THE GARDENS OF EASTON LODGE

THE GARDENS OF EASTON LODGE PRESERVATION TRUST

(A Company Limited by guarantee)

REPORT AND FINANCIAL STATEMENTS YEAR ENDING 31st JANUARY 2023

Company No. 4638621 Charity No. 1101442

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The Trustees are pleased to present their annual Directors' Report together with the financial statements of the charity for the year ending 31st January 2023, which are prepared to meet the requirements for a Directors' Report and Accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Chair's Report

Following the restoration of the balustrade in 2021, the signing of the new 5 year lease in 2022 and a successful year operationally in 2022, the Trust is now prioritising two further big projects: the provision of wheel chair friendly paths so that disabled users have easier all weather access to the Gardens; and putting paving back in the Italian Garden. We made a start on the path project in January 2023 and we aim to complete the path to the walled kitchen garden in time for our 23rd April Open Day. The planning for re-paving the Italian Garden is quite complex, as we are hoping to re-use the original drainage system. This will be the largest restoration project in the history of the Trust and the Trust will need to raise funds to add to those available from its reserves. We aim to complete the planning by the middle of 2023, to enable fundraising to start and with a view to completing the work over winter 2023/24.

We would not be able to maintain, restore and open to the public our historic and well-loved Gardens without our enthusiastic and dedicated volunteers. So, the Trust was delighted that this year the number of volunteers working with us increased again and a record number of volunteers qualified to become Members of the Trust by providing at least 30 hours of volunteer work during the course of the year. The Members have voting rights and thus can hold the Board of the Trust to account.

This will be my last report on the Trust's performance as I am stepping down from the Trust at the Annual General Meeting in June 2023. I have been a volunteer for 12 years and a director for 9 years, and I have had a huge amount of pleasure and satisfaction working as a volunteer for our beautiful, romantic gardens with their fascinating history.

I would like to thank the Board and the volunteers for their hard work, dedication and commitment to the Gardens.

Our purpose and activities

The Trust exists to preserve, conserve and protect the historic gardens of Easton Lodge and their biodiversity, for the enjoyment of the public, by: maintaining the gardens' ambience; protecting and renovating the gardens' historic structures; and enabling access and providing educational opportunities for the public. The Trust aims in doing so to operate effectively and in line with best practice for small organisations, so that it can devote its resources to restoration and the improvement of the Gardens.

Achievements and performance

The weather was the key challenge throughout this year. The snowdrop season was blighted by storms and heavy rain, such that the Gardens were open for only two of the four planned snowdrop days. April was a perfect day and then we moved into drought and heat through the summer. Over the weekend of our July Open Day, the Government issued warnings that people should stay at home with their curtains shut. We are lucky to have lots of shade in the Gardens, so all the stalls were under the trees and visitors could dally and enjoy chatting to exhibitors.

The season finished the way it started, as we cancelled the October Open Day due to heavy rain and flooding and then there was the challenge of the deep freeze of the winter.

The storms made us appreciate the fragility of some of the older trees in the Gardens and we committed to the idea of planting for succession, as well as for adding to the range of trees in the Gardens. So, we planted a Taxodium distichum, swamp cypress, at the bottom of the Glade for the Queen's Platinum Jubilee, with other new trees including a Japanese umbrella pine; a Cercis canadensis, Forest Pansy; and some new Mahonias and Acers.

In the summer volunteers had to spend huge amounts of time watering the young trees and as many other plants as possible to keep them alive, through the scorching heat. And then in the autumn, fortunately, the volunteers managed to get some mulching done before the extreme cold and frosts hit us and then subsequently managed to spread lots more manure too.

So, we are starting a new year, waiting to see if, and how well, the young trees and shrubs will bounce back.

Volunteers have now plumbed in lots of additional water butts to make sure we have more water available should it be dry again and the Trust has invested in replacing the entrance road so it will not be impassable if it rains.

The other big job for our volunteers this year was the cleaning and treating of the treehouse. It is not an easy task, but our team are resourceful and devised tools and processes for each part of the task and didn't mind getting wet! In the Glade a team continued to expand and improve the Japanese style garden and in the walled kitchen garden volunteers' planting in the cut flower border and additional grasses in the rose beds did really well, nicely complementing the showy dahlia border.

Across the year as a whole we welcomed 5,938 visitors to the Gardens, up 24% on the 4,801 we welcomed in the previous year. We welcomed 3,317 visitors on open days (including 562 children), an increase of 17% on the number in 2021; and bigger increases in visitors on Open Thursdays and for Group Visits. 805 people took the opportunity to visit and see the garden volunteers at work on an Open Thursdays. 1,816 visitors came to the Gardens on organised group visits or for other activities at the Gardens, including people participating in Helen Rollason Cancer Charity fundraising walks, children and teachers from a local primary school undertaking team-building activities, and extended family groups and friends celebrating big events.

Over the year the Trust raised income of £58,205, while total expenditure for the year was £39,498. So, the Trust ended the year with reserves of £107,584, up from £88,877 at the beginning of the year. These reserves maintain the financial cushion the Trust requires in case of further difficult times ahead and allow the Trust to plan further Garden projects and restoration work.

Our Volunteers

Volunteers run and maintain the Gardens and work with Trustees to design developments in the Gardens. They raise plants and tend and prune them; carry out maintenance; run open days and catering for visitors; provide talks and tours; and work on our Archive and history displays.

At the end of the year the Trust had 64 (previous year 56) active volunteers of whom 52 are voting members of the Trust for the coming year (39 in 2021/22). Over 2022 the volunteers put in 7,468 hours work at the Gardens, 22% up on the previous year (6,120).

Financial Review

In 2022/23 the Trust raised income of £58,205, with a further rebound to visitor income on Sunday Open Days and significant increases in income from Group Visits and Open Thursdays. The total income also included a significant increase in income from our merchandise and produce. Overall, total income was 19% more than the previous year.

In 2022/23 total expenditure for the year was £39,498, compared to total expenditure of £55,213 in 2021/22, including restoration costs of £24,678 for the completion of the balustrade project. Garden expenses were up by 10% compared to the previous year, in part due to the costs of new tree planting and the maintenance of the treehouse, and infrastructure costs largely related to the work on the new roadway into the Gardens. Administration costs and overheads in 2022/23 were £14,693, which is around 24% of total expenditure, excluding depreciation of fixed assets.

So, the net result for the year was that the Trust added £18,707 to its reserves.

Reserves policy and going concern

The Trust retains cash reserves to bridge the gap between spending and the receiving of income; in case of loss of income due to poor weather or other circumstances affecting the Trust's ability to raise income; and to cover unplanned emergency repairs and other expenditure. Over the covid pandemic period the reserves allowed the Trust to continue work and the balustrade restoration project, even when it was clear that income would be seriously disrupted by the impact of the pandemic. And in this year the Trust might have expected significantly higher Gate receipts if it had not had to close the Gardens for two of the snowdrop Open Days and for the October Open Day.

As at 31 January 2022, the Trust had cash of £95,485 in the bank and deposit accounts, as set out in Note 20.

The current reserves are sufficient to maintain the financial cushion of £20,000 that the Trust considers it needs to cover running costs in the event of a serious shortfall in income in the year ahead. The Trust has been working on its plans for further Garden projects and restoration work.

The Trust leases the Gardens from Landsec, with the current 5 year lease running to 28 February 2027.

Given the Trust's reserves and the lease running to 2027, the Trustees are of the view that the Trust is a going concern.

Plans for future periods

The Trust aims to continue focusing on the short-term protection and restoration of the gardens, while seeking to secure the long-term future for the Gardens at the centre of the local community and as a regionally valued visitor attraction. The Trust's plans for 2023 include significant garden jobs, clearing and planting a long neglected corner of the Gardens, clearing the rill in the Glade and investment in new paths to improve accessibility within the Gardens and paving in the Italian Garden. A new mower is on order too.

Reference and administrative details

Charity number:

1101442

Company number:

4638621

Registered Office:

C/O 59 Hailes Wood, Elsenham, Bishop's Stortford, CM22 6DQ

Our advisers

Bankers

Barclays Bank

1 Churchill Place, London E14 5HP

Independent Examiner

Rosalind Rowe FCA

Directors and Trustees

The Directors of the charitable company (the charity) are its Trustees for the purpose of charity law. The Trustees and officers serving during the year and since the year end were as follows:

Key management personnel The Gardens of Easton Lodge Preservation Trust: Trustees and Directors

R DREVER - CHAIR - Resigned with effect from 22nd June 2023.

C DEAN

S GILBERT

J GOLDSMITH - TREASURER

E GARDINER

P KEEYS - Appointed 16th June 2022

Structure, Governance and Management

Governing Document

The Gardens of Easton Lodge Preservation Trust is a company limited by guarantee by its Memorandum and Articles of Association dated 1 December 2002, and was incorporated on 16 January 2003. It is registered as a charity with the Charity Commission.

Appointment of Trustees

Under the Articles of Association, there must be a minimum of three Trustees (Directors), who are elected to the post at the AGM or can be co-opted by the Trustees mid-year to fill a vacancy, subject to election at the next AGM. Trustees serve for a 3 year period before submitting for re-election.

Angus Drever has given notice of his intention to step away from the Trust with effect from the Annual General Meeting in June 2023. The remaining 5 Trustees have indicated they are content to be re-elected at the June 2023 Annual General Meeting and in the first instance intend to rotate the role of Chair of the Trust.

Risk Management

The Trust has two groups to oversee its operation and report back to the Trust for decisions on policy and key risks. The Garden Management Committee (GMC) is responsible for overseeing delegated plans and budgets for the day-to-day maintenance of the Gardens, in line with the Trust's Business Plan, Budget and Financial Procedures. During the year it has overseen spending and progress on garden maintenance; open days and group visits, including catering; and health and safety. The GMC is chaired by a Trustee and has a minimum of two other Trustees as members. The Governance Group (GG) is responsible for reviewing aspects of the Governance of the Trust, to ensure it remains in line with best practice for charities and small companies. During the year the Group has continued to review the risks to the Trust's business. The GG is chaired by a Trustee and has a minimum of two other Trustees as members.

The short term of the Trust's lease of the Gardens from Landsec continues to be a risk around its renewal and a longterm risk for the Trust, so the Trust welcomed Landsec's decision to agree a 5 year lease to 2027. Aside from this, the Trust's planning and risk management focuses on short-term operational risks to its core mission of restoring the Gardens for the enjoyment of the public. The Trust's key short-term risks and new mitigations are as follows:

- Opening on Thursdays through the season enables more people to enjoy the Gardens, but this year also
 illustrated the value of this for spreading the risk to revenue from poor weather on Sundays. Likewise, this
 year we appreciated the value of the work of our volunteer providing talks about the Gardens and
 generating interest in Group Visits.
- Large old trees can always be a safety risk and the Trust has clear policy regarding the need to close the Gardens when high winds are forecast. Unfortunately the storms in February 2022 brought down trees and big boughs. Landsec arranged for tree surgeons to assess the work needed early in the year, but unfortunately this work was not undertaken until January 2023. In the meantime, the Trust assessed the risk from hanging branches before every open day and taped off the areas where there could be a risk to the public and volunteers.
- Key roles and volunteers are critical to the Trust and at the end of this year our Catering Supervisor retired. The Trust is conscious that some roles, including that of Catering Supervisor, can be very demanding. Where possible the Trust seeks to share work and look for alternative approaches to reduce demands on individual volunteers, for example now using the services of a cleaner.

Trustees' responsibilities in relation to the financial statements

The charity Trustees are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires charity Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company. As required, in preparing the financial statements, the Trustees:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK 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 the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware at the time of approving their annual report:

There is no relevant financial information of which the company's independent examiner is unaware;
 and

The Trustees have taken all the steps that they ought to have taken to make themselves aware of any
relevant financial information and to establish that the independent examiner is aware of that
information.

SMALL COMPANY EXEMPTIONS

In preparing this report, the Trustees have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Board of Trustees on 1 June 2023 and signed on their behalf.

RAS DREVER

CHAIR OF TRUSTEES

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INDEPENDENT EXAMINER'S REPORT

Independent Examiner's Report to the Members of the Gardens of Easton Lodge Preservation Trust for the Year Ended 31st January 2023

I report to the trustees on my examination of the accounts of the above charitable company for the year ended 31st January 2023 which are set out on pages 9 to 16.

Responsibilities and basis of report

As the Charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent Examiner's Statement.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- . The accounting records were not kept in accordance with section 130 of the Charities Act; or
- The accounts did not accord with the accounting records; or
- The accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities Regulations 2008 other than any requirement that the accounts give a "true and fair" view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Rosalind Rowe FCA Independent Examiner

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9 June 2023

STATEMENT OF FINANCIAL ACTIVITIES (including the income and expenditure account) FOR THE YEAR ENDED 31ST JANUARY 2023

	Note	Unrestricted Income 2022/23	Restricted Income 2022/23	Total Funds 2022/23	Total Funds 2021/22
INCOME Income from generated	14	7,647		7,647	4,162
funds		,,04,		,,047	4,202
Donations	13	2,606		2,606	9,734
Grants		6,000		6,000	5,515
Investment Income		105		105	70
Income from charitable activities	12	41,847		41,847	29,530
Total Income		58,205		58,205	49,011
EXPENDITURE					
Cost of raising funds	11	1,605		1,605	460
Charitable activities	9	23,200	0	23,200	37,790
Overheads	10	14,693		14,693	16,963
Total Expenditure		39,498	0	39,498	55,213
Net Income/(Expenditure) and net movement in funds					
for the year		18,707	0	18,707	(6,202)
Reconciliation of funds					
Total funds brought forward				88,877	95,079
at 1st February 2022					
Total funds carried forward as at 31st January 2023				107,584	88,877
as at sa Juliusi 7 Eves					

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

BALANCE SHEET FOR THE YEAR ENDED 31ST JANUARY 2023

	Note	Unrestricted Funds At 31st January 2023		At 31 st Ja	nuary 2022
		£	£	£	£
Fixed Tangible Assets	8		2,010		7,207
Current Assets					
Stock		2,074		2,714	
Debtors, Prepayments & accrued income	18	8,236		2,664	
Cash at bank and in hand		95,485		76,578	
Less Creditors					
Amounts falling due within one year	19	221		286	
Net Current Assets			105,574		81,670
Total Net Assets			107,584		88,877
Financed by:					
Unrestricted Funds	20		107,584		88,877
Restricted Funds	5		0		0

For the year ending 31st January 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts in accordance with section 476 of the Companies Act 2006.

The Trustees/Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS102 SORP.

The accounts were approved by the Board of Trustees on 1 June 2023

RAS DREVER, CHAIR OF TRUSTEES

8/6/2023

NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31ST JANUARY 2023

1. ACCOUNTING POLICIES

1a. Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 and with the Financial Reporting Standard applicable in the UK and republic of Ireland (FRS102)

The Gardens of Easton Lodge Preservation Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1b. Preparation of the accounts on a going concern basis

The Trustees are of the view that given the Trust's reserves position and the ongoing lease of the land, the charity is a going concern.

1c. Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be measured reliably.

Income tax recoverable in relation to donations received under gift aid is recognised at the time of the donation.

1d. Volunteer help

In accordance with the charities SORP (FRS102), volunteer time is not recognised. The Trustees' annual report provides more information about volunteers' vital contribution to the work of the Trust.

1e. Interest Receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

1f. Stocks and Work in progress

Stocks held for sale are measured at the lower of cost or net realisable value.

1g. Resources expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. All resources expended are inclusive of VAT which is irrecoverable.

1h. Tangible fixed assets

Fixed assets are shown at historical cost less depreciation.

Depreciation is provided at an annual rate of 20% on fixtures and fittings in order to write off each asset over its estimated useful life by the straight-line method.

1i. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1k. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.I Grants and Donations

Grants and donations are only included in the SOFA when the general income recognition criteria are met (5.10 to 5.12 FRS102 SORP)

2. Legal Status of the Trust

The Trust is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

3. STAFF COSTS

The Trust had no employees during 2021/22 and 2022/23

4. GOVERNANCE COSTS

4. GOVERNANCE COSTS	Total 2022/23	Total 2021/22
	£	£
Independent Examination fee		

The Independent Examiner made no charge to the Trust for examination of the 2022/23 and the 2021/22 accounts.

5. MOVEMENT ON FUNDS

	Unrestricted	Restricted	
	33	£	£
Opening Balance at 1st February 2022	88,87	7	0
Net income	18,70	7	0
Transfer between funds		0	0
Closing Balance at 31st January 2023	107,58	4	0

6. STOCKS

The total stock held for resale is £2,074 which is valued at cost, as this is lower than net realisable value.

8. TANGIBLE FIXED ASSETS

At Cost	£
At 1st February 2022	67,643
Additions during 2022/23	
Disposals	
	67,643
Depreciation	
At 1st February 2022	60,436
For the year 2022/23	5,197
Disposals	
At 31st January 2023	65,633
Net Book Value	
At 1st February 2022	7,207
At 31st January 2023	2,010

Represented by:	Cost	Accumulated Depreciation	Net Book Value At 31st January 2023
	£	£	£
Portable Toilet Units	5,976	5,976	0
Tea Pavilion	7,719	7,719	0
Archive Building	9,844	9,844	0
Treehouse	38,707	38,707	0
Lawn Mower	1,500	1,500	0
Elephant statue	1,550	440	1,110
Gazebo	2,347	1,447	900

9. EXPENDITURE ON CHARITABLE ACTIVITIES

	Total Restricted 2022/23	Total Unrestricted 2022/23 £	Total 2021/22 £
Open Day Event Expenses		740	877
Catering		4,952	2,856
Servicing of toilets		2,076	1,681
Garden expenses		4,811	4,353
Restoration expenses		0	24,678
Infrastructure Projects		6830	
Garden grass and yew cutting		2,802	2,940
Banners & signs		989	405
	0	23,200	37,790

10. EXPENDITURE ON OVERHEADS

	Total 2022/23	Total 2021/22
	£	£
Trust Administrative services	2,971	2,578
Trust/Volunteer costs	1,001	1,309
Training	851	912
Printing, postage & stationery	437	182
Computer and Website costs	870	145
Subscriptions	399	364
Annual return fee	13	13
nsurance	2,073	2,002
Tea and Archive building costs	217	29
Fire Extinguisher maintenance	102	0
Professional fees	10	0
Telephone Telephone	122	76
Cleaning	173	52
First Aid	0	185
Depreciation	5,197	8,958
Bank charges	257	158
	14,693	16,963

11. EXPENDITURE ON FUND GENERATION

	2022/23	Total 2022/23 £	2021/22	Total 2021/22 £
Opening stock	2,714		3,060	
Purchase of sales merchandise	965		25	
Closing stock	(2,074)		(2,714)	
Cost of Merchandise		1,605		371
Commission		0		89
undraising Event Expenses		0		0
		1,605		460

12. INCOME FROM CHARITABLE ACTIVITIES

	Total restricted funds 2022/23	Total unrestricted funds 2022/23	Total 2021/22
	£	£	£
Admission charges		18,177	15,457
Group visits		8,897	3,730
Guided tours	2	45	0
Season Tickets		825	974
Catering		11,310	8,159
Talks		2,593	1,210
TOTAL INCOME FROM CHARITABLE ACTIVITIES	-	41,847	29,530

13. INCOME FROM DONATIONS

	Total restricted funds 2022/23	Total unrestricted funds 2022/23	Total 2022/23	Total 2021/22
	£	£	£	£
Donations	0	1,700	1,700	9,052
Easy fundraising	0	41	41	0
Gift aid recovery	0	865	865	682
TOTAL INCOME FROM DONATIONS	0	2,606	2,606	9,734

14. INCOME FROM FUND GENERATION

	Total restricted funds 2022/23	Total unrestricted funds 2022/23	Total 2021/2022 £
Merchandise	-	2,821	1,525
Stallholders		653	452
Produce		2,777	966
Garden guides		1,041	934
Friends Membership		355	285
Fund Raising Event Income		0	0
TOTAL INCOME FROM FUND GENERATION		7,647	4,162

15. NET INCOME/(EXPENDITURE) FOR THE YEAR

	2022/23	2021/22
This is stated after charging:	-	-
Depreciation	5,197	8,958

16. TAXATION

The charitable company is exempt from taxation under s505 Income and Corporation Taxes Act 1988.

17. TRUSTEES' EXPENSES

The Trustees neither received nor waived any emoluments during the year (2021/22 - Nil) The trustee's expenses paid for in the year were Nil (2021/22 - Nil)

18. DEBTORS

	2022/23	2021/22
	£	£
Prepayments	2,236	2,664
Accrued grant	6,000	0
	8,236	2,664

19. CREDITORS: amount falling due within one year

€	£
	_
221	286
0	0
221	286
	0

20. Analysis of group net assets between funds

	Unrestricted fund	Restricted fund	Total Fund 2022/23	Total Fund 2021/22
	£	£	£	£
Tangible fixed assets	2,010		2,010	7,207
Cash at bank and in hand	95,485		95,485	76,578
Other net current assets/(liabilities)	8,015		8,015	2,378
Stock	2,074	7.5	2,074	2,714
Total	107,584	*	107,584	88,877