7

(a) Inventories of \$893.8 million as of May 28, 2017, and \$841.0 million as of May 29, 2016, were valued at LIFO. The difference between replacement cost and the stated LIFO inventory value is not materially different from the reserve for the LIFO valuation method.

Q2-1: Classify the following items as an asset (A), a liability (L), or shareholders' Equity (E) for Dick's Sporting Goods Inc.

E a. Retained earnings

A b. Income taxes receivable

L c. Other L-T debt and leasing oblig.

A d. Inventories, net

A e. Prepaid exp.

L f. Accounts payable

E g. Additional paid-in capital

L h. Income taxes payable

A i. Accounts receivable, net

E j. Common stock

Q3-1: How would you classify each of the items below?

	Current Assets	Fixed Assets	Current Liabilities	Long-Term Liabilities	Shareholders' Equity
(a) An agreement to hire one person to work as a server					
(b) A roasting machine used to roast coffee beans		X			
(c) Utilities for the current month payable next month			X		
(d) \$4,000 in cash on hand	X				
(e) 1,000 shares of common stock					X
(f) 50,000 kilograms of coffee beans	X				
(g) An invoice from the main supplier of coffee beans			X		
(h) A bank note, due in 3 years				X	

Q4-1: What are the main components of British Petroleum's annual report?



Strategic Report:

- Chairman's letter (pg. 6) and Group chief executive's letter (pg. 8)
- BP investor proposition (pg. 12)
- Group performance (pg. 19)
- Sustainability (pg. 43)
- How we manage risk (pg. 53) and Risk factors (pg. 55)

Corporate Governance:

- Committee reports (pg. 75)
- Directors' remuneration report (pg. 87)

Q4-1: What are the main components of British Petroleum's annual report?



Financial Statements:

- Independent Auditor's report (pg. 114)
- Group income statement (pg. 129) and statement of comprehensive income (pg. 130)
- Group statement of changes in equity (pg. 131)
- Group balance sheet (pg. 132)
- Group cash flow statement (pg. 133)
- Notes on financial statements (pg. 134)

Q4-1: What are the main components of British Petroleum's annual report?



Additional Disclosures (pg. 273)

Shareholder Information (pg. 305)

Q4-2: Which are British Petroleum's three largest assets?

1. Property, plant, and equipment
 2. Trade and other receivables
 3. Cash and cash equivalents
- (from the Group Balance Sheet)

Group balance sheet

At 31 December			
	Note	2018	\$ million 2017
Non-current assets			
Property, plant and equipment	12	135,261	129,471
Goodwill	14	12,204	11,551
Intangible assets	15	17,284	18,355
Investments in joint ventures	16	8,647	7,994
Investments in associates	17	17,673	16,991
Other investments	18	1,341	1,245
Fixed assets		192,410	185,607
Loans		637	646
Trade and other receivables	20	1,834	1,434
Derivative financial instruments	30	5,145	4,110
Prepayments		1,179	1,112
Deferred tax assets	9	3,706	4,469
Defined benefit pension plan surpluses	24	5,955	4,169
		210,866	201,547
Current assets			
Loans		326	190
Inventories	19	17,988	19,011
Trade and other receivables	20	24,478	24,849
Derivative financial instruments	30	3,846	3,032
Prepayments		963	1,414
Current tax receivable		1,019	761
Other investments	18	222	125
Cash and cash equivalents	25	22,468	25,586
		71,310	74,968
Total assets		282,176	276,515

Q4-3: Would you expect these to be British Petroleum's main assets given the nature of its business?

It is not surprising that Property, plant, and equipment (which includes oil and gas properties; plant, machinery, and equipment; and oil deposits, storage tanks, and service stations) is the largest asset given the nature of British Petroleum's business.

Q4-4: Which are the two largest liabilities?

1. Finance debt (non-current)
 2. Trade and other payables
- (from the Group Balance Sheet)

Group balance sheet

At 31 December		\$ million	
	Note	2018	2017
Current liabilities			
Trade and other payables	22	46,265	44,209
Derivative financial instruments	30	3,308	2,808
Accruals		4,626	4,960
Finance debt	26	9,373	7,739
Current tax payable		2,101	1,686
Provisions	23	2,564	3,324
		68,237	64,726
Non-current liabilities			
Other payables	22	13,830	13,889
Derivative financial instruments	30	5,625	3,761
Accruals		575	505
Finance debt	26	56,426	55,491
Deferred tax liabilities	9	9,812	7,982
Provisions	23	17,732	20,620
Defined benefit pension plan and other post-retirement benefit plan deficits	24	8,391	9,137
		112,391	111,385
Total liabilities		180,628	176,111

Q4-5: What types of obligations are represented by these liabilities?



The finance debt consists mainly of long-term borrowings (see *Note 26: Finance Debt*). Trade and other payables (see *Note 22: Trade and Other Payables*) consists primarily of:

- Trade payables
- Amounts payable to joint ventures and associates
- Payables for capital expenditure and acquisitions
- Payables related to the Gulf of Mexico oil spill
- Sales taxes, customs duties, production taxes, and social security

26. Finance debt

				\$ million		
	2018			2017		
	Current	Non-current	Total	Current	Non-current	Total
Borrowings	9,329	55,803	65,132	7,701	54,873	62,574
Net obligations under finance leases	44	623	667	38	618	656
	9,373	56,426	65,799	7,739	55,491	63,230

The main elements of current borrowings are the current portion of long-term borrowings that is due to be repaid in the next 12 months of \$7,175 million (2017 \$6,849 million) and issued commercial paper of \$2,040 million (2017 \$744 million). Finance debt does not include accrued interest, which is reported within other payables.

22. Trade and other payables

					\$ million	
	2018				2017	
	Current	Non-current	Current	Non-current	Current	Non-current
Financial liabilities						
Trade payables	26,252	—	26,983	—		
Amounts payable to joint ventures and associates	2,369	—	1,857	—		
Payables for capital expenditure and acquisitions ^a	7,325	1,345	3,810	1,269		
Payables related to the Gulf of Mexico oil spill ^b	2,279	11,922	2,089	12,253		
Other payables	4,980	318	5,733	60		
	43,205	13,585	40,472	13,582		
Non-financial liabilities						
Sales taxes, customs duties, production taxes and social security	2,272	35	2,586	50		
Other payables	788	210	1,151	257		
	3,060	245	3,737	307		
	46,265	13,830	44,209	13,889		

^a Includes \$3,514 million deferred consideration relating to the acquisition of Petrohawk Energy Corporation from BHP Billiton Petroleum (North America) Inc. See Note 3 for further information.

^b See Note 2 for further information.

Materially all of BP's trade payables have payment terms in the range of 30 to 60 days and give rise to operating cash flows. The active management of supplier payment terms within this range enables BP to optimize and reduce volatility in cash flow.

Trade and other payables, other than those relating to the Gulf of Mexico oil spill, are predominantly interest free. See Note 29 (c) for further information.

Q4-6: What is the value of shareholders' equity?



Total shareholders' equity (i.e., 'total equity') is equal to:

\$101,548 million
(from the Group Balance Sheet)

Group balance sheet

At 31 December		\$ million	
	Note	2018	2017
Current liabilities			
Trade and other payables	22	46,265	44,209
Derivative financial instruments	30	3,308	2,808
Accruals		4,626	4,960
Finance debt	26	9,373	7,739
Current tax payable		2,101	1,686
Provisions	23	2,564	3,324
		68,237	64,726
Non-current liabilities			
Other payables	22	13,830	13,889
Derivative financial instruments	30	5,625	3,761
Accruals		575	505
Finance debt	26	56,426	55,491
Deferred tax liabilities	9	9,812	7,982
Provisions	23	17,732	20,620
Defined benefit pension plan and other post-retirement benefit plan deficits	24	8,391	9,137
		112,391	111,385
Total liabilities		180,628	176,111
Net assets		101,548	100,404
Equity			
BP shareholders' equity	32	99,444	98,491
Non-controlling interests	32	2,104	1,913
Total equity	32	101,548	100,404

Q4-7: What is the value of 'sales and other operating revenues' for fiscal year 2018?

Sales and other operating revenues is equal to:

\$298,756 million
(from the Group Income Statement)

Group income statement

For the year ended 31 December		\$ million		
	Note	2018	2017	2016
Sales and other operating revenues	5	298,756	240,208	183,008
Earnings from joint ventures – after interest and tax	16	897	1,177	966
Earnings from associates – after interest and tax	17	2,856	1,330	994
Interest and other income	7	773	657	506
Gains on sale of businesses and fixed assets	4	456	1,210	1,132
Total revenues and other income		303,738	244,582	186,606
Purchases	19	229,878	179,716	132,219
Production and manufacturing expenses ^a		23,005	24,229	29,077
Production and similar taxes	5	1,536	1,775	683
Depreciation, depletion and amortization	5	15,457	15,584	14,505
Impairment and losses on sale of businesses and fixed assets	4	860	1,216	(1,664)
Exploration expense	8	1,445	2,080	1,721
Distribution and administration expenses		12,179	10,508	10,495
Profit (loss) before interest and taxation		19,378	9,474	(430)
Finance costs ^a	7	2,528	2,074	1,675
Net finance expense relating to pensions and other post-retirement benefits	24	127	220	190
Profit (loss) before taxation		16,723	7,180	(2,295)
Taxation ^a	9	7,145	3,712	(2,467)
Profit (loss) for the year		9,578	3,468	172
Attributable to				
BP shareholders		9,383	3,389	115
Non-controlling interests		195	79	57
		9,578	3,468	172

Q4-8: What was the net income (or “profit”) for fiscal year 2018?

Profit for the year is equal to:

\$9,578 million
(from the Group Income Statement)

Group income statement

For the year ended 31 December		\$ million		
	Note	2018	2017	2016
Sales and other operating revenues	5	298,756	240,208	183,008
Earnings from joint ventures – after interest and tax	16	897	1,177	966
Earnings from associates – after interest and tax	17	2,856	1,330	994
Interest and other income	7	773	657	506
Gains on sale of businesses and fixed assets	4	456	1,210	1,132
Total revenues and other income		303,738	244,582	186,606
Purchases	19	229,878	179,716	132,219
Production and manufacturing expenses ^a		23,005	24,229	29,077
Production and similar taxes	5	1,536	1,775	683
Depreciation, depletion and amortization	5	15,457	15,584	14,505
Impairment and losses on sale of businesses and fixed assets	4	860	1,216	(1,664)
Exploration expense	8	1,445	2,080	1,721
Distribution and administration expenses		12,179	10,508	10,495
Profit (loss) before interest and taxation		19,378	9,474	(430)
Finance costs ^a	7	2,528	2,074	1,675
Net finance expense relating to pensions and other post-retirement benefits	24	127	220	190
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Profit (loss) for the year		9,578	3,468	172
Attributable to				
BP shareholders		9,383	3,389	115
Non-controlling interests		195	79	57
		9,578	3,468	172

Q4-9: What does the net income number represent?



Profit measures the financial performance of British Petroleum over the past fiscal year. For British Petroleum, profit is sales and other operating revenues, after interest and tax earnings from joint ventures and associates, gains, interest, and other income less:

- Purchases
- Production and manufacturing expenses
- Production and similar taxes
- Depreciation, depletion, and amortization
- Impairment and losses on sale of businesses and fixed assets
- Exploration expense
- Finance costs and net finance expense relating to pensions/benefits
- Income taxes

Q4-10: Where can you learn how the company accounts for Property, plant, and equipment?

In the Notes on Financial Statements, *Note 1. Significant accounting policies, judgements, estimates and assumptions; “Property, plant, and equipment”*

Notes on financial statements

1. Significant accounting policies, judgements, estimates and assumptions

Property, plant and equipment

Property, plant and equipment is stated at cost, less accumulated depreciation and accumulated impairment losses. The initial cost of an asset comprises its purchase price or construction cost, any costs directly attributable to bringing the asset into the location and condition necessary for it to be capable of operating in the manner intended by management, the initial estimate of any decommissioning obligation, if any, and, for assets that necessarily take a substantial period of time to get ready for their intended use, directly attributable general or specific finance costs. The purchase price or construction cost is the aggregate amount paid and the fair value of any other consideration given to acquire the asset. The capitalized value of a finance lease is also included within property, plant and equipment...

Q4-11: What are the main components of British Petroleum Property, plant, and Equipment as of December 31, 2018? Please quantify (use 'net book amount').

- Oil and gas properties: \$99,010 million
- Plant, machinery and equipment: \$25,417 million
- Oil deposits, storage tanks and service stations: \$3,726 million
- Land and land improvements: \$2,936
- Transportation: \$2,659 million
- Buildings: \$807 million
- Fittings, fixtures, and office equipment: \$706 million

(Note 12: Property, plant and equipment)

12. Property, plant and equipment

								\$ million
	Land and land improvements	Buildings	Oil and gas properties ^a	Plant, machinery and equipment	Fittings, fixtures and office equipment	Transportation ^b	Oil depots, storage tanks and service stations	Total
Cost								
At 1 January 2018	3,474	1,573	226,054	46,662	2,853	10,774	8,748	300,138
Exchange adjustments	(168)	(58)	—	(892)	(73)	(43)	(501)	(1,735)
Additions	233	40	9,712	2,323	204	(112)	736	13,136
Acquisitions	163	4	10,882	9	1	2	36	11,097
Remeasurements	—	—	17	—	—	—	—	17
Transfers from intangible assets	—	—	901	—	—	—	—	901
Deletions	(140)	(45)	(14,699)	(1,810)	(238)	(128)	(146)	(17,206)
At 31 December 2018	3,562	1,514	232,867	46,292	2,747	10,493	8,873	306,348
Depreciation								
At 1 January 2018	683	818	133,326	20,996	2,136	7,523	5,185	170,667
Exchange adjustments	(25)	(24)	—	(460)	(52)	(27)	(279)	(867)
Charge for the year	92	52	12,342	1,820	189	252	384	15,131
Impairment losses	2	—	86	253	—	178	2	521
Impairment reversals	—	—	(564)	(1)	—	(17)	—	(582)
Deletions	(126)	(139)	(11,333)	(1,733)	(232)	(75)	(145)	(13,783)
At 31 December 2018	626	707	133,857	20,875	2,041	7,834	5,147	171,087
Net book amount at 31 December 2018	2,936	807	99,010	25,417	706	2,659	3,726	135,261