

## Dons Trust Board Quarterly Report 01/05

**T**his report provides a summary of the work undertaken by the Dons Trust Board, since the AGM Report in December 04 in pursuance of Dons Trust Aims. Our first task the year was to decide our work for the year with priorities from which Board member responsibilities were assigned. This was completed through a Board Member Workshop which took place on a Sunday afternoon in January. Subsequent sections in this report identify Board member assignments with priorities and progress so far achieved. Within the framework of priorities set for the year, Board members have been extremely active and highly focussed on their individually assigned responsibilities as well as taking on their full Board obligations.

As I am sure most of you are aware from the requests that have been circulated over recent months, the Dons Trust Board has been seeking a new Treasurer and Secretary. I am pleased to announce that John Owen has agreed to take on the Dons Trust Treasurer's role as well retaining the Dons Draw Treasurer's role which has been made possible through the support he has been able to secure to permit work devolvement. Unfortunately, we have not been so successful in securing a Board Secretary, although Mark Davis had been outstanding in recording our minutes and organising our meetings. For those of you considering this task I am pleased to announce that some secretariat tasks have been devolved this year as well, so the task should not be so demanding this year. It would have been wrong of me before I move off this topic, not to express the thanks of the Board on behalf the Dons Trust membership for the tremendous work put in last year by Roger Cassells and Steve Elson as Secretary and Treasurer respectively

Our single biggest priority continues to be the reduction of our stadium debt and while the debt remains, reduction in interest payments is paramount. The Dons Trust Bond Scheme remains the "flagship" of our endeavours in reducing the level of interest payments and for those of you who have yet to take up this opportunity may I urge you to give this scheme careful consideration

Meanwhile our Fund Raising Group is going from success to success and since its inception last January 04 has secured in excess of £100,000 and over this year we aim to exceed this. May I take this opportunity of thanking all volunteers involved in fund raising for this tremendous effort so far and to all of you who have given so generously. We now have *The Dons Draw* and *Sponsor A Seat* well established and a number of events in the pipeline and I ask you all to continue to give these initiatives/events your support and also encourage your family, friends and colleagues to participate. You may recall in my last report that I mentioned that when it comes to members contributing to our funds none of us have "bottomless" pockets, so may I suggest you endeavour, where possible, to seek fund raising participation beyond our membership.

Members will recall at the AGM in December the Dons Trust Board was given authority to proceed with an indicative proposal for the management of the five a side, gym and running track at Kingsmeadow in partnership with RBK. This proposal after being approved by the Dons Trust Board was submitted to RBK in late January and subsequently members of the Dons Trust team were invited by RBK to present the proposal to and respond to questions from senior Council officials. The next phase if invited will be to go into detail discussion with RBK and produce a fully costed proposal. The Dons Trust in mindful of its obligation to seek authority from membership before entering any management agreements. Other actions arising from the December AGM are addressed in subsequent paragraphs.

The following paragraphs set out the achievements of the various groups during the period. For completeness the name of the Dons Trust member/s responsible for each area is also shown along with the heading. The intention is that further financial information will be available at the SGM meeting.

As we enter the last few weeks of the season, the first team is poised to clinch the league title, having already secured automatic promotion from Ryman Division One. As you will see from the unaudited half-year accounts we recently published, this has been achieved while staying just in front of what was a challenging budget. That's before we take into account the benefits of our cup runs, which have added much-needed funds. So we're on track to achieve what we set out to while keeping to the budget – good news all round.

At this time of year thoughts turn to our plans for the summer. After the Family Fun Day on 15 May, Trevor will be directing our contractors in their work on the pitch. You will probably have seen discussions of the possibility of a roof at the Athletics End, and I hope to have some good news on that front soon. And there are a number of other projects we hope to make progress on this summer, some of which will need your help - so please keep an eye on the programme and the official site

Smoking in public places is currently a hot topic and will continue to be for some time. This season we introduced a change in the back bar, making it non-smoking on our matchdays. This has gone down well and I have had a lot of positive feedback from supporters, many of whom would like us to go further. Indeed, more and more football grounds do not allow smoking at all.

## Fundraising

Geraldine Messenbird

Geraldine Messenbird was delighted to take on the Board responsibility for fundraising. Fazal Ahmed continues to lead the team on a day-to-day basis, as we strive to reduce the Khosla debt. We have a team of around 15 people dedicated to fundraising. They have an excellent mix of skills and experience including, marketing, project management, organising and 'ideas' skills, as well as useful contacts across the community.

If you feel you could help in any capacity please contact [fundraising@thedonstrust.org](mailto:fundraising@thedonstrust.org) or volunteer yourself on a match day at our base in the back bar.

Given our limited resources, and the fact that we are all volunteers and geographically dispersed, it is essential that we qualify ideas to ensure we make best use of our team to get maximum benefit.

This quarter we have:

- Continued to promote the Dons Draw, which is now raising in excess of £3000 per month for the Ground Fund
- Sold more seat sponsorships, including opening up this

Before this season ends we will be consulting further on the arrangements in the stadium, with a view to deciding the position for next season.

Next season, all being well, we expect to be playing in the Ryman Premier. There is only one automatic promotion slot, plus another from a series of playoffs. Under these circumstances, we believe that our aim on the pitch for the first team next season should be to finish in the top five, thus achieving a playoff place. We hope to be able to fund an increase in the playing budget with this goal in mind.

As for longer-term plans, this season the Dons Trust membership charged us with regaining our Football League place within ten years. This will take a lot of hard work from all of us, but it will also require a good deal of planning. Now that we are expecting to make progress towards the professional game, it's time for us to start working on those plans.

As always, none of the above could be achieved – or even seriously attempted – without the volunteers who are the lifeblood of our club and to whom we all owe our thanks. If you are part of that army, thank you, I hope you can continue to help in future. And if you have yet to offer your services, please have a good think about what time and skills you could offer.

scheme for Junior Dons at a discounted rate

- Increased our recycling effort by establishing a match day base in the back bar for mobile telephones, printer cartridges and foreign currency
- Planned and delivered the David Conn event
- Launched the "Loose Change" Box

We are currently involved in planning and supporting the following events:

- Walk for Wimbledon 2
- Boxing night

Further to this we are evaluating a series of other fundraising opportunities; including the possibility of working with WISA who have offered to run a campaign for specific ground improvements.

Finally special thanks goes out to the group Everstrong. Their single "Take Me Home" will be released on April 11, with all proceeds going to the AFC Wimbledon Ground Fund. Visit [www.everstrong.co.uk](http://www.everstrong.co.uk) for details. Everybody can now listen to a sample and make an online order from HMV via [www.afcwimbledon.co.uk](http://www.afcwimbledon.co.uk) and the hope is to achieve a national chart position giving yet more high profile to the club.

## Communications

Steve Butterick, Marc Jones and Chris Philips

One of the original aims of the Communications group was to incorporate much of the information on the Don's Trust website onto the OS, and this should be achieved soon, with a complete redesign and new site map. In future this should provide a much more direct and easily accessible route for members to see the areas of responsibilities of the board, the structure of the working groups – and more simply, who the board is and what they do.

Steve Butterick has now joined the communications group having been recently elected. The agreed intention is to gain better control of information flow across all Dons Trust working groups. We feel it is important that it should be planned and presented

from a controlled central source rather than a series of individual or disjointed actions that has been past experience.

On a more practical level we hope to introduce a notice board at Kingsmeadow, to raise the profile of the Trust and inform fans more directly what we are up to. This group serves to help the rest of the Don's Trust Board achieve its aims, and we are pleased that we are now able, for example, for the first time to publish minutes of the DT Board meetings on the website.

As ever, if you have any burning issues re communications please do not hesitate to contact us via [info@thedonstrust.org](mailto:info@thedonstrust.org) or indeed by post.

## Finance

Erik Samuelson

The Finance Working Group has met three times since the Dons Trust agm in December. During the period, we completed the following work:

- Finalised the proposals for long-term season tickets with an outline implementation plan and presented them to the PLC and DT Boards
- Developed a detailed analysis of the DT's tax status which was recently presented to the DT board for consideration
- Conducted a review of best practice in corporate governance, compared it with current practice in AFCW PLC and made recommendations for practical improvements in control for the PLC board to consider

- Carried out a review of the pros and cons of integrating season ticket renewals with Dons Trust membership
- Work in progress or about to start includes:
  - A review of the lessons learned from the five-year budget and plan prepared for the prospectus in 2003, with a view to supporting the development of an updated plan
  - Pursuit of a commercial loan to replace most of the loan from Mr Khosla
  - Development of a targeted re-launch of the DT Bond

Meetings are open to all DT members.

## Stadium

Tom Adam

This year, the Stadium Working Group on behalf of the Dons Trust Board is actively pursuing, either collectively or as individual assignments the following together with progress so far achieved:

- Ongoing repair and maintenance management of the fabric of the building and identifying improvements. Results achieved should reflect themselves through improvements in existing facilities.
- Conversion of some of the planned improvement into a reality. Such as, finances permitting, roof on Athletics End stand, improvement in viewing capability at the John Smith's stand and an extension of main stand roof to cover front rows of seats. The work is progressing with the intention to complete in the closed season.

- Securing Planning permission time period extensions to increase capacity to 6000 and other planning permissions as and when they arise. Applications are in the course of preparation for submission this May.
- Provide support on the development of the proposal for the management of the five a side area, gym and running track. Indicative proposal submitted to RBK awaiting request from RBK to go to the next stage.
- Liaise with London Borough of Merton senior council officials concerning future stadium/ training opportunities in Merton. LBM communication with SWG expresses a willingness to help and this is being followed up by SWG members.

# AFC Wimbledon Youth and Community Football

Nigel Higgs

The AFC Wimbledon Youth Academy has continued to prosper, there have been no significant developments since the December report, just matches and training as usual. Here is a summary of the progress of all our age group squads and the leagues and cups they compete in. As many of our sides are quite far behind in fixtures, there is still plenty of scope for movement in league position before the season's end.

Team	Current League	League Cup	County Cup
U8	7th	Final - To Be Played	
U9	5th	Final - To Be Played	
U10 G&S	5th	Final - To Be Played	
U10 E&E Prem	5th	3rd Rnd - To Be Played	
U10 Div 1	7th	2nd Rnd	
U11 WSYL	2nd	Final - To Be Played	Semi - To Be Played
U11 G&S	1st	Final - To Be Played	Prelim Round
U12 WSYL	3rd	Quarter Final	4th Round
U12 G&S	2nd	Final - To Be Played	2nd Round
U13 WSYL	1st	Prelim Rnd	Semi - To Be Played
U13 G&S	1st	Final - To Be Played	3rd Round
U14 WSYL	4th	Final - To Be Played	4th Round
U14 G&S	3rd	Final - To Be Played	4th Round
U15 WSYL Colt	2nd	Prelim Rnd	Quarter Final
U15s WSYL Youth	3rd	1st Rnd	Semi - To Be Played

G&S = Guildford and Shere League

E&E = Epsom & Ewell League

WSYL = West Surrey Youth League

As you will see the boys are doing brilliantly, with 9 confirmed Cup Finals and 4 more still possible.

Well done to all the players, coaches and parents who work so hard to make this possible.

The Community Football Scheme has continued to provide a full range of courses and activities, these include:

## Community Events

After 26 games this season, the sale of Golden Goal tickets has raised £12,343.00 for the Dons Trust Stadium Fund this season and over £40,000.00 since sales began in August 2002.

Roger and Linda Dennis would like to thank all the volunteer sellers for helping to raise this amount, particularly when it came to selling tickets in the cold and/or wet winter months.

- Current coaching staff of 30
- Coaching sessions have been put on at approx 30 schools
- Mini soccer coaches between 180 - 200 children each weekend
- A minimum of three courses have run every half term and holiday since the scheme launched
- A cheaper and more efficient process for producing flyers has been established
- Increased popularity of birthday parties
- Many enquiries about school fairs
- CFS entry in every programme
- CFS will have its own section on the new website and is directly updateable so keep a watch for developments
- Easter holiday courses running at several venues
- Six week summer programme of soccer courses being planned at a variety of venues including Raynes Park, Wimbledon Park, Kingsmeadow and Cannons
- Girls funding in place for two years - development centre, kick start and girls festival
- Match Day Academy running every home game on Saturdays
- Sports Interactive Sponsored half-time penalty shoot-out
- Advanced centre launched
- New venue at Goals, Wimbledon just off the A3 Shannons Corner
- Friday soccer club launched at Goals and very successful
- NHS Direct sponsorship secured
- CFS continues to be profitable and profit is increasing

Both sections contribute material to the AFC Wimbledon Official Site.

There is a section dedicated to the Community Football Scheme on the Official Website, just click on the tab labelled CFS. Details of all courses and other information can be found there.

Nigel Higgs

The Junior Dons Christmas Party organised by Nina Smith was a great success, thanks to all the helpers. The third Family Fun Day organised by the Community Events team will be held at Kingsmeadow on 15th May. In addition, the Community Events Group will be participating at the Wimbledon Village Fair, and planning is starting for several school fetes.

The un-audited results for the 6-month period to 31 December 2004 follow this report and are presented on page seven as appendix A.

At the time of the AGM in December 2004, details of income and expenditure for the 5-month period to 30 November 2004 were presented, and the attached figures for the 6-month period to 31 December 2004 include those same first 5 months together with the results for December 2004. As a comparison, the actual results for the 12-month period to 30 June 2004 have also been included, even though direct comparisons of income and expenditure can be misleading taking into account monthly fluctuations as well as February being the key month for membership renewals.

As was mentioned back in December 2004 the results for the period are very encouraging. Not only has an excess of income over expenditure been achieved of £66,705 for the 6-month period, but also the receipt of a further £64,685 of funds from the Dons Bond has allowed the Dons Trust to “lend” to AFCW PLC a total of £135,005 during the period. Such funds so transferred to AFCW PLC have up to now been used without exception to repay the Khosla debt. During that same 6-month period AFCW PLC were able to repay a total of £140,000 of debt, the difference of £4,995 being simply timing differences.

A more detailed review of the income for the period shows that the membership income for the first 6-months of £15,411 was £3,229 less than previously reported for the 5-month period to November 2004. Previously the results for the 5-month period were prepared on a cash basis, whereas with the adoption of full accruals accounting for these results, as will be required for the full year, membership income received this year but already accounted for in the financial year to 30 June 2004 has had

to be deducted. Whereas the membership income for the 6-month period to 31 December 2004 looks substantially less than that received in the previous full year, the large bulk of membership renewals do occur in February, and another contributing factor to this low figure was the effects of the Royal Mail “blockage” that resulted in a substantial number of membership renewals being delayed. During the 6-month period under review there were 242 new members which is reassuring. Calculations of lapsed membership during the 6-month period have not been incorporated into these figures in order that all membership renewals that have been delayed can first of all be taken into account.

In the current 6-month period we have also received a £10,000 sponsorship from SI, as was previously the case in the year to 30 June 2004. Subsequent to 31 December 2004, this sponsorship was allocated by the Dons Trust board as to £5,000 each for AFC Ladies and the Community Football Scheme. In the financial year to 30 June 2004 the £10,000 sponsorship income received had been allocated and netted off, £5,000 against the costs of AFC Ladies, and £5,000 against the costs of the AFC Wimbledon Youth Academy.

Overall, the fund raising for the 6-month period was very strong, with the Weird & Wonderful Rematch generating £18,915 on its own, and with the Evening with Ossie, Golden Goals, the Dons Draw and Sponsor a Seat between them generating a further £29,236 we are well on track to raise more than the £60,606 raised in the whole of the previous year.

On an administrative basis we are currently investigating the possibility of taking membership and membership renewals in future by direct debit which is administratively much simpler than standing orders.

## AFC Wimbledon Ladies

Ron Trayhorn

In the league the Ladies have had an inconsistent year and at the time of writing (16 March) it would appear that the best we can hope for is to finish in third place. We have however just beaten Crystal Palace 4 – 2 in the Surrey Cup and will now meet Chelsea, the runaway league leaders, in the Cup final on 24 April at Horley. It is hoped that the prospect of another AFCW team winning a Cup will attract more support than usual. Unfortunately, for reasons unknown to us, the Surrey FA have scheduled the kick-off for 10.30 am.

Discussions to fully integrate the Ladies team into the Dons Trust are well advanced and it is anticipated that this will be finalised at the Board meeting on 11 April.

The first fund-raiser organised by members of the Women's team was the Valentines Ball. This was a great success and although the final results are not available at the time of writing, the auction raised £3,000 and it is understood that the bar-takings were considerable. It is hoped that more functions may be arranged in the near future.

## Membership and Volunteers

Niall Couper

After the survey, several points were highlighted from which a number of reports have been circulated to the board leading to consideration being given to five new voluntary posts. These new posts are directed at giving greater focus on sustaining and extending membership as well as more effective management of volunteers. I am pleased to report

that membership cards are now being issued which potentially open up the opportunity to tie up with other organisations and secure discounts at social events. Furthermore significant progress has been made with regional supporters groups all of which offer the prospect of expanding car sharing and a wider Dons' supporter base.

## Legal & Constitution and AGM & SGM Management

David Cox

As members will be aware, Roger Cassells has stepped down from the Don's Trust Board, and this area of work is now being progressed by David Cox and Steve Butterick with support from Roger. The focus will be on

clarifying those areas of the constitution which require immediate attention, such as making the election clause clearer, including the voting system, as well as overseeing the resolution of issues arising from the AGM & SGM.

## Secretariat

Mark Davis

As most of you are aware we have been without a Board Secretary for most of this year so far, but we have received sterling support from Mark Davis in managing our meetings which the board is extremely appreciative. However, with the Legal and Constitution issues now devolved as well as AGM & SGM Management,

the load on the secretary role has reduced thereby making the task more manageable. As a consequence, I am pleased to report that Mark Davis is giving careful consideration to taking on the revised task, such that the Board expects to make a formal announcement in the next few weeks.

## Conclusion

The first three months of the year has been one of new board members settling into their new roles and taking on substantial responsibilities whilst the old guard drive on at a pace within their agreed objectives for the year as mentioned in earlier paragraphs. What has been particularly pleasing this year is the willingness of new members to take on specific tasks as well as undertaking normal board responsibilities. Furthermore, without a formal Board Secretary has presented the Board with some problems and I apologise to members who were looking for more progress on items that were being managed through the Secretariat.

With the devolvement tasks away from the secretary and the prospect of securing a new secretary, I would expect outstanding members issues to be resolved over the coming months.

I cannot close my conclusion without conveying to Kris Stewart and the team at AFC Wimbledon, the delight and appreciation of the Dons Trust Board and our membership, for the success once again being achieved on the field with promotion in their sights such we look forward in anticipation to securing promotion.

Tom Adam

## INCOME &amp; EXPENDITURE ACCOUNT

	2005 Unaudited		2004 Audited	
	6 months to 31/12/04		12 months to 30/06/04	
	£	£	£	£
<b>Turnover</b>				
Membership income - Adults	13,758		46,853	
Membership income - Juniors	1,653		2,020	
Sponsorship Income	10,000		0	
Donations	3,910		4,731	
Forfeiture of shares	0		626	
Other	0		2,969	
		<b>29,321</b>		<b>57,199</b>
<b>Administrative expenses</b>				
AFC Ladies	(10,000)		(16,568)	
Membership expenses	(6,085)		(12,579)	
Community Football Scheme	(1,577)		(1,000)	
AFC Wimbledon Youth Academy	0		(5,233)	
Other	(26)		(8,384)	
		<b>(17,688)</b>		<b>(43,764)</b>
<b>Fund Raising</b>				
Weird & Wonderful Rematch	18,915		0	
Evening with Ossie	9,170		0	
Golden Goals	6,747		15,606	
Dons Draw	6,693		0	
Sponsor A Seat	6,626		0	
Donations	4,071		9,562	
Other	2,690		35,438	
		<b>54,912</b>		<b>60,606</b>
Bank interest received		160		139
<b>Excess of income over expenditure</b>		<b>66,705</b>		<b>74,180</b>

## BALANCE SHEET

	2005 Unaudited		2004 Audited	
	At 31/12/04		At 30/06/04	
	£	£	£	£
<b>Investments</b>				
Shares in AFCW PLC		179,623		179,623
<b>Current Assets</b>				
Amounts due from AFCW PLC	304,272		169,267	
Sundry debtors	916		3,694	
Cash at bank and in hand	30,156		34,971	
	<b>335,344</b>		<b>207,932</b>	
<b>Current Liabilities</b>				
Creditors falling due within one year	(1,508)		(5,730)	
<b>Net Current Assets</b>		<b>333,836</b>		<b>202,202</b>
<b>Total assets less current liabilities</b>		<b>513,459</b>		<b>381,825</b>
<b>Other Creditors</b>				
Creditors falling due after more than one year		(207,770)		(143,085)
<b>Net Assets</b>		<b>305,689</b>		<b>238,740</b>
<b>Share Capital</b>				
Opening balance		1,751		2,200
Shares issued in the period		244		177
Less: Forfeitures		0		(626)
Closing balance		<b>1,995</b>		<b>1,751</b>
<b>Reserve Fund</b>				
Opening		236,989		162,809
Surplus for the period		66,705		74,180
Closing		<b>303,694</b>		<b>236,989</b>
<b>Members Funds</b>		<b>305,689</b>		<b>238,740</b>

## AFCW PLC UNAUDITED MANAGEMENT ACCOUNTS

**6 MONTHS TO 31 DECEMBER 2004**

### Status

The attached profit and loss account sets out the results of the PLC for the first half of the financial year. As usual, the accounts have not been audited but they have been reviewed by our auditor. The accounts have also have been reviewed and approved by the PLC board.

### Highlights

- o The profit before depreciation for the 6 month period is £75,576, i.e. £41,681 ahead of budget
- o If the £40,500 “super-profits” from cup matches (including the benefits of bar takings etc) are excluded, the underlying profits are just over £1,000 ahead of budget
- o Average league attendances are marginally up on last season
- o Season ticket sales are about 40 higher than last season at 1,577. We believe that this is the highest number sold by a non-league club
- o Gate and prize money are £48,000 over budget, mostly due to cup games
- o Football costs are over budget by £27,000. The biggest individual items are:
  - o Unbudgeted cup bonuses and extra bonuses due to better-than-budgeted success in the league amount to nearly £5,000
  - o The running costs of additional cup games were £6,500
  - o Due to late installation of new washing machines, kit cleaning is £4,700 over budget.
  - o While the amounts aren’t significant overall, there has been a greater than 70% reduction in the cost of players’ fines
- o Merchandise has had a particularly successful half year with sales of over 2,200 of the new replica shirts – this is well on the way to being as many as the average league attendance
- o One area that is behind budget and last year is functions, where we deliberately lowered prices to encourage more use of the function rooms. Early results suggest that this is working with the reduced functions income being more than matched by increased bar profits
- o Overheads are £12,000 over budget due to a number of overspends, most notably in relation to unbudgeted repairs of £3,200 where the costs of urgent roof repairs were about £6,000. Other overruns include licences of £3,000 and several individual items of about £1,000
- o During the 6 months to 31 December we repaid a total of £140,000 to Mr Khosla, making the debt at 31 December £795,000. This means we are behind budget on reducing the debt to Mr Khosla. However, the combined effect of better interest rates on cash held at the bank, plus savings in bank costs, mean that, in total, we are on budget for finance costs

## AFCW PLC - MANAGEMENT ACCOUNTS as at 31 December, 2004

	Actuals Year to Date			Budgets Year To date			Better/(worse) than budget
	Income	Expenditure	Profit	Budgeted Income	Budgeted Costs	Budgeted Profit	
Football gate & prize money	214,096		214,096	166,270		166,270	47,826
Football Costs		166,972	166,972		139,946	139,946	(27,026)
<b>FOOTBALL PROFITS</b>			47,124			26,324	20,800
Programme	39,000	44,632	(5,632)	26,754	29,477	(2,723)	(2,909)
Merchandise	109,185	57,917	51,268	72,210	36,104	36,106	15,162
Bar	146,367	87,280	59,087	115,832	67,640	48,192	10,895
Teabar	4,045		4,045	2,614		2,614	1,431
Functions	6,872		6,872	10,815		10,815	(3,943)
Commercial	45,406		45,406	41,452		41,452	3,954
Donations	22,851		22,851	15,000		15,000	7,851
Sundry income	5,523		5,523	5,000		5,000	523
<b>Total income</b>	<b>593,345</b>	<b>356,801</b>	<b>236,544</b>	<b>455,947</b>	<b>273,167</b>	<b>182,780</b>	<b>53,764</b>
Overheads & salaries		122,181	122,181		109,753	109,753	(12,428)
<b>Profit before dep'n and int</b>	<b>593,345</b>	<b>478,982</b>	<b>114,363</b>	<b>455,947</b>	<b>382,920</b>	<b>73,027</b>	<b>41,336</b>
Finance costs		38,787	38,787		39,132	39,132	345
<b>PROFIT BEFORE TAX</b>	<b>593,345</b>	<b>517,769</b>	<b>75,576</b>	<b>455,947</b>	<b>422,052</b>	<b>33,895</b>	<b>41,681</b>