		CONSOLIDATED MANAGEMENT BALANCE	SHEET AS AT	<u>Sep-15</u>	Cash Flow from 01/4/2014 to	<u>Sep-15</u>
31st Mai	rch 2015					
<u>£</u>	<u>£</u>		<u>£</u>	<u>£</u>	Surplus	1,371,083
		FIXED ASSETS :				
	10,774,594	Net tangible Fixed Assets		10,774,594	<u>AFINIMOFS</u>	
		OURDENT AGOSTO			Allered and Maintenance of English and December	00.002
5 000 070		CURRENT ASSETS :	5 454 404		Allocations to Maintenance and Equipment Reserves	80,002
5,392,376		Stocks	5,451,491			
8,172,572		Debtors	11,279,175		Movement in Fixed Assets	0
1,360		Cash	560			
1,380,000		Short Term Investments	1,162,000		Movement in Unusable/Earmarked Reserves	(58,846)
	14,946,308	Other Current Assets		17,893,226		
					Total	1,392,239
		CURRENT LIABILITIES :				
636,884		Short Term Loan	500,000		Movement in Long Term Borrowings	
11,504,765		Creditors	9,119,304			
625,893	4.070.070	Other current Liabilities	1,495,107	5 000 755	Payment of Dividend	
-8,391,469	4,376,073	Cash Overdrawn	-5,183,656	5,930,755	Manager Colored Town Roses	
					Movement in Long Term Items	0
-	10,570,235	NET CURRENT ASSETS		11,962,471		
-	10,070,200	NET CORRECT ACCETO	•	11,302,471	(Increase)/Decrease in Stock	(59,115)
		LONG TERM LIABILITIES	LONG TERM LIARII ITIES		(morease) Bestease in Stock	(55,115)
		LONG TERM EIABIETTES			(Increase)/Decrease in Debtors	(3,106,603)
	9 000 000	Long Torm Dorrowings		9 000 000	(Increase)/Decrease in Debiois	(3,100,003)
	8,000,000	Long Term Borrowings		8,000,000	In any and //Danasanah in One ditana	(4.652.424)
-	12 244 920	NET ACCETO		14 727 065	Increase/(Decrease) in Creditors	(1,653,131)
<del>-</del>	13,344,829	NET ASSETS	-	14,737,065	Mayon ant in Warling Conital	(4.010.040)
		REPRESENTED BY:			Movement in Working Capital	(4,818,849)
		REFRESENTED BT.			Total	(3,426,610)
	11,222,789	Usable Reserves		12,615,026	i Otai	(3,420,010)
	11,222,709	Osable Meserves		12,013,020	. Movement in Cash Balances	(3,426,613)
	2,122,042	Unusable Reserves		2,122,042	Movement in Cash Balances	(3,420,013)
	2,122,042	Ondable Reserves		2,122,042		(3)
-	13,344,831	Total Reserves	•	14,737,068		(=)
-			•	3		
	2.18	Acid Ratio		2.10		
	2.10	. 10.0 / 10.10		2.10		
	31.9	Debtor Days		44.0		
	47.7	Creditor Days		47.3		

## <u>Sep-15</u>

7.6% 1.2% 0.6% -47.1% 3.1%	ACTUAL	STORES	DIRECTS	ENERGY	PROCUREMENT	TOTAL
DRECT		£000	£000	£000	£000	£000
DIRECT	STORES	24,080	0	0	0	24,080
CATALOGUE ADVERTISING   558   239   0   0   70   70   70   70   70   70				0		9,871
REBATE INCOME   144   0   378   1.555   2.077   1.061   1   6   6   3   3   3   3   3   3   3   3						
MISCELLANEOUS INCOME						
Lass Cost of Sales						· ·
Surplus on Trading Account	Total Sales	24,804	10,110	8,869	1,564	45,347
Wages and Salaries         2,108         514         187         1,200         4,016           Othor Exponses         889         215         18         502         1,625           Transport         1,041         0         0         0         1,625           Contribution to Exponses         2,038         711         333         -151         2,931           Contribution to Central Costs         8.2%         7,0%         3,8%         -9,7%         6,5%           Contribution to Central Costs           Finance and IT         394         263         44         1,75         876           Marketing         0         0         0         0         0         0           Directorate         1,679         2,8%         2,9%         3,18%         3,2%           Check Balance         1,479         2,83         2,9%         3,18%         3,2%           Check Balance         \$100         \$2,90         \$2,90         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0         \$0	Less Cost of Sales	18,077	8,664	8,330	0	35,071
Agency Costs	Surplus on Trading Account	6,727	1,446	539	1,564	10,276
Agency Costs	Warra and Calarina	2.400	F1.1	407	4 200	4.040
Other Expenses         889         215         18         500         10         50         50         50         50         50         50         50         50         50         50         50         50         50         50         60         0<						
Page						
Section   Sect	Transport	1,041	0	0	0	1,041
Section   Sect	Operating Surplus	2,038	711	333	-151	2,931
Primance and IT		8.2%	7.0%	3.8%	-9.7%	6.5%
Marketing   0	Contribution to Central Costs					
Directorate         165         165         32         170         533           Net Surplus         1,479         283         258         4.97         1,522           Check Balance         6.0%         2.8%         2.9%         3.18%         3.4%           BUDGET         STORES         DIRECTS         ENERGY         PROCUREMENT         TOTAL           STORES         25,204         0         600         £000         <	Finance and IT	394	263	44	175	876
Net Surplus   1,479			_	_		
Check Balance         6.0%         2.8%         2.9%         -31.8%         3.4%           BUDGET         STORES         DIRECTS         ENERGY         PROCUREMENT         TOTAL           E000         £000         £000         £000         £000         £000         £000           STORES         25,204         0         0         0         9.913           GAS         0         0         7.771         0         7.771           CATALOGUE ADVERTISING         546         234         0         0         0         7.771           CATALOSUE ANDERTISING         546         234         0         0         7.771         0         7.771           CATALOSUE ANDERTISING         546         234         0         0         23         75           REBATE INCOME         0         0         211         1,492         1,703           MISCELLANEOUS INCOME         53         0         0         23         75           Total Sales         18,638         8,773         7,625         0         35,035           Surplus on Trading Account         7,164         1,374         357         1,515         10,411           Wages and Salaries <td>Directorate</td> <td>165</td> <td>165</td> <td>32</td> <td>170</td> <td>533</td>	Directorate	165	165	32	170	533
BUDGET         STORES         DIRECTS         ENERGY         PROCUREMENT         TOTAL           E000         £000 <td>Net Surplus</td> <td></td> <td></td> <td></td> <td></td> <td></td>	Net Surplus					
STORES   25,204   0   0   0   25,204   0   0   0   25,204   0   0   0   0   25,204   0   0   0   0   0   0   0   0   0	Check Balance	6.0%	2.0%	2.9%	-31.0%	
STORES						
DIRECT   0 9,913   0 0 0 9,913   0 0 0 9,913   0 0 0 9,913   0 0 0 9,913   0 0 0 7,771   0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	BUDGET	STORES	DIRECTS	ENERGY	PROCUREMENT	TOTAL
DIRECT   0 9,913   0 0 0 9,913   0 0 0 9,913   0 0 0 9,913   0 0 0 9,913   0 0 0 7,771   0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	BUDGET			_		
CATALOGUE ADVERTISING REBATE INCOME         546         234         0         0         780           REBATE INCOME         0         0         211         1,492         1,703           MISCELLANEOUS INCOME         53         0         0         23         75           Total Sales         25,802         10,147         7,982         1,515         45,446           Less Cost of Sales         18,638         8,773         7,625         0         35,035           Surplus on Trading Account         7,164         1,374         357         1,515         10,411           Wages and Salaries         2,257         569         208         1,328         4,361           Agency Costs         466         10         0         23         498           Other Expenses         936         222         24         519         1,702           Transport         962         0         0         0         962           Operating Surplus         2,544         573         125         -354         2,888           %         9,9%         5,7%         1,6%         -23,4%         6,4%           Contribution to Central Costs           Finance and IT		£000	£000	£000	£000	£000
REBATE INCOME         0         0         211         1,492         1,703           MISCELLANEOUS INCOME         53         0         0         23         75           Total Sales         25,802         10,147         7,982         1,515         45,446           Less Cost of Sales         18,638         8,773         7,625         0         35,035           Surplus on Trading Account         7,164         1,374         357         1,515         10,411           Wages and Salaries         2,257         569         208         1,328         4,361           Agency Costs         466         10         0         23         498           Other Expenses         936         222         24         519         1,702           Transport         962         0         0         0         962           Operating Surplus         2,544         573         125         -354         2,888           %         9,9%         5,7%         1,6%         -23,4%         6,4%           Contribution to Central Costs         427         285         47         190         948           Marketing         0         0         0         0         <	STORES	<b>£000</b> 25,204	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b> 25,204
MISCELLANEOUS INCOME   53	STORES DIRECT GAS	£000 25,204 0 0	£000 0 9,913 0	£000 0 7,771	£000 0 0	<b>£000</b> 25,204 9,913 7,771
Total Sales         25,802         10,147         7,982         1,515         45,446           Less Cost of Sales         18,638         8,773         7,625         0         35,035           Surplus on Trading Account         7,164         1,374         357         1,515         10,411           Wages and Salaries         2,257         569         208         1,328         4,361           Agency Costs         466         10         0         23         498           Other Expenses         936         222         24         519         1,702           Transport         962         0         0         0         962           Operating Surplus         2,544         573         125         -354         2,888           %         9.9%         5.7%         1.6%         -23.4%         6.4%           Contribution to Central Costs           Finance and IT         427         285         47         190         948           Marketing         0         0         0         0         0         0           Directorate         164         164         32         169         528           Net Surplus	STORES DIRECT GAS CATALOGUE ADVERTISING	£000 25,204 0 0 546	£000 0 9,913 0 234	£000 0 7,771 0	£000 0 0 0	<b>£000</b> 25,204  9,913  7,771  780
Surplus on Trading Account         7,164         1,374         357         1,515         10,411           Wages and Salaries         2,257         569         208         1,328         4,361           Agency Costs         466         10         0         23         498           Other Expenses         936         222         24         519         1,702           Transport         962         0         0         0         962           Operating Surplus         2,544         573         125         -354         2,888           %         9.9%         5.7%         1.6%         -23.4%         6.4%           Contribution to Central Costs         Finance and IT         427         285         47         190         948           Marketing         0         0         0         0         0         0         0           Directorate         164         164         32         169         528           Net Surplus         1,953         125         46         -713         1,412           7.6%         1.2%         0.6%         -47.1%         3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME	£000 25,204 0 0 546 0	£000 0 9,913 0 234 0	£000 0 7,771 0 211	£000 0 0 0 0 1,492	25,204 9,913 7,771 780 1,703
Wages and Salaries       2,257       569       208       1,328       4,361         Agency Costs       466       10       0       23       498         Other Expenses       936       222       24       519       1,702         Transport       962       0       0       0       962         Operating Surplus       2,544       573       125       -354       2,888         %       9.9%       5.7%       1.6%       -23.4%       6.4%         Contribution to Central Costs         Finance and IT       427       285       47       190       948         Marketing       0       0       0       0       0       0         Directorate       164       164       32       169       528         Net Surplus       1,953       125       46       -713       1,412         7.6%       1.2%       0.6%       -47.1%       3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME	£000 25,204 0 0 546 0 53	£000 0 9,913 0 234 0 0	£000 0 7,771 0 211 0	£000 0 0 0 0 1,492 23	25,204 9,913 7,771 780 1,703 75
Wages and Salaries       2,257       569       208       1,328       4,361         Agency Costs       466       10       0       23       498         Other Expenses       936       222       24       519       1,702         Transport       962       0       0       0       962         Operating Surplus       2,544       573       125       -354       2,888         %       9.9%       5.7%       1.6%       -23.4%       6.4%         Contribution to Central Costs         Finance and IT       427       285       47       190       948         Marketing       0       0       0       0       0       0         Directorate       164       164       32       169       528         Net Surplus       1,953       125       46       -713       1,412         7.6%       1.2%       0.6%       -47.1%       3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales	£000 25,204 0 0 546 0 53 25,802	£000 0 9,913 0 234 0 0 10,147	£000 0 7,771 0 211 0 7,982	£000 0 0 0 1,492 23 1,515	25,204 9,913 7,771 780 1,703 75 45,446
Agency Costs       466       10       0       23       498         Other Expenses       936       222       24       519       1,702         Transport       962       0       0       0       962         Operating Surplus       2,544       573       125       -354       2,888         %       9.9%       5.7%       1.6%       -23.4%       6.4%         Contribution to Central Costs         Finance and IT       427       285       47       190       948         Marketing       0       0       0       0       0         Directorate       164       164       32       169       528         Net Surplus       1,953       125       46       -713       1,412         7.6%       1.2%       0.6%       -47.1%       3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales	£000  25,204  0 0 546 0 53 25,802	£000 0 9,913 0 234 0 0 10,147 8,773	£000 0 7,771 0 211 0 7,982	£000 0 0 0 1,492 23 1,515	25,204 9,913 7,771 780 1,703 75 45,446
Other Expenses         936         222         24         519         1,702           Transport         962         0         0         0         962           Operating Surplus         2,544         573         125         -354         2,888           %         9.9%         5.7%         1.6%         -23.4%         6.4%           Contribution to Central Costs           Finance and IT         427         285         47         190         948           Marketing         0         0         0         0         0         0           Directorate         164         164         32         169         528           Net Surplus         1,953         125         46         -713         1,412           7.6%         1.2%         0.6%         -47.1%         3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales	£000  25,204  0 0 546 0 53 25,802	£000 0 9,913 0 234 0 0 10,147 8,773	£000 0 7,771 0 211 0 7,982	£000 0 0 0 1,492 23 1,515	25,204 9,913 7,771 780 1,703 75 45,446
Transport         962         0         0         0         962           Operating Surplus         2,544         573         125         -354         2,888           %         9.9%         5.7%         1.6%         -23.4%         6.4%           Contribution to Central Costs           Finance and IT         427         285         47         190         948           Marketing         0         0         0         0         0           Directorate         164         164         32         169         528           Net Surplus         1,953         125         46         -713         1,412           7.6%         1.2%         0.6%         -47.1%         3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account Wages and Salaries	£000  25,204  0  0  546  0  53  25,802  18,638  7,164	£000 0 9,913 0 234 0 0 10,147 8,773 1,374	£000 0 7,771 0 211 0 7,982 7,625 357	£000  0 0 0 1,492 23 1,515  0 1,515	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411
Operating Surplus         2,544         573         125         -354         2,888           %         9.9%         5.7%         1.6%         -23.4%         6.4%           Contribution to Central Costs           Finance and IT         427         285         47         190         948           Marketing         0         0         0         0         0           Directorate         164         164         32         169         528           Net Surplus         1,953         125         46         -713         1,412           7.6%         1.2%         0.6%         -47.1%         3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account Wages and Salaries Agency Costs	£000  25,204  0  0  546  0  53  25,802  18,638  7,164	9,913 0 234 0 0 10,147 8,773 1,374	£000 0 7,771 0 211 0 7,982 7,625 357	£000  0 0 0 1,492 23 1,515  0 1,515	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411 4,361 498
%     9.9%     5.7%     1.6%     -23.4%     6.4%       Contribution to Central Costs       Finance and IT     427     285     47     190     948       Marketing     0     0     0     0     0     0       Directorate     164     164     32     169     528       Net Surplus     1,953     125     46     -713     1,412       7.6%     1.2%     0.6%     -47.1%     3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account  Wages and Salaries Agency Costs Other Expenses	£000  25,204  0  0  546  0  53  25,802  18,638  7,164  2,257 466 936	\$000 9,913 0 234 0 0 10,147 8,773 1,374 569 10 222	£000 0 7,771 0 211 0 7,982 7,625 357 208 0 24	£000  0 0 0 1,492 23 1,515  0 1,515	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411 4,361 498 1,702
Finance and IT       427       285       47       190       948         Marketing       0	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account  Wages and Salaries Agency Costs Other Expenses Transport	£000  25,204 0 0 546 0 53 25,802 18,638 7,164  2,257 466 936 962	\$000  0 9,913 0 234 0 0 10,147 8,773 1,374  569 10 222 0	£000 0 7,771 0 211 0 7,982 7,625 357 208 0 24 0	£000  0 0 1,492 23 1,515  0 1,515  1,328 23 519 0	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411 4,361 498 1,702 962
Marketing Directorate         0         528           Net Surplus         1,953         125         46         -713         1,412           7.6%         1.2%         0.6%         -47.1%         3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account  Wages and Salaries Agency Costs Other Expenses Transport  Operating Surplus	£000  25,204  0  0  546  0  53  25,802  18,638  7,164  2,257 466 936 962  2,544	\$000 9,913 0 234 0 0 10,147 8,773 1,374 569 10 222 0	£000 0 7,771 0 211 0 7,982 7,625 357 208 0 24 0	£000  0 0 0 1,492 23 1,515  0 1,515  1,328 23 519 0 -354	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411 4,361 498 1,702 962 2,888
Marketing Directorate         0         528           Net Surplus         1,953         125         46         -713         1,412           7.6%         1.2%         0.6%         -47.1%         3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account  Wages and Salaries Agency Costs Other Expenses Transport Operating Surplus %	£000  25,204  0  0  546  0  53  25,802  18,638  7,164  2,257 466 936 962  2,544	\$000 9,913 0 234 0 0 10,147 8,773 1,374 569 10 222 0	£000 0 7,771 0 211 0 7,982 7,625 357 208 0 24 0	£000  0 0 0 1,492 23 1,515  0 1,515  1,328 23 519 0 -354	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411 4,361 498 1,702 962 2,888
Net Surplus         1,953         125         46         -713         1,412           7.6%         1.2%         0.6%         -47.1%         3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account  Wages and Salaries Agency Costs Other Expenses Transport  Operating Surplus %  Contribution to Central Costs	£000  25,204  0 0 546 0 53 25,802  18,638  7,164  2,257 466 936 962  2,544 9.9%	\$000  0 9,913 0 234 0 0 10,147 8,773 1,374  569 10 222 0 573 5.7%	£000  0 0 7,771 0 211 0 7,982  7,625 357  208 0 24 0 125 1.6%	£000  0 0 1,492 23 1,515  0 1,515  1,328 23 519 0 -354 -23.4%	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411 4,361 498 1,702 962 2,888 6.4%
7.6% 1.2% 0.6% -47.1% 3.1%	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account  Wages and Salaries Agency Costs Other Expenses Transport  Operating Surplus %  Contribution to Central Costs  Finance and IT	£000  25,204 0 0 546 0 53 25,802  18,638  7,164  2,257 466 936 962  2,544 9.9%	\$000  0 9,913 0 234 0 0 10,147 8,773 1,374  569 10 222 0 573 5.7%	£000  0 0 7,771 0 211 0 7,982 7,625 357  208 0 24 0 125 1.6%	£000  0 0 1,492 23 1,515  0 1,515  1,328 23 519 0 -354 -23.4%	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411 4,361 498 1,702 962 2,888 6.4%
	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account  Wages and Salaries Agency Costs Other Expenses Transport Operating Surplus %  Contribution to Central Costs  Finance and IT Marketing	£000  25,204 0 0 546 0 53 25,802  18,638  7,164  2,257 466 936 962  2,544 9.9%	\$000  0 9,913 0 234 0 0 10,147 8,773 1,374  569 10 222 0 573 5.7%	£000  0 0 7,771 0 211 0 7,982 7,625 357  208 0 24 0 125 1.6%	£000  0 0 1,492 23 1,515  0 1,515  1,328 23 519 0 -354 -23.4%	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411 4,361 498 1,702 962 2,888 6.4%
Check Balance 0	STORES DIRECT GAS CATALOGUE ADVERTISING REBATE INCOME MISCELLANEOUS INCOME Total Sales Less Cost of Sales Surplus on Trading Account  Wages and Salaries Agency Costs Other Expenses Transport Operating Surplus %  Contribution to Central Costs  Finance and IT Marketing Directorate	£000  25,204 0 0 546 0 53 25,802  18,638  7,164  2,257 466 936 962  2,544 9.9%	\$\frac{0}{9,913} & 0 \\ 234 & 0 \\ 0 & 10,147 \\ 8,773 & 1,374 \\ 569 & 10 \\ 222 & 0 \\ 573 & 5.7% \\ 285 & 0 \\ 164 \\ \end{align*}	208 0 7,771 0 211 0 7,982 7,625 357 208 0 24 0 125 1.6%	£000  0 0 1,492 23 1,515  0 1,515  1,328 23 519 0 -354 -23.4%	25,204 9,913 7,771 780 1,703 75 45,446 35,035 10,411 4,361 498 1,702 962 2,888 6.4%

ACTUAL V BUDGET VARIANCE	STORES	DIRECTS	ENERGY	PROCUREMENT	TOTAL
	£000	£000	£000	£000	£000
STORES	-1,124	0	0	0	-1,124
DIRECT	0	-42	0	0	-42
GAS	0	0	719	0	719
CATALOGUE ADVERTISING	12	5	0	0	18
REBATE INCOME	144	0	167	63	373
MISCELLANEOUS INCOME	-31	0	1	-13	-43
Total Sales	-998	-37	887	50	-99
Less Cost of Sales	-561	-109	705	0	36
Surplus on Trading Account	-437	72	181	50	-135
Wages and Salaries	148	55	21	128	351
Agency Costs	-185	4	0	9	-172
Other Expenses	47	7	6	16	77
Transport	-79	0	0	0	-79
Operating Surplus	-505	137	208	203	43
%					
Contribution to Central Costs					
Finance and IT	32	22	4	14	72
Marketing	0	0	0	0	0
Directorate	-1	-1	0	-1	-5
Net Surplus	-474	158	211	216	111