REGISTERED NUMBER 03385466 (England and Wales)

Report of the Directors and

Financial Statements for the Year Ended 31 December 2011

<u>for</u>

Maclellan Management Services Limited

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Maclellan Management Services Limited

Company Information for the Year Ended 31 December 2011

DIRECTORS:

B Melizan

S Ashdown

SECRETARY

S Pound

REGISTERED OFFICE:

Capital Tower

91 Waterloo Road

London SE1 8RT

REGISTERED NUMBER:

03385466 (England and Wales)

AUDITOR:

Deloitte LLP

Chartered Accountants and

Statutory Auditor

London

United Kingdom

Report of the Directors

for the Year Ended 31 December 2011

The directors present their report with the financial statements of the company for the year ended 31 December 2011

PRINCIPAL ACTIVITY

The principal activity of the company is the provision of operational and administrative personnel and management services to other group companies. The company is reliant on fellow group companies for its ongoing trading ability in its current form.

The company meets its day to day working capital requirements through an overdraft facility that is provided by its ultimate parent Interserve Plc

The company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that it should be able to operate within the level of its current facility. The period reviewed was the next 18 months from the date of these accounts and the facility is provided in the form of a letter of support from Interserve (Facilities Management) Limited to MacLellan Management Services Limited for £200k

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts

REVIEW OF BUSINESS

The results for the year ended 31 December 2011 are set out in the financial statements

Profit after tax increased to £52k in 2011 (2010 £46k)

Interserve Plc Group manages its operations on a divisional basis, further information can be found in the Interserve Plc financial statements. For this reason, the directors believe that further key performance indicators for the company are not necessary or appropriate for an understanding of the development, performance or position of the business

DIVIDENDS

No dividends were paid during the year (2010 £nil)

DIRECTORS

The directors shown below have held office during the whole of the period from 1 January 2011 to the date of this report

B Melizan

S Ashdown

Interests in shares and options to purchase shares, of those directors who are also directors of Interserve Plc are disclosed in the accounts of Interserve Plc As at the date of this report and during the year ended 31 December 2011, no indemnities are in force for the directors of this company

Report of the Directors

for the Year Ended 31 December 2011

FINANCIAL RISK MANAGEMENT

As explained in note 1, the directors have concluded that the company has adequate resources to continue in existence for the foreseeable future, and for this reason continue to adopt the going concern basis in preparing the accounts

The directors have reviewed the financial risk management objectives and policies of the company, where there is a significant exposure to financial risks, the group policy laid down by the parent company, Interserve plc, is followed. The company does not as a regular policy enter into hedging instruments, as there is not believed to be any material exposure. It does not enter into any speculative financial instruments.

INFLATION RISK

As all turnover is a recharge of costs incurred the business is relatively insensitive to inflationary risk

LIQUIDITY RISK

The company adopts a prudent approach to liquidity management by maintaining sufficient cash and liquid resources to meet its obligations. Due to the nature of the business, cash flows are reasonably predictable and so this is not a major risk area for the company

CREDIT RISK

As all significant transactions are with other companies within the group, credit risk is low

FINANCE AND FOREIGN EXCHANGE RISK

The ultimate parent company manages both interest rate risk and exchange rate risk through the group treasury department using various methods including swaps and hedges and these are disclosed in the group accounts Group risks are discussed in the group's annual report which does not form part of these financial statements

EMPLOYEES

The company's management policy seeks to ensure that all employees' careers are determined solely on merit. No employee will suffer because of gender, race, ethnic origin or religious belief

It is the company's policy to consider for employment and enable suitably qualified disabled persons to seek and maintain employment and to assist them in overcoming their handicaps at work. The company recognises that special conditions are necessary in view of the nature of its main activities to ensure that disabled persons employed are properly trained for the tasks they perform

Managers are tasked with developing employees' awareness of factors affecting the business and matters concerning them as employees and noting employees' views so they can be taken into account when making decisions which may affect them or the business

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

Report of the Directors for the Year Ended 31 December 2011

STATEMENT OF DIRECTORS' RESPONSIBILITIES - continued

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 AUDITOR

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 auditor is unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information

AUDITOR

The auditor, Deloitte LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting

ON BEHALF OF THE BOARD:

S Pound - Secretary

4 September 2012

Independent Auditor Report to the Members of Maclellan Management Services Limited

We have audited the financial statements of Maclellan Management Services Limited for the year ended 31 December 2011 which comprise the profit and loss account, balance sheet, statement of total recognised gains and losses, and related notes 1 to 16 The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted 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 Auditor 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 auditor

As explained more fully in the Statement of Directors' Responsibilities set out on pages three and four, 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 financial statements to identify material inconsistencies with the audited financial statements. 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 31 December 2011 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 Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements

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

John Charlton ACA (Senior Statutory Auditor)

for and on behalf of Deloitte LLP

Chartered Accountants and

Statutory Auditor

London

United Kingdom

September 2012

Profit and Loss Account for the Year Ended 31 December 2011

	Notes	2011 £'000	2010 £'000
TURNOVER	2	126,853	117,034
Cost of sales		<u>(126,853</u>)	(117,034)
GROSS PROFIT		-	-
OPERATING PROFIT	5	-	-
Interest receivable and similar income Other finance income	12	30 32	30 27
PROFIT ON ORDINARY ACTIVITY BEFORE TAXATION	ES	62	57
Tax on profit on ordinary activities	6	(10)	(11)
PROFIT FOR THE FINANCIAL YE	AR	52	46

CONTINUING OPERATIONS

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

Statement of Total Recognised Gains and Losses for the Year Ended 31 December 2011

	2011 £'000	2010 £'000
PROFIT FOR THE FINANCIAL YEAR Actuarial loss - pension scheme Deferred tax on pension scheme	52 (72) 11	46 (81) 16
TOTAL RECOGNISED GAINS AND LOSSES RELATING TO THE YEAR	<u>(9)</u>	(19)

Balance Sheet

31 December 2011

	Notes	2011 £'000	2010 £'000
CURRENT ASSETS Debtors	7	17,879	43,164
CREDITORS Amounts falling due within one year	8	(17,722)	(43,027)
NET CURRENT ASSETS		157	137
TOTAL ASSETS LESS CURRENT LIABILITIES		157	137
PENSION LIABILITY	12	(150)	(121)
NET ASSETS		7	16
CAPITAL AND RESERVES			
Called up share capital	10	20	20
Profit and loss account	11	(13)	(4)
SHAREHOLDERS' FUNDS	16	7	<u>16</u>

The financial statements were approved and authorised for issue by the Board of Directors on 4 September 2012 and were signed on its behalf by

S Ashdown - Director

Notes to the Financial Statements for the Year Ended 31 December 2011

1 ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention and are in accordance with applicable accounting standards in the United Kingdom. These have been applied consistently throughout the current and prior years.

Preparation of consolidated financial statements

In accordance with the provisions of Section 400 of The Companies Act 2006 the company is exempt from the obligation to prepare and deliver group accounts as the company is included in the audited consolidated accounts of its ultimate parent undertaking, Interserve Plc, which is incorporated in Great Britain and registered in England and Wales Accordingly, these financial statements present information about the company as an individual undertaking and not as a group

Financial Reporting Standard Number 1

Exemption has been taken from preparing a cash flow statement on the grounds that the parent company includes the subsidiary in its published financial statements

Turnover

Turnover represents sales to fellow subsidiary companies, excluding value added tax, and arises from the principal activities of the company

Turnover is recognised on an accruals basis when the right to receive consideration is earned

Current tay

Current tax, including UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date

Deferred tax

In accordance with Financial Reporting Standard 19 'Deferred Tax', deferred tax is provided in full on timing differences which represent an asset or liability at the balance sheet date, at rates expected to apply when they crystallise based on current tax rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in the financial statements. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered. Deferred tax assets and liabilities are not discounted.

Going Concern

The company is reliant on fellow group companies for its ongoing trading ability in its current form

The company's forecasts and projections, taking account of reasonably possible changes in trading performance, show that it should be able to operate within the level of its current facility. The period reviewed was the next 18 months from the date of these accounts and the facility is provided in the form of a letter of support from Interserve (Facilities Management) Limited to Maclellan Management Services Limited for £200k

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts

Notes to the Financial Statements - continued for the Year Ended 31 December 2011

1 ACCOUNTING POLICIES - continued

Pensions

For defined benefit schemes the amounts charged to operating profit are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the profit and loss account if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The interest cost and the expected return on assets are shown as a net amount of other finance costs or credits adjacent to interest. Actuarial gains and losses are recognised immediately in the statement of total recognised gains and losses.

Defined benefit schemes are funded, with the assets of the scheme held separately from those of the company, in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least trienmially and are updated at each balance sheet date. The resulting defined benefit asset or liability, net of the related deferred tax, is presented separately after other net assets on the face of the balance sheet.

2 TURNOVER

The activities of the company are regarded by the directors as a single class of business, and are all performed in the United Kingdom

3 STAFF COSTS

Staff costs during the year (including directors)	2011 £'000	2010 £'000
Wages and salaries Social security costs Other pension costs	31,364 3,767 287	53,721 4,618 358
	35,418	58,697
	2011 Number	2010 Number
Production and site operatives Administration	2,306 414	3,455 472
	2,720	3,927

Reduction in staff costs and employee numbers is due to the continued integration of MacLellan into the Interserve group, new contracts are being tendered as Interserve (Facilities Management) Limited, a fellow subsidiary company Employees associated with these new contracts are considered employees of Interserve (Facilities Management) Limited

4 DIRECTORS' EMOLUMENTS

As in 2010, the statutory directors were remunerated through other companies in the Interserve group for 2011

Mr Melizan is a director of the ultimate parent company, Interserve plc, and his remuneration for services to the group as a whole are disclosed in the accounts of that company

During the year Mr Ashdown was remunerated for his services to the group by Interservefm Ltd It is not considered practicable to allocate his remuneration between the companies of which he is director

Notes to the Financial Statements - continued for the Year Ended 31 December 2011

5 OPERATING PROFIT

Profit on ordinary activities before taxation is stated after charging

	Profit on ordinary activities before taxation is stated after charging		
		2011 £'000	2010 £'000
	Remuneration payable to auditor - Fees payable to the company's auditor for the annual audit of the company's accounts *	_	
	- Fees payable to the company's auditor for other services		<u> </u>
	* Fees of £4k have been borne by Interservefm Limited for 2011 (2010 £5k)		
6	TAXATION		
	Analysis of the tax charge The tax charge on the profit on ordinary activities for the year was as follows		
		2011 £'000	2010 £'000
	Current tax		
	UK corporation tax	3	20
	Prior year Tax Adjustment	(3)	11
	Total current tax		31
	Deferred tax		
	Deferred tax - current year	7	(20)
	Deferred tax - prior period adjustment	3	
	Total deferred tax	10	(20)
	Tax on profit on ordinary activities	10	11

UK corporation tax has been charged at 26 5% (2010 - 28%)

Notes to the Financial Statements - continued for the Year Ended 31 December 2011

TAXATION - continued

Factors affecting the tax charge

The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below

Profit on ordinary activities before tax	2011 £'000 62	2010 £'000 57
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 26 5% (2010 - 28%)	16	16
Effects of		
Other short-term timing differences Adjustment in respect of prior years	(13) (3)	4 11
Current tax charge		31

Factors that may affect future tax charges

The 2011 Budget introduced a reduction in the main rate of corporation tax from 26% to 25% effective 1 April 2012 This change was substantively enacted on 19 July 2011 and as such deferred tax at the balance sheet date has been recognised at the 25% rate on the basis that it will materially reverse after 1 April 2012

In the 2012 Budget, issued on 21 March 2012, the Chancellor announced that the main rate of corporation tax would further reduce to 24% with effect from 1 April 2012, with further annual 1% rate reductions down to 22% by 1 April 2014 As these future rate reductions had not been enacted at the balance sheet date, they have not been reflected in these financial statements. The effect of these tax rate reductions will be accounted for in the period they are substantively enacted

DEBTORS. AMOUNTS FALLING DUE WITHIN ONE YEAR 7

Amounts owed by group undertakings Other debtors Deferred tax asset	2011 £'000 17,842 13 24	2010 £'000 43,114 16 34
	17,879	43,164

Notes to the Financial Statements - continued for the Year Ended 31 December 2011

8	Bank loans and o	nd other taxes	HIN ONE YEAR	2011 £'000 3,715 10,939 1 3,067	2010 £'000 7,616 32,027 18 3,088 278 43,027
9	LOANS				
	An analysis of th	ne maturity of loans is given below			
	Amounts falling Bank overdrafts	due within one year or on demand		2011 £'000	2010 £'000 <u>7,616</u>
10	CALLED UP S	HARE CAPITAL			
	Allotted, issued Number 20,000	and fully paid Class Ordinary	Nominal value l	2011 £ 20,000	2010 £ 20,000
11	RESERVES				
					Profit & Loss Account £'000
	At 1 January 20 Profit for year Actuarial loss - Deferred tax - p	pension scheme			(4) 52 (72) 11
	At 31 Decembe	r 2012			(13)

Notes to the Financial Statements - continued for the Year Ended 31 December 2011

12 EMPLOYEE BENEFIT OBLIGATIONS

The MacLellan Group 2000 Retirement Benefits Scheme, set up in July 2000, is a funded final salary (defined benefit) scheme and offers guaranteed pension benefits based upon salary and service. The scheme is offered to employees who are entitled to membership of the principal civil service pension scheme and/or who transfer their employment as part of the market testing exercise. The scheme continues to operate alongside the MacLellan Personal Pension Plan.

Costs are charged to the profit and loss account in the year in which they are incurred and in the current year amounted to £19,000 (2010 £37,000) in respect of the defined benefit scheme. At 31 December 2011 there were outstanding contributions of £7,000 (2010 £7,000)

The assets of the scheme are held independently from the company's finances and are administered by trustee companies. Pension costs are assessed on the advice of an independent qualified actuary following triennial valuations using the projected unit method.

A full actuarial valuation was carried out as at 1 July 2007. A qualified actuary, independent of any participating employers, has adjusted appropriately the data used for the purposes calculating the FRS 17 disclosures for the year ended 31 December 2011.

The Employer's contribution rate during 2011 was 30 3% of the pensionable salary roll from 1 October The current Schedule of Contributions gives a future Employer contribution rate of 30 3% of pensionable salary roll until 30 September 2015

The amounts recognised in the balance sheet are as follows

Defined benefit pension plans	
2011	2010 £'000
(554)	(592)
346	424
(208)	(168)
<u> </u>	
(208)	(168)
58	47
(150)	<u>(121</u>)
	pension y 2011 £'000 (554) 346 (208) ————————————————————————————————————

The amounts recognised in profit or loss are as follows

	Defined benefit	
	pension plans	
	2011	2010
	£'000	£'000
Current service cost	13	34
Interest cost	28	29
Expected return	(22)	(26)
Past service cost	-	-
Contributions to scheme	<u>(51</u>)	<u>(63</u>)
	(32)	<u>(26)</u>
Actual return on plan assets	<u>14</u>	159

Defined benefit

Notes to the Financial Statements - continued for the Year Ended 31 December 2011

12 EMPLOYEE BENEFIT OBLIGATIONS - continued

Changes in the present value of the defined benefit obligation are as follows

	Defined benefit	
	pension plans	
	2011	2010
	£'000	£'000
Opening defined benefit obligation	592	631
Current service cost	13	34
Contributions by scheme participants	-	2
Interest cost	28	29
Actuarial losses	64	214
Benefits paid	_(143)	(318)
	<u>554</u>	592

Changes in the fair value of scheme assets are as follows

	Defined benefit pension plans	
	2011	2010
	£'000	£'000
Opening fair value of scheme assets	424	520
Contributions by employer	51	61
Contributions by scheme participants	-	2
Expected return	22	26
Actuarial (losses)/gains	(8)	133
Benefits paid	(143)	(318)
	<u>346</u>	424

The amounts recognised in the statement of recognised gains and losses are as follows

	Defined benefit	
	pension plans	
	2011	2010
	£'000	£'000
Actuarial losses	(64)	(214)
Actual return less expected return on		
pension scheme assets	(8)	133
	<u>(72)</u>	(81)

Notes to the Financial Statements - continued for the Year Ended 31 December 2011

12 EMPLOYEE BENEFIT OBLIGATIONS - continued

The major categories of scheme assets as amounts of total scheme assets are as follows

	Defined benefit	
	pension plans	
	2011	2010
	£'000	£'000
Equities	189	246
Gilts	43	42
Bonds	60	72
Property	51	64
Cash	3	-
		<u>-</u>
	346	424
Principal actuarial assumptions at the balance sheet date (expressed as weighted aver	ages)	
	2011	2010
Discount rate	4 90%	5 40%
Future salary increases	3 75%	4 35%
Future inflation increases	3 00%	3 60%
Increases to pensions in payment	3 00%	3 60%
Revaluation of early leavers' benefits	2 30%	3 60%

Mortality assumptions

Investigations have been carried out within the past three years into the mortality experience of the Group's defined benefit schemes. These investigations concluded that the current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement at age 65 are

Valuation at	2011	2010
Retiring today		
Males	22 1	22 0
Females	24 3	24 1
Retiring in 20 years		
Males	23 4	23 4
Females	25 9	25 7

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are set out below

Assumption	Change in assumption	Impact on scheme liabilities		
Discount rate	Increase/decrease by 0 5%	Decrease/increase by 11%		
Rate of inflation	Increase/decrease by 0 5%	Increase/decrease by 10%		
Rate of salary growth	Increase/decrease by 0 5%	Increase/decrease by 1%		
Rate of mortality	Increase by 1 year	Increase by 2%		

Notes to the Financial Statements - continued for the Year Ended 31 December 2011

12 EMPLOYEE BENEFIT OBLIGATIONS - continued

Amounts for the current and previous four periods are as follows

	2011	2010	2009	2008	2007
	£'000	£'000	£'000	£'000	£'000
Defined benefit pension plans					
Defined benefit obligation	(554)	(592)	(631)	(481)	(680)
Fair value of scheme assets	346	424	520	446	626
Deficit	(208)	(168)	(111)	(35)	(54)
Experience adjustments on					
scheme liabilities	(8)	133	61	(143)	(26)
Experience adjustments on					
scheme assets	84	186	4	(6)	22

13 ULTIMATE PARENT COMPANY

The company's ultimate parent company and controlling party, and parent company of the largest and smallest group which includes the company and for which group financial statements are prepared, is Interserve Plc, a company incorporated in Great Britain and registered in England and Wales

The consolidated financial statements of Interserve plc are available to the public and may be obtained from Capital Tower, 91 Waterloo Road, London SE1 8RT No other group financial statements include the results of the company

14 CONTINGENT LIABILITIES

At 31 December 2011 there were no contingent habilities in respect of guarantees given in the ordinary course of business (2010 £nil)

15 RELATED PARTY DISCLOSURES

The company has taken advantage of the exemption contained in Financial Reporting Standard 8 "Related Party Disclosures" not to report transactions with other group companies as it is a wholly owned subsidiary of Interserve Plc

2011

2010

16 RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS

	2011	2010
	£'000	£'000
Profit for the financial year	52	46
Other recognised gains and losses		
relating to the year (net)	(62)	(65)
		
Net reduction of shareholders' funds	(10)	(19)
Opening shareholders' funds	16	35
-		
Closing shareholders' funds	6	16
9		