COMPANY REGISTRATION NUMBER 2970970

Phase 1 Clinical Trials Unit Limited Financial Statements For **31 December 2003**

BISHOP FLEMING
Chartered Accountants & Registered Auditors Cobourg House Mayflower Street Plymouth PL1 1LG



27/01/05

Financial Statements

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Officers and Professional Advisers

The Board of Directors

Stephen Saltaire

Company Secretary

David Searle

Registered Office

Old Convent of Notre Dame

119 Looseleigh Lane

Derriford Plymouth PL6 5HH

Auditors

Bishop Fleming
Chartered Accountants
& Registered Auditors
Cobourg House
Mayflower Street
Plymouth

PL1 1LG

Bankers

Barclays Bank Pic 50 Cornwall Street

Plymouth

PL1 2HA

The Director's Report

Year Ended 31 December 2003

The director has pleasure in presenting his report and the financial statements of the company for the year ended 31 December 2003.

Principal activities and review of the business

The principal activity of the company during the year was the operation of a phase one clinical testing facility for pharmaceutical companies.

The lower levels of activity referred to in the previous year's accounts continued into the early part of 2003 but there was a marked improvement in the latter half of the year. Accordingly, the result for the year of a net profit before tax of £130,435 on turnover of £4,034,713 is satisfactory.

Although the current year started strongly, the uncertainty regarding the implementation of the new EU Directive relating to clinical trials on 1st May is expected to adversely affect the number of new trials being undertaken immediately after that date. The longer term impact of these changes (if any) will not be clearly identifiable for some time.

Results and dividends

The trading results for the year and the company's financial position at the end of the year are shown in the attached financial statements.

The director has recommended the following dividends:

	2003	2002
	£	£
Proposed dividends on ordinary shares	-	7,676
Proposed dividends on preference shares	2,400	3,545
Dividends paid on preference shares	9,171	12,135
	11,571	23,356

The directors and their interests in the shares of the company

None of the directors who served the company during the year together had beneficial interests in the shares of the company.

Stephen Saltaire was appointed as a director on 19 November 2003.

Raymond Stringer resigned as a director on 10 October 2003.

Paul Morrison resigned as a director on 19 November 2003.

Fixed assets

The directors are of the opinion that the market value of land and buildings exceeds its book value.

Director's 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 at the end of the year and of the profit or loss for the year then ended. In preparing those financial statements, the directors are required to:

select suitable accounting policies, as described on pages 9 to 10, and then apply them consistently;

make judgements and estimates that are reasonable and prudent; and

prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Director's Report (continued)

Year Ended 31 December 2003

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. The directors 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.

Donations

During the year the company made the following contributions:

	2003	2002
	£	£
Charitable	16,339	20,087
		

Purchase of own shares

During the year the company redeemed 38,400 (of the 134,400 in issue at start of year or 29%) 1p preference shares for consideration totalling £38,400. This was in accordance with the terms and conditions detailed upon issue of these shares.

Auditors

A resolution to re-appoint Bishop Fleming as auditors for the ensuing year will be proposed at the annual general meeting in accordance with section 385 of the Companies Act 1985.

Registered office:
Old Convent of Notre Dame
119 Looseleigh Lane
Derriford
Plymouth
PL6 5HH

Signed by

Mr Stephen Saltaire Director

Approved by the director on 24 December 2004

Independent Auditors' Report to the Shareholders of Phase 1 Clinical Trials Unit Limited

Year Ended 31 December 2003

We have audited the financial statements on pages 6 to 20 which have been prepared under the historical cost convention and the accounting policies set out on pages 9 to 10.

This report is made solely to the company's shareholders, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's shareholders those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's shareholders as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As described in the Statement of Director's Responsibilities the company's directors are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

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 1985. We also report to you if, in our opinion, the Director's 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 director's remuneration and transactions with the company is not disclosed.

We read the Director's Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with United Kingdom 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 company'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.

Independent Auditors' Report to the Shareholders of Phase 1 Clinical Trials Unit Limited (continued)

Year Ended 31 December 2003

Opinion

In our opinion the financial statements give a true and fair view of the state of the company's affairs as at 31 December 2003 and of its profit for the year then ended, and have been properly prepared in accordance with the Companies Act 1985.

Bishop Fleming

Chartered Accountants

& Registered Auditors

Cobourg House

Mayflower Street

Plymouth

PL1 1LG

24 December 2004

Profit and Loss Account

Year Ended 31 December 2003

	Note	2003 £	2002 £
Turnover	2	4,034,713	3,219,188
Cost of sales		2,574,926	2,066,242
Gross profit		1,459,787	1,152,946
Administrative expenses		1,278,189	1,061,886
Operating profit	3	181,598	91,060
Interest payable and similar charges	6	51,163	55,428
Profit on ordinary activities before taxation		130,435	35,632
Tax on profit on ordinary activities	7	28,374	10,047
Profit on ordinary activities after taxation		102,061	25,585
Dividends (including non-equity)	8	11,571	23,356
Retained profit for the financial year		90,490	2,229

All of the activities of the company are classed as continuing.

The company has no recognised gains or losses other than the results for the year as set out above.

Balance Sheet

31 December 2003

		200)3	200	12
	Note	£	£	£	£
Fixed assets					
Intangible assets	9		_		_
Tangible assets	10		1,786,388		1,898,985
Investments	11		14,259		14,259
			1,800,647		1,913,244
Current assets					
Stocks	12	33,525		38,642	
Debtors	13	817,295		397,221	
Cash at bank		600		413	
		851,420		436,276	
Creditors: Amounts falling due within one year	14	1,007,206		639,703	
Net current liabilities			(155,786)		(203,427)
Total assets less current liabilities			1,644,861		1,709,817
Creditors: Amounts falling due after	•				
more than one year	15		534,230		679,650
			1,110,631		1,030,167
Provisions for liabilities and charges					
Deferred taxation	18		242,061		213,687
			868,570		816,480
Capital and reserves					
Called-up share capital	21		16,757		17,141
Share premium account	22		581,380		581,380
Other reserves	22		960		576
Profit and loss account	22		269,473		217,383
			868,570		816,480
Shareholders' funds:	23				
Equity			867,610		815,136
Non-equity			960		1,344
			868,570		816,480

These financial statements were approved and signed by the director on 24 December 2004

Mr Stephen Saltaire Director

Cash Flow Statement

		2003	3	2002	2
	Note	£	£	£	£
Net cash (outflow)/inflow from operating activities	24		(105,463)		341,276
Returns on investments and servicing Interest paid Interest element of hire purchase Non-equity dividends paid	of fina	(43,483) (7,680) (12,716)		(50,950) (4,478) (16,775)	
Net cash outflow from returns on investments and servicing of finance			(63,879)		(72,203)
Capital expenditure Payments to acquire tangible fixed assets Receipts from sale of fixed assets	3	(31,955) 72		(319,066) 663	
Net cash outflow from capital expenditure			(31,883)		(318,403)
Equity dividends paid			(7,938)		_
Cash outflow before financing			(209,163)		(49,330)
Financing Premium on purchase of own non-equity					
shares		(38,016)		(38,016)	
Purchase of own non-equity shares New bank loans		(384)		(384) 400,000	
(Repayment) of bank loans		(103,500)		(108,500)	
Capital element of hire purchase		(41,920)		(24,405)	
Net cash (outflow)/inflow from financi	ng		(183,820)		228,695
(Decrease)/increase in cash	25		(392,983)		179,365

Notes to the Financial Statements

Year Ended 31 December 2003

1. Accounting policies

(a) Basis of accounting

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

(b) Consolidation

In the opinion of the director, the company and its subsidiary undertakings comprise a mediumsized group. The company has therefore taken advantage of the exemption provided by Section 248 of the Companies Act 1985 not to prepare group accounts.

(c) Turnover

The turnover shown in the profit and loss account represents amounts invoiced during the year, exclusive of Value Added Tax.

(d) Amortisation

Amortisation is calculated so as to write off the cost of an asset over the useful economic life of that asset as follows:

Goodwill

- 5 years straight line

(e) Fixed assets

All fixed assets are initially recorded at cost.

(f) Depreciation

Depreciation is calculated so as to write off the cost of an asset over the useful economic life of that asset as follows:

Freehold Buildings

- 2% straight line

Plant & Machinery

- 25% reducing balance

Fixtures & Fittings

- 25% reducing balance or 50% straight line

(g) Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

(h) Work in progress

The attributable profit on long-term contracts is recognised once their outcome can be assessed with reasonable certainty. The profit recognised reflects the proportion of work completed to date on the contract.

Costs associated with long term contracts are included in work in progress to the extent that they cannot be matched with contract work accounted for as turnover. Long-term contract balances included in work in progress are stated at cost, after provision has been made for foreseeable losses and the deduction of applicable payments on account.

Full provision is made for losses on all contracts in the year in which the loss is first foreseen.

(i) Hire purchase agreements

Assets held under hire purchase agreements are capitalised and disclosed under tangible fixed assets at their fair value. The capital element of the future payments is treated as a liability and the interest is charged to the profit and loss account on a straight line basis.

(i) Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

Notes to the Financial Statements

Year Ended 31 December 2003

1. Accounting policies (continued)

(k) Pension costs

The company operates a defined contribution scheme for employees. The assets of the scheme are held separately from those of the company. The annual contributions payable are charged to the profit and loss account and amount to £64,647 (2002: £71,507).

(I) Deferred taxation

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

Deferred tax assets are recognised only to the extent that the directors consider that it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

(m) Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the operating profit.

(n) Investments

Investments are included at cost. Profits or losses arising from disposal of fixed asset investments are treated as part of the results from ordinary activities.

2. Turnover

The turnover and profit before tax are attributable to the one principal activity of the company. An analysis of turnover is given below:

2003	2002
£	£
2,631,258	2,168,397
650,519	432,951
592,812	322,569
160,124	295,271
4,034,713	3,219,188
	£ 2,631,258 650,519 592,812 160,124

Notes to the Financial Statements

3.	Operating profit		
	Operating profit is stated after charging/(crediting):		
		2003	2002
		£	£
	Depreciation of owned fixed assets	88,014	88,505
	Depreciation of assets held under hire purchase		
	agreements	43,667	34,933
	Loss on disposal of fixed assets	12,799	191
	Auditors' remuneration		
	- as auditors	7,050	7,050
	Operating lease costs:		
	Plant and equipment	10,040	15,198
4.	Particulars of employees		
	The average number of staff employed by the compar	y during the financial y	year amounted to:
		2003	2002
		No	No
	Number of employees	<u>81</u>	76
	The aggregate payroll costs of the above were:		
		2003	2002
		£	£
	Wages and salaries	1,458,791	1,277,552
	Social security costs	134,792	111,957
	Other pension costs	64,647	71,507
		1,658,230	1,461,016
5.	Director's emoluments		
	The director's aggregate emoluments in respect of qua	alifying services were:	
		2003	2002
		£	£
	Emoluments and fees receivable	67,761	56,295
	Value of company pension contributions to money		
	purchase schemes	3,097	1,897
		70,858	58,192
	The number of directors who accrued benefits under o		
		2003	2002
		No	No
	Money purchase schemes	1	1

Notes to the Financial Statements

6.	Interest payable and similar charges		
	••	2002	2002
		2003 £	2002 £
	Interest nevable on bonk horrowing	43,483	50,567
	Interest payable on bank borrowing Finance charges	7,680	4,478
	Other similar charges payable	7,000	383
	Other similar charges payable		
		51,163	55,428
7.	Taxation on ordinary activities		
		2003	2002
		£	£
	Deferred tax:		
	Origination and reversal of timing differences	28,374	10,047
	Factors affecting current tax charge		
	The tax assessed on the profit on ordinary activities corporation tax in the UK of 19% (2002 - 19%).	for the year is lower than	the standard rate of
	corporation as in the Oil of 15% (2002 15%).	2003	2002
		£	£
	Profit on ordinary activities before taxation	144,211	35,632
	Profit/(loss) on ordinary activities by rate of tax	27,400	6,770
	Expenses not deductible for tax purposes	21	3,277
	Movement on accelerated capital allowances	20,409	(67,289)
	Other timing differences	-	(1,204)
	(Decrease)/increase in tax losses	(47,830)	58,446
	Total current tax	-	_
8.	Dividends		
	The following dividends have been paid or proposed	in respect of the year:	
		2003	2002
		£	£
	Proposed dividend on ordinary shares	-	7,676
	Proposed dividend on preference shares	2,400	3,545
	Dividend paid on preference shares	9,171	12,135
		11,571	23,356

Notes to the Financial Statements

Year Ended 31 December 2003

9.	Intangible fixed assets				
					Goodwill £
	Cost At 1 January 2003 and 31 Decem	nber 2003			30,000
	Amortisation At 1 January 2003				30,000
	At 31 December 2003				30,000
	Net book value At 31 December 2003				_
	At 31 December 2002				_
10.	Tangible fixed assets				
		Freehold Property £	Plant & Machinery £	Fixtures & Fittings £	Total £
	Cost	*	.L	*	- Au
	At 1 January 2003	1,648,133	477,850	314,919	2,440,902
	Additions	2,958	1,145	27,852	31,955
	Disposals	_	(43,784)	(7,208)	(50,992)
	At 31 December 2003	1,651,091	435,211	335,563	2,421,865
	Depreciation				
	At 1 January 2003	118,999	220,002	202,916	541,917
	Charge for the year	28,014	64,708	38,959	131,681
	On disposals		(33,105)	(5,016)	(38,121)
	At 31 December 2003	147,013	251,605	236,859	635,477
	Net book value				
	At 31 December 2003	1,504,078	183,606	98,704	1,786,388
	At 31 December 2002	1,529,134	257,848	112,003	1,898,985

The gross amount of land and buildings on which depreciation is being provided is £1,401,091.

The value of land included within freehold land and buildings is £250,000.

Hire purchase agreements

Included within the net book value of £1,786,388 is £131,001 (2002 - £174,667) relating to assets held under hire purchase agreements. The depreciation charged to the financial statements in the year in respect of such assets amounted to £43,667 (2002 - £34,933).

Notes to the Financial Statements

Year Ended 31 December 2003

11. Investments

12.

13.

			υ	Shares in Group Indertakings £
Cost At 1 January 2003 and 31 December 200	3			14,259
Net book value At 31 December 2003				14,259
At 31 December 2002				14,259
The company owns 100% of the issued swere registered in England.	hare capital of	the companies	listed below b	ooth of which
	2003 Capital and	2003 Profit for the	2002 Capital and	2002 (Loss) for the
	Reserves £	Year £	Reserves £	Year £
Partners in Clinical Research	æ	a c	•	∞
Limited (Clinical Research) Peninsula Clinical Development	86,402	45,921	40,481	(41,273)
Limited (Clinical Research)	(26)		(26)	-
Stocks				
		2003		2002
		£		£
Work in progress		16,992		28,100
Consumable stores		16,533		10,542
		33,525		38,642
Debtors				
		2003		2002
		£		£
Trade debtors		517,447		281,274
Amounts owed by group undertakings		64		64
Amounts recoverable on contracts		210,280		27,325
Taxation recoverable		14,772		14,772
Other debtors		41,187		45,187
Prepayments and accrued income		33,545		28,599

817,295

397,221

Notes to the Financial Statements

Year Ended 31 December 2003

14. Creditors: Amounts falling due within one ye	ear
--	-----

	2003	2002
	£	£
Bank loans and overdrafts	497,688	104,518
Payments received on account	23,293	137,640
Trade creditors	81,575	66,120
Amounts owed to group undertakings	122,629	15,133
Taxation and social security	144,333	154,353
Hire purchase agreements	41,920	41,920
Dividends payable	2,400	11,483
Other creditors	-	28,100
Accruals and deferred income	93,368	80,436
	1,007,206	639,703

The following liabilities disclosed under creditors falling due within one year are secured by the company:

	2003	2002
	£	£
Bank loans and overdrafts	497,688	104,518
Hire purchase agreements	41,920	41,920
	539,608	146,438

15. Creditors: Amounts falling due after more than one year

	2003	2002
	£	£
Bank loans and overdrafts	432,875	536,375
Hire purchase agreements	101,355	143,275
	534,230	679,650

The bank loans and overdraft are secured by a fixed charge over the Company's freehold land and buildings and by floating charge over the other assets of the Company. Hire purchase agreements are secured over the assets to which they relate.

There are 2 bank loans originating in 1997 for £635,000 and 2002 for £400,000. They are both repayable over 10 years at quarterly instalments of £15,875 and £10,000 respectively.

The following liabilities disclosed under creditors falling due after more than one year are secured by the company:

	2003	2002
	£	£
Bank loans and overdrafts	432,875	536,375
Hire purchase agreements	101,355	143,275
	534,230	679,650

Notes to the Financial Statements

16.	Creditors - bank loans		
	Creditors include bank loans which are due for repaym	ent in equal instalmen	ts as follows:
		2003	2002
		£	£
	Amounts repayable:		
	In one year or less or on demand	103,500	103,500
	In more than one year but not more than two years	103,500	103,500
	In more than two years but not more than five years	239,375	262,875
	In more than five years	90,000	170,000
		536,375	639,875
17.	Commitments under hire purchase agreements		
	Future commitments under hire purchase agreements as	re as follows:	
		2003	2002
		£	£
	Amounts payable within 1 year	41,920	41,920
	Amounts payable between 1 and 2 years	41,920	41,920
	Amounts payable between 3 and 5 years	59,435	101,355
		143,275	185,195
18.	Deferred taxation		
			2003
			£
	The movement in the deferred taxation provision during	g the year was:	***
	Provision brought forward		213,687
	Profit and loss account movement arising during the		20.254
	year		28,374
	Provision carried forward		242,061
	The provision for deferred taxation consists of the tax e	effect of timing differe	ences in respect of:
		2003	2002
		£	£
	Excess of taxation allowances over		
	depreciation on fixed assets	256,762	278,690
	Other timing differences	(14,701)	(65,003)
		242,061	213,687
			======

Notes to the Financial Statements

Year Ended 31 December 2003

19. Commitments under operating leases

At 31 December 2003 the company had annual commitments under non-cancellable operating leases as set out below.

	Assets Other Than Land & Buildings	
	2003	2002
	£	£
Operating leases which expire:		
Within 1 year	4,432	-
Within 2 to 5 years	_	4,990
	4,432	4,990

20. Related party transactions

Due to the spread of share ownership, there is no one controlling party.

During the year the company purchased goods and services amounting to £714,914 (2002: £341,978) from Partners In Clinical Research Ltd (subsidiary company). At the year end the company owed PICR Ltd £122,629 (2002: £15,133).

At the year end the company was owed £64 by Peninsular Clinical Development Limited a subsidiary company (2002: £64).

Mr P Morrison (director during the year) invoiced the company £29,453 (2002: £25,907) for management services rendered and expenses which includes a £nil creditor provided at the year end (2002 £2,000).

Mr S Saltaire (director) is owed £2,332, being the total amount of services rendered to the company in the year.

The following shareholders had transactions with the company:

- 1. Phase Solutions Limited a company controlled by Dr M Cross (whose family trust holds shares in Phase 1) invoiced £12,000 for marketing consultancy work carried out during the year (2002; £48,250).
- 2. Additionally Phase 1 carried out work for Phase Solutions amounting to £137,461 (2002: £19,900). £19,900 (2002: £19,900) is owed by Phase Solutions at the year end although a provision for bad debts has been included for £19,900 in this respect.
- 3. Dr M Cross owes the company £41,187 (2002: £45,187). The balance has been reduced this year following a contra with amounts owed to Phase Solutions.

Notes to the Financial Statements

Year Ended 31 December 2003

21. Share capital

Autho	rised	share	capital:
			CHUILLIAN.

	2003	2002
	£	£
1,778,000 Ordinary shares of £0.01 each	17,780	17,780
100 Ordinary Class A shares of £1 each	100	100
100 Ordinary Class B shares of £1 each	100	100
100 Ordinary Class C shares of £1 each	100	100
192,000 Preference shares of £0.01 each	1,920	1,920
	20,000	20,000

Allotted, called up and fully paid:

	200)3	2002	
	No	£	No	£
Ordinary shares of £0.01 each	1,575,600	15,756	1,575,600	15,756
Ordinary Class A shares of £1 each	1	1	1	1
Ordinary Class B shares of £1 each	17	17	17	17
Ordinary Class C shares of £1 each	23	23	23	23
Preference shares of £0.01 each	96,000	960	134,400	1,344
	1,671,641	16,757	1,710,041	17,141

Preference shares

The fixed cumulative preference shares are non-equity shares which carry an entitlement to a dividend at a rate of 10p per share per annum. They are redeemed at £1 per share biannually following the fifth anniversary of their issue. The company may redeem all or some of the preference shares in advance of their due date for redemption.

This year 38,400 shares have been redeemed at £1 per share. Holders of preference shares have no voting rights. Preference shares have the right on a winding up to receive, in priority to any other class of shares, the sum of 1p per share together with any arrears of dividends.

Ordinary shares

These are equity shares with full voting rights.

Ordinary "A", "B" and "C" shares

These are equity shares with no entitlement to voting rights.

22. Reserves

Dalanca hway akt famyand	Share premium account	Capital redemption reserve £ 576	Profit and loss account
Balance brought forward	581,380	3/0	217,383
Retained profit for the year Other movements	-	-	90,490
Redemption of preference shares		384	(38,400)
Balance carried forward	581,380	960	269,473

Notes to the Financial Statements

23.	Reconciliation of movements in shareholders' fund	ds	
	Equity shareholders' funds		
		2003	2002
	Deaft for the Francial was	£ 102.061	£
	Profit for the financial year Dividends	102,061 (11,571)	25,585 (23,356)
	Dividends		
		90,490	2,229
	Less capitalised from reserves	(38,016)	(38,016)
	Net addition/(reduction) to funds	52,474	(35,787)
	Opening shareholders' equity funds	815,136	850,923
	Closing shareholders' equity funds	867,610	815,136
	Non-equity shareholders' funds		
	Opening shareholders' non-equity funds	1,344	1,728
	Purchase of own non-equity shares	(384)	(384)
	Closing shareholders' non-equity funds	960	1,344
	Total shareholders' funds	868,570	816,480
24.	Reconciliation of operating profit to net cash (outflow)/inflow from operating activities		
	net cash (outlow), million from operating activities	2003	2002
		£	£
	Operating profit	181,598	91,060
	Depreciation	131,681	123,438
	Loss on disposal of fixed assets	12,799	191
	Decrease/(increase) in stocks	5,117	(19,242)
	(Increase)/decrease in debtors	(420,074)	46,734
	(Decrease)/increase in creditors	(16,584)	99,095
	Net cash (outflow)/inflow from operating activities	(105,463)	341,276

Notes to the Financial Statements

25.	Reconciliation of net cash flow to mov	ement in net o	debt		
		2003			002
	(D) \f	£	£	£	£
	(Decrease)/increase in cash in the period	(392,983)		179,365	
	Net cash outflow from/(inflow) from bank loans Cash outflow in respect of hire	103,500		(291,500)	
	purchase	41,920		24,405	
	Change in net debt resulting from cash flows New finance leases		(247,563) -		(87,730) (209,600)
	Movement in net debt in the period		(247,563)		(297,330)
	Net debt at 1 January 2003		(825,675)		(528,345)
	Net debt at 31 December 2003		(1,073,238)		(825,675)
26.	Analysis of changes in net debt				
			At 1 Jan 2003 £	Cash flows	At 31 Dec 2003
	Net cash:		412	107	COO
	Cash in hand and at bank Overdrafts		413 (1,018)	187 (393,170)	600 (394,188)
			(605)	(392,983)	
	Debt:				
	Debt due within 1 year		(103,500)	_	(103,500)
	Debt due after 1 year		(536,375)	103,500	(432,875)
	Hire purchase agreements		(185,195)	41,920	(143,275)
			(825,070)	145,420	(679,650)
	Net debt		(825,675)	(247,563)	(1,073,238)