Registered number: 740767

DIRECTORS' REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 1997

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DIRECTORS' REPORT

The directors present their report and the audited accounts of the Company for the year ended 31 December 1997.

PRINCIPAL ACTIVITIES AND REVIEW OF THE BUSINESS

The principal activity of the Company was the manufacture and marketing of surgical equipment and medical devices.

The Company continues to operate branches in Denmark, Norway and Sweden and trades through commission agents in Belgium, France, Germany, Holland and Spain. The reduced levels of turnover during the year are primarily attributable to the impact of the strong pound on those sales made in overseas facilities.

The loss before tax of £1,537,000 (1996: profit of £2,763,000) has been adversely impacted by exchange rate losses of £2,085,000 (1996: £2,348,000).

RESULTS AND DIVIDENDS

The results for the year are shown in the profit and loss account on page 5. The directors do not recommend the payment of a final dividend. The retained profit for the year of £109,000 (1996: profit of £1,732,000) has been transferred to reserves.

RESTRUCTURING OF EUROPEAN OPERATIONS

During the year the directors notified employees that following a restructuring of the European operations, the Swindon manufacturing facility would be closed during 1998. Accordingly, the directors have made provision for the costs of closure in the accounts for the year.

RESEARCH AND DEVELOPMENT

Expenditure on research and development during the year was £600,000 (1996: £728,000).

YEAR 2000 AND EURO COSTS

The Company and its parent have established procedures to evaluate the impact of the Year 2000 and the introduction of the Euro. The Company is considering further developments of its accounting systems and procedures, but this and any modifications costs are not, in the opinion of the directors, likely to be significant.

DIRECTORS' REPORT (CONTINUED)

DIRECTORS AND DIRECTORS' INTERESTS

The directors during the year and to the date of this report were:

C J Jefferis T N Furness

(resigned 16 July 1997)

J Ashpitz

(resigned 16 July 1997)

T J Fitzpatrick

(resigned 13 October 1997)

D I Johnson

(appointed 13 October 1997)

R P Matthews

(appointed 13 October 1997)

G Restani

(appointed 13 October 1997)

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare accounts 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 those accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts 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 accounts 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 (CONTINUED)

EMPLOYEE POLICIES

The Company is an equal opportunities employer and gives full and fair consideration to applications for employment made by disabled persons, having regard to their particular aptitudes and abilities.

Where people become disabled during the course of their employment, every effort is made to retain their services and to provide retraining, if necessary. All employees are eligible for consideration for appropriate training, career development and promotional opportunities; disabled people are not treated differently in this respect.

The Company policy is to consult with employees and their representatives and to provide them with information on the Company's progress and other matters affecting them. This policy is carried out through line management channels and through regular meetings with representatives of employees.

AUDITORS

Following the merger of Price Waterhouse and Coopers & Lybrand on 1 July 1998, Price Waterhouse resigned in favour of the new firm, PricewaterhouseCoopers, and the directors appointed PricewaterhouseCoopers to fill the casual vacancy created by the resignation. A resolution to re-appoint PricewaterhouseCoopers as auditors of the Company will be proposed at the Annual General Meeting.

By order of the Board

C J Moore Secretary

9 October 1998



PricewaterhouseCoopers
Thames Court
1 Victoria Street
Windsor
Berkshire SL4 1HB
Telephone +44 (0) 1753 752000
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DX 123110 Windsor 2

AUDITORS' REPORT TO THE MEMBERS OF ZIMMER LIMITED

We have audited the accounts on pages 5 to 19 which have been prepared under the historical cost convention and the accounting policies set out on pages 8 and 9.

Respective responsibilities of directors and auditors

As described on page 2, the Company's directors are responsible for the preparation of accounts. It is our responsibility to form an independent opinion, based on our audit, on those accounts 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 accounts. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the accounts, 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 accounts 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 accounts.

Opinion

In our opinion the accounts give a true and fair view of the state of the Company's affairs as at 31 December 1997 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

PricewaterhouseCoopers Chartered Accountants and Registered Auditors

niewatehase Coopers

9 October 1998

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 1997

	<u>1997</u> £'000	<u>1996</u> £'000
TURNOVER (Note 3)	87,733	97,918
Cost of sales	(43,548)	(48,640)
GROSS PROFIT	44,185	49,278
Distribution costs Administrative expenses Other Income (Note 6)	(30,195) (4,539) 3,913	(38,009) (5,508)
OPERATING PROFIT (Note 5)	13,364	5,761
Cost of a Fundamental Restructuring (Note 7) Interest receivable and similar income Interest payable and similar charges (Note 4)	(11,700) 44 (3,245)	- 15 (3,013)
(LOSS)/PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	(1,537)	2,763
Tax on (loss)/profit on ordinary activities (Note 8)	1,646	(1,031)
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION (Note 19)	109	1,732
PROFIT FOR THE YEAR TRANSFERRED TO RESERVES	109	1,732

Notes on pages 8 to 19 form an integral part of these accounts.

BALANCE SHEET - 31 DECEMBER 1997

	•			
		1997		1996
FIXED ASSETS	£'000	£'000	£'000	£'000
Tangible fixed assets (Note 11)				
5 444 14452 200010 (14010 17)		8,388		8,975
CURRENT ASSETS				
Stocks (Note 12)	15,744		32,380	
Debtors (Note 13)	28,086		31,587	
Cash at bank and in hand	1,825		2,315	
CREDITORS (Amounts falling due	45,655		66,282	
within one year) (Note 14)	(11,455)		(4.600)	
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(11,433)		(14,305)	
1155				
NET CURRENT ASSETS		34,200		51,977
		·		- 01,071
TOTAL ASSETS LESS CURRENT LIABILITIES				
THE THE PROPERTY CIABILITIES		42,588		60,952
CREDITORS: Amounts falling due after				
more than one year (Note 15)		(29,638)		(50.004)
DD0140104		(20,000)		(52,024)
PROVISION FOR RESTRUCTURING (Note 16)		(3,913)		_
NET ASSETS				
		9,037		8,928
CAPITAL AND RESERVES				===
Called up share capital (Notes 18)		428		428
Share premium account (Note 19)		89		89
Other reserve (Notes 19) Profit and loss account (Note 19)		-		313
Tront and loss account (Note 19)		8,520		8,098
TOTAL SHAREHOLDERS' FUNDS (Note 19)		9,037		0.05-
- (ع,u3 <i>1</i>		8,928
				

Approved by the Board on 9 October 1998 and signed on its behalf by

C J Jefferis DIRECTOR

Notes on pages 8 to 19 form an integral part of these accounts.

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES FOR THE YEAR ENDED 31 DECEMBER 1997

	<u>1997</u> £'000	<u>1996</u> £'000
Profit for the financial year Release of other reserve (Notes 19)	109 313	1,732 358
		
Total recognised gains and losses for the year	422	2,090
•		

Notes on pages 8 to 19 form an integral part of these accounts.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997

1 ACCOUNTING POLICIES

(1) Basis of accounting

The accounts have been prepared under the historical cost convention in accordance with applicable accounting standards. The principal accounting policies which the directors have adopted within those standards are set out below.

(2) Turnover

Turnover represents the invoiced value of net sales shipped to customers exclusive of value added tax.

(3) Research and development

Research and development expenditure is written off in the year in which it is incurred.

(4) Fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided to write off the carrying values of fixed assets over their estimated useful economic lives, on a straight line basis, as follows:

Leasehold improvements

Plant and machinery - owned and leased
Motor vehicles and equipment
Instruments

Tooling

Life of lease
7 to 10 years
3 to 5 years
2 years from launch of product

(5) Stocks and work in progress

Stocks and work in progress have been valued at the lower of cost and net realisable value. Cost includes labour and overheads appropriate to the stage of production reached.

(6) Leases

Assets held under finance leases are capitalised and depreciated over their estimated useful lives. The related obligations under finance leases are included under creditors. Interest payable is charged to the profit and loss account in proportion to outstanding obligations.

Operating lease rentals are charged to the profit and loss account as incurred.

(7) Foreign currency translation

Transactions denominated in foreign currencies are translated at the rate of exchange prevailing on the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rates ruling on the balance sheet date. Exchange differences are included in the profit and loss account for the year.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997 (CONTINUED)

1 ACCOUNTING POLICIES (CONTINUED)

(8) Deferred taxation

Deferred taxation is provided on the liability method in respect of timing differences between profit as computed for taxation purposes and profit as stated in the accounts, only where, in the opinion of the directors, it is expected that the liability will become payable within the foreseeable future.

(9) Pensions

The expected cost of pensions in respect of the Company's defined benefit schemes are charged to the profit and loss account so as to spread the cost of pensions over the service lives of the employees in the scheme. The pension cost is assessed in accordance with the advice of qualified actuaries.

(10) Deferred charges

Deferred charges represent stocks which have been specifically produced for promotional purposes. These stocks are stated at the lower of cost and net realisable value. The promotional stocks are capitalised to instruments as and when they are included in an instrument kit and amortised over a three year period.

(11) Goodwill

Negative goodwill which represents the excess of the fair value of tangible fixed assets over the purchase consideration of businesses acquired, is credited to other reserves over the remaining estimated useful lives of the tangible fixed assets giving rise to the negative goodwill.

2 CASH FLOW STATEMENT

The Company has taken advantage of the exemption granted by Financial Reporting Standard Number 1 to wholly owned subsidiaries of a parent undertaking presenting a group cash flow statement whose accounts are publicly available. Accordingly no cash flow statement is presented.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997 (CONTINUED)

3 TURNOVER

The geographical analysis of turnover by destination is as follows:

	<u>1997</u> £'000	<u>1996</u> £'000
United Kingdom Rest of Europe Rest of World	14,367 62,733 10,633	13,762 71,787 12,369
		·
	87,733	97,918
		

The directors consider that the Company operates in a single class of business.

4 INTEREST PAYABLE AND SIMILAR CHARGES

	<u>1997</u> £'000	<u>1996</u> £'000
Interest payable:		
- Other	6	15
- On loans from group undertakings	3,239	2,998
		
	3,245	3,013

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997 (CONTINUED)

5 OPERATING PROFIT

6

Operating profit is stated after charging/(crediting) the following:

	<u>1997</u> £'000	<u>1996</u> £'000
Depreciation - owned - leased Research and development expenditure Auditors' remuneration	3,896 82 600	3,550 26 728
- audit - other services Operating lease rentals	48 20	57 18
- property - equipment Loss on foreign currency movements - net	246 329 2,085	246 495 2,348
OTHER INCOME		
	<u>1997</u> £'000	<u>1996</u> £'000
Other income	3,913	-
		

On 31 December 1997 the ultimate parent sold its entire worldwide Linvatec business.

Other income represents the profit earned by the Company on the sale of Linvatec stock. Prior to the sale, the Company held Linvatec stock of £2.2 million but no other assets or interests in the Linvatec business.

On 1 January 1998 the Company entered a short term agreement to distribute Linvatec products.

7 RESTRUCTURING OF EUROPEAN OPERATIONS

	<u>1997</u> £'000	<u>1996</u> £'000
Charge for the year	11,700	-
		

This charge relates to the restructuring of European operations which includes the closure of the Swindon manufacturing facility in August 1998.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997 (CONTINUED)

8 TAX ON PROFIT ON ORDINARY ACTIVITIES

	<u>1997</u> £'000	<u>1996</u> £'000
UK Corporation tax at 31.5% (1996: 33%) Overseas tax Deferred taxation (Note 17) Prior year adjustments	176 (163) (1,659)	1,357 (211) (115)
	(1,646)	1,031

The Company has obtained group tax relief of £2,500,000 at no cost (1996: £Nil) which has been used against the 1996 and 1997 taxable profits.

9 STAFF NUMBERS AND COSTS

The average number of persons employed by the Company (including directors) during the year was as follows:

	<u>1997</u> Number	<u>1996</u> Number
Production Selling Administration	92 58 38	106 53 30
		
	188	189
The aggregate payroll costs of these persons were as follows:		
	<u>1997</u> £'000	<u>1996</u> £'000
Wages and salaries Social security costs Other pension costs	4,600 363 337	4,703 387 395
	5,300	5,485
·		

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997 (CONTINUED)

10 DIRECTORS' EMOLUMENTS

	<u>1997</u> £'000	<u>1996</u> £'000
Aggregate emoluments	175	335

Four directors (1996: 3) are employed by the US parent undertaking. These directors were remunerated by that company for their services which included certain responsibilities relating to Zimmer Limited.

The emoluments of the highest paid director are as follows:

<u>1997</u> £'000	<u>1996</u> £'000
75	214
	£'000

ZIMMER LIMITED NOTES TO THE ACCOUNTS – 31 DECEMBER 1997 (CONTINUED)

11 TANGIBLE FIXED ASSETS

	Short term leasehold covements £'000	Plant and machinery £'000	Motor vehicles and <u>equipment</u> £'000	Instruments £'000	Tooling £'000	<u>Total</u> £'000
Cost At 1 January 1997 Additions Disposals	244	2,652 186 (231)	1,467 360 (80)	12,495 3,603 (5,590)	125 26	16,983 4,175 (5,901)
At 31 December 1997	244	2,607	1,747	10,508	151	15,257
Accumulated depreci						
At 1 January 1997 Charge for the year Disposals	110 15	2,016 189 (225)	806 308 (47)	5,025 3,418 (4,845)	51 48 -	8,008 3,978 (5,117)
At 31 December 1997	125	1,980	1,067	3,598	99	6,869
Net book amount						
At 31 December 1997	119	627	680	6,910	52	8,388
At 21 December 1000	===		===	=====		
At 31 December 1996	134	636	661	7,470	74	8,975
					===	

The net book amount of assets held under finance leases included in plant and machinery above is £164,736 (1996: £51,861).

Included in the provision for restructuring of European operations (note 16) is an amount of £992,000 relating to certain of the fixed assets shown above.

NOTES TO THE ACCOUNTS – 31 DECEMBER 1997 (CONTINUED)

12 STOCKS

		<u>1997</u> £'000	<u>1996</u> £'000
	Raw materials	643	2,305
	Work in progress	236	2,303 719
	Finished goods and goods for resale	14,865	29,356
			
		15,744	32,380
			
13	DEBTORS		
		<u>1997</u>	<u>1996</u>
		£'000	£'000
	Trade debtors .	16,714	18,059
	Deferred charges	2,599	8,268
	Amounts owed by Parent Undertaking	-,	89
	Amounts owed by other group undertakings	6,303	4,488
	Prepayments and accrued income Other debtors	329	310
	Other deptors	2,141	373
		28,086	31,587
			
14	CREDITORS (Amounts falling due within one year)		
		<u> 1997</u>	<u>1996</u>
		£'000	£'000
	Trade creditors	2,563	2,504
	Amounts owed to other group undertakings	6,571	9,534
	Corporation tax	-,	1,171
	Taxation and social security	21	207
	Accruals and deferred income	2,217	865
	Obligations under finance leases	83	24
		11 455	44.005
	·	11,455	14,305

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997 (CONTINUED)

15 CREDITORS (Amounts falling due after more than one year)

	<u>1997</u> £'000	<u>1996</u> £'000
Obligations under finance leases due within two to five years Amounts owed to other group undertakings	82 29,556	24 52,000
		
	29,638	52,024

The amounts owed to other group undertakings carry an interest rate of LIBOR \pm 0.25% per annum and have no predetermined repayment dates.

16 PROVISION FOR RESTRUCTURING OF EUROPEAN OPERATIONS

		Redundancy £'000	Fixed Assets £'000	Future Lease <u>Rentals</u> £'000	Inventory £'000	Other £'000	<u>Total</u> £'000			
	Charge for year (Note 7) Utilised in 1997	2,219 (178)	992	630	7,042 (7,042)	817 (567)	11,700 (7,787)			
	At 31 December 1997	2,041	992	630	<u>-</u>	250	3,913			
17	DEFERRED TAXATION				<u>1997</u> £'000		<u>1996</u> £'000			
•	The movement on deferred	d taxation provide	d is as fol	lows:	s:					
	As at 1 January Prior year adjustment to re Release for the year (Note		lance		(123) - (163)		- 88 (211)			
	As at 31 December				(286)		(123)			

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997 (CONTINUED)

DEFERRED TAXATION (CONTINUED) 17

The deferred tax balance may be analysed as follows:

	Accelerated capital allow Other short term timing of Other short term timing of the contract term timing of the co	difference	s	otential Amour 199 £'00 (690	<u>7</u> 5)	Amount 1997 £'000 -	Provided 1996 £'000 (63) (60)
	of restructuring provision	1	- m	(286	<u>-</u>	(286)	(123)
	•			(551	,	(286)	(123)
18	CALLED UD CHADE OA				Ξ ;		
10	CALLED UP SHARE CA	APITAL					
						<u>1997</u> £'000	<u>1996</u>
	Authorised, issued and fu	ılly paid:				2000	£'000
	1,713,000 ordinary share	es of 25p	each			428	428
						==	
19	RECONCILIATION OF N	OVEME	NTS IN SHAI	REHOLDERS	FUNDS		
	Ca	illed up	Share	Profit	Other		Total
		share	premium	and loss	reserve	sharehol	ders' funds
		capital	account	account	account	1997	1996
		£'000	£'000	£'000	£'000	£'000	£'000
	At 1 January Result for the year	428	89	8,098 109	313	8,928	7,196
	Release of other reserve (Note 20)		-	313	(313)	109 -	1,732 -
	At 31 December	428	89	8,520		9,037	8,928

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997 (CONTINUED)

20 OTHER RESERVE

	<u>1997</u> £'000	<u>1996</u> £'000
Negative goodwill (Note 19) Release to realised reserves (Note 19)	313 (313)	671 (358)
		
	•	313
		

The negative goodwill arose in 1994 as a result of the Company acquiring certain tangible fixed assets of a group undertaking at a value less than the fair value. These tangible fixed assets have been restated at their fair value. The other reserve has been released to realised reserves over the remaining estimated useful lives of the tangible fixed assets.

21 PENSION COSTS

The Company participates with other UK affiliated companies in defined pension schemes operated by its immediate parent undertaking Bristol-Myers Squibb Holdings Limited. These schemes are financed through a separate administered fund and cover the majority of employees. The assets of the scheme are held separately from those of the Company. Contributions to the schemes are charged to the profit and loss account so as to spread the cost of pensions over employees working lives with the Company. The levels of funding are determined by a qualified actuary on the basis of triennial valuations using the projected unit method.

The most recent actuarial valuation dated 1 January 1996 showed that the total market value of the schemes assets was £72.1 million and that the actuarial value of these assets represented 111% of the benefits that had accrued to members after allowing for expected future increases in earnings. The contributions of the company and employees for the year are £400,100 (1996: £373,323).

The pension charge for the year was £507,200 (1996: £395,400) after crediting £39,500 (1996: £59,300) in respect of the amortisation of the above surplus. The SSAP 24 pension costs was calculated using an actuarial basis which valued the schemes' assets using an Adjusted Market approach and adopting the principal assumptions that investment returns would be 8.5% per annum, that salary increases would average 6.5% per annum and that present and future pensions would increase at the rate of 5% per annum in the long term.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1997 (CONTINUED)

22 CAPITAL COMMITMENTS

Capital commitments at 31 December 1997 for which no provision has been made in these accounts, were as follows:

Contracted for	<u>1997</u> £'000	<u>1996</u> £'000
	-	247

23 OPERATING LEASE COMMITMENTS

Annual commitments in respect of lease which expire:	<u>1997</u> £'000	and buildings 1996 £'000	Other opera 1997 £'000	eting leases 1996 £'000
Within one year Between one and five years Beyond five years	20 16 210	20 226	45 153	133 109 -
	246	246	198	242
				===

24 ULTIMATE PARENT UNDERTAKING

The ultimate parent undertaking is Bristol-Myers Squibb Company, which is incorporated in the State of Delaware, United States of America. Consolidated accounts for Bristol-Myers Squibb Company can be obtained from The Secretary, Bristol-Myers Squibb Company, 345 Park Avenue, New York 10154, United States of America.

The immediate parent undertaking is Bristol-Myers Squibb Holdings Limited, which is registered in England. Consolidated accounts for the Bristol-Myers Squibb Holdings Limited Group can be obtained from The Secretary, Bristol-Myers Squibb Holdings Limited, Swakeleys House, Milton Road, Ickenham, Uxbridge, UB10 8NS.

Transactions with other companies within the group are not disclosed as the Company has taken advantage of the exemption available under Financial Reporting Standard No.8 "Related Party Disclosure", as the consolidated accounts of Bristol-Myers Squibb Company Limited in which the Company is included are available at the address noted above.