PLUS ONE SERVICES LIMITED

Strategic Report, Report of the Directors and

Financial Statements

For The Year Ended 31st December 2013

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Contents of the Financial Statements For The Year Ended 31st December 2013

	Page
Company Information	1
Strategic Report	2
Report of the Directors	3
Report of the Independent Auditors	5
Profit and Loss Account	7
Balance Sheet	8
Cash Flow Statement	9
Notes to the Cash Flow Statement	10
Notes to the Financial Statements	12

PLUS ONE SERVICES LIMITED

Company Information For The Year Ended 31st December 2013

DIRECTORS:

S A Hood J M Wallis R Gildie S M Milbourne P R Firkins

SECRETARY:

R Gildie

REGISTERED OFFICE:

Maitland House Warrior Square Southend-on-sea

Essex

SS1 2JY

REGISTERED NUMBER:

01709711

AUDITORS:

Wilkins Kennedy LLP **Chartered Accountants** & Statutory Auditor Bridge House London Bridge London SEI 9QR

BANKERS:

Lloyds Bank Plc 77 High Street Southend on Sea

Essex

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Strategic Report For The Year Ended 31st December 2013

The directors present their strategic report for the year ended 31st December 2013

FAIR REVIEW OF BUSINESS

The company continues to provide policy administration and related insurance services to insurance intermediaries, insurance underwriters and insured clients

During 2013 one of the company's major clients began a process of transferring the services that we provide for them to their own in-house facility. Despite this change, the company increased turnover by 1.4% in 2013. The loss of revenue from that client was offset by improved revenues from other existing clients and from new accounts. The developing trend of recent years continued, with a wider range of products and services being provided to a larger number of clients during the year. This is a positive development which reduces our reliance on key clients. Margins improved, as a result of process improvements and efficiency savings, but we remain in a very competitive market. Overall the company reported significantly improved profits for the year.

The IT platform again remained stable throughout the year and the development of our technology delivered efficiencies which fed into reduced operating costs, as well as enabling insurer partners to take advantage of a quicker speed to market for their products than they would have achieved using their own internal infrastructure for service delivery

The major client referred to previously, will complete the transfer of their services to their in-house facility during 2014 which will have an adverse impact on future revenues. However, our continued investment in business development across the Hood Group together with improved opportunities within the insurance sector has resulted in a significant increase in the number of bid opportunities open to the company. The directors are confident that, with our people and our improved IT platform, we can continue to win new business and are positive about the outlook for 2014 and beyond

PRINCIPAL RISKS AND UNCERTAINTIES

The principal risks and uncertainties identified by the directors are outlined below

Failure to replace, or fully replace, the lost revenue from the major client referred to previously with revenue from new business wins

Despite recent improvements, market conditions within the insurance sector remain challenging. As a result clients and potential clients are faced with increased competition and lower premiums. In order to support our clients and potential clients in meeting these challenges, we continue to develop solutions to assist them in improving their revenues, whilst controlling their policy servicing costs.

Retaining key personnel within the business, retaining existing client relationships and developing new client relationships are all important to the company's future development and success

Uncertainty regarding the VAT treatment of insurance products and insurance related services remains a concern

ON BEHALF OF THE BOARD.

R Gildie - Secretary

4th April 2014

Report of the Directors For The Year Ended 31st December 2013

The directors present their report with the financial statements of the company for the year ended 31st December 2013

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of the provision of services to insurance intermediaries, insurance underwriters and insured clients

DIVIDENDS

No dividends will be distributed for the year ended 31st December 2013

DIDECTORS

The directors shown below have held office during the whole of the period from 1st January 2013 to the date of this report

S A Hood

J M Wallis

R Gildie

S M Milbourne

P R Firkins

Other changes in directors holding office are as follows

I J Symmonds - resigned 13th December 2013 Dr A M Joy - resigned 10th June 2013

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Report of the Directors 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 judgements and accounting 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 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.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information

Report of the Directors For The Year Ended 31st December 2013

AUDITORS

The auditors, Wilkins Kennedy LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting

ON BEHALF OF THE BOARD.

R Gildie - Secretary

4th April 2014

Report of the Independent Auditors to the Members of Plus One Services Limited

We have audited the financial statements of Plus One Services Limited for the year ended 31st December 2013 on pages seven to eighteen. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally 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 a Report of the Auditors 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 auditors

As explained more fully in the Statement of Directors' Responsibilities set out on page three, 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 company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the directors, and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Strategic Report and the Report of the Directors 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 financial statements

In our opinion the financial statements

- give a true and fair view of the state of the company's affairs as at 31st December 2013 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 the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements

Report of the Independent Auditors to the Members of Plus One 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



D P Garside (Senior Statutory Auditor) for and on behalf of Wilkins Kennedy LLP Chartered Accountants & Statutory Auditor Bridge House London Bridge London SEI 9OR

4th April 2014

Profit and Loss Account For The Year Ended 31st December 2013

	Notes	2013 £	2012 £
TURNOVER	2	7,129,579	7,032,217
Administrative expenses		(6,618,031)	(6,669,497)
OPERATING PROFIT	4	511,548	362,720
Interest receivable and similar income	5	41,838	48,012
		553,386	410,732
Interest payable and similar charges	6	(2,893)	(1,716)
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	ES	550,493	409,016
Tax on profit on ordinary activities	7	(109,395)	(108,036)
PROFIT FOR THE FINANCIAL YEA	AR.	441,098	300,980

CONTINUING OPERATIONS

None of the company's activities were acquired or discontinued during the current year or previous year

TOTAL RECOGNISED GAINS AND LOSSES

The company has no recognised gains or losses other than the profits for the current year or previous year

Balance Sheet 31st December 2013

		2013	2012
	Notes	£	£
FIXED ASSETS			
Tangible assets	9	449,396	555,990
CURRENT ASSETS			
Debtors	10	1,514,370	1,031,644
Cash at bank and in hand		147,798	252,917
		1,662,168	1,284,561
CREDITORS			
Amounts falling due within one year	11	(1,029,595)	(1,219,289)
NET CURRENT ASSETS		632,573	65,272
TOTAL ASSETS LESS CURRENT			
LIABILITIES		1,081,969	621,262
CREDITORS			
Amounts falling due after more than on	ie		
year	12	(19,609)	
NET ASSETS		1,062,360	621,262
CAPITAL AND RESERVES			
Called up share capital	16	10,000	10,000
Share premium	17	99,980	99,980
Profit and loss account	17	952,380	511,282
SHAREHOLDERS' FUNDS	21	1,062,360	621,262

The financial statements were approved by the Board of Directors on 4th April 2014 and were signed on its behalf by

S A Hood - Director

J M Wallis - Director

Cash Flow Statement For The Year Ended 31st December 2013

	Notes	2013 £	2012 £
Net cash inflow	_		
from operating activities	1	971,460	270,128
Returns on investments and			
servicing of finance	2	38,945	46,296
Taxation		(88,670)	(170,752)
Capital expenditure	2	(101,560)	(315,241)
Equity dividends paid			(225,000)
		820,175	(394,569)
Financing	2	(925,294)	13,010
Decrease in cash in the period		(105,119)	(381,559)
Reconciliation of net cash flow		 	
to movement in net debt	3		
Decrease in cash in the period Cash outflow/(inflow)		(105,119)	(381,559)
from decrease/(increase) in debt and financing	lease	284,637	(13,010)
Change in net debt resulting			
from cash flows		179,518	(394,569)
Movement in net debt in the period	i	179,518	(394,569)
Net (debt)/funds at 1st January		(70,367)	324,202
Net funds/(debt) at 31st December		109,151	(70,367)

Notes to the Cash Flow Statement For The Year Ended 31st December 2013

1 RECONCILIATION OF OPERATING PROFIT TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2013	2012
	£	£
Operating profit	511,548	362,720
Depreciation charges	269,016	273,532
Profit on disposal of fixed assets	(3,032)	-
Decrease/(increase) in debtors	18,218	(245,465)
Increase/(decrease) in creditors	175,710	(120,659)
Net cash inflow from operating activities	971,460	270,128
		

2 ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED IN THE CASH FLOW STATEMENT

	2013	2012
	£	£
Returns on investments and servicing of finance		
Interest received	41,838	48,012
Interest paid	(2,893)	(1,716)
Net cash inflow for returns on investments and servicing of finance	38,945	46,296
Capital expenditure		
Purchase of tangible fixed assets	(105,473)	(315,241)
Sale of tangible fixed assets	3,913	<u>-</u>
Net cash outflow for capital expenditure	(101,560)	(315,241)
Financing		
Loan repayments in year	-	(14,916)
Capital repayments in year	(19,182)	•
Amounts transferred to group companies	(906,112)	27,926
Net cash (outflow)/inflow from financing	(925,294)	13,010
_		

Notes to the Cash Flow Statement For The Year Ended 31st December 2013

ANALYSIS OF CHANGES IN NET DEBT			At
	At 1/1/13	Cash flow	31/12/13
Net cash	£	£	£
Cash at bank and in hand	252,917	(105,119)	147,798
	252,917	(105,119)	147,798
Debt			
Finance leases	-	(38,647)	(38,647)
Debts falling due within one year	(323,284)	323,284	-
	(323,284)	284,637	(38,647)
Total	(70,367)	179,518	109,151

Notes to the Financial Statements For The Year Ended 31st December 2013

1 ACCOUNTING POLICIES

Basis of preparing the financial statements

In the opinion of the directors, it remains appropriate to continue to adopt the going concern basis of accounting

Accounting convention

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

Turnover

Credit is taken for administration fees billed to clients in the period in which they are earned. Other income is credited to the profit and loss account as it is received.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter

Systems development costs

- 33% on cost and 20% on cost

Fixtures and fittings Computer equipment

20% on cost

- 33% on cost

Deferred tax

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date

Hire purchase and leasing commitments

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter

The interest element of these obligations is charged to the profit and loss account over the relevant period. The capital element of the future payments is treated as a liability

Pension costs and other post-retirement benefits

The company operates defined contribution pension schemes. The amount charged to the profit and loss account in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

2 TURNOVER

The turnover and profit before taxation are attributable to the one principal activity of the company

3 STAFF COSTS

	2013	2012
	£	£
Wages and salaries	4,208,749	4,513,595
Other pension costs	126,352	118,938
	4,335,101	4,632,533
		

Notes to the Financial Statements - continued For The Year Ended 31st December 2013

3	STAFF COSTS - continued		
	The average monthly number of employees during the year was as follows	2013	2012
	Management	7	7
	Administration	157	162
		164	1/0
		164 ====	
1	OPERATING PROFIT		
	The operating profit is stated after charging/(crediting)		
		2013	2012
		£	£
	Depreciation - owned assets	252,951	273,532
	Depreciation - assets on finance leases	16,064	-
	Profit on disposal of fixed assets	(3,032)	10.006
	Auditors' remuneration Auditors' remuneration for non audit work	11,340 14,032	10,296 17,058
	Operating leases - Rental and service charges	362,880	349,596
	Operating leases - Hire/Lease of equipment	54,057	35,823
	Specially source and source of approximation		====
	Directors' remuneration	610,237	559,342
	Directors' pension contributions to money purchase schemes	47,960	48,959
	The number of directors to whom retirement benefits were accruing was as follow	rs	
	Money purchase schemes	7	7
			
	Information regarding the highest paid director is as follows		
		2013	2012
		£	£
	Emoluments etc	187,000	167,688
	Pension contributions to money purchase schemes	14,050	12,475
	INTEREST RECEIVABLE AND SIMILAR INCOME		
		2013	2012
		£	£
	Bank deposit interest	41,838	48,012
	INTEREST PAYABLE AND SIMILAR CHARGES		
		2013 £	2012 £
	Bank loan interest	-	30
	Other interest payable	2,893	1,686
		2,893	1,716

Notes to the Financial Statements - continued For The Year Ended 31st December 2013

TAXATION		
Analysis of the tax charge		
The tax charge on the profit on ordinary activities for the year was as follows		
	2013	2012
	£	£
Current tax		
UK corporation tax	88,983	78,797
Deferred tax	20,412	29,239
Tax on profit on ordinary activities	109,395	108,036
Factors affecting the tax charge The tax assessed for the year is lower than the standard rate of corporation to explained below	ax in the UK Th	e difference
	2013	2012
	£	£
Profit on ordinary activities before tax	550,493	409,016
Positive and account of		====
Profit on ordinary activities multiplied by the standard rate of corporation tax		
	126,613	00 164
in the UK of 23% (2012 - 24%)	120,013	98,164
Effects of		
	61,176	65,648
Depreciation	61,176 (72,670)	
Depreciation Capital Allowances		(52,415)
Depreciation Capital Allowances Disallowable expenses	(72,670)	(52,415) 5,272
Depreciation Capital Allowances Disallowable expenses Non FRS 12 provision	(72,670)	(52,415) 5,272
Depreciation Capital Allowances Disallowable expenses	(72,670) 3,860	(52,415) 5,272 (38,909)
Depreciation Capital Allowances Disallowable expenses Non FRS 12 provision Effect of reduction in rate of corporation tax Group relief	(72,670) 3,860 - 846 (30,842)	(52,415) 5,272 (38,909) 1,037
Depreciation Capital Allowances Disallowable expenses Non FRS 12 provision Effect of reduction in rate of corporation tax	(72,670) 3,860 - 846	(52,415) 5,272 (38,909)
Depreciation Capital Allowances Disallowable expenses Non FRS 12 provision Effect of reduction in rate of corporation tax Group relief	(72,670) 3,860 - 846 (30,842)	(52,415) 5,272 (38,909) 1,037
Depreciation Capital Allowances Disallowable expenses Non FRS 12 provision Effect of reduction in rate of corporation tax Group relief Current tax charge	(72,670) 3,860 - 846 (30,842)	(52,415) 5,272 (38,909) 1,037
Depreciation Capital Allowances Disallowable expenses Non FRS 12 provision Effect of reduction in rate of corporation tax Group relief Current tax charge	(72,670) 3,860 846 (30,842) 88,983	(52,415) 5,272 (38,909) 1,037 - - 78,797
Depreciation Capital Allowances Disallowable expenses Non FRS 12 provision Effect of reduction in rate of corporation tax Group relief Current tax charge	(72,670) 3,860 846 (30,842) 88,983	(52,415) 5,272 (38,909) 1,037 - 78,797

Notes to the Financial Statements - continued For The Year Ended 31st December 2013

9	TANGIBLE FIXED ASSETS	Systems	Fixtures		
		development	and	Computer	
		costs	fittings	equipment	Totals
		£	£	£	£
	COST				
	At 1st January 2013	2,495,017	85,494	755,848	3,336,359
	Additions	138,893	- (57.2(3)	24,409	163,302
	Disposals	(721,016)	(57,263)	(645,712)	(1,423,991)
	At 31st December 2013	1,912,894	28,231	134,545	2,075,670
	DEPRECIATION				
	At 1st January 2013	2,012,066	70,669	697,634	2,780,369
	Charge for year	230,382	4,750	33,883	269,015
	Eliminated on disposal	(720,979)	(57,263)	(644,868)	(1,423,110)
	At 31st December 2013	1,521,469	18,156	86,649	1,626,274
	NET BOOK VALUE				
	At 31st December 2013	391,425	10,075	47,896	449,396
	At 31st December 2012	482,951	14,825	58,214	555,990
					costs £
	COST				
	Additions				57,829
	At 31st December 2013				57,829
	DEPRECIATION				
	Charge for year				16,064
	At 31st December 2013				16,064
	NET BOOK VALUE				
	At 31st December 2013				41,765
10	DEBTORS: AMOUNTS FALLING DUE	WITHIN ONE YEA	R		
				2013	2012
				£	£
	Trade debtors			156,358	251,470
	Amounts owed by group undertakings			767,827	246,471
	Other debtors			530,734	453,840
	Deferred tax asset			59,451	79,863
				1,514,370	1,031,644

Notes to the Financial Statements - continued For The Year Ended 31st December 2013

10 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - continued

Included within debtors amounts falling due within one year is a deferred tax asset of £59,451 arising from timing differences between capital allowances recognised in the corporation tax computations and the company's depreciation policy Whilst it is expected that an element of this will be recovered within one year, it is unlikely that all of the deferred tax asset will be recovered within this time frame

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2013	2012
	£	£
Finance leases (see note 13)	19,038	-
Trade creditors	234,595	120,243
Amounts owed to group undertakings	185,000	569,755
Tax	44,083	43,770
Social security and other taxes	304,084	297,147
Other creditors and accruals	242,795	188,374
	1,029,595	1,219,289
		

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE **YEAR**

	2013	2012
	£	£
Finance leases (see note 13)	19,609	-

13 **OBLIGATIONS UNDER LEASING AGREEMENTS**

	Finance	Finance leases	
	2013	2012	
	£	£	
Net obligations repayable			
Within one year	19,038	-	
Between one and five years	19,609	-	
	38,647	-	
			

The following operating lease payments are committed to be paid within one year

	Land and buildings		Other operating leases	
	2013	2012	2013	2012
	£	£	£	£
Expiring				
Within one year	-	•	1,509	-
Between one and five years	351,713	349,213	59,215	40,513
	351,713	349,213	60,724	40,513

14 SECURED DEBTS

There is an unlimited guarantee and letter of set off in place between The Select & Protect Program Ltd, Hood Direct Limited, Plus One Services Limited, Plus One Administration Services Limited, Hood Group Limited and Augmentum Management Limited in relation to any credit balances with the company's bankers

Page 16	continued
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Notes to the Financial Statements - continued For The Year Ended 31st December 2013

15	DEFERRE	ED TAX				c
	Balance at : Movement	1st January 2013 in the year				£ (79,863) 20,412
	Balance at 3	31st December 2013				(59,451)
	The deferre	d tax asset is include	within debtors amounts falling	due within one ye	ear (see note 10)	
16	CALLED	UP SHARE CAPIT	AL			
	Allotted, iss	sued and fully paid				
	Number	Class		Nominal value	2013 £	2012 £
	10,000	Ordinary		£1 00	10,000	10,000
17	RESERVE	S				
				Profit	_	
				and loss	Share	CD . A
				account £	premium £	Totals £
	At 1st Janua	ary 2013		511,282	99,980	611,262
	Profit for th	e year		441,098		441,098
	At 31st Dec	ember 2013		952,380	99,980	1,052,360

18 PENSION COMMITMENTS

The company operates defined contribution pension schemes. The assets of the schemes are administered by trustees in funds independent from those of the company. The total contributions paid in the year amounted to £126,352 (2012 £118,938).

19 ULTIMATE PARENT COMPANY

The directors consider the ultimate holding company to be Hood Group Limited incorporated in England and Wales

Notes to the Financial Statements - continued For The Year Ended 31st December 2013

20 RELATED PARTY DISCLOSURES

The company provided insurance services in the normal course of business to The Select and Protect Program Limited, a company owned by Hood Group Limited and with some directors in common Sales for the year amounted to £3,778,849 (2012 £3,692,064)

The company provided insurance services in the normal course of business to Plus One Administration Services Limited, a company owned by Hood Group Limited and with some directors in common Sales for the year amounted to £143,750 (2012 £nil)

The company received insurance services in the normal course of business from Hood Direct Limited, a company owned by Hood Group Limited and with some directors in common Purchases for the year amounted to £100,710 (2012 £17,940)

During the year the company paid £21,000 (2012 £21,000) in respect of consultancy services to Hemsign Limited, a company in which Mr E J Cater (a director of Hood Group Limited) is a director

During the year the company paid £12,250 (2012 £nil) in respect of management charges to Augmentum Management Limited, a company which has some directors in common with Hood Group Limited

21 RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS

	2013	2012
	£	£
Profit for the financial year	441,098	300,980
Dividends		(225,000)
Net addition to shareholders' funds	441,098	75,980
Opening shareholders' funds	621,262	545,282
Closing shareholders' funds	1,062,360	621,262