HAYNES BROTHERS LIMITED REPORT AND FINANCIAL STATEMENTS 31ST DECEMBER 1995

REGISTERED NUMBER: 48511

Kidsons Impey
Chartered Accountants
Spectrum House
20-26 Cursitor Street
London EC4A 1HY



DIRECTORS REPORT

31st December 1995

The directors present their annual report and the audited financial statements of the company for the year ended 31st December 1995.

Principal activities and business review

The company trades under the name Haynes of Maidstone Limited as motor engineers including distributorships for Ford cars and Rallye-Sport, Ford commercial vehicles including a Ford Transit Specialist Dealer Franchise and Iveco Ford trucks. The company also trades under the name Haynes Agricultural (Kent) Limited as agricultural engineers including the New Holland Franchise for Ford and FiatAgri tractors and harvest equipment in Kent together with other franchises for agricultural and turfcare equipment.

With the benefits continuing to match the considerable costs involved in opening a new agricultural depot at Eastry in East Kent in 1992, following the formation of Haynes Agricultural (Kent) Limited, and in the face of the continued pressures generally of a highly competitive market, the balance sheet on page 5 continues to reflect a very strong commercial base.

Statement of directors' responsibilities

The directors are required under company law to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company, and of the profit or loss of the company for that period.

In preparing these financial statements they are required to:

- select suitable accounting policies and apply them consistently;
- make reasonable and prudent judgements and estimates;
- state whether applicable accounting standards have been followed, and give details of any departures;
- prepare the financial statements on a going concern basis unless in my view the company will be unable to continue in business.

They are also responsible for:

- keeping proper accounting records;
- safeguarding the company's assets;
- taking reasonable steps for the prevention and detection of fraud.

Profits and dividends

The profit on ordinary activities for the year after tax amounted to £127,324 (1994: £82,061). Dividends of £24,361 were paid during the year in respect of the variable rate preference shares. It is recommended that a dividend of £175 be paid in respect of the $3\frac{1}{2}$ % preference shares and a dividend of £100,000 in respect of the ordinary shares. The balance of £2,788 (1994: £55,569) is added to reserves.

Directors

Mr. D.B. Haynes was a director of the company at 31st December 1995 and served throughout the year.

Subsequent to the year end on 4th March 1996, Mr A.D.S. Haynes was appointed a director.

DIRECTORS REPORT

31st December 1995 (continued)

Directors shareholdings

The interests of the directors in the company's share capital are set out below:

At 31st December 1995 Shares of £10 each 3½% cumulative

At 31st December 1994 Shares of £10 each $3\frac{1}{2}\%$ cumulative Ordinary preference shares Ordinary preference shares

D.B. Haynes

4,200

225

4,200

225

In addition D.B. Haynes holds £14,000 (1994: £14,000) of the perpetual unsecured loan stock.

Disabled persons

It is established company policy to offer the same opportunity to disabled people as to all others in matters of recruitment and career advancement, provided they have the ability to perform the tasks required with or without training, and to provide retraining where necessary in cases when disability is incurred during employment with the company.

Employee involvement

It is company policy to ensure that employees are provided with information on all matters of concern to them. Accordingly appropriate steps are taken to ensure that employees or their representatives are aware of the financial and economic factors affecting the company's performance, are consulted wherever necessary and are encouraged generally to be involved in the company's overall performance.

Donations

During the year, the company made donations for political and charitable purposes amounting to £2,218 (1994: £1,373).

Fixed assets

The movements in fixed assets during the year are set out in the notes to the financial statements. The company's freehold premises in Maidstone were professionally valued in November 1992, and the freehold properties at Appledore and Eastry continue to be shown at cost. In the directors' opinion the current value of these properties exceeds their balance sheet value by at least 10%.

Auditors

Kidsons Impey have agreed to offer themselves for re-election as auditors of the company.

By order of the board

G.J. Morgan

Secretary

Registered Office:

23 Ashford Road Maidstone Kent **ME145DQ**

26th June 1996

AUDITORS' REPORT

Auditors' report to the members of Haynes Brothers Limited

We have audited the financial statements on pages 4 to 13 which have been prepared under the accounting policies set out on page 8.

Respective responsibilities of directors and auditors

As described on page 1 the directors of the company 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 company'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 the company's affairs as at 31st December 1995 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Kidsons Impey

Registered Auditors

Chartered Accountants

Michous

London

26th June 1996

PROFIT AND LOSS ACCOUNT

for the year ended 31st December 1995

	Note	1995 £	1994 £
Turnover	2	27,908,525	26,405,139
Cost of sales		25,728,183	24,419,788
Gross profit		2,180,342	1,985,351
Advertising and distribution costs		506,842	481,208
Administrative expenses		1,362,294	1,261,280
Operating profit		311,206	242,863
Interest payable	3	(155,432)	(125,855)
Profit on ordinary activities before taxation	3	155,774	117,008
Taxation	6	(28,450)	(34,947)
Profit on ordinary activities after taxation		127,324	82,061
Dividends	7	(124,536)	(26,492)
Retained profit for the financial year		2,788	55,569
Balance brought forward		4,275,979	4,220,410
Balance carried forward		4,278,767	4,275,979

All activities are classed as continuing. There were no acquisitions during the year.

A statement of recognised gains and losses has not been prepared as there are no recognised gains and losses other than the profit for the year.

The notes on pages 8 to 13 form part of these financial statements.

BALANCE SHEET

at 31st December 1995

	Note	19 £	95		94
Fixed assets		æ.	£	£	£
Investments Tangible assets	8 9		8,000 <u>5,206,721</u>		8,000 5,268,921
Current assets			5,214,721		5,276,921
Stocks Debtors Cash at bank and in hand	10 11	4,891,307 3,164,183 5,290 8,060,780		4,700,444 2,774,347 2,178	
Creditors: amounts falling due within one year	12	5,303,958		7,476,969 _4,868,671	
Net current assets			2,756,822		2,608,298
Total assets less current liabilities			7,971,543		7,885,219
Creditors: amounts falling due after more than one year	12	451,245		339,709	
Provisions for liabilities and charges	13	16,500		44,500	
Net assets Capital and reserves			467,745 7,503,798		384,209 7,501,010
Called up share capital Revaluation reserve Profit and loss account	14 15 15		415,000 2,810,031 4,278,767		415,000 2,810,031 4,275,979
Net assets			7,503,798		7,501,010
Attributable to:					
Equity shareholders Non-equity shareholders			7,148,798 355,000 7,503,798		7,146,010 355,000 7,501,010

The financial statements were approved by the Board of Directors on 26th June 1996.

D.B. Haynes

The notes on pages 8 to 13 form part of these financial statements.

Director

CASH FLOW STATEMENT

for the year ended 31st December 1995

	1995		1994	
	£	£	£	£
Net cash outflow from operating activities		(517,928)		(787)
Returns on investments and servicing of finance				,
Interest paid Dividends paid	(155,432) _(24,536)		(122,542) _(26,492)	
Net cash outflow from returns on investments and servicing of finance		(179,968)	<u>(#0,102</u>)	(149,034)
Taxation		,		(110,004)
Corporation tax repaid	-		156,275	
Corporation tax paid (including advance corporation tax)	(23,452)		(35,908)	
Net tax (paid)/repaid		(23,452)		120,367
Investing activities		, ,		120,001
Payments to acquire fixed asset investments Payments to acquire tangible fixed assets Receipts from sales of tangible fixed assets	(81,621) _24,225		(7,800) (89,726) 31,490	
Net cash outflow from investing activities		_(57,396)	<u></u>	_(66,036)
Net cash outflow before financing		(778,744)		
Financing		(110,144)		(95,490)
Capital element of finance leases Finance leases acquired	(113,634) 208,500		(15,311) 111,079	
		94,866		95,768
(Decrease/increase in cash and cash equivalents		(683,878)		278

Notes to the cash flow statement are set out on page 7.

NOTES TO THE CASH FLOW STATEMENT

for the year ended 31st December 1995

1	1 Reconciliation of operating profit to net cash (outflow) inflow from operating activities				
			1995 £	1994 £	
	Operating profit Depreciation charges Loss on sale of tangible fixed assets		311,206 119,596	242,863 100,945 1,305	
	(Increase) in stocks (Increase) in debtors (Decrease)/increase in creditors Decrease/(increase) in deposit with Ford Motor Company		(190,863) (922,981) (393,031)	(537,770) (441,245) 677,887	
	Door case, (increase) in deposit with Ford Motor Company		558,145 (517,928)	(44,772) (787)	
2	Analysis of changes in cash and cash equivalents during	g the year			
			1995 £	1994 £	
	Balance at 1st January 1995 Net cash (outflow)/inflow		(396,261) (683,878)	(396,539) 278	
	Balance at 31st December 1995		(1,080,139)	(396,261)	
3	Analysis of the balances of cash and cash equivalents as	shown in the l	palance sheet		
		1995 £	1994 £	Change in the year £	
	Cash at bank and in hand Bank overdraft	5,290 (1,085,429)	2,178 (398,439)	3,112 (686,990)	
		(1,080,139)	(396,261)	(683,878)	
4	Analysis of changes in financing during the year				
	Fi	nance leases			

4

	Finance leases and hire purchase agreements £	Perpetual unsecured loan stock £	Total £
Balance at 1st January 1995 Cash outflow from financing Hire purchase agreements undertaken	113,634 (113,634) _208,500	55,000 - ———-	168,634 (113,634) 208,500
Balance at 31st December 1995	208,500	55,000	263,500

NOTES TO THE FINANCIAL STATEMENTS

31st December 1995

1 Accounting policies

Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost accounting rules except for certain freehold land and buildings which are stated at revalued amounts.

Cost of sales

Cost of sales is stated as all those costs directly incurred by the company, including depreciation, in order to bring each product sold to its saleable condition and to provide the services to customers.

Depreciation

Depreciation is calculated to write off the cost of all tangible fixed assets, other than freehold land and buildings, in equal annual instalments over their estimated useful lives, at the rate of 10% per annum, except for motor vehicles which are written down to their estimated realisable value at the balance sheet date.

It is the company's policy to maintain its properties in such a condition that their residual value, as assessed at the time of acquisition or subsequent valuation, is at least equal to book value. Having regard to this, it is the opinion of the directors that depreciation of any such freehold property, as required by the Companies Act 1985 and accounting standards, would not be material and accordingly none is provided.

Stocks

Stocks are stated at the lower of cost and net realisable value.

The dealership has made arrangements with customers which include the commitment to repurchase vehicles at a future date at a pre-determined price. To comply with Financial Reporting Standard No. 5, the residual interest in these vehicles is now included in stock, with the corresponding liability included in creditors falling due within one year and creditors falling due after more than one year. The comparative figures have been restated accordingly.

Deferred taxation

Deferred taxation is provided under the liability method in respect of the taxation effect of all timing differences to the extent that tax liabilities are likely to crystallise in the foreseeable future.

Assets held under finance leases

For assets under finance leases acquired since 1st January 1991, the asset is capitalised and the corresponding liability to the finance company is included in finance lease creditors. Depreciation on such assets is charged to the profit and loss account at rates calculated to write off the capitalised value of the asset over the shorter of its expected useful life and the term of the lease. Finance lease payments are treated as consisting of capital and interest elements and the interest is charged to the profit and loss account over the period of the agreement.

For assets acquired under finance leases in earlier years, the assets were not capitalised and the rentals are charged to the profit and loss account on a straight line basis.

Pensions

Contributions are charged to the profit and loss account on the basis of actuarial recommendations to the scheme trustees.

2 Turnover

Turnover represents the invoiced value excluding value added tax, of goods sold and services provided to customers.

NOTES TO THE FINANCIAL STATEMENTS

31st December 1995

(continued)

3	Profit on ordinary activities before taxation	£	1995 £		994
	This is stated after charging:	£	£	£	£
	Interest payable:				
	Finance charges under finance leases Loans wholly repayable within five years Loans not wholly repayable within five years Bank overdraft and other interest	66,249 5,500 83,683		2,977 41,256 5,500 <u>76,122</u>	
	Hire of plant and machinery held under finance leases		155,432		125,855
	Depreciation Loss on sale of tangible fixed assets Auditors' remuneration for audit Auditors' remuneration for other services Directors' emoluments		119,596 17,000 13,999 203,236		647 100,945 1,262 16,000 11,520 207,332
4	Directors' emoluments				
	Emoluments, which are for management, excluding pension contributions, are analysed as follows:				
	Highest paid director Salary Assessable benefits	181,987 	203,236	186,500 20,832	207,332
5	Employees			1995	1994
	The average number of persons including dire the company during the year was:	ectors emp	ployed by	Number	Number
	Service and workshop staff Management and administration Sales staff			137 61 	136 61 24
	Staff costs:			222 £	221 £
	Wages and salaries Social security costs Other pension costs			3,302,957 316,183 101,745	3,114,801 302,856 104,517
	Pensions costs			3,720,885	3,522,174

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

NOTES TO THE FINANCIAL STATEMENTS

31st December 1995 (continued)

5 Employees (continued)

Pension costs (continued)

The financial position of the scheme is determined by a qualified actuary on the basis of triennial valuations using the projected unit method. The assumptions which have the most significant effect on the results of the valuation are those relating to the rate of return of investments and the rates of increase in salaries. The most recent valuation available was at 1st April 1993. It was then assumed that share dividends would increase by 4%, pensionable salaries by 7% and investment returns by 9% per annum. This valuation showed that the scheme's assets covered 89% (1990: 83%) of its liabilities.

For the purposes of determining the pension charge in the financial statements, different actuarial assumptions are used, the key change being a higher assumed investment return. These assumptions lead to a pension charge for the year of £101,745 (1994: £104,517).

The contributions of the company for the year were $7\frac{1}{2}\%$ (staff) and $2\frac{1}{2}\%$ (works) and contributions are to continue at this level until the next triennial valuation. No contributions are paid by employees.

6	Taxation		1995 £	1994 £
	United Kingdom corporation tax payable based on the profit for the year at 25% Transfer from/(to) deferred taxation (Note 13) (Over) under provision in respect of prior years		57,000 (28,000) (550)	24,000 8,000 2,947
			28,450	34,947
7	Dividends		£	£
	31/2% Cumulative preference shares -proposed Variable rate cumulative preference shares -paid Ordinary shares - proposed final		175 24,361 	175 26,317
			124,536	26,492
8	Fixed asset investments	Others	Subsidiary undertakings	Total
		£	£	£
	At 31st December 1994 and 31st December 1995	7,800	200	8,000

The investments in subsidiary undertakings are in two dormant agency wholly-owned subsidiary companies, Haynes of Maidstone Limited and Haynes Agricultural (Kent) Limited. Both are incorporated in Great Britain and registered in England and Wales.

The other investments relate to a minority holding in Dealer Truck Services, an unlimited private company formed to hold Iveco Ford dealers' interests in Trucksure Services Limited.

NOTES TO THE FINANCIAL STATEMENTS

31st December 1995 (continued)

9	Tangible fixed assets	Freehold Land and Buildings	Fixtures and Fittings	Plant and Equipment	Motor Vehicles	Total
	Cost or valuation	£	£	£	£	£
	1st January 1995 Additions Disposals	4,790,355 - -	271,129 6,957	945,196 54,289	334,542 20,375	6,341,222 81,621
	31st December 1995	4,790,355	278,086	999,485	<u>(51,295</u>)	<u>(51,295</u>)
	Depreciation 1st January 1995 Charge for the year Disposals		213,580 12,894	703,673 51,483	303,622 155,048 55,219	1,072,301 119,596
	31st December 1995		226,474	755 150	<u>(27,070</u>)	<u>(27,070</u>)
	Net book amount 31st December 1995	4,790,355	51,612	755,156	183,197	1,164,827
	31st December 1994	4,790,355	57,549	$\frac{244,329}{241,523}$	$\frac{120,425}{179,494}$	$\frac{5,206,721}{5,268,921}$

All tangible fixed assets are shown at cost with the exception of freehold land and buildings which comprised £4,521,000 at valuation in 1992 and £269,355 at cost. The company's freehold premises in Maidstone were revalued on 19th November 1992 by Montagu Evans Chartered Surveyors on the basis of open market value for existing use. The freehold properties at Appledore and Eastry continue to be shown at cost.

Cars and commercial vehicles	1995 £	1994 £
Vehicle repurchase commitments Agricultural vehicles and implements Parts stock	$1,914,596$ $504,630$ $1,285,135$ $\underline{1,186,946}$ $\underline{4,891,307}$	1,736,006 408,489 1,353,214 1,202,735 4,700,444

The replacement cost of stocks is not materially different from the balance sheet value.

At 31st December 1994 the total amount of consignment stock held on a sale or return basis and not recorded in the balance sheet amounted to £2,237,151 (1994: £2,137,559). The principal terms of the consignment agreements, which can be terminated by either side, are such that the company can return any or all of the stock to the relevant suppliers without financial or commercial penalties and the supplier can vary stock prices. The dealer is also required to lodge a financial deposit under these agreements.

Stocks include £504,630 (1994: £408,489) relating to the residual interest on vehicles which include a commitment to repurchase at a future date at a pre-determined price. The corresponding liability is included in creditors falling due within one year and creditors falling due after more than one year to comply with Financial Reporting Standard No. 5.

NOTES TO THE FINANCIAL STATEMENTS

31st December 1995 (continued)

11	Debtors Amounts due within one year:	1995 £	1994 £
	Trade debtors Deposits with motor vehicle manufacturers (see note 10 above) Other debtors Prepayments and accrued income Advance corporation tax recoverable	2,604,524 $149,444$ $237,333$ $147,882$ $25,000$ $3,164,183$	1,748,915 707,589 198,639 119,204

2 Creditors	Amounts within	falling due one year	Amounts	falling due than one year
	1995 £	1994 £	1995 £	1994 £
Bank loans and overdrafts Perpetual unsecured loan stock	1,085,429	398,439	-	ı.
Other loans	-	-	55,000	55,000
Trade creditors	125,000	500,000	-	-
Corporation tax	2,915,441	2,994,481	_	_
Advance corporation tax	53,685	20,687	•	•
Other taxes and social	25,000		_	-
Other taxes and social security costs Other creditors	98,354	86,218	_	-
	218,078	339,401	_	•
Accruals and deferred income	365,711	291,656	-	-
Amounts owed to subsidiary undertakings	200	200	-	-
Net obligations under finance leases	208,500	113,634	-	-
Vehicle repurchase commitments	108,385	123,780	206.045	-
Proposed dividends	100,175	_ 175	396,245	284,709
		110		
m	5,304,208	4,744,891	451,245	339,709

The finance lease obligations shown above relate to short term leases lasting less than a year where the corresponding assets are included under agricultural vehicle stocks.

Full provision has been made, based of 25% (1994: 33%), in respect of corpo because of timing differences	n a governmention to	Accelerated capital allowances £	Short term timing differences £	Total £
At 1st January 1995 Transfer from profit and loss account At 31st December 1995	movementchange in rate	55,500 (5,500) (13,500) 36,500	(11,000) (12,000) 3,000 (20,000)	44,500 (17,500) (10,500) 16,500

NOTES TO THE FINANCIAL STATEMENTS

31st December 1995 (continued)

14 Called-up share capital	1995 and 1994		
Equity share capital	Number of shares	Authorised £	Allotted, Called-up and Fully Paid £
Ordinary shares of £10 each Non-voting ordinary shares of £10 each	5,600 400	56,000 <u>4,000</u>	56,000 4,000
Non-equity share capital		60,000	60,000
Variable rate cumulative preference shares of £1 each $3\frac{1}{2}\%$ cumulative preference shares of £10 each	350,000 500	350,000 5,000	350,000 5,000
Total share capital		355,000 415,000	355,000 415,000

The variable rate preference shares have no rights other than the right to a dividend of 11/2% over average bank base rate for the preceding year payable in arrears on 30th June and 31st December and the right on a return of assets on liquidation or otherwise for the capital paid up to be repaid together with any arrears or accruals of the cumulative preference dividend before any amounts are repaid to any other shareholder. The 31/2% cumulative preference shares have no rights other than the right to a dividend of 31/2% payable annually and the right to second preference behind the variable rate cumulative preference shares on a return of assets on liquidation or otherwise.

15	Reserves	Total £	Revaluation reserve £	Profit and loss account £
	1st January 1995 Profit for the financial year	7,086,010 2,788	2,810,031	4,275,979 2,788
	31st December 1995	7,088,798	2,810,031	4,278,767
16	Capital commitments and contingent liabilities		1995	1994
	Capital commitments authorised by the Board and for which contracts had been placed:		£ Nil	£ Nil
	Contingent liabilities:			4441
	Terminable indemnity re advance payment guarantee		185,000	185,000
17	Reconciliation of movement in shareholders' funds		£	£
	Profit for the financial year Dividends		127,324 _(124,536)	82,061 (26,492)
	Net addition to shareholders' funds		2,788	55,569
	Opening shareholders' funds		7,501,010	7,445,441
ı	Closing shareholders' funds		7,503,798	7,501,010