

Annual report

for the year ended 31 March 2004

Contents	Page
Directors and advisers	2
Chairman's statement	3
Report of the directors	4
Statement of directors' responsibilities	6
Report of the independent auditors	7
Consolidated profit and loss account	8
Group statement of total recognised gains and losses	9
Note of historical cost profits and losses	9
Group reconciliation of movements in shareholders' funds	9
Group balance sheet	10
Consolidated cash flow statement	11
Company balance sheet	12
Notes on the accounts	13
Financial record	32
Directors of principal subsidiary companies	33



Directors and advisers

Directors	*R Clark FCA <i>Chairman</i>
	R J Harvey <i>Chief Operating Officer</i>
	*Mrs P A H Clark
	*A R Clark
	*D T Boyd CA
	*R E Towner MA
	*Non-executive
Secretary	J A Dippie FCA
Registered and Head Office	32 Haymarket, London, SW1Y 4TP Telephone: 020 7930 8494 Fax: 020 7930 5575 Email: mail@taylorclark.co.uk
California Office	c/o Crawford International Inc 833 Dover Drive, Suite 14 Newport Beach, CA 92663 Telephone: 001 949 722 0125 Fax: 001 949 722 0151
Auditors	KPMG LLP
Principal Bankers	Clydesdale Bank PLC
Registered number	340727
Date of Incorporation	27 May 1938

Chairman's Statement

The Group profit before taxation was £3.5 million.

The Group's financial investments increased in value by £2.6 million. Of this £1.9 million is not shown in the profit and loss account but taken directly to shareholders' funds. This represents the increase in value of our portfolio investments (listed and private equity and hedge funds) over the year. These investments outperformed the benchmarks against which we assess their performance.

A significant part of the Group's assets remains in short term bonds and cash which together generated £1.1 million of low risk investment income.

Our UK investment properties contributed £2.0 million of net rental income, and also increased in value by £3.0 million reflecting strong demand for well let, quality property investments. The UK property development portfolio suffered from weak occupier demand. The market has improved and lettings have now been achieved. However, since no developments were fully let during the year, no disposals were made.

UK farming and forestry activities continue as before with uncertainties over the effect of the Mid-term Review. The sale of a surplus farm property generated a profit of £0.5 million. The funds from this and prior years' property sales are earmarked for reinvestment should a suitable opportunity arise.

The US dollar declined in value by 16% over the year reducing Group profits by £1.7 million and decreasing the sterling net book value of the North American portfolio by a further £2.8 million. The trading income from our North American investments was similar to last year. The largest underlying investment is in hotels which held up well against a background of reduced business and leisure travel, ready for the improvement in market conditions for hotel businesses which we expect in the current year.

Overall, we have had a stable year in external conditions which remain uncertain and variable. Our executives and staff have, as always, done a thorough and professional job for us and I would like to thank them on behalf of the shareholders.

Robin Clark

7 July 2004



Report of the directors

The directors have pleasure in submitting their annual report, together with the financial statements for the year ended 31 March 2004.

Group activities

Taylor Clark plc is an investment holding company. The principal activities of its subsidiary undertakings are property development, farming and forestry, hotels and restaurants in the UK and North America.

Results and dividends

As shown by the consolidated profit and loss account the profit for the financial year amounted to £2,810,000 (2003: £15,000). After deducting £1,085,000 (2003: £1,054,000) for dividends paid and proposed, £1,725,000 has been transferred to reserves (2003: transferred from reserves £1,039,000).

On 21 January 2004 an interim dividend of 34 pence per share (2003: 30 pence per share) was paid. The directors recommend the payment of a final dividend of 35 pence per share (2003: 37 pence per share) making a total for the year of 69 pence per share (2003: 67 pence per share).

Directors

The directors in office at the date of this report are set out on page 2.

The interests of the directors in the ordinary £1 shares of the company at 1 April 2003 and 31 March 2004 are listed below:

	31 March 2004		1 April 2003	
	Beneficial	Non Beneficial	Beneficial	Non Beneficial
Robin Clark	103,909	720,300	103,909	720,300
Mrs P A H Clark	103,909	720,300	103,909	720,300
A R Clark	61,450	—	61,450	—
R J Harvey	—	104,000	—	104,000

The non beneficial shareholdings shown above arise because certain of the directors act as trustees. Where more than one director is a trustee the shares held by a particular trust may be shown more than once.

At 1 April 2003 and 31 March 2004 Mr Towner and Mr Boyd did not have any interest in the shares of the company. None of the directors had any direct interest in the shares of subsidiary undertakings.

According to the register of directors' interests, no rights to subscribe for shares in or debentures of group companies were granted to any of the directors or their immediate families, or exercised by them, during the financial year.

Major shareholder

The Underwood Trust, a Registered Charity, owns 680,300 (2003: 680,300) ordinary shares of £1 each, representing 43.3% (2003: 43.3%) of the issued share capital.

Payments to suppliers

The company agrees terms and conditions for its business transactions with suppliers. Payment is then made to these terms subject to the supplier fulfilling its obligations.

The ratio, expressed in days, between the amounts invoiced to the company by its suppliers in the year ended 31 March 2004 and amounts owed to its trade creditors at the end of the year was 36 days (2003: 42 days).

Donations

The group made a charitable donation of £10,000 (2003: £15,000) during the year. A political donation of £1,000 (2003: £500) was made to "Vote 2004 Campaign" (2003: "The NO Campaign").


Auditors

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

By Order of the Board,

J A Dippie

Secretary



32 Haymarket,
London SW1Y 4TP
7 July 2004

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 of the 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 prevent and detect fraud and other irregularities.

Report of the independent auditors

To the Members of Taylor Clark plc

We have audited the financial statements on pages 8 to 31.

This report is made solely to the company's members, 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 members those matters we are required to state to them in an auditor's 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 members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

The directors are responsible for preparing the directors' report and, as described on page 6, 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 1985. 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.

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

Basis of 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 2004 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 LLP

Chartered Accountants,
Registered Auditor
London
7 July 2004

Consolidated profit and loss account

for the year ended 31 March 2004

	Note	2004 £'000	2003 £'000
Turnover of the group including its share of joint ventures		12,396	19,145
Less: Share of turnover of joint ventures		(5,335)	(6,201)
Group turnover	2	7,061	12,944
Cost of sales		(3,077)	(7,646)
Gross profit		3,984	5,298
Administrative expenses		(2,459)	(1,652)
Other operating income		1,434	2,042
Group operating profit	3	2,959	5,688
Share of operating profit of joint ventures		806	731
Share of operating profit of associates		206	168
Total operating profit		3,971	6,587
Gains on property disposals		544	190
Gains/(losses) on fixed asset investment disposals		208	(3,111)
Provisions released/(made) against fixed asset investments		738	(1,044)
Profit before interest		5,461	2,622
Interest receivable and similar income	4	500	599
Interest payable and similar charges	5	(1,762)	(1,369)
Share of net interest payable by joint ventures		(717)	(883)
Share of net interest payable by associates		(25)	(33)
Profit on ordinary activities before taxation	2, 3	3,457	936
Taxation on profit on ordinary activities	7	(647)	(921)
Profit for the financial year	8	2,810	15
Dividends			
Paid		(535)	(472)
Proposed		(550)	(582)
Transfer to/(from) reserves		1,725	(1,039)

A statement of the reserves is given in note 19.

The notes referred to above form part of these accounts.

Group statement of total gains and losses

for the year ended 31 March 2004

	2004 £'000	2003 £'000
Profit for the financial year	2,810	15
Unrealised surplus/(deficit) on revaluation of properties	2,733	(1,453)
Unrealised surplus/(deficit) on revaluation of investments	1,957	(573)
Currency translation difference on foreign currency net assets	(2,729)	(2,107)
Other recognised gains and losses	1,961	(4,133)
Total recognised gains and losses relating to the financial year	4,771	(4,118)

Note of historical cost profits and losses

for the year ended 31 March 2004

	2004 £'000	2003 £'000
Reported profit on ordinary activities before taxation	3,457	936
Realisation of revaluation gains of previous years	32	1,861
Historical cost profit on ordinary activities before taxation	3,489	2,797
Historical cost profit for the year retained after taxation and dividends	1,757	822

Group reconciliation of movements in shareholders' funds

for the year ended 31 March 2004

	2004 £'000	2003 £'000
Profit for the financial year	2,810	15
Dividends paid and proposed	(1,085)	(1,054)
Transfer to/(from) reserves	1,725	(1,039)
Other recognised gains and losses	1,961	(4,133)
Net movement in shareholders' funds	3,686	(5,172)
Opening balance of shareholders' funds	147,974	153,146
Closing balance of shareholders' funds	151,660	147,974

Group balance sheet

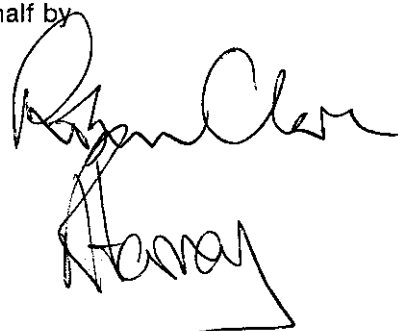
at 31 March 2004

	Note	2004 £'000	2003 £'000
Fixed assets			
Tangible assets	9	54,337	49,819
Investments in joint ventures			
Share of gross assets		21,024	24,980
Share of gross liabilities		(10,905)	(13,046)
	10	10,119	11,934
Investment in associate	11	1,435	1,313
Other investments	12	28,654	22,771
		94,545	85,837
Current assets			
Property and developments		23,031	21,988
Stocks	14	166	154
Debtors due after one year	15	2,994	458
Debtors due within one year	15	1,863	1,318
Investments		32,374	41,608
Cash at bank and in hand		1,445	1,286
		61,873	66,812
Creditors: amounts falling due within one year	16	(3,853)	(3,561)
Net current assets		58,020	63,251
Total assets less current liabilities		152,565	149,088
Provisions for liabilities and charges	17	(905)	(1,114)
Net assets		151,660	147,974
Capital and reserves			
Called up share capital	18	1,573	1,573
Capital redemption reserve	19	730	730
Revaluation reserve	19	20,513	16,160
Profit and loss account	19	128,844	129,511
Equity shareholders' funds		151,660	147,974

Approved by the Board on 7 July 2004 and signed on its behalf by

R Clark
R J Harvey *Directors*

The notes referred to above form part of these accounts.



Consolidated cash flow statement

for the year ended 31 March 2004

	2004 £'000	2003 £'000
Net cash (outflow)/inflow from operating activities	(6,565)	5,250
Returns on investments and servicing of finance	482	860
Taxation	(587)	(1,316)
Capital expenditure and financial investment	(2,122)	1,449
Acquisitions and disposals	282	29
Equity dividends paid	(1,117)	(1,038)
Cash (outflow)/inflow before use of liquid resources and financing	(9,627)	5,234
Management of liquid resources	8,933	(6,122)
Decrease in cash	(694)	(888)

Reconciliation of net cash flow to movement in net funds

	2004 £'000	2003 £'000
Decrease in cash in the year	(694)	(888)
Cash (inflow)/outflow from movement in liquid resources	(8,933)	6,122
Movement resulting from cash flows	(9,627)	5,234
Translation difference	(443)	(313)
Movement in the year	(10,070)	4,921
Net funds at 1 April 2003	42,782	37,861
Net funds at 31 March 2004	32,712	42,782

Further information concerning the consolidated cash flow statement is given in note 20 which forms part of these accounts.

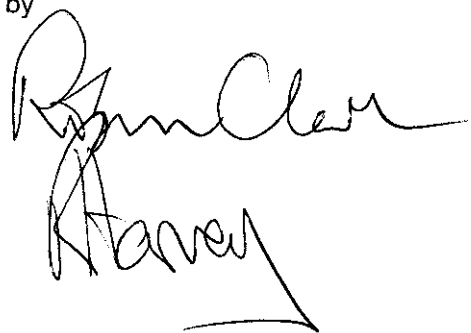
Company balance sheet

at 31 March 2004

	Note	2004 £'000	2003 £'000
Fixed assets			
Tangible assets	9	31,428	28,437
Investment in associate	11	1,174	1,174
Other investments	12	71,510	65,489
		104,112	95,100
Current assets			
Debtors due after one year	15	22,806	23,811
Debtors due within one year	15	8,030	3,591
Investments		31,830	39,459
Cash at bank and in hand		345	89
		63,011	66,950
Creditors: amounts falling due within one year	16	(31,137)	(34,034)
Net current assets		31,874	32,916
Total assets less current liabilities		135,986	128,016
Provisions for liabilities and charges	17	(313)	(276)
Net assets		135,673	127,740
Capital and reserves			
Called up share capital	18	1,573	1,573
Capital redemption reserve	19	730	730
Revaluation reserve	19	15,240	10,305
Profit and loss account	19	118,130	115,132
Equity shareholders' funds		135,673	127,740

Approved by the Board on 7 July 2004 and signed on its behalf by

R Clark
R J Harvey *Directors*



The notes referred to above form part of these accounts.

Notes on the accounts

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. The group has followed the transitional arrangements of FRS 17 "Retirement benefits" in these statements.

Basis of preparation

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost accounting rules except for properties and listed investments which are revalued under the alternative 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 2004. 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.

An associate is an undertaking in which the group has a long term interest, usually from 20% to 50% of the equity voting rights, and over which it exercises significant influence. A joint venture is an undertaking in which the group has a long-term interest and over which it exercises joint control. The group's share of the profits less losses of associates and of joint ventures is included in the consolidated profit and loss account and its interest in their net assets, is included in investments in the consolidated balance sheet.

Where a group company is party to a joint arrangement which is not an entity, that company accounts directly for its part of the income and expenditure, assets, liabilities and cashflows. Such arrangements are reported in the consolidated financial statements on the same basis.

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 and negative goodwill

Purchased goodwill (both positive and negative) arising on consolidation in respect of acquisitions before 1 April 1998, when FRS 10 *Goodwill and intangible assets* was adopted, was written off to reserves in the year of acquisition. 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 consolidation 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.

Negative goodwill arising on consolidation in respect of acquisitions since 1 April 1998 is included within fixed assets and released to the profit and loss account in the periods in which the fair values of the non-monetary assets purchased on the same acquisition are recovered, whether through depreciation or sale.

On the subsequent disposal or termination of a business acquired since 1 April 1998, the profit or loss on disposal or termination is calculated after charging (crediting) the unamortised amount of any related goodwill (negative goodwill).

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

Notes on the accounts

continued

1 Accounting policies (*continued*)

Depreciation of fixed assets

Fixed assets are depreciated on a straight line basis over their estimated useful lives adopting the following rates per annum:

Investment properties and freehold land	— nil
Freehold buildings	— 0%-4%
Leasehold properties	— over the life of the lease, limited to the final fifty years.
Other tangible assets:	
Short life equipment	— 50%
Farming equipment	— At between 10% and 20%
Other plant and equipment	— At between 10% and 33%
Assets in course of construction	— nil

Investment property

In accordance with SSAP 19, as amended in July 1994, investment properties are revalued annually and the aggregate surplus or deficit is transferred to a revaluation reserve; except where there is a deficit on an individual investment property that is expected to be permanent, which is charged to the profit and loss account for the period. No depreciation or amortisation is provided in respect of freehold investment properties and leasehold investment properties with over twenty one years to run.

This treatment, as regards certain of the group's investment properties, may be a departure from the requirements of the Companies Act concerning depreciation of fixed assets. However, these properties are held for investment and the directors consider that systematic annual depreciation would be inappropriate. The accounting policy adopted is therefore necessary for the financial statements to give a true and fair view. Depreciation or amortisation is only one of the many factors reflected in the annual valuation and the amount which might otherwise have been shown cannot be separately identified or quantified. The profits and losses on disposal of investment properties are computed by reference to the valuation at the previous year end of the assets concerned plus subsequent expenditure.

Trading property

On the adoption of FRS 15, the group has followed the transitional provisions to retain the net book value of land and buildings which were revalued in 1996 and which is now deemed to be cost. Trading properties are therefore stated at cost or 1996 valuation. They will not be revalued in the future.

Any impairment in the value of properties is charged to the profit and loss account.

Fixed asset investment

Listed investments held as fixed assets are revalued annually to the market price at the balance sheet date. For each investment revaluations above original cost are taken to the revaluation reserve through the statement of total recognised gains and losses. Where the market value of an individual investment is below original cost the deficit is charged to the profit and loss account. Any subsequent increases in value are credited back to the profit and loss account up to original cost.

Other investments held as fixed assets are shown at cost less provision, where in the opinion of the directors there has been an impairment in value.

Current asset investments

Current asset investments comprise listed investments which are held on a short term basis and are valued at the lower of cost and net realisable value. Market value at 31 March 2004: £32,374,000 (2003: £41,608,000).

1 Accounting policies (*continued*)

Woodlands

The investment in woodlands reflects the costs of establishing commercial woodlands, net of grants received. The running costs are taken to profit and loss account.

Property and developments held as current assets

Properties held for development are included in current assets at the lower of cost and net realisable value. Cost comprises the original cost of the property, together with subsequent third party development costs until the property is complete and available for use.

Stocks

Stocks have been valued at the lower of cost and net realisable value.

Leased assets

Rentals payable under operating leases are charged to the profit and loss account as they are incurred.

Turnover

Turnover represents income from sales of property held for development, rents, farm produce and leisure operations, excluding Value Added Tax.

Taxation

The charge for taxation is based on the profit for the year. Deferred tax is recognised without discounting in respect of all timing differences between the treatment of certain items for taxation and accounting purposes which have arisen but not reversed by the balance sheet date, except as otherwise required by FRS 19.

Foreign currency

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 accounts of overseas subsidiary undertakings are translated at the exchange rate ruling at the balance sheet date. The exchange differences arising on the translation of opening net assets are taken directly to reserves.

Pensions

The group operates a pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the group, being mainly invested with insurance companies. Contributions to the scheme are charged to the profit and loss account so as to spread the cost of pensions over employees working lives within the group.

The parent is a member of that pension scheme but is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis and therefore as required by FRS 17 "Retirement benefits" accounts for the scheme as if it were a defined contribution scheme. As a result the amount charged to the parent's profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

Notes on the accounts

continued

1 Accounting policies (continued)

Cash and liquid resources

Cash, for the purpose of the cash flow statement, comprises cash in hand and deposits repayable on demand, less overdrafts payable on demand.

Liquid resources are current asset investments which are disposable without curtailing or disrupting the business and are either readily convertible into known amounts of cash at or close to their carrying values or traded in an active market. Liquid resources comprise term deposits of less than one year (other than cash), government securities and investments in money market managed funds.

2 Turnover and business segment analysis

By activity

2004	Property £'000	Leisure £'000	Other £'000	Total £'000
Group turnover	2,969	3,360	732	7,061
Profit before interest	2,723	1,462	1,276	5,461
Profit before taxation	2,040	898	519	3,457
Assets employed	67,617	19,352	64,691	151,660
2003				
Group turnover	6,643	5,288	1,013	12,944
Profit/(loss) before interest	4,567	1,792	(3,737)	2,622
Profit/(loss) before taxation	4,141	1,177	(4,382)	936
Assets employed	59,187	19,558	69,229	147,974

By geographical market

(by destination and origin)	2004 North			2003 North		
	UK £'000	America £'000	Total £'000	UK £'000	America £'000	Total £'000
Group turnover	3,057	4,004	7,061	8,009	4,935	12,944
Profit before interest	2,707	2,754	5,461	796	1,826	2,622
Profit/(loss) before taxation	2,398	1,059	3,457	(398)	1,334	936
Assets employed	122,716	28,944	151,660	115,752	32,222	147,974

3 Profit on ordinary activities before taxation

The profit before taxation is arrived at after crediting and charging the following:

	2004 £'000	2003 £'000
<i>Crediting:</i>		
Income from listed investments	1,256	1,952
<i>Charging:</i>		
Depreciation	532	688
Auditors' remuneration:		
Audit fees Group (including Company £34,000 (2003: £33,000))	121	125
Other services	89	106
Operating lease rental payments in respect of land and buildings	85	207

4 Interest receivable and similar income

	2004	2003
	£'000	£'000
Bank and other interest receivable	500	599
	<u>500</u>	<u>599</u>

5 Interest payable and similar charges

	2004	2003
	£'000	£'000
Bank loans and overdrafts	20	11
Other interest charges	—	2
Currency translation differences	1,742	1,356
	<u>1,762</u>	<u>1,369</u>

6 Staff costs and directors' emoluments

The average number of persons employed by the group during the year was as follows:

	2004	2003
	Number	Number
Property, management and administration	16	13
Leisure (including approximately 60% part time)	—	63
Other	6	6
	<u>22</u>	<u>82</u>

The aggregate payroll costs of these persons were as follows:

	2004	2003
	£'000	£'000
Wages and salaries	866	2,199
Social security costs	151	216
Other pension costs	100	99
	<u>1,117</u>	<u>2,514</u>

Directors' remuneration:

	2004	2003
	£'000	£'000
Directors' emoluments	300	316
Amount paid to third party in respect of directors' services	22	22
	<u>322</u>	<u>338</u>

The aggregate of emoluments of the highest paid director (excluding pension contributions) were £117,000 (2003: £143,000). He is a member of a defined benefit scheme, under which the accrued pension to which he would be entitled from his normal retirement date if he were to retire at the year end, was £48,000 (2003: £45,000).

	Number of directors	
	2004	2003
Retirement benefits are accruing to the following number of directors under a defined benefit scheme	2	2

Notes on the accounts

continued

7 Taxation

	2004 £'000	2003 £'000
Analysis of charge in period		
<i>UK corporation tax</i>		
Current tax on income for the period	(318)	(389)
Adjustments in respect of prior years	(72)	447
	(390)	58
<i>Foreign tax</i>		
Current tax on income for the period	(258)	(194)
Total current tax	(648)	(136)
Deferred tax	60	(751)
Share of associate's tax	(59)	(34)
Tax on profit on ordinary activities	(647)	(921)

Factors affecting the tax charge for the current period

The current tax charge for the period is lower (2003: lower) than the standard rate of corporation tax in the UK 30% (2003: 30%). The differences are explained below.

	2004 £'000	2003 £'000
Current tax reconciliation		
Profit on ordinary activities before taxation	3,457	936
Current tax at 30% (2003: 30%)	1,037	281
Effects of:		
Expenses not deductible for tax purposes	(216)	626
Capital allowances for period in excess of depreciation	(55)	(251)
Indexation allowance on capital gains	(53)	—
Utilisation of brought forward capital losses	(110)	—
Adjustments to tax charge in respect of previous periods	72	(447)
Sundry other items	(27)	(73)
Total current tax charge	648	136

Factors that may affect future tax charges

No provision has been made for deferred tax on gains recognised on revaluing properties to their market value or on fixed asset investments revalued. The total amounts not provided for properties are £1,430,000 (2003: £1,572,000) and for fixed asset investments £1,268,000 (2003: £690,000). At present it is not envisaged that any tax will become payable in the foreseeable future.

8 Profit/(loss) for the financial year

	2004 £'000	2003 £'000
Dealt with in the accounts of the holding company	4,050	1,902
Retained by subsidiary undertakings	(1,240)	(1,887)
	2,810	15

9 Fixed assets: Tangible assets

	<i>Freehold property</i>		<i>Leasehold property</i>	<i>Other tangible assets</i>	
<i>Group:</i>	<i>Investment</i>	<i>Trading</i>	<i>Trading</i>		<i>Total</i>
	£'000	£'000	£'000	£'000	£'000
Cost or valuation:					
1 April 2003	34,886	14,161	58	4,430	53,535
Additions	—	14	—	907	921
Disposals	—	(1,295)	—	(59)	(1,354)
Translation difference	(936)	(1,266)	—	(458)	(2,660)
Reclassification	—	3,675	—	1,306	4,981
Surplus on revaluation	2,733	—	—	—	2,733
31 March 2004	36,683	15,289	58	6,126	58,156
Cost	—	15,189	—	6,126	21,315
Valuation	36,683	100	58	—	36,841
	36,683	15,289	58	6,126	58,156
Depreciation:					
1 April 2003	—	1,071	14	2,631	3,716
Charged in year	—	224	2	306	532
Disposals	—	(28)	—	(45)	(73)
Translation difference	—	(114)	—	(242)	(356)
31 March 2004	—	1,153	16	2,650	3,819
Net book value:					
1 April 2003	34,886	13,090	44	1,799	49,819
31 March 2004	36,683	14,136	42	3,476	54,337
Historical cost of items valued under the alternative accounting rules	24,199	39	279	—	24,517

Notes on the accounts

continued

9 Fixed assets: Tangible assets (continued)

	Freehold investment property £'000	Other tangible assets £'000	Total £'000
<i>Company:</i>			
Cost or valuation:			
1 April 2003	28,329	555	28,884
Addition	—	27	27
Disposals	—	(45)	(45)
Surplus on revaluation	3,010	—	3,010
31 March 2004	31,339	537	31,876
Cost	—	537	537
Valuation	31,339	—	31,339
	31,339	537	31,876
Depreciation:			
1 April 2003	—	447	447
Charged in year	—	33	33
Disposals	—	(32)	(32)
31 March 2004	—	448	448
Net book value:			
1 April 2003	28,329	108	28,437
31 March 2004	31,339	89	31,428
Historical cost of items valued under the alternative accounting rules	20,320	—	20,320

Tangible fixed assets at 31 March 2004 have been included on the following bases:

- Investment properties have been valued on an open market basis as at 31 March 2004 using the relevant professional guidelines applicable to each country in which the property is located. The portfolio was valued by:

	Group By value £'000	Company By value £'000
DTZ Debenham Tie Leung, International Property Advisers	31,242	31,339
Directors of group undertakings	5,441	—

- Trading property is included at cost or at 1996 valuation which under the transitional arrangements of FRS 15 is now deemed to be cost.
- Other tangible assets comprise fixtures, fittings, plant, machinery and motor vehicles. These assets are included at cost less provision for depreciation and, if appropriate, impairment in value.

10 Fixed assets: Investments in joint ventures

	£'000
<i>Group:</i>	
At 1 April 2003	11,934
Additions	136
Disposals	(124)
Distributions received	(294)
Share of earnings	89
Translation difference	(1,622)
At 31 March 2004	10,119

10 Fixed assets: Investments in joint ventures (*continued*)

At both 1 April 2003 and 31 March 2004 the group held interests in the following joint ventures:

- a 50% limited partnership interest in Hy's at the Mountain, a Canadian Limited Partnership which operates a restaurant.
- a 47.5% interest in Hill Creek Farms LLC, a limited liability company formed to develop and operate an almond orchard and vineyard in Northern California.
- a 37.5% interest in Liberty West Holdings LLC ("Liberty West"), a limited liability company formed to purchase and operate an office and retail property in Nevada.
- a 50% interest in Vallejo Hotel Group LLC, a limited liability company formed to renovate and operate a hotel in Northern California.
- a 50% interest in HHP Equity Partners LLC ("Heathman"), a limited liability company formed to purchase and operate the Heathman Hotel in Portland, Oregon.

Further information, as required by FRS 9 is set out below:

	<i>Group share of joint ventures</i>	<i>Group share of Liberty West</i>	<i>Group share of Heathman</i>
	£'000	£'000	£'000
Turnover	5,335	1,268	1,786
(Loss) before and after taxation	(154)	(4)	(181)
Fixed assets	16,477	6,831	5,749
Current assets	4,547	627	2,479
Liabilities due within one year	486	77	202
Liabilities due after more than one year	10,419	5,258	2,535

None of the joint ventures are subject to corporate taxation. Tax is payable by the shareholders of the joint ventures on their share of income.

11 Fixed assets: Investments in associated undertakings

	<i>Group</i>	<i>Company</i>
	£'000	£'000
1 April 2003	1,313	1,174
Share of results	122	—
31 March 2004	1,435	1,174

The associated undertaking is Cairnstar Limited, a company registered in Scotland. Cairnstar was formed to effect a management buy out of certain of the Group's leisure businesses in the North of Scotland (see note 24). The Group's interest in Cairnstar at 31 March 2004 was 33% (2003: 33%).

Further information as required by FRS 9 is set out below:

	<i>Group share of associate</i>
	£'000
Turnover	1,708
Profit before tax	181
Taxation	(59)
Profit after tax	122
Fixed assets	1,203
Current assets	796
Liabilities due within one year	247
Liabilities due after one year	317

Notes on the accounts

continued

12 Fixed assets: Other investments

	<i>Listed</i> £'000	<i>Woodlands</i> £'000	<i>Other</i> £'000	<i>Total</i> £'000
<i>Group:</i>				
Cost or market value				
1 April 2003	19,162	2,297	3,741	25,200
Additions	3,128	6	1,147	4,281
Disposals	(1,474)	—	(18)	(1,492)
Revaluation surplus	1,957	—	—	1,957
Translation difference	—	—	(46)	(46)
31 March 2004	22,773	2,303	4,824	29,900
Provisions				
1 April 2003	1,377	—	1,052	2,429
Released in year	(738)	—	—	(738)
Disposals	(445)	—	—	(445)
31 March 2004	194	—	1,052	1,246
Net book value:				
31 March 2003	17,785	2,297	2,689	22,771
31 March 2004	22,579	2,303	3,772	28,654
		<i>Shares in subsidiary</i>		
	<i>Listed</i> £'000	<i>undertakings</i> £'000	<i>Other</i> £'000	<i>Total</i> £'000
<i>Company:</i>				
Cost or market value				
1 April 2003	19,162	55,107	3,410	77,679
Reclassification	—	(3,332)	—	(3,332)
Additions	3,128	—	1,147	4,275
Disposals	(1,474)	—	(18)	(1,492)
Revaluation surplus	1,957	—	—	1,957
31 March 2004	22,773	51,775	4,539	79,087
Provisions				
1 April 2003	1,377	9,761	1,052	12,190
Reclassification	—	(3,332)	—	(3,332)
Released in year	(738)	(98)	—	(836)
Disposals	(445)	—	—	(445)
31 March 2004	194	6,331	1,052	7,577
Net book value:				
31 March 2003	17,785	45,346	2,358	65,489
31 March 2004	22,579	45,444	3,487	71,510

13 Subsidiary undertakings

The company owned the proportions set out below of the issued share capital of the following principal subsidiary undertakings:

	Percentage of equity owned at 31 March 2004	Country of registration/ incorporation
Property		
Taylor Clark Properties Limited	100	Scotland
Farming and woodlands		
Wylze Valley Farming Limited	100	England
USA (Property, farming, hotels and restaurants)		
Taylor Clark Inc	100*	USA
Castlehill Properties Inc	100*	USA
TCI Reno Inc	100*	USA

*Owned by a subsidiary undertaking

14 Stocks

	Group	
	2004 £'000	2003 £'000
Stocks comprise:		
Farm produce	166	154

15 Debtors

	Group		Company	
	2004 £'000	2003 £'000	2004 £'000	2003 £'000
<i>Amounts due after one year</i>				
Trade debtors	2,720	—	—	—
Amounts owed by subsidiary undertakings	—	—	22,590	23,450
Prepayments and accrued income	274	458	216	361
	2,994	458	22,806	23,811
<i>Amounts due within one year</i>				
Trade debtors	1,145	525	372	295
Amounts owed by subsidiary undertakings	—	—	7,394	3,018
Corporation tax receivable	—	194	—	—
Other debtors	218	224	5	38
Prepayments and accrued income	500	375	259	240
	1,863	1,318	8,030	3,591

Notes on the accounts

continued

16 Creditors: amounts falling due within one year

	<i>Group</i>		<i>Company</i>	
	2004	2003	2004	2003
	£'000	£'000	£'000	£'000
Bank loans and overdrafts	1,107	112	—	64
Trade creditors	370	446	40	58
Amounts owed to subsidiary undertakings	—	—	29,157	31,701
Amounts owed to associated undertakings	—	53	—	—
Other creditors including taxation and social security	910	1,223	780	1,009
Accruals and deferred income	916	1,145	610	620
Dividends	550	582	550	582
	3,853	3,561	31,137	34,034
Other creditors including taxation and social security comprise:				
Corporation tax	120	253	482	426
Other taxes	290	117	187	111
Social security	56	424	23	420
Other creditors	444	429	89	52
	910	1,223	780	1,009

£1,107,000 (2003: £112,000) of the bank loans and overdrafts are secured by charges over certain of the group's fixed assets.

17 Provisions for liabilities and charges

	<i>Property provisions</i>	<i>Deferred taxation</i>	<i>Total</i>
	£'000	£'000	£'000
<i>Group</i>			
1 April 2003	104	1,010	1,114
Utilised	(50)	—	(50)
Released to profit and loss account	—	(60)	(60)
Translation difference	—	(99)	(99)
31 March 2004	54	851	905
<i>Company</i>			
		<i>Deferred taxation</i>	
		£'000	
1 April 2003		276	
Charged to profit and loss account		37	
31 March 2004		313	

The property provisions represent provisions for future rentals and associated costs in respect of trading properties.

17 Provisions for liabilities and charges (*continued*)

The elements of deferred taxation are as follows:

	<i>Group</i>		<i>Company</i>	
	2004	2003	2004	2003
Difference between accumulated depreciation and amortisation and capital allowances	988	1,073	313	276
Other timing differences	177	241	—	—
Deferred tax provision	1,165	1,314	313	276
Deferred tax assets				
Expenses not currently deductible	314	304	—	—
	314	304	—	—
Deferred tax liability	851	1,010	313	276

18 Share capital

	<i>Authorised</i>	<i>Allotted, called up and fully paid</i>
	£'000	£'000
Ordinary shares of £1 each:		
31 March 2004 and 2003	2,500	1,573

19 Reserves

	<i>Capital redemption reserve</i>	<i>Revaluation reserves</i>		<i>Profit and loss account</i>	<i>Total</i>
	£'000	<i>Properties</i>	<i>Listed investments</i>	£'000	£'000
	£'000	£'000	£'000	£'000	£'000
<i>Group</i>					
1 April 2003	730	13,864	2,296	129,511	146,401
Profit for the year	—	—	—	1,725	1,725
Increase arising on revaluation	—	2,733	1,957	—	4,690
Realised on disposal	—	—	(32)	32	—
Currency translation difference	—	(305)	—	(2,424)	(2,729)
31 March 2004	730	16,292	4,221	128,844	150,087

Notes on the accounts

continued

19 Reserves (continued)

	Capital redemption reserve £'000	Revaluation reserves Properties £'000	Listed Investments £'000	Profit and loss account £'000	Total £'000
<i>Company</i>					
1 April 2003	730	8,009	2,296	115,132	126,167
Profit for the year	—	—	—	2,966	2,966
Increase arising on revaluation	—	3,010	1,957	—	4,967
Realised on disposal	—	—	(32)	32	—
31 March 2004	730	11,019	4,221	118,130	134,100

At 31 March 2004, the cumulative goodwill written off against group reserves amounted to £1,259,000 (2003: £1,259,000).

20 Notes to the cash flow statement

Reconciliation of operating profit to net cash inflow from operating activities

	2004 £'000	2003 £'000
Group operating profit	2,959	5,688
Depreciation charges	532	688
Currency translation differences	(155)	(46)
(Increase)/decrease in stocks	(12)	28
(Increase)/decrease in debtors	(3,275)	1,547
(Decrease) in creditors	(540)	(1,075)
(Increase)/decrease in property and developments	(6,024)	790
(Decrease) in provisions	(50)	(2,370)
Net cash (outflow)/inflow from operating activities	(6,565)	5,250

Returns on investments and servicing of finance

Interest received	500	884
Interest paid	(18)	(24)
Net cash inflow from returns on investments and servicing of finance	482	860

20 Notes to the cash flow statement (*continued*)

	2004 £'000	2003 £'000		
Capital expenditure and financial investment				
Purchase of tangible fixed assets	(921)	(336)		
Purchase of fixed asset investments	(4,281)	(8,846)		
Proceeds from sales of tangible fixed assets	1,825	1,122		
Proceeds from sales of fixed asset investments	1,255	9,509		
Net cash (outflow)/inflow from capital expenditure and financial investment	(2,122)	1,449		
Acquisitions and disposals				
Investments in joint ventures	(136)	—		
Investment in associate	—	(202)		
Distributions received from joint ventures	294	19		
Proceeds from disposals of joint ventures	124	212		
Net cash inflow from acquisitions and disposals	282	29		
Management of liquid resources				
Cash withdrawals from fixed deposits	—	5,700		
Decrease/(increase) in current asset investments	8,933	(11,822)		
Net cash inflow/(outflow) from management of liquid resources	8,933	(6,122)		
Analysis of net funds				
	<i>1 April</i> 2003 £'000	<i>Cash flow</i> £'000	<i>Exchange Movement</i> £'000	<i>31 March</i> 2004 £'000
Cash in hand and at bank	1,286	301	(142)	1,445
Overdrafts	(112)	(995)	—	(1,107)
		(694)		
Current asset investments	41,608	(8,933)	(301)	32,374
Total	42,782	(9,627)	(443)	32,712

21 Commitments

There were no capital commitments contracted for but not provided at 31 March 2004 (2003: *£nil*).

Financial commitments under non-cancellable operating leases will result in the following payments falling due in the year to 31 March 2005.

	2004 £'000	2003 £'000
Land and buildings		
Expiring:		
Between 2 and 5 years	30	30
Over 5 years	85	85
	115	115

Notes on the accounts

continued

21 Commitments (continued)

No provision has been made in the financial statements in respect of financial commitments of £958,000 (2003: £nil) which relate to payments which will become due under contracts entered into for the purchase of land and buildings and the construction or redevelopment of properties.

The company holds investments which may result in the drawdown of further funds in future periods. Under this arrangement, the company is committed to providing further investment of £543,000 (2003: £1,690,000).

22 Contingent liabilities

The company together with certain of its fellow group undertakings, has group facilities with its bankers. In connection with these facilities each participating undertaking has guaranteed the debt due by its fellow participating undertakings to its bankers. The company's potential liability under the guarantee at 31 March 2004 was £1,107,000 (2003: £8,000).

23 Pension costs

Taylor Clark plc Retirement and Death Benefit Scheme

The company operates a defined benefit pension scheme for group employees with the assets being held separately from those of the company.

Contributions to the scheme are charged to the profit and loss account so as to spread the cost over employees' working lives with the group. The contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method.

The most recent actuarial valuation was carried out as at 1 April 2001. The assumptions which have the most significant effect on the results of the valuation are those relating to the rate of return on investments, rate of increase in salaries and rate of pension increases. It was assumed that investment returns would exceed salary increases by 1.9% per annum and pension increases by 1.9% per annum.

The actuarial valuation showed the actuarial value of the assets represented a funding level of 99%, but following a post valuation event in July 2001, the results have been recast to 1 April 2001 giving a funding level of 108%.

The pension charge for the year was £100,000 (2003: £99,000). There were no outstanding or prepaid contributions at either the beginning or end of the year. The contribution of the group for the scheme was 16% (2003: 16%) of total pensionable salary. The employees contribute an additional 4% (2003: 4%).

Whilst the group continues to account for pension costs in accordance with Statement of Standard Accountancy Practice 24 "Accounting for Pension costs" under FRS 17 "Retirement benefits" the following transitional disclosures are required:

The valuation at 31 March 2001 has been updated by the Independent Actuary on an FRS 17 basis as at 31 March 2004.

The major assumptions used by the Independent Actuary were:

	2004	2003	2002
Discount rate	5.50% pa	5.40% pa	6.00% pa
Rate of increase in salaries	5.00% pa	4.50% pa	4.75% pa
Rate of increase in pensions in payment	3.00% pa	3.00% pa	3.00% pa
Price Inflation	3.00% pa	2.50% pa	2.75% pa
Rate of increase in defined pensions	2.50% pa	2.50% pa	2.75% pa

23 Pension costs (continued)

The assets and liabilities in the Scheme and long-term expected rates of return are shown below:

	Value at 2004 £'000	Long-term expected return 2004 %	Value at 2003 £'000	Long term expected return 2003 %	Value at 2002 £'000	Long term expected return 2002 %
Equities and Property	2,790	7.50	2,493	8.75	3,803	7.50
Bonds	1,842	4.75	1,496	4.50	943	5.25
Cash	75	2.75	416	2.50	13	2.75
Total market value of Fund assets	4,707		4,405		4,759	
Present value of Fund liabilities	5,479		4,721		4,147	
(Deficit)/surplus in the scheme						
— Pension (liability)/asset	(772)		(316)		612	
Related deferred tax asset/(liability)	232		95		(184)	
Net pension (deficit)/ surplus asset	(540)		(221)		428	

The amount of this net pension deficit would have a consequential effect on the reserves.

Movement in surplus/deficit during the year

	£'000
Deficit in scheme at 1 April 2003	(316)
Current service cost	(166)
Contributions paid	100
Past service cost	—
Other finance income	34
Actuarial loss	(424)
Deficit in the scheme at 31 March 2004	(772)

If FRS 17 had been fully adopted in these financial statements the pension costs for defined benefit schemes would have been:

Analysis of other pension costs charged in arriving at operating profit

	2004 £'000	2003 £'000
Current service costs	166	128
Total operating charge	166	128

Analysis of amounts included in other finance income/costs

	2004 £'000	2003 £'000
Expected return on pension scheme assets	292	331
Interest on pension scheme liabilities	(258)	(247)
Net return	34	84

Notes on the accounts

continued

23 Pension costs (continued)

Analysis of amount recognised in statement of total recognised gains and losses

		2004		2003
	%	£'000	%	£'000
Actual return less expected return on scheme assets		123		(623)
Percentage of year end scheme assets	6.3		7.5	
Experience gains and losses arising on scheme liabilities		(83)		51
Percentage of present value of year end scheme liabilities	1.5		1.1	
Changes in assumptions underlying the present value of scheme liabilities		(464)		(407)
Actuarial gain loss recognised in statement of total recognised gains and losses		(424)		(979)
Percentage of present value of year end scheme liabilities	7.7		20.7	

24 Related party transactions

The Taylor Clark plc group's related parties, as defined by Financial Reporting Standard 8, the nature of the relationship and the extent of transactions with them are summarised below:

	Sub note	2004 £'000	2003 £'000
Management charge to The Underwood Trust, in respect of services provided by the group	1	17	17
Donation to The Underwood Trust	1	—	15
Dividends paid by Taylor Clark plc and received in a beneficial capacity by:			
The Underwood Trust		483	449
Directors of Taylor Clark plc		191	142
Fees paid to Richards Butler	2	—	11
Investment by Taylor Clark plc in share capital of Cairnstar Limited	3	—	171
Issue of loan stock to Taylor Clark plc by Cairnstar Limited	3	—	31
Sale of fixed assets by TC Cinemas Limited and TC Restaurants Limited to Cairnstar Limited	3	1,000	384
Management charge by Cairnstar Limited, in respect of services provided to TC Restaurants Limited and TC Cinemas Limited	3	—	85
Rental income from Cairnstar Limited received by TC Cinemas Limited and TC Restaurants Limited	3	154	114

Sub notes

- At 31 March 2004, The Underwood Trust held 680,300 ordinary shares (2003: 680,300) representing in aggregate 43.3% (2003: 43.3%) of the issued share capital of the company. The Underwood Trust is an English charitable trust which was established in 1973. The Trustees of The Underwood Trust include Mr R Clark, who is also Chairman of Taylor Clark plc, together with Mrs P A H Clark, a fellow director of Taylor Clark plc.
- Mr R E Towner, a director of Taylor Clark plc, was a consultant to Richards Butler, solicitors.

24 Related party transactions (*continued*)

- 3 On 17 December 2001 the Taylor Clark Group sold assets to Cairnstar Limited ("Cairnstar"), a company controlled by a management buyout team. On 30 January 2003 TC Restaurants Limited (formerly Littlejohn's Restaurants (U.K.) Limited) sold additional assets to Cairnstar. On 31 October 2003 TC Cinemas Limited (formerly Caledonian Cinemas Limited) sold assets to Cairnstar for consideration of £1,000,000. The assets sold by TC Cinemas had previously been leased to Cairnstar at an annual rental of £100,000.

The fixed assets were disposed of for the following consideration:

	2004 £'000	2003 £'000
Share capital (including share premium)	—	171
Loan stock	—	31
Cash	1,000	182
Total proceeds	1,000	384

At 31 March 2004 the group owned 33% (2003: 33%) of the voting rights in Cairnstar.

From 17 December 2001 to 30 January 2003 Cairnstar managed the remaining UK Leisure assets of the group. The group paid Cairnstar a management fee for the provision of these services.

On 30 January 2003 Cairnstar agreed to sub-lease a property from TC Restaurants Limited for 16 years at an annual rental of £85,000. Under a separate agreement Cairnstar agreed to pay a further £9,949 a year while the sub-lease continues. If the head landlord agrees to assign his lease to Cairnstar there will be additional consideration of £165,821 payable by Cairnstar to TC Restaurants Limited. The rents payable under the sub-lease will cease on assignation of the head lease.

The amounts outstanding from Cairnstar at the year end were £274,000 (2003: £274,000) due to Taylor Clark plc in respect of the loan stock.

- 4 The group has an investment in Equinox 2001 Limited ("Equinox") which was acquired in the year ended 31 March 2001. The group owns 50% of the voting rights of this property development company and exercises joint control of this investment which is deemed to be a joint arrangement which is not an entity as defined by FRS 9.

During the year ended 31 March 2003 the group repaid £1,001,816 to Equinox and received £156,000 from Equinox. In addition Equinox paid a dividend of £2,000,000 to the group. At 31 March 2003 the amount due to Equinox was £38,350.

During the year ended 31 March 2004 the Group received £12,500 from Equinox. At 31 March 2004 the amount due to Equinox was £50,850.

- 5 Mr R Clark and his family and Mr C Clark are the ultimate controlling parties of the group.

Financial record

for the years ended 31 March

	2004 £'000	2003 £'000	2002 £'000	2001 £'000	2000 £'000	1999 £'000
Turnover	7,061	12,944	27,473	36,280	41,408	35,079

Reconciliation of movements in shareholders' funds

Profit/(loss) after taxation	2,810	15	(1,670)	3,085	8,654	10,371
Minority interests	—	—	—	—	6	(13)
Dividends	(1,085)	(1,054)	(1,038)	(1,006)	(2,563)	(959)
Other recognised gains and (losses)	1,961	(4,133)	3,898	1,379	7,761	456
Net movement of shareholders' funds	3,686	(5,172)	1,190	3,458	13,858	9,855
Opening balance of shareholders' funds	147,974	153,146	151,956	148,498	134,640	124,785
Closing balance of shareholders' funds	151,660	147,974	153,146	151,956	148,498	134,640

Balance sheet

Fixed assets						
Tangible assets	54,337	49,819	54,397	51,112	59,626	56,821
Investments	40,208	36,018	43,133	41,670	34,094	11,124
Net current assets	58,020	63,251	58,445	60,460	60,881	73,814
Other liabilities and provisions	(905)	(1,114)	(2,829)	(1,286)	(6,103)	(6,752)
Minority interests	—	—	—	—	—	(367)
Net assets	151,660	147,974	153,146	151,956	148,498	134,640

Capital and reserves

Called up share capital	1,573	1,573	1,573	1,573	1,573	1,573
Revaluation reserve	20,513	16,160	20,285	18,154	21,848	14,390
Other reserves	129,574	130,241	131,288	132,229	125,077	118,677
Equity shareholders' funds	151,660	147,974	153,146	151,956	148,498	134,640

Directors of principal subsidiary companies

Taylor Clark Properties Limited

Jon Brand
John Dippie
Christopher Edwards*
John Fox
Reg Harvey
Tim Simon*

Wylfe Valley Farming Limited

Andrew Clark
Robin Clark*
Antony Cox
Reg Harvey

Taylor Clark Inc

Robin Clark*
Reg Harvey*
Andy Macdonald

Managers
Crawford International Inc

*Non-executive