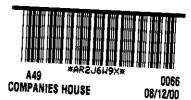
Directors' Report and Financial Statements

For the year ended 31st March 2000

Company No. 533750

Client No. 7587 Job No. 16929 Partner/Manager - LP/RB



Company Information

Directors Mrs JE Stevenson

Mrs E J Foote G S Colwell Mrs W A Harding Mrs S A Cooper

Secretary Mrs J Stevenson

Company Number 533750

Registered Office Dundas Spur

Dundas Lane PORTSMOUTH PO3 5NX

Auditors BKR Haines Watts

Holbrook Court

Cumberland Business Centre Northumberland Road PORTSMOUTH

PO5 1DS

Solicitors Blake Lapthorn

New Court

1 Barnes Wallis Road

Segensworth FAREHAM PO15 5UA

Bankers Barclays Bank plc

Portsmouth City Business Centre

3 Guildhall Walk PORTSMOUTH PO1 1BT

National Westminster Bank plc

69-73 High Street

Cosham

PORTSMOUTH PO6 3DA

Contents

	Page
Directors' Report	1 to 2
Auditors' Report	3
Profit and Loss Account	4
Balance Sheet	5
Notes to the Financial Statements	6 to 11
The following pages do not form part of the statut	ory financial statements:
Management Profit and Loss Account	12 to 13

Directors' Report

For the year ended 31st March 2000

The directors present their report together with the audited financial statements for the year ended 31st March 2000.

Principal Activities and Review of Business

The company's principal activity continued to be that of haulage.

Results and Dividends

The results for the year are set out in the profit and loss account on page 4.

The profit achieved on ordinary activities before taxation is £44,339.

The directors consider the state of the company's affairs to be satisfactory.

The directors do not recommend a dividend.

Directors

The directors who served during the year were:

Mrs J E Stevenson Mrs E J Foote G S Colwell Mrs W A Harding Mrs S A Cooper

The directors had no interest in the share capital of the company as at 31 March 2000 or 1 April 1999. The interests of the directors in the share capital of the parent undertaking are shown in those accounts.

Directors' Responsibilities

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

Select suitable accounting policies and then apply them consistently;

Make judgements and estimates that are reasonable and prudent;

Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Directors' Report

For the year ended 31st March 2000

Auditors

A resolution to reappoint BKR Haines Watts Chartered Accountants as auditors will be put to the members at the Annual General Meeting.

This report was approved by the board on 3.00, and signed on its behalf.

J. E. Sierenson

Mrs J Stevenson, Secretary

Date: 8.11.2000

Shareholders of C D Jordan and Son (Transport) Limited

We have audited the financial statements on pages 4 to 11 which have been prepared under the historical cost convention and the accounting policies set out on page 6.

Respective Responsibilities of Directors and Auditors

As described on page 1 the company's directors are responsible for the preparation of the financial statements. It is our responsibility to form an independent opinion, based on our audit, on those financial statements and 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 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 the 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 March 2000 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

BKR Haines Walts

BKR Haines Watts Chartered Accountants and Registered Auditors Holbrook Court PORTSMOUTH

Date: 8.11.2000

Profit and Loss Account

For the year ended 31st March 2000

	Notes	2000	1999
		£	£
Turnover	2	1,382,575	1,376,137
Cost of Sales		1,125,922	1,028,730
Gross Profit	_	256,653	347,407
Administrative Expenses		364,516	276,055
	_	(107,863)	71,352
Other operating income		167,000	-
Operating Profit	3	59,137	71,352
Interest Payable and Similar Charges	4	(14,798)	(18,428)
Profit on Ordinary Activities before Taxation	_	44,339	52,924
Tax on profit on ordinary activities	6	8,121	4,334
Profit for the Financial Year	_	36,218	48,590
Retained Profit Brought Forward		65,937	17,347
Retained Profit Carried Forward	_	102,155	65,937

All amounts relate to continuing activities.

There were no recognised gains or losses for 2000 or 1999 other than those included in the profit and loss account.

Balance Sheet

As at 31st March 2000

	Notes		2000		1999
	21000	£	£	£	£
Fixed Assets					
Tangible assets	7		468,757		430,655
Current Assets					
Stocks	8	19,861		11,602	
Debtors	9	323,496		182,992	
Cash at bank and in hand	_	2,110	_	17,661	
Creditors: Amounts Falling Due		345,467		212,255	
Within One Year	10	603,305		568,959	
Net Current Liabilities			(257,838)		(356,704)
Total Assets Less Current Liabilities			210,919	-	73,951
Creditors: Amounts Falling Due After More Than One Year	11		106,962		5,810
Provision for Liabilities and Charges					
Deferred taxation	14		802		1,204
			103,155	=	66,937
Capital and Reserves					
Share capital	15		1,000		1,000
Profit and loss account	13		102,155		65,937
Shareholders' Funds	16		103,155	•	66,937
				:	

These financial statements were approved by the board on $-\vartheta \cdot u \cdot \vartheta \circ \circ \circ$ behalf.

and signed on its

8. Sveverison

Mrs JE Stevenson Director

Notes to the Financial Statements

For the year ended 31st March 2000

1 Accounting Policies

Basis of Accounting

The Financial Statements have been prepared under the historical cost convention.

The company has taken advantage of the exemptions in Financial Reporting Standard No. 1 from the requirement to produce a cash flow statement on the grounds that it is a small company.

Turnover

Turnover is the total amount receivable by the company for goods supplied and services provided, excluding VAT and trade discounts.

Depreciation

Depreciation is calculated to write down the cost or valuation less estimated residual value of all tangible fixed assets over their expected useful lives. The rates and periods generally applicable are:

Leasehold properties	Over the term of the lease
Plant and machinery	25% reducing balance
Motor vehicles	25% reducing balance
Fixtures and fittings	15% reducing balance

Stocks

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

Deferred Taxation

Deferred tax is provided for under the liability method using the tax rates estimated to arise when the timing differences reverse and is accounted for to the extent that it is probable that a liability or asset will crystallise.

Contribution to Pension Funds

The company operates a defined contribution pension scheme for the benefit of certain employees and directors. Contributions are charged to the profit and loss account as they become payable in accordance with the rules of the scheme.

Leased Assets

Assets held under finance leases and hire purchase contracts are capitalised in the Balance Sheet and depreciated over their expected useful lives. The interest element of leasing payments represents a constant proportion of the capital balance outstanding and is charged to the Profit and Loss Account over the period of the lease.

All other leases are regarded as operating leases and the payments made under them are charged to the Profit and Loss Account on a straight line basis over the lease term.

Notes to the Financial Statements

For the year ended 31st March 2000

2 Turnover

The turnover was derived from the company's principal activity which was carried out wholly in the UK.

3 Operating Profit

The op	erating profit is arrived at after charging or crediting:	2000	1999
		£	£
Deprec	iation of owned assets	59,952	71,176
Deprec	iation of assets held under finance leases and hire purchase		
contrac		53,989	29,080
	n disposal of fixed assets	(2,058)	2,346
	equipment	30,041	3,273
	equipment - operating leases - land and buildings	12,000	12,000
Audito	rs' remuneration	3,050	1,300
4 Intere	st Payable and Similar Charges	2000	1999
		£	£
Bank o	verdraft	4,675	7,072
Finance	e leases and hire purchase contracts	10,123	11,356
		14,798	18,428
5 Direct	ors and Employees		
Staff co	osts, including directors' remuneration, were as follows:		
		2000	1999
		£	£
Wages	and salaries	436,067	410,243
Social	security costs	40,663	39,677
Other p	pension costs	12,264	12,846
		488,994	462,766

The average monthly number of employees, including directors, during the year was as follows:

	2000 Number	1999 Number
Direct labour	18	19
Directors	5	5
Office	2	2
	25	26

Notes to the Financial Statements

For the year ended 31st March 2000

6	Taxation			2000	1999
				£	£
	Based on the profit for the year				
	UK corporation tax at 20% (1999 21%) Group relief			8,523	2,773
	Deferred tax charge			(402)	4,657 (1,996)
	Ž				
	Prior periods			8,121	5,434
	UK corporation tax				(1,100)
				8,121	4,334
7	Tangible Fixed Assets				
		Long Leasehold Land and Buildings	Plant and Machinery	Motor Vehicles	Fixtures and Fittings
	Cost	£	£	£	£
	At 1st April 1999	142,465	216,586	886,539	8,317
	Additions Disposals	-	1,669 (28,612)	195,812 (217,637)	(3,677)
	Disposais		(20,012)		(3,077)
	At 31st March 2000	142,465	189,643	864,714	4,640
	Depreciation				
	At 1st April 1999	8,141	151,110	659,222	4,783
	Charge for the year	2,035	15,943	95,681 (177,231)	282
	Disposals		(25,238)		(2,023)
	At 31st March 2000	10,176	141,815	577,672	3,042
	Net Book Value At 31st March 2000	132,289	47,828	287,042	1,598
	At 31st March 1999	134,324	65,476	227,317	3,534
	Motor vehicles held under finance leases or book value of £161,969 (1999: £87,244).	iginally cost £23	6,296 (1999: £	191,308) and h	ave a net
8	Stocks			2000	1999 £
	Spare parts and lubricants			£ 19,861	£ 11,602
				19,861	11,602
				=======================================	,

Notes to the Financial Statements

For the year ended 31st March 2000

9	Debtors	2000	1999
		£	£
	Trade debtors	45,195	35,710
	Amounts owed by group undertakings	240,408	125,695
	Prepayments and accrued income	37,893	21,587
		323,496	182,992
10	Creditors: Amounts Falling Due Within One Year	2000	1999
	_	£	£
	Bank overdraft	86,982	69,149
	Obligations under hire purchase and finance lease contracts (Note 12)	61,430	43,098
	Trade creditors	65,107	47,287
	Amounts owed to group undertakings	289,825	341,064
	Corporation tax	8,523	2,773
	Other taxes and social security	53,194	39,633
	Other creditors	-	5,061
	Accruals and deferred income	38,244	20,894
		603,305	568,959
	The bank overdraft is secured by a fixed and floating charge over all of th	e company's ass	sets.
11	Creditors: Amounts Falling Due After One Year	2000	1999
	, and the second	£	£
	Obligations under hire purchase and finance lease contracts (Note 12)	106,962	5,810
		106,962	5,810
12	Obligations Under Hire Purchase and Finance Leases	2000	1999
	G	£	£
	Obligations under finance leases and hire purchase contracts are analysed:		
	Current obligations	61,430	43,098
	Obligations due between one and five years	106,962	5,810
		168,392	48,908
		=	

Obilgations under Hire Purchase and Finance Leases are secured on the assets concerned.

Notes to the Financial Statements

Land and buildings

For the year ended 31st March 2000

13 Operating Lease Commitments

At 31 March 2000 the company had annual commitments under non-cancellable operating leases as set out below:

Operating leases which expire: After five years	2000 £ 12,000 12,000	1999 £ 12,000
	12,000	12,000

14 Deferred Taxation

The movements in deferred taxation during the current and previous years are as follows:

	2000	1999
	£	£
At 1st April 1999	1,204	-
Movement in the year	(402)	1,204
At 31st March 2000	802	1,204

Deferred taxation provided for in the financial statements is set out below and is calculated using a tax rate of 20% (1999 21%).

		Amou	nt Provided
		2000	1999
	A conterested comital allowerses	£ 802	£ 1,204
	Accelerated capital allowances	=======================================	1,204
15	Share Capital	2000	1999
		£	£
	Authorised		
	Equity Shares		
	1,000 Ordinary shares of £1.00 each	1,000	1,000
	Allotted		
	Equity Shares		
	1,000 Allotted, called up and fully paid ordinary shares of £1.00 each	1,000	1,000

Notes to the Financial Statements

For the year ended 31st March 2000

16 Reconciliation of Shareholders' Funds	2000 £	1999 £
Profit for the financial year	36,218	48,590
Increase in the shareholders' funds Opening shareholders' funds	36,218 66,937	48,590 18,347
Closing shareholders' funds	103,155	66,937

17 Capital Commitments

The company had no capital commitments at 31 March 2000 (1999: nil)

18 Pension Scheme

The company operates a defined contribution pension scheme for the benefit of certain employees and directors. The assets of the scheme are administered by trustees in a fund independent from those of the company.

The total contributions paid in the year amounted to £12,264 (1999 £12,846).

19 Related Parties

The company's immediate parent undertaking is C D Jordan and Son Limited. It has included the company in its group accounts, copies of which are available from its registered office: Dundas Spur, Dundas Lane, Portsmouth, PO3 5NX.

In the directors' opinion the company's ultimate parent company and controlling party is C D Jordan and Son Limited which is incorporated in England.

The company has taken advantage from the exemptions conferred by FRS 8 with regard to disclosure of transactions with entities in the same group. Copies of the consolidated accounts are available from the company's registered office.

C D Jordan and Son (Transport) Limited

Management Profit and Loss Account

For the year ended 31st March 2000

				· · · · ·
		2000	2	1999
	£	£	£	£
Turnover		1,382,575		1,376,137
Cost of Sales				
Opening stock	11,602		13,421	
Plant running costs, motor and travel expenses	665,948		605,256	
Wages and salaries	427,634		407,140	
Pension costs	10,558		11,242	
Plant hire	30,041		3,273	
	1,145,783		1,040,332	
Closing stock	19,861		11,602	
		1,125,922	_	1,028,730
Gross Profit		256,653	-	347,407
Less Expenses				
Personal protection equipment	4,255		4,848	
Wages and salaries	49,096		42,780	
Salaries and wages - pension costs	1,706		1,604	
Security costs	10,626		10,240	
Management charge	141,326		80,000	
Rent and rates	12,000		12,052	
Light, heat and power	-		(493)	
Telephone and postage	6,462		6,710	
Stationery and advertising	174		1,373	
Insurance	8,389		4,031	
Legal and professional fees	547		672	
Auditors' remuneration	3,050		2,300	
Repairs and maintenance	5,215		208	
Motor and travel expenses	3,098		2,881	
Bad and doubtful debts	-		6	
Bank charges	1,634		-	
Subscriptions and donations	1,47 1		1,221	
General expenses	3,584		3,020	
Depreciation	113,941		100,256	
Profit/Loss on sale of fixed assets	(2,058)		2,346	
		364,516		276,055
		(107,863)		71,352
Other Income				
Management charges	167,000		_	
		167,000		-
		59,137	•	71,352

Management Profit and Loss Account

For the year ended 31st March 2000

	_	2000		
	£	£	£	£
Finance Costs				
Bank interest	4,675		7,072	
On HP and finance lease contracts	10,123		11,356	
		14,798		18,428
Net Profit for the Year	_	44,339	_	52,924