

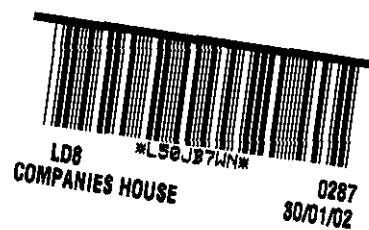
English National Ballet Limited and subsidiary

(Limited by Guarantee)

Report and accounts

31 March 2001

Registered in England and Wales
Registered company number: 735040
Registered Charity number: 214005



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Statement of the Chairman of the Board of Governors

2000-2001 was a milestone for English National Ballet. On August 16th 2000 the Company celebrated 50 years exactly to the day when it gave its first performance at The King's Theatre, Southsea.

This date also coincided with my appointment as Chairman of the Board of Governors and, therefore, the beginning of a new era. As I stated in last year's report and accounts, we inherit from my predecessor Pamela, Lady Harlech a Company on a sound footing and I pay tribute to the departing Joint Chief Executives, Derek Deane and Carole McPhee for their notable achievements in both artistic and fiscal matters and take this opportunity to wish them every success in the future.

I am delighted to report that Matz Skoog, formerly Artistic Director of the Royal New Zealand Ballet, and Christopher Nourse, formerly Executive Director of Rambert Dance Company, have taken up their positions as Joint Chief Executives, taking full operational control from September 2001.

Following last year's trading deficit, my fellow Governors and Executive Officers of the Company have been working hard to redress this situation. I am pleased to report a significant upturn in the Company's financial health. We are currently on schedule to have the accumulated deficit fully cleared by March 2002.

The final tranche from The Diana, Princess of Wales Memorial Fund enabled us develop the annual Healthier Dancer Programme as well as allowing us to perform *Swan Lake* on tour and to encourage Audience Development through a transport subsidy scheme.

May I also take this opportunity to thank all of our generous sponsors and supporters for their ongoing commitment to the Company.

Achieving the right balance between presenting a popular classical repertoire alongside a more challenging repertoire within limited financial resources remains a central aim of our working life. However, the year saw the introduction of one new production (*The Sleeping Beauty*), a re-working of *Swan Lake* and a critically acclaimed Mixed Programme including the Company premiere of Glen Tetley's extraordinary *Voluntaries*.

It is an honour to have been chosen to become Chairman of this magnificent Company and I look forward to working with the new Joint Chief Executives in developing a vision for the future that is firmly rooted in the principles of artistic excellence, good financial management and accessibility.

Angela Rippon

Chairman of the Board of Governors

Statement of the Joint Chief Executives

This is our first statement as Joint Chief Executives and covers a period prior to our appointments to English National Ballet.

In this, the Company's fiftieth year, our aspiration to be the world's leading touring classical ballet company and to present popular ballet to the widest geographical audience at a price everyone can afford continued to remain central to the Company's philosophy. We can report that the Company entertained a total of 227,965 people at 153 performances. The average ticket price paid was £21.19*

Midscale touring continues to form an integral part of our regional touring programme and grows in popularity. Since its inauguration in the late 1970s, midscale touring – now called Tour de Force! – has become a prominent feature on the dance landscape in Britain. The Company continues to present a balance between the popular classical repertoire and new works which offers audience and artists alike new challenges. In April 2000 we visited Cheltenham, Poole, Blackpool, Swindon and Truro with a mixed bill including *Les Sylphides* and *Who Cares?* A concurrent tour featuring *Apollo* and the Grand Pas from *Raymonda* took the Company to Barnstaple, Tunbridge Wells, Scunthorpe, Barrow-in-Furness, Cambridge and Bexhill-on-Sea.

June 2000 saw the Company's fourth annual Summer Season at the Royal Albert Hall with a new arena production of *The Sleeping Beauty*, again choreographed by the Company's then Artistic Director, Derek Deane, collaborating with the Italian designer Roberta Guidi di Bagno, who previously designed *Romeo and Juliet*. English National Ballet School graduate Erina Takahashi won much critical praise in her first created role as Princess Aurora. These unique arena productions have been made possible by our strong partnership with Raymond Gubbay Limited and the Royal Albert Hall whose shared vision and financial commitment allow the Company to continue to win new friends for the artform.

In the Autumn, the Company presented Derek Deane's new proscenium arch version of *Swan Lake*, adapted from his popular in-the-round production, in Southampton, Bristol, Manchester, Liverpool and Oxford. *Swan Lake* was met with universal critical acclaim both on tour and later when it was performed in January 2001 at the London Coliseum.

Oxford audiences were the only ones outside London to see the mixed programme of *Les Sylphides*, *Voluntaries* and *Etudes*. A second, sell-out visit to Southampton featured *The Nutcracker*.

The traditional Christmas Season at the London Coliseum saw the Company present three programmes including Derek Deane's productions of *The Nutcracker*, sponsored by Harrods, and *Swan Lake*, with Schrodgers as the London Season Sponsor, as well as a mixed programme of Dame Alicia Markova's *Les Sylphides*, a series of *divertissements* and Harald Lander's *Etudes*. A 50th Anniversary Royal Gala performance of the mixed programme was held on January 16th in the presence of HRH The Duke of York. The *divertissement* section – entitled *Celebration* – was introduced by Derek Deane and featured a selection of *pas de deux* that reflected the breadth of the Company's repertoire and versatility of its dancers. The evening closed with speeches from our President and Founder, Dame Alicia Markova, and Chairman, Angela Rippon. A Royal Gala dinner was held at Claridge's, the sponsors of the event, which raised invaluable funds to support future Company activity.

Derek Deane's 1920's-inspired *Giselle* was toured to three venues on the Spring 2001 Tour – Southampton, Manchester and Bristol – and improved greatly on its previous box office performance in 1997.

The year 2000 also saw an important landmark in the Company's history – its fiftieth anniversary on August 16th, 2000. The celebrations on the day itself brought together dancers and staff representing each decade of the of the Company's history. The National Film Theatre also marked the anniversary by hosting three evenings of archive footage of the Company since 1950.


Coinciding with the 50th anniversary celebration was the first day in office of the Company's new Chairman, Angela Rippon, heralding the beginning of an important new era in the Company's history.

In the third and final year of the Diana, Princess of Wales Memorial Fund grant the Company has further invested in the annual Healthier Dancer Programme which aims to enhance the health and well-being of its dancers, a matter that was close the Princess's interests. The grant also allowed us to re-stage the critically acclaimed in-the-round production of *Swan Lake* for performances in more traditional proscenium arch theatres and encouraged Audience Development through access funding, specifically allowing over 50 schools across the country to benefit from transport subsidy to our performances.

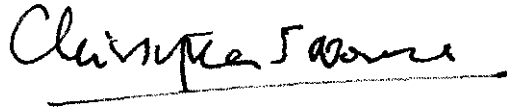
As the incoming Artistic and Managing Directors, we acknowledge with gratitude the work of our predecessors Derek Deane and Carole McPhee, from whom we inherit a strong Company, and look forward to building on its strengths and developing it further.

*this figure does not include *Tour de Force!* or *The Sleeping Beauty* at the Royal Albert Hall.

Matz Skoog *Artistic Director*

A handwritten signature in cursive script, reading 'Matz Skoog'.

Christopher Nourse *Managing Director*

A handwritten signature in cursive script, reading 'Christopher Nourse', with a horizontal line drawn underneath.

Governors' report

The Governors submit their report and the audited accounts for the period ended 31 March 2001.

Results

The trading results are set out in the consolidated statement of financial activities on page 14 and in the consolidated summary income and expenditure account on page 15.

Review of activities

The Company has been established to further knowledge and enjoyment of classical ballet, which it does through public performance and education outreach work.

The basic pattern of activity has remained unchanged, with tours to regional centres in the autumn and spring, and seasons in London in summer and at Christmas. English National Ballet Enterprises Limited undertake the Company's sponsorship and other trading activities.

The Company has continued its agreements to perform the Christmas season at the Coliseum and at the Royal Albert Hall in the summer of 2002.

Future developments

The Company will continue with its planned programme which is dependent on the continuing support of the City of Westminster and the Arts Council of England.

Board of Governors

For Companies Act purposes the governors constitute directors of the company:

The following served during the year:

Angela Rippon*	Chairman	(appointed 14 August 2000)
Pamela, Lady Harlech*	Chairman	(resigned 14 August 2000)
Nicholas Allott		(resigned 26 April 2000)
Ben Andradi		
Quentin Bell		(appointed 21 February 2001)
Roger Bramble DL*		
Chris Cowdray		(appointed 26 April 2000)
Carl Davis		
Diana Donovan		
Denise Fiennes*		
Michael Garner*		
Paul Horn*		
Veronica Lewis CBE		
The Baroness de Mandat-Grancey		
Cllr Harvey Marshall		
Stephen Phillips		
Hamish Ritchie		(appointed 21 February 2001)
Jeremy Sacher		(resigned 26 April 2000)
The Rt. Hon Sir Konrad Schiemann		
Bruno Schroder		(resigned 26 April 2000)
John Talbot*		

Governors' report

(continued)

Governors marked with an asterisk (*) are also members of the Finance and General Purposes Committee. Governors are, for the period of their appointment, also Members of the Company, guaranteeing a maximum of £1 each in the event of the Company's insolvent liquidation. New Governors are elected by the Members of the Company, and serve for a maximum of six years, except that this period can be extended for those holding the posts of Chairman and Deputy Chairman.

Principal Officers

The following served during the period:

Derek Deane	(Artistic Director) (resigned 15 June 2001)
Matz Skoog	(Artistic Director) (appointed 10 September 2001)
Carole McPhee	(Managing Director) (resigned 10 August 2001)
Christopher Nourse	(Managing Director) (appointed 18 June 2001)
Robin Richman	(Finance Director and Company Secretary)
Alan Riches	(Technical Director)
Neroli Hobbins	(Development Director) (resigned 26 April 2000)
Fiona Mallin-Robinson	(Development Director) (appointed 18 October 2000)
Rachel Seghers	(Personnel Director)

Status

The company is a registered charity, limited by guarantee and does not have a share capital.

Governors' report

(continued)

Statement of governors' responsibilities

Company Law requires the governors, who are also the directors of the company, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and the group and of the excess of expenditure over income for that period. In preparing those financial statements, the governors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable 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 charity and the group will continue in business.

The governors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the charity and the group, and to prevent and detect fraud and other irregularities.

Auditors

In accordance with Section 384 of the Companies Act 1985, a resolution for the re-appointment of KPMG as auditors of the company, is to be proposed at the forthcoming Annual General Meeting.

By order of the Board



Angela Rippon
Governor

Markova House
39 Jay Mews
London SW7 2ES

2002

Sponsorship and fund raising

English National Ballet Limited wishes to acknowledge the valuable support received from the following individuals, Trusts and corporations during 2000-2001. Their generosity and commitment is vital to the continued success of the Company.

Corporate Supporters

ABP Ports of Southampton	Harrods
Andersen	John Good Holbrook
Aristoc	Lever Brothers Ltd
Chanel	London Clearing House
Citibank NA	Marsh Ltd
Claridge's	Nomura International plc
Classic FM	Schroders
Colorcraft	Unilever plc
Daily Telegraph	Wella GB
Direct Connection Ltd	Whaleys (Bradford) Ltd
Direct Image Systems and Communications	Woolwich plc
Freed of London Limited	

Trusts & Foundations

The Diana, Princess of Wales Memorial Fund
D'Oyly Carte Charitable Trust
Esmée Fairbairn Charitable Trust
Garfield Weston Foundation
The Idlewild Trust
The Schuster Charitable Trust

Sponsorship and fund raising

(continued)

Council

Baroness Jacques de Mandat-Grancey
Mrs L. Al-Swaidi

David M. Bain

Mr William Barnard

Mr Roger Bramble DL

Dr & Mrs J Buchanan

The Gilbert & Eileen Edgar Foundation

The Lady Farnham

Mr & Mrs Robert Gardiner

Mr and Mrs Michael Garner

Pamela, Lady Harlech

Mary Jordan

Mr & Mrs Ted Kalborg

Mrs Joyce Kan

Mr & Mrs Alexander Krasner

Mrs James Lonsdale

The Mackintosh Foundation

The Simon Marks Charitable Trust

Mr and Mrs P Northall-Laurie

Mr Richard Polo

Mr & Mrs Hamish Ritchie

Mr Bruno Schroder

Richard Sherrington MA Oxford

Mr and Mrs Julian Stanford

Mr and Mrs Brian Steer

Mr Eric Teyssonniere de Gramont

Gerry and Ruth Weiss

The Hon Lady de Zulue

We would also like to thank our anonymous donors.

Sponsorship and fund raising

(continued)

Angela's Challenge

We thank all those individuals and businesses who donated vital funds to 'Angela's Challenge'.

Andersen	Herbert Kretzmer Esq
Mr & Mrs L P Bachmann	Ruth Leon
BCM Group plc	The Mackintosh Foundation
Bill Bingham Esq	MacConnal Mason & Son Limited
Lady Moorea Black	Carole McPhee
Iris Bond	Sara Naudi
Rosemary Buchanan	Mrs Northall-Laurie
Charles Chandler Esq	Marjorie Orr
Graham Cheater	Sian Phillips
Lindka Cierach	Projecting Ray Limited
Clarks International	Raymond Gubbay Ltd
Michael Cole & Co. Ltd	Rosamond Rose Properties
Carlo Colombotti, Esq	Schroder Charity Trust
Jilly Cooper	Sir Konrad Shiemann
Peter Deeley Esq	Neville Shulman
John Dixie	John Sibley
Diana Donovan	Simply Money
Joseph Elmaleh Esq	Patricia Smith
Freed of London Ltd	Diane Steele
Michael Garner Esq	Suzie Steer
Mr Leon Grant	John Talbot Esq
Joe Allen	Rebecca Thackray
Mr & Mrs Ted Kalborg	Gerry Weiss Esq
The Gosling Foundation	

We would also like to thank our anonymous donors.

Association

English National Ballet Limited would like to thank all the members of our Association, whose valuable support contributes significantly to the work of the Company.

Statistics 2000/01

Box office income and attendances

	Ticket sales and fee income £	2000/01 Number of perfs.	Attend- ances	Ticket Sales and Fee income £	1999/00 Number of perfs.	Attend- ances
London	2,218,064	55	111,890	2,198,404	52	115,623
Regions	1,653,504	96	112,075	1,331,254	133	170,035
Foreign	22,915	2	4,000	308,051	26	132,316
	<hr/> 3,894,483 <hr/>	<hr/> 153 <hr/>	<hr/> 227,965 <hr/>	<hr/> 3,837,709 <hr/>	<hr/> 211 <hr/>	<hr/> 417,974 <hr/>

The U.K. sales figure of £3,871,568 (2000: £3,837,709) is shown after accounting for VAT of £677,524 (2000: £671,599) to HM Customs and Excise.



PO Box 695
8 Salisbury Square
London
EC4Y 8BB

Report of the auditors to the members of English National Ballet Limited

We have audited the financial statements on pages 14 to 29.

Respective responsibilities of governors and auditors

The governors are responsible for preparing the governors' report and, as described on page 7, the financial statements in accordance with applicable United Kingdom law and accounting standards. Our responsibilities, as independent auditors, are established in the United Kingdom by statute, the Auditing Practices Board and by our profession's ethical guidance.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act. We also report to you if, in our opinion, the directors' report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the group is not disclosed.

We read the other information accompanying the financial statements and consider whether it is consistent with those statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements.

Basis of audit opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the governors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the group's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Going concern

In forming our opinion, we have considered the adequacy of the disclosures made in note 1 to the financial statements concerning the uncertainty as to the continuation and adequacy of the group's bank overdraft facility and the Arts Council Funding. In view of the significance of the uncertainty we consider that it should be drawn to your attention but our opinion is not qualified in this respect.

Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the charitable company and the group as at 31 March 2001 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended and have been properly prepared in accordance with the Companies Act 1985.



KPMG

Chartered Accountants

Registered Auditors

2002

Consolidated statement of financial activities

Period ended 31 March 2001

	Notes	General funds	Diana, Princess of Wales Memorial Fund	Building Fund	Total 2001	Total 2000
		£	£	£	£	£
Incoming resources						
Grants receivable	2	4,467,070	-	-	4,467,070	4,353,386
Ticket sales		3,894,483	-	-	3,894,483	3,837,709
Net income of trading subsidiary		248,915	-	-	248,915	111,151
Donations		110,910	-	-	110,910	63,134
Hires and sundry income		194,407	-	-	194,407	46,280
Interest receivable		19,242	-	-	19,242	39,981
Total incoming resources		8,935,027	-	-	8,935,027	8,451,641
Resources expended						
Direct charitable expenditure:						
Cost of production and sales	3	7,406,531	334,746	-	7,741,277	8,077,344
Support costs	4	917,643	-	-	917,643	1,030,591
Fund-raising and publicity		68,081	-	-	68,081	81,723
Management and administration of the charity		113,781	-	-	113,781	66,924
Total resources expended		8,506,036	334,746	-	8,840,782	9,256,582
Net incoming/(outgoing) resources before transfers		428,991	(334,746)	-	94,245	(804,941)
Transfers between funds		5,470	-	(5,470)	-	-
Net movement in funds		434,461	(334,746)	(5,470)	94,245	(804,941)
Fund balances brought forward		(466,584)	334,746	536,983	405,145	1,210,086
Fund balances carried forward		(32,123)	-	531,513	499,390	405,145

Incoming resources and resulting net movement in funds each year arise from continuing operations.

Consolidated summary income and expenditure account

for the period ended 31 March 2001

	2001 £	2000 £
Income		
Gross income of continuing operations	8,686,112	8,340,490
Turnover of non-charitable trading subsidiaries	430,520	290,872
	<hr/>	<hr/>
Gross income	9,116,632	8,631,362
	<hr/>	<hr/>
Expenditure		
Total expenditure of continuing operations	(8,840,782)	(9,256,582)
Expenditure of non-charitable trading subsidiaries	(181,605)	(179,721)
	<hr/>	<hr/>
Gross expenditure	(9,022,387)	(9,436,303)
	<hr/>	<hr/>
Net income/(expenditure) for the year	94,245	(804,941)
	<hr/>	<hr/>

The summary income and expenditure account is presented in order to ensure compliance with the Companies Act 1985. The major differences in the figures presented from those in the consolidated statement of financial activities are that trading activities are shown gross to ensure that the total income of the group is presented.

In accordance with the provisions of the Companies Act 1985, a separate income and expenditure account dealing with the results of the charity only has not been presented.

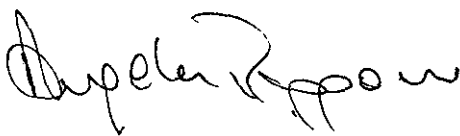
Consolidated balance sheet

at 31 March 2001

	Notes	2001	2000
		£	£
Tangible fixed assets	8	750,200	851,710
Current assets			
Productions in progress		-	187,703
Stocks		57,486	61,079
Debtors	10	443,773	176,989
Cash at bank and in hand		155,648	85,874
Short term deposits		-	336,745
		656,907	848,390
Creditors: amounts falling due within one year	11	(907,717)	(1,294,955)
Net current liabilities		(250,810)	(446,565)
Net assets		499,390	405,145
Reserves			
Building fund	12	531,513	536,983
Designated funds	15	-	334,746
Accumulated deficit	15	(32,123)	(466,584)
		499,390	405,145

These accounts were approved by the Board of Governors on 16th January 2002 and were signed on its behalf by:

Angela Rippon



Mr P Horn



Governors

Company balance sheet

at 31 March 2001

	Notes	£	2001 £	£	2000 £
Fixed assets					
Tangible fixed assets	8		750,200		851,710
Investments	9		2		2
			<hr/>		<hr/>
			750,202		851,712
Current assets					
Productions in progress		-		187,703	
Stocks		57,486		61,079	
Debtors	10	445,433		221,497	
Cash at bank and in hand		85,484		36,093	
Short term deposits		-		336,745	
			<hr/>	<hr/>	
			588,403		843,117
Creditors: amounts falling due within one year	11	(836,919)		(1,287,388)	
			<hr/>	<hr/>	
Net current liabilities			(248,516)		(444,271)
			<hr/>		<hr/>
Net assets			501,686		407,441
			<hr/>		<hr/>
Reserves					
Building fund	12		531,513		536,983
Designated funds	15		-		334,746
Accumulated surplus	15		(29,827)		(464,287)
			<hr/>		<hr/>
			501,686		407,442
			<hr/>		<hr/>

These accounts were approved by the Board of Governors on 16th January 2002 and were signed on its behalf by:

Angela Rippon



Mr P Horn



Governors

Consolidated cash flow statement

at 31 March 2001

	Notes	Period Ended 31 March 2001 £	Period Ended 31 March 2000 £
Net cash inflow/(outflow) from operating activities	16	491,844	(825,067)
Return on investments and servicing of finance			
Interest received		19,242	39,981
Interest paid		(2,394)	(837)
Net cash inflow from returns on investment and servicing of finance		16,848	39,144
Capital expenditure			
Payments to acquire tangible fixed assets		(10,741)	(22,863)
Management of liquid resources			
Decrease in short term deposits		336,745	309,863
Net cash inflow/(outflow) before financing		834,696	(498,923)
Increase/(decrease) in cash in the year		834,696	(498,923)

Reconciliation of net cash flow to movement in net funds

	2001 £	2000 £
Increase/(decrease) in cash in the year	834,696	(498,923)
Decrease in short term deposits	(336,745)	(309,863)
Opening net (debt)/funds	(342,303)	466,483
Closing net funds/(debt) at the year end	155,648	(342,303)

Notes

(forming part of the accounts)

1 Accounting policies

Basis of accounts

The accounts are prepared on the going concern basis, under the historical cost convention, in accordance with applicable accounting standards and the Statement of Recommended Practice, Accounting for Charities.

The company substantially relies on funding in the form of grants from the Arts Council of England for its current and future commitments, and operates on the basis that, taking one year with another, its revenue will match its expenditure. The Governors are determined that the company should continue to perform classical ballet, provided it is financially viable for it to do so. This is dependent upon the availability of continued funding from the Arts Council of England, which has currently been agreed until 31st March 2003. The Governors ensure that the relevant officers of the Arts Council of England are kept informed of the company's achievements, plans and aspirations at all times.

Basis of consolidation

The consolidated financial statements include the financial statements of the charitable company and its subsidiary undertakings made up to 31 March 2001. The trading results of the subsidiary undertakings are disclosed in a single line of the Consolidated Statement of Financial Activities (SOFA), as part of other income. A separate SOFA for the charity is not presented as this information is easily derived from the information given.

Production costs

Production costs are written off in the year of first performance.

Productions in progress represents costs incurred on future productions.

Fixed assets and depreciation

Depreciation is charged against fixed assets in order to write off the cost of assets over the useful economic life of the asset.

Leaseholds are depreciated over the remainder of the term of the lease.

Equipment is depreciated in equal annual instalments over five years

Stocks

Stocks of ballet shoes have been carried forward at the lower of cost and net realisable value, in order to write off their cost in the year of use.

2 Grant income

	Period ended 31 March 2001 £	Period ended 31 March 2000 £
<i>Grants for specific projects</i>		
Arts Council of England	-	291,610
	<hr/>	<hr/>
	-	291,610
<i>Grants for general purposes</i>		
Arts Council of England	4,377,070	3,971,776
City of Westminster	90,000	90,000
	<hr/>	<hr/>
	4,467,070	4,353,386
	<hr/>	<hr/>

3 Direct cost of production and sales

	Period ended 31 March 2001		Period ended 31 March 2000	
	General Funds	Diana, Princess of Wales Memorial Fund	Total 2001	Total 2000
	£	£	£	£
Productions	380,539	325,006	705,545	302,354
Artist and technical	3,091,117	3,185	3,094,302	3,008,794
Theatre charges	1,146,007	-	1,146,007	1,014,172
Orchestra and music	1,195,324	-	1,195,324	1,247,217
Subsistence and travel	369,036	-	369,036	784,773
Stage and wardrobe	406,594	-	406,594	643,440
Marketing	378,433	710	379,143	504,399
Royalties	35,516	-	35,516	137,863
Education	37,509	5,845	43,354	105,268
	<hr/>	<hr/>	<hr/>	<hr/>
	7,040,076	334,746	7,374,822	7,748,280
Premises	296,695	-	296,695	275,262
Miscellaneous	725	-	725	1,434
Depreciation	69,035	-	69,035	52,368
	<hr/>	<hr/>	<hr/>	<hr/>
	7,406,531	334,746	7,741,277	8,077,344
	<hr/>	<hr/>	<hr/>	<hr/>

Notes (continued)

4 Support costs

	Period ended 31 March 2001			Period ended 31 March 2000
	General funds	Diana, Princess of Wales Memorial Fund	Total 2001	Total 2000
	£	£	£	£
Subsistence and travel	14,683	-	14,683	31,224
Marketing	35,244	-	35,244	46,887
	<hr/> 49,927	<hr/> -	<hr/> 49,927	<hr/> 78,111
Administration	568,875	-	568,875	644,438
Premises	129,965	-	129,965	120,576
Medical	63,466	-	63,466	64,740
Miscellaneous	62,194	-	62,194	89,943
Depreciation	43,216	-	43,216	32,783
	<hr/> 917,643	<hr/> -	<hr/> 917,643	<hr/> 1,030,591

5 Parent company results

Of the group net expenditure for the year, £117,180 (2000: £916,092) is dealt with in the accounts of English National Ballet Limited. As permitted by section 230 of the Companies Act 1985 no separate statement of financial affairs is presented for the company.

6 Remuneration of governors

The board are all non-executive governors and none received remuneration in the year (2000: £nil). The governors and officers of the Company are covered by Directors Liability Insurance, with maximum cover of £1 million. The premium paid was £1,689 (2000: £1,680).

Notes (continued)

7 Employees

The average number of permanent employees in the year was 128 (2000: 133).

The aggregate staff costs of the employees during the period was:

	2001 £	2000 £
Wages and salaries	3,059,054	2,550,613
Social security costs	311,963	271,596
Other pension costs	103,984	116,078
	<hr/>	<hr/>
	3,475,001	2,938,287
	<hr/>	<hr/>

The number of employees with emoluments for the year in excess of £40,000 fell within the following bands:

	2001 £	2000 £
£40,000 - £49,999	2	2
£60,000 - £69,999	2	2
	<hr/>	<hr/>
	4	4
	<hr/>	<hr/>

Notes *(continued)*

8 Tangible fixed assets

	Long leaseholds	Short leaseholds	Fixtures, Fittings and Equipment	Total
	£	£	£	£
Company and Group				
<i>Cost</i>				
At 31 March 2000	669,502	230,965	393,817	1,294,284
Additions	-	-	10,740	10,740
Disposals	-	(37,220)	(77,843)	(115,063)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2001	669,502	193,745	326,714	1,189,961
	<hr/>	<hr/>	<hr/>	<hr/>
<i>Depreciation</i>				
At 31 March 2000	107,060	146,757	188,757	442,574
Charge for the period	5,470	10,092	62,380	77,942
Disposals	-	(25,888)	(54,867)	(80,755)
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2001	112,530	130,961	196,270	439,761
	<hr/>	<hr/>	<hr/>	<hr/>
<i>Net book value</i>				
At 31 March 2001	556,972	62,784	130,444	750,200
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2000	562,442	84,208	205,060	851,710
	<hr/>	<hr/>	<hr/>	<hr/>

Notes (continued)

9 Investments

	2001 £	2000 £
Shares in subsidiary undertaking	2	2

The company owns the whole share capital comprising 2 fully paid up ordinary shares of £1 each of English National Ballet Enterprises Limited, a company registered in England and Wales. The principal activity of English National Ballet Enterprises Limited is raising sponsorship.

10 Debtors

Group	2001 £	2000 £
Trade debtors	141,475	26,882
Amounts owed by related parties	-	-
Other debtors	18,480	2,726
Prepayments and accrued income	283,818	147,381
	<u>443,773</u>	<u>176,989</u>
Company		
Trade debtors	105,074	10,835
Amounts owed by subsidiary undertaking	38,061	60,555
Amounts owed by related parties	-	-
Other debtors	18,480	2,726
Prepayments and accrued income	283,818	147,381
	<u>445,433</u>	<u>221,497</u>

Notes (continued)

11 Creditors: amounts falling due within one year

Group	2001		2000	
	£	£	£	£
Bank overdraft		-		764,922
Trade creditors		36,643		114,190
Other creditors including taxation and social security:				
Social security & PAYE	109,593		157,307	
Income tax	-		-	
VAT	134,887		7,567	
Other	54,956		7,393	
		299,436		172,267
Accruals and deferred income		571,638		243,576
		907,717		1,294,955
Company				
Bank overdraft		-		764,922
Trade creditors		36,643		114,190
Amounts owed to subsidiary undertaking		-		-
Other creditors including taxation and social security:				
Social security & PAYE	109,593		157,307	
VAT	94,909		-	
Other	54,956		7,393	
		259,458		164,700
Accruals and deferred income		540,818		243,576
		836,919		1,287,388

The Company has an overdraft facility with Coutts & Co. which is secured by a legal charge on the lease of Markova House. This charge ranks prior to the legal charge referred to in note 12 below.

Notes *(continued)*

12 Building fund

The following grants were received for the acquisition of the leasehold and for the adaptation of Markova House, London SW7 and are included in the Building Fund:

- (a) Arts Council of Great Britain £125,000 - Capital Grant offered 30 July 1976.
- (b) Greater London Council £75,000. Grant offered 26 July 1976, subject to the following conditions:

This grant is repayable in the event of the company disposing of the property without GLC consent. It is secured by a legal charge on the lease of Markova House, subject to a prior charge in favour of Coutts & Co. The charge is now held by Westminster City Council.

13 Pensions

The Company operates two defined contribution schemes. The assets of all schemes are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company to the funds and amounted to £103,984 (2000:£116,078).

14 Capital

The liability of the members is limited to £1 per member.

Notes (continued)

15 Reserves

Group	Accumulated surplus/(deficit)	Diana, Princess of Wales Memorial Fund	2001 Building fund	Accumulated surplus	Diana, Princess of Wales Memorial Fund	2000 Building fund
	£	£	£	£	£	£
Balance brought forward	(466,584)	334,746	536,983	42,887	624,746	542,453
(Deficit)/surplus in the period	428,991	(334,746)	-	(514,941)	(290,000)	-
Transfer for depreciation of long leasehold	5,470	-	(5,470)	5,470	-	(5,470)
Balance carried forward	(32,123)	-	531,513	(466,584)	334,746	536,983
Company						
Balance brought forward	(464,288)	334,746	536,983	45,184	624,746	542,453
(Deficit)/surplus in the period	428,991	(334,746)	-	(514,941)	(290,000)	-
Transfer for depreciation of long leasehold	5,470	-	(5,470)	5,470	-	(5,470)
Balance carried forward	(29,827)	-	531,513	(464,287)	334,746	536,983

The Company's leasehold interest in Markova House is depreciated in equal annual instalments over the life of the lease. The premium paid for the lease and the cost of conversion and building work both at acquisition and subsequently, were financed by funds raised for that purpose and retained in the Building Fund. As this Fund specifically finances the Markova House lease an amount equivalent to each year's amortisation is transferred from the Building Fund to the Accumulated Surplus/(Deficit).

Notes (continued)

16 Reconciliation of operating surplus/deficit to net cash inflow from operating activities

	Period ended 31 March 2001 £	Period ended 3 April 2000 £
Surplus/(deficit) in the period before taxation	94,245	(804,941)
Interest receivable	(19,242)	(39,981)
Interest payable	2,394	838
Operating surplus	77,397	(844,084)
Depreciation charge	77,942	85,151
Loss on disposal of fixed assets	34,309	-
Decrease/(increase) in productions in progress	187,703	(179,053)
(Increase)/decrease in stocks	3,593	(3,831)
Decrease/(increase) in debtors	(266,784)	329,087
(Decrease)/increase in creditors	377,684	(212,337)
	491,844	(825,067)

17 Analysis of net debt

	Opening balance £	Net cash flow £	Closing balance £
Cash at bank and in hand	85,874	69,774	155,648
Bank overdraft	(764,922)	764,922	-
Liquid investments	336,745	(336,745)	-
	(342,303)	497,951	155,648

Notes *(continued)*

18 Operating leases

At 31 March 2001, the company had annual commitments under operating leases as follows:

	2001 £	2000 £
<i>Land and buildings</i>		
Operating leases which expire:		
In less than one year	-	58,762
Between two and five years	163,912	105,150
After more than five years	1,500	1,500
	<hr/>	<hr/>
	165,412	165,412
	<hr/>	<hr/>