Acxiom Limited

Directors' report and consolidated financial statements

Registered number 1182318

31 March 2000

Directors' report

The directors present their annual report and the audited financial statements for the year ended 31 March 2000.

Principal activities

The principal activity of the group is the provision of computing, fulfilment, marketing data and other marketing services, list brokerage and list management services in support of our customers' direct marketing activities.

On 1 April 1999 the trade and assets of Generator Datamarketing Limited were transferred to the company.

Business review

Operations

The profit for the year after taxation was £3,389,000 *(1999: loss of £218,000)*. The directors do not recommend the payment of a dividend *(1999: £Nil)* and the profit for the year has been transferred to reserves.

Funding

The company financed its capital investment programme from internally generated funds throughout the year. The company received funding of £2,199,000 *(1999: £2,516,000)* from its ultimate parent company (Acxiom Corporation) during the year.

The subsidiary companies received short term funding from the parent company during the year.

Brand name

As from 1 January 2001 the company established a trading name of 2Touch as a separate brand for carrying out the business of its call centre and fulfilment activities.

Research and development

Expenditure on research and development of £763,000 *(1999: £879,000)* was charged to the profit and loss account during the year.

Directors and directors' interests

The directors who held office during the year were as follows:

CD Morgan Jnr	(Chairman)
JCD Ellis	(Managing Director, resigned 1 December 1999)
RS Kline	
KE Goulding	
J Gross	
DJ Allen	(Appointed 1 October 1999, resigned 2 October 2000)

On 4 October 2000 S Hambuchen was appointed a director.

None of the directors who held office at the end of the financial year had any disclosable interest in the shares of group companies, according to the register of directors share and debenture interests.

Directors' report *(continued)*

Employees

The training and retraining of staff is a high priority. Much of the training is on-the-job as well as by internal and external courses. The company's aim for all applicants and members of staff is to fit the qualifications, aptitude and ability of each individual to the appropriate job.

The company does all that is practicable to meet its responsibility towards the employment of disabled people. Where an employee becomes disabled, every effort is made to provide continuity of employment in the same job or a suitable alternative.

Political and charitable contributions

The group made no political contributions during the year. Donations to UK charities amounted to £1,684 *(1999: £2,461)*.

By order of the board

KE Goulding
KE Goulding
Director

53 Tooley Street
London

24 January 2001

Statement of directors' responsibilities

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and group and of the profit or loss for that period. In preparing those financial statements, the directors are required to:

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

The directors 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 group and to prevent and detect fraud and other irregularities.

KPMG

Quayside House
110 Quayside
Newcastle upon Tyne
NE1 3DX

Report of the auditors to the members of Acxiom Limited

We have audited the financial statements on pages 5 to 24.

Respective responsibilities of directors and auditors

The directors are responsible for preparing the directors' report and, as described on page 3, 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 company is not disclosed.

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 directors 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.

Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the company and the group as at 31 March 2000 and of the profit of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

KPMG

KPMG
Chartered Accountants
Registered Auditors

24 January 2001

Consolidated profit and loss account
for the year ended 31 March 2000

	Note	**Continuing £000**	**Discontinued £000**	**2000 £000**	Continuing £000	Discontinued £000	1999 £000
Turnover	*2*	32,772	1,961	34,733	20,595	4,548	25,143
Cost of sales		(23,453)	(1,709)	(25,162)	(16,251)	(3,929)	(20,180)
Gross profit		**9,319**	**252**	**9,571**	4,344	619	4,963
Distribution costs		**(1,951)**	**-**	**(1,951)**	(1,760)	-	(1,760)
Administrative expenses		**(3,120)**	**(199)**	**(3,319)**	(2,454)	(896)	(3,350)
Operating profit/(loss)		**4,248**	**53**	**4,301**	130	(277)	(147)
Interest receivable and similar income	*6*			**58**			74
Interest payable and similar charges	*7*			**(17)**			(65)
Profit/(loss) on ordinary activities before taxation	*3-5*			**4,342**			(138)
Tax on profit/(loss) on ordinary activities	*8*			**(953)**			(80)
Retained profit/(loss) for the year	*18*			**3,389**			(218)

All recognised gains and losses for the year and the previous period are included in the profit and loss account.

Consolidated balance sheet
at 31 March 2000

	Note	2000		1999	
		£000	£000	£000	£000
Fixed assets					
Intangible assets	9		5,487		2,505
Tangible assets	10		7,459		5,211
			12,946		7,716
Current assets					
Stocks	12	89		41	
Debtors	13	9,505		6,181	
Cash at bank and in hand		2,189		1,324	
		11,783		7,546	
Creditors: amounts falling due within one year	14	(11,438)		(8,160)	
Net current (liabilities)/assets					
Due within one year		(766)		(614)	
Debtors due after more than one year		1,111		-	
			345		(614)
Total assets less current liabilities			13,291		7,102
Creditors: amounts falling due after more than one year	15		(5,761)		(2,830)
Net assets			7,530		4,272
Capital and reserves					
Called up share capital	17		4,600		4,600
Share premium account	18		831		831
Profit and loss account	18		2,099		(1,159)
Shareholders' funds: equity	19		7,530		4,272

These financial statements were approved by the board of directors on 24 Jan. 2001 and were signed on its behalf by:

KE Goulding
Director

Balance sheet
at 31 March 2000

	Note	2000		1999	
		£000	**£000**	£000	£000
Fixed assets					
Intangible assets	*9*		**1,198**		1,305
Tangible assets	*10*		**7,358**		5,087
Investments	*11*		**1,423**		1,227
			9,979		7,619
Current assets					
Stocks	*12*	**89**		41	
Debtors	*13*	**9,461**		5,157	
Cash at bank and in hand		**1,441**		725	
		10,991		5,923	
Creditors: amounts falling due within one year	*14*	**(6,884)**		(5,727)	
Net current assets					
Due within one year		**2,996**		196	
Debtor due after one year		**1,111**		-	
Net current assets			**4,107**		196
Total assets less current liabilities			**14,086**		7,815
Creditors: amounts falling due after more than one year	*15*		**(5,761)**		(2,830)
Net assets			**8,325**		4,985
Capital and reserves					
Called up share capital	*17*		**4,600**		4,600
Share premium account	*18*		**831**		831
Profit and loss account	*18*		**2,894**		(446)
Shareholders' funds: equity	*19*		**8,325**		4,985

These financial statements were approved by the board of directors on 24 Jan 2001 and were signed on its behalf by:

KE Goulding

KE Goulding
Director

Consolidated cash flow statement

for the year ended 31 March 2000

	Note	**2000**	1999
		£000	£000
Cash flow statement			
Cash flow from operating activities	22	**2,835**	1,941
Returns on investments and servicing of finance	23	**30**	68
Taxation		**(418)**	(550)
Capital expenditure	23	**(4,302)**	(3,521)
Acquisitions	23	**(499)**	(629)
Equity dividends paid		**(31)**	-
Cash outflow before financing		**(2,385)**	(2,691)
Financing	23	**3,273**	2,516
Increase/(decrease) in cash in the period		**888**	(175)

Reconciliation of net cash flow to movement in net debt

	Note	**2000**	1999
	24		
Increase/(decrease) in cash in the period		**888**	(175)
New loan financing		**2,199**	2,516
Cash acquired with subsidiary		**-**	(102)
Translation differences		**(23)**	27
Movement in net debt in the period		**3,064**	2,266
Net debt at the start of the period		**4,154**	1,888
Net debt at the end of the period		**7,218**	4,154

Notes

(forming part of the financial statements)

1 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the group's financial statements.

Basis of preparation

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost accounting rules.

Basis of consolidation

The consolidated financial statements include the financial statements of the company and its subsidiary undertakings made up to 31 March 2000. The acquisition method of accounting has been adopted. Under this method, the results of subsidiary undertakings acquired or disposed of in the year are included in the consolidated profit and loss account from the date of acquisition or up to the date of disposal.

In the company's financial statements, investments in subsidiary undertakings are stated at cost less amounts written off.

Under section 230(4) of the Companies Act 1985 the company is exempt from the requirement to present its own profit and loss account.

Goodwill

Purchased goodwill arising on business combination in respect of acquisitions before 1 April 1998, when FRS 10 *Goodwill and intangible assets* was adopted, was either capitalised and amortised or written off immediately depending on the level of reserves. When a subsequent disposal occurs any related goodwill previously written off to reserves is written back through the profit and loss account as part of the profit or loss on disposal.

Purchased goodwill (representing the excess of the fair value of the consideration given over the fair value of the separable net assets acquired) arising on business combinations in respect of acquisitions since 1 April 1998 is capitalised. Positive goodwill is amortised to nil by equal annual instalments over its estimated useful life.

Fixed assets and depreciation

Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets by equal instalments over their estimated useful economic lives as follows:

Land and buildings	-	10 to 25 years
Computers and plant	-	1 to 5 years
Furniture and fixtures	-	4 to 10 years
Motor vehicles	-	3 years

No depreciation was provided on freehold land.

Notes *(continued)*

1 Accounting policies (continued)

Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date and the gains or losses on translation are included in the profit and loss account.

The assets and liabilities of overseas subsidiary undertakings are translated at the closing exchange rates. Profit and loss accounts of such undertakings are consolidated at the average rates of exchange during the year. Gains and losses arising on these translations are taken to reserves, net of exchange differences arising on related foreign currency borrowings.

Government grants

Revenue based government grants are credited to the profit and loss account so as to match with the expenditure to which they relate.

Leases

Assets acquired under finance leases are capitalised and the outstanding future lease obligations are shown in creditors. Operating lease rentals are charged to the profit and loss account on a straight line basis over the period of the lease.

Post retirement benefits

The company operated a defined benefit pension scheme up to July 1997 when it changed to operating a money purchase pension scheme. The assets of the scheme are held separately from those of the company.

The company's contributions to the scheme are charged against profits in the year in which they are incurred.

Research and development expenditure

Expenditure on research and development is written off against profits in the year in which it is incurred.

Stocks

Stocks are stated at the lower of cost and net realisable value.

Taxation

The charge for taxation is based on the result for the year and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting purposes. Provision is made for deferred tax only to the extent that it is probable that an actual liability will crystallise.

Turnover

Turnover represents the amounts (excluding value added tax) derived from the provision of goods and services.

Notes *(continued)*

2 Turnover

The group's turnover and profit/(loss) before tax arises from its principle business activities within the United Kingdom, Western Europe and the USA. An analysis of turnover by activity is given below:

	2000 £000	1999 £000
Computer operations	**22,681**	12,647
Promotional fulfilment	**10,091**	7,948
List management and brokerage	**1,961**	4,548
	34,733	25,143

3 Profit/(loss) on ordinary activities before taxation

	2000 £000	1999 £000
Profit/(loss) on ordinary activities before taxation is stated after charging/(crediting):		
Auditors' remuneration:		
Group - audit	**53**	29
- fees paid to the auditor and its associates in respect of other services	**-**	2
Company - audit	**25**	19
Depreciation and other amounts written off tangible fixed assets:		
Owned	**1,828**	1,435
Goodwill amortised	**164**	123
Other amortisation	**26**	6
Hire of plant and machinery - rentals payable under operating Leases	**62**	63
Hire of other assets - operating leases	**1,335**	283
Research and development expenditure	**763**	879
Loss on sale of fixed assets	**144**	23
Grant assistance release	**(107)**	-
Reverse premium release	**(470)**	-

Notes *(continued)*

4 Remuneration of directors

	2000 £000	1999 £000
Directors' emoluments	**409**	502

The emoluments of the highest paid director were £106,000. He is a member of a contracted out money purchase scheme into which the company paid contributions of £8,004 during the year. He was previously a member of a defined benefit scheme under which his accrued pension at the year end was £76,000. After the year end this accrued pension was transferred to the money purchase scheme.

	Number of directors	
	2000	1999
Retirement benefits are accruing to the following number of directors under:		
Money purchase scheme	1	2
The number of directors who exercised share options was	1	2

5 Staff numbers and costs

The average number of persons employed by the group (including directors) during the year, analysed by category, was as follows:

	Number of employees	
	2000	1999
Directors	**5**	5
Management	**41**	27
Software	**57**	41
Sales	4	4
Finance and administration	**34**	37
Accounts services	**139**	123
List management	**2**	5
List brokerage	**3**	8
Production	**331**	312
	616	562

Notes *(continued)*

5 Staff numbers and costs *(continued)*

The aggregate payroll costs of these persons were as follows:

	2000	1999
	£000	£000
Wages and salaries	**14,567**	10,310
Social security costs	**1,125**	890
Other pension costs (note 21)	**459**	349
	16,151	11,549

6 Interest receivable and similar income

	2000	1999
	£000	£000
Bank interest receivable	**47**	74
Other interest	**11**	-
	58	74

7 Interest payable and similar charges

	2000	1999
	£000	£000
Interest payable to fellow subsidiary	**-**	58
On bank loans and overdrafts	**1**	3
Net exchange losses	**16**	4
	17	65

Notes *(continued)*

8 Taxation

	2000	1999
	£000	£000
UK corporation tax at 30% *(1999: 31 %)*	**953**	80

9 Intangible fixed assets

	Group	**Company**
	£000	£000
Goodwill		
Cost		
At beginning of year	3,814	2,599
Additions	3,286	-
Reductions	(60)	-
Translation adjustment	(81)	-
At end of year	6,959	2,599
Amortisation		
At beginning of year	1,309	1,294
Charged in year	164	107
Translation adjustment	(1)	-
At end of year	1,472	1,401
Net book value		
At 31 March 2000	**5,487**	**1,198**
At 31 March 1999	2,505	1,305

The addition to goodwill relates to additional earn-out costs paid in respect of Marketing Technology SA.

The reduction in goodwill relates to a settlement in respect of an early advance of consideration payable for Berry Phillips & Doyle Limited.

Notes *(continued)*

10 Tangible fixed assets

	Land and buildings	Computers and plant	Furniture and fixtures and motor vehicles	Total
	£000	£000	£000	£000
Group				
Cost				
At beginning of year	3,199	5,789	417	9,405
Additions	1,810	2,708	199	4,717
Disposals	(1,712)	(1,252)	(87)	(3,051)
Translation adjustment	-	(4)	(1)	(5)
At end of year	3,297	7,241	528	11,066
Depreciation				
At beginning of year	1,188	2,885	121	4,194
Charge for year	175	1,549	99	1,823
On disposals	(1,223)	(1,121)	(66)	(2,410)
At end of year	140	3,313	154	3,607
Net book value				
At 31 March 2000	**3,157**	**3,928**	**374**	**7,459**
At 31 March 1999	2,011	2,904	296	5,211

In 1999 land and buildings included land at a cost of £40,000 which was not being depreciated.

The group has capital commitments at 31 March 2000 of £nil in respect of new facilities *(1999: £2,600,000)*.

Notes *(continued)*

10 Tangible fixed assets (continued)

Company	Land and buildings £000	Computers and plant £000	Furniture and fixtures and motor vehicles £000	Total £000
Cost				
At beginning of year	3,199	5,662	372	9,233
Additions	1,810	2,666	169	4,645
Disposals	(1,712)	(1,187)	(60)	(2,959)
At end of year	3,297	7,141	481	10,919
Depreciation				
At beginning of year	1,188	2,853	105	4,146
Charge for year	175	1,509	83	1,767
On disposals	(1,223)	(1,082)	(47)	(2,352)
At end of year	140	3,280	141	3,561
Net book value				
At 31 March 2000	**3,157**	**3,861**	**340**	**7,358**
At 31 March 1999	2,011	2,809	267	5,087

In 1999 land and buildings included land at a cost of £40,000 which was not being depreciated.

The group has capital commitments at 31 March 2000 of £nil in respect of new facilities *(1999: £2,600,000).*

Notes *(continued)*

11 Fixed asset investments

		Shares in group undertakings
		£000
Company		
Cost		
At beginning of year		1,227
Additions	- Megacxiom Iberica SA (Further consideration paid)	256
	- Berry Phillips & Doyle Limited	(60)
At end of year		1,423

The reduction in the cost of investment in respect of Berry Phillips & Doyle Limited relates to a settlement in respect of an early advance of consideration payable.

	Country of incorporation	Principal activity	Class and percentage of shares held
Subsidiary undertakings			
Direct Media/DMI Ltd	England	Provision of list brokerage and list management services	Ordinary shares 100%
Direct Media International B.V. *(Held by Direct Media/DMI Ltd)*	Netherlands	Provision of list brokerage and list management services	Ordinary shares 100%
Marketlead Services Limited	England	Dormant	Ordinary shares 100%
Southwark Computer Services Limited	England	Dormant	Ordinary shares 100%
Berry Phillips & Doyle Limited	England	Provision of marketing consultancy services	Ordinary shares 100%
Megacxiom Iberica SA	Spain	Holding company	Ordinary shares 100%
Marketing Technology SA *(Held by Megacxiom Iberica SA)*	Spain	Provision of computing and consultancy services	Ordinary shares 100%
Generator Datamarking Limited	England	Dormant	Ordinary shares 100%

Notes *(continued)*

12 Stocks

	Group and Company	
	2000	1999
	£000	£000
Raw materials and consumables	**89**	41

13 Debtors

	Group		Company	
	2000	1999	**2000**	1999
		£000		£000
Trade debtors	**5,878**	5,292	**5,125**	4,316
Amounts owed by group undertakings	**62**	4	**852**	62
Other debtors	**1,704**	161	**1,636**	87
Prepayments and accrued income	**1,861**	724	**1,848**	692
	9,505	6,181	**9,461**	5,157

Debtors (Company and Group) include accrued income of £1,111,000 *(1999: £Nil)* due after more than one year.

14 Creditors: amounts falling due within one year

	Group		Company	
	2000	1999	**2000**	1999
	£000	£000	**£000**	£000
Payments received on account	**680**	538	**680**	538
Trade creditors	**2,713**	1,890	**2,485**	915
Amounts owed to parent and group undertakings	**697**	2,086	**21**	1,196
Taxation and social security	**1,103**	537	**1,001**	445
Other creditors	**679**	522	**637**	453
Accruals and deferred income	**5,566**	2,587	**2,060**	2,180
	11,438	8,160	**6,884**	5,727

Notes *(continued)*

15 Creditors: amounts falling due after more than one year

	Group and Company	
	2000	1999
	£000	£000
Amounts owed to parent undertaking	**5,029**	2,830
Deferred income	**732**	-
	5,761	2,830

16 Provisions for liabilities and charges

The amounts provided for deferred taxation and the amounts not provided are set out below:

	2000			1999
Group	**Provided**	**Unprovided**	Provided	Unprovided
	£000	**£000**	£000	£000
Difference between accumulated depreciation and amortisation and capital allowances	**-**	**(210)**	-	(192)
Other timing differences	**-**	**(7)**	-	(24)
Accumulated tax losses	**-**	**(46)**	-	-
	-	**(263)**	-	(216)

	2000		1999	
Company	**Provided**	**Unprovided**	Provided	Unprovided
	£000	**£000**	£000	£000
Difference between accumulated depreciation and amortisation and capital allowances	**-**	**(209)**	-	(194)
Other timing differences	**-**	**(7)**	-	(20)
	-	**(216)**	-	(214)

Notes *(continued)*

17 Called up share capital

	2000	1999
	£000	£000
Authorised		
Equity: Ordinary shares of £1 each	**5,000**	5,000
Allotted, called up and fully paid		
Equity: Ordinary shares of £1 each	**4,600**	4,600

18 Share premium and reserves

	Group	
	Share premium account	**Profit and loss account**
	£000	£000
At beginning of year	831	(1,159)
Retained profit for the year	-	3,389
Exchange adjustments	-	(131)
At end of year	831	2,099

	Company	
	Share premium account	**Profit and loss account**
	£000	£000
At beginning of year	831	(446)
Retained profit for the year	-	3,340
At end of year	831	2,894

The cumulative amount of goodwill resulting from the acquisition of subsidiary undertakings which has been written off is £1,296,000 *(1999: £1,132,000)*.

Notes *(continued)*

19 Reconciliation of movements in shareholders' funds

	Group		Company	
	2000	1999	**2000**	1999
	£000	£000	**£000**	£000
Profit/(loss) for the financial year	**3,389**	(218)	**3,340**	56
Exchange adjustments	**(131)**	(8)	**-**	-
Net addition to/(reduction in) to shareholders' funds	**3,258**	(226)	**3,340**	56
Opening shareholders' funds	**4,272**	4,498	**4,985**	4,929
Closing shareholders' funds	**7,530**	4,272	**8,325**	4,985

20 Commitments

Annual commitments under non-cancellable operating leases are as follows:

	2000		1999	
	Land and buildings	**Other**	Land and Buildings	Other
Group	**£000**	**£000**	£000	£000
Operating leases which expire:				
Within one year	**-**	**1**	-	2
In the second to fifth years inclusive	**280**	**52**	139	31
Over five years	**1,329**	**-**	1,470	-
	1,609	**53**	1,609	33
Company				
Operating leases which expire:				
Within one year	**-**	**1**	-	2
In the second to fifth years inclusive	**280**	**52**	139	31
Over five years	**1,329**	**-**	1,470	-
	1,609	**53**	1,609	33

Notes *(continued)*

21 Pension scheme

The company operates a money purchase pension scheme. All employees of the group are eligible to join the scheme.

The pension cost charge for the period represents contributions payable by the company to the fund and amounted to £459,000 *(1999:£349,000)*.

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

22 Reconciliation of operating profit/(loss) to operating cash flows

	2000	1999
	£000	£000
Operating profit/(loss)	**4,301**	(147)
Depreciation and amortisation	**2,018**	1,564
Loss on sale of fixed assets	**144**	23
Premium and grant releases	**(577)**	-
Increase in stocks	**(48)**	(3)
(Increase)/decrease in debtors	**(2,896)**	1,210
Decrease in creditors	**(107)**	(706)
Net cash inflow from operating activities	2,835	1,941

Notes *(continued)*

23 Analysis of cash flows

	2000 £000	1999 £000
Returns on investment and servicing of finance		
Interest received	**47**	74
Interest paid	**(1)**	(3)
Exchange losses	**(16)**	(3)
	30	68
Capital expenditure		
Purchase of tangible fixed assets	**(4,766)**	(3,529)
Sale of plant and machinery	**486**	8
Addition to contract planner	**(22)**	-
	(4,302)	(3,521)
Financing		
Reverse premiums received	**1,074**	-
Funding received from/(paid to) parent undertaking	**2,199**	2,516
	3,273	2,516
Acquisitions		
Payment in respect of acquiring subsidiaries	**(495)**	(615)
Exchange difference	**(4)**	(14)
	(499)	(629)

24 Analysis of net debt

	At beginning of year £000	Cash flow £000	Translation difference £000	At end of year £000
Cash at bank and in hand	1,324	888	(23)	2,189
Loan due after more than one year	2,830	2,199	-	5,029
Total	**4,154**	**3,087**	**(23)**	**7,218**

Notes *(continued)*

25 Purchase of subsidiary undertakings

	Generator Datamarketing Limited £000
Net assets acquired	
Tangible fixed assets	9
Debtors	976
Creditors	(165)
	820
Goodwill	(820)
Consideration	-

26 Ultimate parent company and parent undertaking of larger group

The company is a wholly-owned subsidiary of Acxiom Corporation, a company incorporated in the United States of America.

The largest group in which the results of the company are consolidated is that headed by Acxiom Corporation. The consolidated accounts of this company are available to the public and may be obtained from the registered office of Acxiom Limited. No other group accounts include the results of the company.