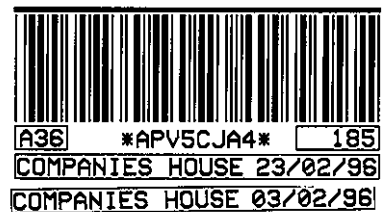


# **Cal Management Limited**

## **Financial statements**

**30 April 1995**

**Registered number 2566320**



# Cal Management Limited

## Directors' report and financial statements

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# Cal Management Limited

## Directors' report

The directors present their annual report and the audited financial statements for the year ended 30 April 1995.

### Principal activities

The principal activity of the group in the year under review continued to be that of sale and renting of laundry equipment.

### Business review

A summary of the results for the year is given on page 5 of the financial statements.

The financial statements for the year show a strong growth in the underlying trading performance of the group. Turnover has increased by 13% whilst operating profit before exceptional items has increased by 8.6% in static market conditions. Significant progress has therefore been made which indicates the group's underlying financial stability.

The accounts have been affected by a group re-organisation. The disposal of the final Soap Opera site and the cessation of the Advantage business have impacted profitability by £28,581 during the year.

The directors have also reviewed the basis of operation of the rental companies. The assets of Texrest Limited, Texrest (South) Limited and Shareclean Limited have been consolidated to increase the efficiency and effectiveness of the group's rental operations. An active policy of encouraging and allowing customers to upgrade rented equipment to meet their own requirements as their contracts complete the initial period has been introduced. This has reduced the economic useful life of the equipment from an average of 10 years to an average of 7 years. Recognition of this reduction in useful economic life has required an additional charge of depreciation of £455,904 during the year. The directors believe that the write down of the rental assets is in the best interest of the group and will permit the freedom to maximise opportunities for the rental business as they arise.

The directors believe that the various steps to consolidate operations and close peripheral businesses place the group in a prime position to continue the strong growth it has experienced during the year.

### Dividends and transfer to reserves

A dividend of 5.42p per share was paid during the year (1994: 5.41p). The loss for the year retained in the group is £65,839 (1994: profit of £140,352).

### Fixed assets

Movements in fixed assets are set out in note 10 to the financial statements.

### Charitable donations

The company made charitable donations during the year totalling £250 (1994: £253).

# Cal Management Limited

## Directors' report *(continued)*

### Directors and directors' interests

The directors during the year and their beneficial interests in the share capital of the company were as follows:

	Ordinary Shares of £1 each	
	1995	1994
	£	£
J Laithwaite (Chairman)	1,416,488	1,416,488
S R Laithwaite	431,021	431,021
E G Hirst	-	-
J H Swailes	-	-
G S Wilkinson	-	-
W Crawford (resigned 19 July 1994)	-	-

None of the directors had any interest in the shares of other group companies.

### Statement of directors' responsibilities

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

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

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

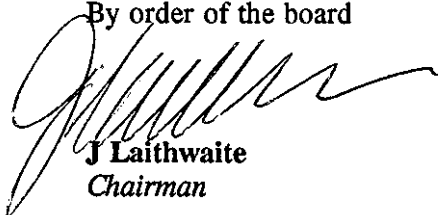
# Cal Management Limited

## Directors' report *(continued)*

### Auditors

On 6 February 1995 our auditors changed the name under which they practise to KPMG and, accordingly, have signed their report in their new name. In accordance with section 384 of the Companies Act 1985, a resolution concerning the re-appointment of KPMG as auditors of the company is to be proposed at the forthcoming annual general meeting.

By order of the board



**J Laithwaite**  
Chairman

Meadowcroft Lane  
Halifax Road  
Ripponden  
West Yorkshire  
HX6 4AJ

26 July 1995



1 The Embankment  
Neville Street  
Leeds  
LS1 4DW

## Auditors' report to the members of Cal Management Limited

We have audited the financial statements on pages 5 to 20.

### *Respective responsibilities of directors and auditors*

As described on page 2 the company's directors are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

### *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 30 April 1995 and of the profit of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

A handwritten signature of the KPMG firm, written in a cursive style.

**KPMG**  
*Chartered Accountants*  
*Registered Auditors*

26 July 1995

# Cal Management Limited

## Consolidated profit and loss account for the year ended 30 April 1995

		1995 £ Continuing operations	1994 £ Continuing operations
<b>Turnover</b>	2	11,993,870	10,616,655
<b>Cost of sales</b>		(6,282,878)	(5,497,067)
<b>Gross profit</b>		5,710,992	5,119,588
Administrative expenses (including exceptional costs of £455,904 as per note 3)		(5,515,619)	(4,520,004)
<b>Operating profit</b>		195,373	599,584
Loss on termination of a business		-	(47,009)
<b>Profit on ordinary activities before interest and tax</b>		195,373	552,575
Net interest payable and similar charges	6	(146,749)	(128,087)
<b>Profit on ordinary activities before taxation</b>	3-5	48,624	424,488
Tax on profit on ordinary activities	7	8,138	(161,700)
<b>Profit for the financial year</b>		56,762	262,788
Dividends	8	(122,601)	(122,436)
<b>Retained (loss)/profit for the financial year</b>		(65,839)	140,352
Retained profit brought forward		1,515,437	1,375,085
<b>Retained profit carried forward</b>		1,449,598	1,515,437

The loss retained in the company for the year ended 30 April 1995 was £37,533 (1994: profit of £153,436).

The group has no recognised gains or losses other than the retained profit for the year in both the current and preceding financial year. Accordingly a statement of total recognised gains and losses is not presented as part of these financial statements.

There is no material difference between the profit as disclosed in the profit and loss account and the profit on an unmodified historical cost basis.

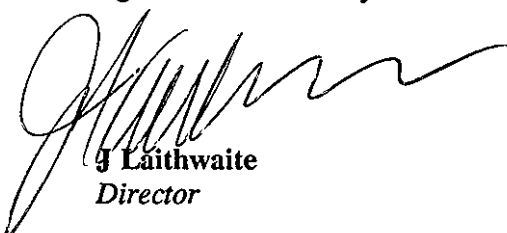
A reconciliation of movements in shareholders' funds is shown at note 20.


# Cal Management Limited

## Consolidated balance sheet at 30 April 1995

	Note	1995		1994	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9	2,743,354		2,764,888	
<b>Current assets</b>					
Stocks	11	1,593,254		1,647,474	
Debtors	12	2,137,778		1,354,036	
Cash at bank and in hand		41,356		345,014	
		<u>3,772,388</u>		<u>3,346,524</u>	
<b>Creditors: amounts falling due within one year</b>	13	<u>(3,591,776)</u>		<u>(2,920,892)</u>	
<b>Net current assets</b>			<u>180,612</u>		<u>425,632</u>
<b>Total assets less current liabilities</b>			<u>2,923,966</u>		<u>3,190,520</u>
<b>Creditors: amounts falling due after more than one year</b>	14		(562,363)		(622,686)
<b>Provision for liabilities and charges</b>	15		<u>(23,300)</u>		<u>(163,692)</u>
			<u>2,338,303</u>		<u>2,404,142</u>
<b>Capital and reserves</b>					
Share capital	18	2,262,012		2,262,012	
Consolidation difference	19	(1,861,710)		(1,861,710)	
Revaluation reserve	19	488,403		488,403	
Profit and loss account	19	1,449,598		1,515,437	
<b>Equity shareholders' funds</b>			<u>2,338,303</u>		<u>2,404,142</u>

These financial statements were approved by the board of directors on 26 July 1995 and were signed on its behalf by:

  
J Laithwaite  
Director

  
G S Wilkinson  
Director

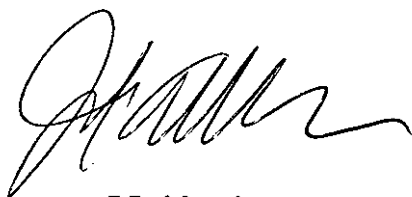


# Cal Management Limited

## Company balance sheet at 30 April 1995

	Note	1995		1994	
		£	£	£	£
<b>Fixed assets</b>					
Investments	10		2,162,212		2,262,112
<b>Current assets</b>					
Debtors	12	100,766		442,748	
Creditors: amounts falling due within one year	13	-		(411,848)	
<b>Net current assets</b>			100,766		30,900
			2,262,978		2,293,012
<b>Capital and reserves</b>					
Share capital	18		2,262,012		2,262,012
Profit and loss account			966		31,000
			2,262,978		2,293,012

These financial statements were approved by the board of directors on 26 July 1995 and were signed on its behalf by:



**J Laithwaite**  
Director



**G S Wilkinson**  
Director

# Cal Management Limited

## Consolidated cash flow statement for the year ended 30 April 1995

	Note	1995	1994
		£	£
Net cash inflow from operating activities	21	1,285,748	1,197,187
<b>Return on investment and servicing of finance</b>			
Interest received		649	-
Interest paid		(100,429)	(73,096)
Finance lease and block discounting interest		(46,969)	(54,991)
Dividends paid		(245,037)	-
Net cash outflow from returns on investment and servicing of finance		(391,786)	(128,087)
<b>Taxation</b>			
UK corporation tax paid		(172,078)	(146,438)
Tax paid		(172,078)	(146,438)
<b>Investing activities</b>			
Purchase of tangible fixed assets		(1,451,171)	(598,180)
Sale of tangible fixed assets		387,126	311,396
Net cash outflow from investing activities		(1,064,045)	(286,784)
Net cash (outflow)/inflow before financing		(342,161)	635,878
<b>Financing</b>			
Bank loans received/(repaid)		110,548	(81,598)
Finance lease and block discounting loan repayments		(23,880)	(330,152)
Net cash inflow/(outflow) from financing	24	86,668	(411,750)
(Decrease)/increase in cash and cash equivalent	22	(255,493)	224,128

# Cal Management Limited

## Notes

*(forming part of the financial statements)*

### 1 Accounting policies

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

#### *Basis of preparation*

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost accounting convention, modified to incorporate the revaluation of certain fixed assets.

#### *Basis of consolidation*

The group financial statements consolidate the financial statements of Cal Management Limited and all its subsidiary undertakings.

In accordance with section 230(4) of the Companies Act 1985, Cal Management Limited is exempt from the requirement to present its own profit and loss account.

#### *Turnover*

Turnover represents the net invoiced sales of goods and services, excluding VAT. Machine rental income is based upon agreements with customers which cover an average period of 7 years. Rental income is the proportion of rentals which are invoiced to customers up to 30 April 1994.

#### *Tangible fixed assets*

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Freehold land	-	Nil
Freehold property	-	2% on cost or revalued amount
Leasehold improvements	-	5 years
Plant and machinery	-	Average 7 years straight line
Motor vehicles	-	25% on written down value
Fixtures and fittings	-	8 years
Computers	-	5 years

#### *Stocks*

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow-moving items. Cost includes all direct expenditure.

#### *Taxation*

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

# Cal Management Limited

## Notes (continued)

### 1 Accounting policies (continued)

#### *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 profit on ordinary activities.

#### *Leased assets*

Assets held under finance leases and hire purchase contracts are capitalised at the estimated fair value at the date of inception of each lease or contract. The assets are depreciated over their expected useful lives. The finance charges are allocated over the primary period of the lease in proportion to the capital element outstanding.

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

#### *Interest payable*

Interest payable under block discounting arrangements and specified at the start of the agreement is charged to revenue in equal monthly amounts.

#### *Pensions*

The group operates a money purchase pension scheme. Contributions payable for the year are charged to the profit and loss account.

### 2 Turnover

The turnover and profit before taxation for the year is attributable to the principal activity of the group which is supply, rental and retailing of laundry equipment.

		1995	1994
By activity		£	£
Distribution	- United Kingdom	9,341,073	8,091,903
Distribution	- Overseas	516,050	733,919
Rental	- United Kingdom	1,925,358	1,599,158
Retail	- United Kingdom	211,389	191,675
		<hr/>	<hr/>
		11,993,870	10,616,655
		<hr/>	<hr/>

# Cal Management Limited

## Notes (continued)

### 3 Profit on ordinary activities before taxation

*Profit on ordinary activities before taxation is stated after charging/(crediting):*

	1995	1994
	£	£
Depreciation and other amounts written off fixed assets		
Owned	1,013,442	478,788
Leased	24,278	135,760
Loss on sale of fixed assets	47,859	112,579
Auditors' remuneration		
Audit	20,000	24,320
Other services	8,233	10,685
Operating lease rentals	32,991	68,892
Income from operating leases	<u>(1,925,358)</u>	<u>(1,599,158)</u>

Included in depreciation of owned assets is an exceptional charge of £455,904 made against plant and machinery following a reassessment of useful economic lives.

### 4 Directors' emoluments

	1995	1994
	£	£
Directors' remuneration	505,999	295,331
Directors' pension scheme	13,583	36,272
Compensation for loss of office	30,000	-
	<u>549,582</u>	<u>331,603</u>

# Cal Management Limited

## Notes (continued)

### 4 Directors emoluments (continued)

The emoluments, excluding pension contributions, of the directors were within the following ranges:

		Number of directors	
		1995	1994
£nil	- £5,000	-	1
£40,001	- £45,000	-	1
£45,001	- £50,000	-	2
£50,001	- £55,000	1	-
£60,001	- £65,000	1	1
£65,001	- £70,000	1	-
£70,001	- £75,000	1	-
£80,001	- £85,000	1	-
£90,001	- £95,000	-	1
£210,001	- £215,000	1	-
		<hr/>	<hr/>

The emoluments of the Chairman who was also the highest paid director were £210,091 (1994: £94,114).

### 5 Staff costs

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

	1995	1994
	Number of employees	
Management	18	17
Administration	34	33
Selling and production	88	85
	<hr/>	<hr/>
	140	135
	<hr/>	<hr/>

The aggregate payroll costs of these people were as follows:

	1995	1994
	£	£
Wages and salaries	2,654,122	2,107,799
Social security costs	226,208	193,956
Pension costs	66,981	87,464
	<hr/>	<hr/>
	2,887,311	2,389,219
	<hr/>	<hr/>

# Cal Management Limited

## Notes (continued)

### 6 Interest payable and similar charges

	1995	1994
	£	£
On bank loans, overdrafts and other loans wholly repayable within:		
5 years	100,429	30,904
10 years	-	42,192
Finance charges in respect of other hire purchase agreements	40,228	54,991
Interest received	(649)	-
Block discounting loans	6,741	-
	<u>146,749</u>	<u>128,087</u>

### 7 Taxation

The tax charge on the profit on ordinary activities was as follows:

	1995	1994
	£	£
UK corporation tax at 33 % (1994: 33 %)	166,664	198,544
Prior year adjustment	(34,410)	1,089
Deferred tax	(140,392)	(37,933)
	<u>(8,138)</u>	<u>161,700</u>

### 8 Dividends

	1995	1994
	£	£
Dividends paid	122,601	-
Dividends proposed	-	122,436
	<u>122,601</u>	<u>122,436</u>

# Cal Management Limited

## Notes (continued)

### 9 Tangible fixed assets

Group	Freehold property	Leasehold improvements	Plant and machinery	Motor vehicles	Fixtures and fittings and computers	Total
	£	£	£	£	£	£
<b>Cost or valuation</b>						
At 1 May 1994	1,195,604	18,414	3,240,100	683,400	455,604	5,593,122
Transfer	(413,841)	413,841	-	-	-	-
Additions	-	57,829	914,995	393,120	85,227	1,451,171
Disposals	(86,763)	(318,839)	(545,483)	(281,549)	(120,754)	(1,353,388)
At 30 April 1995	695,000	171,245	3,609,612	794,971	420,077	5,690,905
<b>Depreciation</b>						
At 1 May 1994	375,408	18,414	1,828,281	304,145	301,986	2,828,234
Transfer	(295,463)	295,463	-	-	-	-
Charge for year	13,995	37,934	796,166	129,005	60,620	1,037,720
Disposals	(10,551)	(272,193)	(348,771)	(166,516)	(120,372)	(918,403)
At 30 April 1995	83,389	79,618	2,275,676	266,634	242,234	2,947,551
<b>Net book value</b>						
At 30 April 1995	611,611	91,627	1,333,936	528,337	177,843	2,743,354
At 30 April 1994	820,196	-	1,411,819	379,255	153,618	2,764,888

The amount of freehold property (included above at 1989 open market valuation) determined according to the historical cost accounting rules is £181,792.

The gross cost of plant and machinery held for use in operating leases is £3,209,612 (1994: £3,012,866) and the accumulated depreciation is £2,275,677 (1994: £1,792,191).



# Cal Management Limited

## Notes (continued)

### 9 Tangible fixed assets *(continued)*

The net book value of assets held under hire purchase and finance leases together with the depreciation charge for the year, is as follows:

	Net book value		Depreciation
	1995	1994	1995
	£	£	£
Motor vehicles	437,453	290,492	84,072
Fixtures and fittings	46,279	81,905	24,278
	<u>483,732</u>	<u>372,397</u>	<u>108,350</u>

### 10 Investments

The names and nature of business of each of the parent company's subsidiary undertakings are given below:

Company	Nature of Business
<i>Directly owned</i>	
John Laithwaite Associates Limited	Laundry equipment suppliers
Advantage Appliances Limited	Non trading
Texrest Limited	Hire and service of laundry equipment
Laundry Facilities Management Limited	Management of laundry facilities
Soap Opera Laundry and Dry Cleaning Company Limited	Acquisition and development of launderettes and dry cleaning businesses and properties with a view to disposal
<i>Indirectly owned</i>	
Texrest (South) Limited	Hire and service of laundry equipment
Shareclean Limited	Hire and service of laundry equipment
Muggins (UK) Limited	Non trading

All of the above companies are registered in England and Wales

# Cal Management Limited

## Notes (continued)

### 10 Investments (continued)

The parent company's investments in subsidiary undertakings are as follows

	1995	1994
	£	£
John Laithwaite Associates Limited	1,300,010	1,300,010
Advantage Appliances Limited	100	100,000
Texrest Limited	862,000	862,000
Laundry Facilities Management Limited	100	100
Soap Opera Laundry and Dry Cleaning Company Limited	2	2
	<u>2,162,212</u>	<u>2,262,112</u>

### 11 Stocks

	Group	
	1995	1994
	£	£
Finished goods and goods for resale	1,593,254	1,482,827
Launderettes	-	164,647
	<u>1,593,254</u>	<u>1,647,474</u>

Launderette stock includes an amount of £Nil (1994: £43,187) in respect of machines held under finance leases.

### 12 Debtors

	Group		Company	
	1995	1994	1995	1994
	£	£	£	£
Trade debtors	1,903,619	1,006,097	-	-
Amounts due from subsidiary undertakings	-	-	100,766	442,748
Other debtors	98,027	178,569	-	-
Prepayments and accrued income	136,132	169,370	-	-
	<u>2,137,778</u>	<u>1,354,036</u>	<u>100,766</u>	<u>442,748</u>

Included in trade debtors is £114,770 which is due after more than one year.

# Cal Management Limited

## Notes (continued)

### 12 Debtors (continued)

Included in other debtors is an amount £nil (1994: £41,569) due from Alpine Cleaners, a partnership in which a director, J Laithwaite, is a partner. Also included in other debtors is an amount £nil (1994: £100,000) which is due from J Laithwaite.

Included in prepayment and accrued income is an amount £nil (1994: £11,154) in respect of expenses of J Laithwaite and SR Laithwaite which have been met by the group.

The amounts outstanding at 30 April 1994 represent the maximum amount outstanding during the year.

### 13 Creditors: amounts falling due within one year

	Group		Company	
	1995	1994	1995	1994
	£	£	£	£
Bank loan and overdraft (see below)	297,089	145,254	-	-
Block discounting loans	-	30,361	-	-
Obligations under finance leases and hire purchase contracts	196,118	187,484	-	-
Trade creditors	1,890,617	1,459,651	-	-
Amounts due to subsidiary undertakings	-	-	-	289,412
Other creditors:				
Corporation tax	151,536	191,360	-	-
Other taxation and social security	419,491	345,017	-	-
Other creditors	38,263	13,028	-	-
Proposed dividend	-	122,436	-	122,436
Accruals and deferred income	598,662	426,301	-	-
	<b>3,591,776</b>	<b>2,920,892</b>	<b>-</b>	<b>411,848</b>
Bank overdraft	7,089	55,254	-	-
Bank loan	290,000	90,000	-	-
	<b>297,089</b>	<b>145,254</b>	<b>-</b>	<b>-</b>

Block discounting loans are secured on rental agreements including underlying fixed assets.

# Cal Management Limited

## Notes (continued)

### 14 Creditors: amounts falling due after more than one year

	<b>Group</b>	
	<b>1995</b>	<b>1994</b>
	<b>£</b>	<b>£</b>
Bank loan	315,767	405,219
Obligations under finance leases and hire purchase contracts	154,998	157,151
Other creditors	-	60,316
Accruals and deferred income	91,598	-
	<u>562,363</u>	<u>622,686</u>

The bank loan and overdraft, both under and over one year, are secured by a fixed and floating charge over the assets of the group and a legal mortgage on the deeds relating to the group's freehold property at Ripponden.

The terms of repayment are that the loan is repayable over a ten year period at an interest rate of 2½ % above base rate.

Obligations under finance leases and hire purchase contracts are repayable as follows:

	<b>Group</b>	
	<b>1995</b>	<b>1994</b>
	<b>£</b>	<b>£</b>
Within one year	196,118	187,484
Between one and five years	154,998	157,151
	<u>351,116</u>	<u>344,635</u>

### 15 Provision for liabilities and charges

The amounts provided for deferred tax which represent the full potential liability are as follows:

	<b>Group</b>	
	<b>1995</b>	<b>1994</b>
	<b>£</b>	<b>£</b>
Accelerated capital allowances	23,300	163,692

Deferred tax of £140,392 has been released to the profit and loss account during the year.

### 16 Contingent liabilities

A guarantee has been given by the company in favour of HM Customs and Excise to a £120,000 limit.

# Cal Management Limited

## Notes (continued)

### 17 Commitments

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

	1995		1994	
	Land and buildings £	Other £	Land and buildings £	Other £
Operating leases which expire:				
Within one year	-	19,576	-	17,695
Over five years	13,500	-	43,246	-

### 18 Called up share capital

	1995 £	1994 £
<i>Authorised, allotted, called up and fully paid</i>		
Ordinary shares of £1 each	2,262,012	2,262,012

### 19 Reserves

Group	Revaluation reserve £	Profit and loss account £	Consolidation difference £
At 1 May 1994	488,403	1,515,437	(1,861,710)
Retained earnings	-	(65,839)	-
At 30 April 1995	488,403	1,449,598	(1,861,710)
 Company			
			Profit and loss account £
At 1 May 1994			31,000
Retained loss			30,034
At 30 April 1995			966

# Cal Management Limited

## Notes (continued)

### 20 Reconciliation of movements in shareholders' funds

	Group		Company	
	1995	1994	1995	1994
	£	£	£	£
Profit/(loss) for the financial year	56,762	262,788	92,567	153,436
Dividends	(122,601)	(122,436)	(122,601)	(122,436)
Net (reduction in)/addition to shareholders' funds	(65,839)	140,352	(30,034)	31,000
Opening shareholders' funds	2,404,142	2,263,790	2,293,012	2,262,012
Closing shareholders' funds	2,338,303	2,404,142	2,262,978	2,293,012

### 21 Reconciliation of operating profit to net cash inflow from operating activities

	1995	1994
	£	£
Operating profit	195,373	599,584
Depreciation charge	1,037,720	585,198
Loss on sale of tangible fixed assets	47,859	112,579
Decrease/(increase) in stocks	54,220	(219,956)
Increase in debtors	(783,742)	(244,876)
Increase in creditors	734,318	382,317
Cash flows relating to terminated activities	1,285,748	1,214,846
	-	(17,659)
Net cash inflow from operating activities	1,285,748	1,197,187

# Cal Management Limited

## Notes (continued)

### 22 Analysis of changes in cash and cash equivalents

	Cash £	Bank overdrafts £	Net £
Balance at 30 April 1993	144,233	(78,591)	65,632
Net cash inflow	200,791	23,337	224,128
Balance at 30 April 1994	345,014	(55,254)	289,760
Net cash outflow	(303,658)	48,165	(255,493)
Balance at 30 April 1995	41,356	(7,089)	34,267

### 23 Analysis of changes in financing during the year

	Bank loans £	Finance lease and block discount loans £	Total £
Balance at 30 April 1993	576,817	539,484	1,116,301
Net cash outflow from financing	(81,598)	(330,152)	(411,750)
New agreements entered into	-	165,664	165,664
Balance at 30 April 1994	495,219	374,996	870,215
Net cash outflow from financing	(89,452)	(268,593)	(358,045)
New loans agreements entered into	200,000	244,713	444,713
Balance at 30 April 1995	605,767	351,116	956,883