ANNUAL REPORT & ACCOUNTS

31ST DECEMBER 1993

CLEVELAND POTASH LIMITED (Registered Number 915392)

ANNUAL REPORT AND ACCOUNTS

31 DECEMBER 1993

DIRECTORS' REPORT

The directors of Cleveland Potash Limited submit their report together with the accounts of the company for the year ended 31 December 1993 and the auditor's report thereof.

ACTIVITIES

Mining, processing and marketing of potash and road salt continued to be the company's principal activity in 1993.

REVIEW OF THE BUSINESS

Production and sales improved in 1993 and a profit was transferred to reserves of £7,754,000. Maintaining and improving our trading position will be our objective in the coming year.

Investment in fixed assets is shown in note 11 to the accounts.

The company disposed of its subsidiaries during the year, at no profit or loss.

Events occurring after the end of the financial year are shown in note 25 to the accounts.

The directors propose that no dividend be paid this year.

DIRECTORS

The directors who held office during the year were as follows:

R S Robertson (Chairman)

P C D Burnell (appointed 13 December 1993)

F Chilton

A D Deuchar

J Draper (appointed 13 December 1993)

M W King (resigned 13 December 1993)

A W Lea (appointed 13 December 1993)

T L Pretorius (retired 15 March 1993)

G W H Relly (resigned 13 December 1993)

T C A Wadeson (appointed 13 December 1993)

Alternate

A F Pace Bonello (appointed 15 March 1993, resigned 13 December 1993)

G A Wilkinson (appointed 12 February 1992, resigned 13 December 1993)

G J Gibbs (appointed 12 February 1992, resigned 15 March 1993)

There are no directors' interests required to be disclosed by the Companies Act 1985.

DIRECTORS' REPORT (CONTINUED)

Owing to the heavy manual nature of the work required, the company has been exempted annually from the requirements of the Disabled Persons (Employment) Act 1944. However, the company's policy is to give fair consideration for recruitment and continued employment to disabled persons within the limits of their aptitudes and abilities.

Over many years the company has introduced, developed and maintained various methods of communication aimed at achieving greater employee involvement and awareness. Regular consultative meetings are held on business performance and other general matters and such meetings will continue to promote employees' views on all matters, including health and safety, employment conditions and pensions. Apart from extensive use of company notice boards letters are written to each employee, normally at six monthly intervals, giving information on the company's financial and business performance, and comments in connection with the economic and financial factors affecting the business.

DIRECTORS' RESPONSIBILITY STATEMENT

The directors are required by the Companies Act 1985 to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and the group as at the end of the financial year and of the profit or loss for the financial year.

The directors consider that in preparing the financial statements on pages 4 to 21, the company has used appropriate accounting policies, consistently applied and supported by reasonable and prudent judgements and estimates, and that all accounting standards which they consider to be applicable have been followed.

The directors have responsibility for ensuring that the company keeps accounting records which disclose with reasonable accuracy the financial position of the company and which enable them to ensure that the financial statements comply with the Companies Act 1985.

The directors have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

By Order of the Board

Hener

J C B Hewett Secretary

2 March 1994

AUDITORS' REPORT TO THE SHAREHOLDERS OF CLEVELAND POTASH LIMITED

We have audited the financial statements on pages 4 to 21 which have been prepared under the historical cost convention and the accounting policies set out on pages 8 to 9.

Respective responsibilities of directors and auditors

As described on page 2 the company's directors 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 31 December 1993 and of its profit and cash flows for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Price Waterhouse

Chartered Accountants

and Registered Auditors

2 March 1994

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 1993

•	<u>Note</u>	<u>1993</u> £'000	<u>1992</u> £'000
TURNOVER	1(3),3	73,189	70,214
Net operating expenses	4	(67,083)	(71,047)
OPERATING PROFIT/(LOSS)		6,106	(833)
Income from fixed asset investments	10	1,720	400
Interest receivable and similar income	7	141	229
Interest payable and similar charges	8	(213)	(291)
PROFIT/(LOSS) ON ORDINARY ACTIVITIES			
BEFORE TAXATION	6	7,754	(495)
TAX ON PROFIT/(LOSS) ON ORDINARY ACTIVITIES	9		
PROFIT/(LOSS) FOR THE YEAR TRANSFERRED TO/(FROM) RESERVES		7,754	(495)

The notes on pages 8 to 21 form part of these accounts.

BALANCE SHEET AS AT 31 DECEMBER 1993

	Note	19	993	1	992
		£'000	£'000	£'000	£'000
FIXED ASSETS					
Tangible assets	11		35,926		36,400
Investments	10		-		9,000
		•			
			35,926		45,400
DEBTORS (amounts falling due after					
more than one year)	12		-		1,500
CURRENT ASSETS					
Stocks	13	6,483		6,842	
Debtors	14	15,814		18,499	
Cash at bank and in hand	22	1,933		125	•
		24,230		25,466	
CREDITORS (amounts falling due		27,220		20,100	
within one year)	15	(6,602)		(8,496)	1
•					
NET CURRENT ASSETS		-	17,628		16,970
TOTAL ASSETS LESS CURRENT LIABILITIES			53,554		63,870
101AD ABBEIG BEGG CORRENT DIABIDITIES			33,334		05,070
CREDITORS (amounts falling due after		=			
more than one year)	16		19,635		37,705
CARIMAL AND DECEDING					
CAPITAL AND RESERVES					
Called up share capital	18		37,000		37,000
Reserves	19		(3,081)		(10,835)
		_			
			53,554		63,870
		=			

The accounts were approved by the Board of Directors on 2 March 1994 and are signed on its behalf by:

RS Robertson)
Directors

F Chilton)

The notes on pages 8 to 21 from part of these accounts.

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 1993

	Note	19	1993		1992	
		£'000	£'000	£'000	£'000	
NET CASH INTE ON EDOM						
NET CASH INFLOW FROM	00		0 000		4.000	
OPERATING ACTIVITIES	20		8,008		4,989	
RETURN ON INVESTMENTS AND						
SERVICING OF FINANCE						
Interest received		141		229		
Interest paid		(213)		(291)		
Dividends received		1,720		400		
1717Idolido Iccolfod		1,720				
NET CASH INFLOW FROM RETURNS ON						
INVESTMENTS AND SERVICING OF FINANCE			1,648		338	
	•					
TAXATION			_			
		•	 			
NET CASH INFLOW BEFORE INVESTING						
ACTIVITIES AND FINANCING			9,656		5,327	
			.,			
INVESTING ACTIVITIES						
Purchase of tangible fixed assets		(2,541)		(2,810)		
Sale of investments		9,000				
Sale of tangible fixed assets		10		21		
Repayment from/(Loan to) group undertaking		5,900		(1,900)		
repayment trong (Doub to Broad and arrange						
			12,369		(4,689)	
		•		-		
NET CASH INFLOW BEFORE FINANCING			22,025		638	
			•			
FINANCING						
Repayment of long term loans	23	(18,121)		(2,000)		
Capital repayment of finance leases	23	(304)		(304)		
NET CASH OUTFLOW FROM FINANCING		I	(18,425)		(2,304)	
		•		-		
INCREASE/(DECREASE) IN CASH AND CASH						
EQUIVALENTS	21,22		3,600		(1,666)	
	,		•		` '	
				=		

The notes on pages 8 to 21 from part of these accounts.

STATEMENT OF RECOGNISED GAINS AND LOSSES

There were no recognised gains or losses in the year ended 31 December 1993 other than the retained profit (1992 £NIL).

NOTE OF HISTORICAL COST PROFITS AND LOSSES

	<u>1993</u> £'000	<u>1992</u> £'000
Historical cost profit/(loss) on ordinary activities before taxation		<u>(495)</u>
Historical cost profit/(loss) for the year retained after taxation	7,754	<u>(495)</u>
RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS	5	
	<u>1993</u> £'000	<u>1992</u> £'000
Profit/(Loss) for the financial year Prior year adjustment (Note 2)	7,754 	(495) (2,240)
Net movement in shareholders' funds	7,754	(2,735)
Opening shareholders' funds	26,165	28,900
Closing shareholders' funds	33,919	26,165

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993

1 ACCOUNTING POLICIES

The following statements indicate the main accounting policies on which the annual accounts have been based.

1 Accounting convention

These accounts are prepared in accordance with applicable accounting standards under the historical cost convention.

2 Foreign currency translation

Assets and liabilities denominated in foreign currency are translated at rates of exchange ruling at the balance sheet date. Gains and losses on settled transactions are recorded in the profit and loss account.

3 Turnover

Turnover represents the invoiced value of sales to customers excluding value added tax.

4 Other operating income

Income represents rents and fees receivable.

5 Depreciation

Assets with finite lives are depreciated on a straight line basis at a rate determined by the remaining estimated useful working lives. Plant and machinery and office equipment are generally depreciated over a period of 5 to 10 years. Land and Buildings and other assets estimated to have lives equivalent to the life of the ore body are depreciated on a unit of depletion method based on the expected recoverable ore reserves. These reserves have been restated with effect from 1 January 1993.

6 Government grants

In line with the charges for depreciation, grants in respect of capital expenditure have been credited to the profit and loss account over the estimated lives of the assets to which they relate.

7 Reclamation

A provision is made for the eventual reclamation of the company's Boulby site based on the estimated cost at 31 December 1993. The calculation uses the unit of depletion method based on the expected recoverable ore reserves.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

1 ACCOUNTING POLICIES (CONTINUED)

8 Stock valuation

Stocks of raw materials and consumables held for use in the mine or the treatment plant are valued at cost; stocks of finished goods are valued at the lower of cost or net realisable value. No value is attributed to ore stocks held due to practical difficulties connected with measurement and valuation.

9 Leases

Assets obtained under finance leases are capitalised in the balance sheet and are depreciated over their useful lives. Finance lease rentals are apportioned to allocate finance charges to the profit and loss account and the remainder to reduce the net obligations outstanding. Operating lease rentals are charged to the profit and loss account.

10 Pensions

The company operates defined benefit schemes. The pension cost charged to the profit and loss account is calculated by a qualified actuary so as to spread the cost of retirement benefits over the employees' remaining working lives.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

2 PRIOR YEAR ADJUSTMENT

An adjustment has been made due to an addition to the company's accounting policies which provides annually for the reclamation of the mine at the end of its expected lifespan.

The prior year comparative figures have been adjusted throughout the accounts to reflect the estimated cost relating to the cumulative period to 31 December 1992 as shown in note 19.

3 TURNOVER

All of the turnover and operating profit arose from the principal activity of the company.

4 NET OPERATING EXPENSES

	Note	1993	1992
		£'000	£'000
Change in stocks of finished goods		(112)	(1,656)
Other operating income		870	922
Raw materials and consumables		(6,583)	(7,155)
Other external charges		(34,928)	(36,585)
Staff costs	5	(23,497)	(22,488)
Provision for doubtful debts		· -	(868)
Depreciation		(2,993)	(3,469)
Government grant release		378	466
Reclamation		<u>(218)</u>	(214)
		(67,083)	(71,047)

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

5 STAFF COSTS

	<u>1993</u> £'000	<u>1992</u> £'000
Salaries Social security costs Pension costs	20,953 1,705 839	20,388 1,600 500
	23,497	22,488
Average number of employees	965	962
Directors' emoluments		
Emoluments of the only director pair we e company were:	<u>1993</u> £'000	<u>1992</u> £'000
Total emoluments	105	105

The other directors, including the chairman, received no emoluments in respect of their services to the company (1992 - £Nii).

6 PROFIT/(LOSS) ON ORDINARY ACTIVITIES BEFORE TAXATION

Profit/(Loss) on ordinary activities before taxation is stated after the following amounts have been charged to the profit and loss account:

	<u>1993</u>	<u>1992</u>
	£'000	£'000
Operating lease (Teesdock)	966	960
Commissions payable	809	797
Hire of plant and machinery	221	307
Auditors' remuneration .	17_	18_

Non audit services supplied by the company's auditors during the year amounted to £9,000 (1992 - £7,000).

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

7 INTEREST RECEIVABLE AND SIMILAR INCOME

		<u>1993</u> £'000	<u>1992</u> £'000
	Bank interest	96	68
	Interest from group undertakings	_	78
	Other interest ·	45	83
		141	229
			=
8	INTEREST PAYABLE AND SIMILAR CHARGES		
		1993	1992
		£'000	000°£
	Interest payable on bank loans and other		
	loans repayable within five years	76	92
	Finance lease charges	137	199_
		213	291
			*

9 TAXATION

The taxable loss carried forward at 31 December 1993 was £90m (1992 - £96m). The potential of liability for deferred taxation is fully covered by losses brought forward and therefore no provision has been made.

10 INVESTMENTS

	Interests in subsidiary undertakings
Cost At 1 January 1993 Disposals	9,000 (<u>9,000</u>)
At 31 December 1993	

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

10 INVESTMENTS (CONTINUED)

The company held interests in the following undertakings during the year:

Subsidiary undertakings	Business	Country of registration	Shareholdings (as of issued share ca At 31/12/92	
Viaduct Corporate Investments Limited	Investment in listed companies	England	100%	-
Viaduct Portfolio Management Limited (held by Viaduct Corporate Investments Limited)	Pension fund asset managment	England	100%	
Viaduct Estates Limited	Property investments	England	100%	-
Associated undertakings		•		
Constantine (Exports) Limited	Freight	England	50%	50%

The disposal of all three subsidiary undertakings on the 7 September 1993 resulted in neither profit nor loss.

The subsidiary undertakings retained profit for the period prior to disposal as listed below:-

	£'000
Viaduct Estates Limited	3
Viaduct Corporate Investments Limited	3
Viaduct Portfolio Management Limited	20

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONT'INUED)

11 TANGIBLE FIXED ASSETS

Cost At 1 January 1993 12,467 46,229 130 Additions – owned – 2,541 –		75,905 2,541 (45) 78,401
Additions – owned – 2,541 –		2,541 (45)
·	17,079	(45)
m. s	17,079	
Disposals (45)	17,079	78.401
At 31 December 1993 12,467 48,725 130		
Accumulated depreciation At 1 January 1993 5,772 24,989 109 Provision for 1993	8,634	39,504
	621	2,857
	. 021	136
**	-	(22)
Disposals — (22) — At 31 December 1993 6,193 26,916 111	9,255	42,475
Net book Value		
At 31 December 1993 6,274 21,809 19	7,824	35,926

Included in tangible fixed assets are leased assets at a cost of £3,008,000 (1992 - £3,008,000) which have attracted accumulated depreciation of £1,457,000 (1992 - £1,321,000).

Capital expenditure amounting to £0.8m (1992 - £0.1m) has been contracted but is not provided for in these accounts and the directors have authorised further expenditure of £0.5m (1992 - £0.2m).

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

12 DEBTORS (amounts falling due after more than one year)

		<u>1993</u> £'000	<u>1992</u> £'000
	Owed by subsidiary undertaking		1,500_
13	STOCKS		
		<u>1993</u> £'000	<u>1992</u> £'000
	Raw materials and consumables Finished goods and goods for resale	3,400 3,083	3,647 3,195
		6,483	6,842

14	DEBTORS (amounts falling due within one year)		
		<u>1993</u> £'000	<u>1992</u> £'000
	Trade debtors	14,995	13,077
	Owed by subsidiary undertakings	-	3,871
	Owed by ultimate parent undertaking	-	529
	Other debtors Prepayments and accrued income	- 819	293 729
		15,814	18,499

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

15 CREDITORS (amounts falling due within one year)

	<u>1993</u> £'000	<u>1992</u> £'000
Bank overdraft	#Tipe	1,792
Trade creditors .	2,086	3,687
Owed to related undertakings	70	38
Other creditors	943	558
Accruals and deferred income	3,199	2,117
Net obligations under finance leases (Note 17)	304	304
	6,602	8,496

Drawings against the companys' bank overdraft facility were secured against stocks and debtors.

16 CREDITORS (amounts falling due after more than one year)

	<u> 1993</u>	<u> 1992</u>
	£'000	. £'000
Bank loan .	400	400
Amounts owed to member companies:		
Unsecured loan stock	10,741	15,242
Loan accounts	-	13,620
Government grants	4,770	5,148
Net obligations under finance leases (Note 17)	111	414
Reclamation provision	2,672	2,454
Pension contributions	941	427
	19,635	37,705

The unsecured loan stock is subordinated to other unsecured creditors.

The bank loan is secured on a freehold property.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

17 OBLIGATIONS UNDER FINANCE AND OPERATING LEASES

Finance lease obligations

18

•	£'000
Finance leases due: Within one year (Note 15) Between one and five years (Note 16)	304 111 415
The outstanding lease liabilities are secured on freehold land and buildings and fixed plant and machinery.	
CALLED UP SHARE CAPITAL	
<u>1993</u> £'000	<u>1992</u> £'000
Authorised, issued, allotted and fully paid:	
Ordinary shares of £1 each 7,000	7,000
10% redeemable participating preference shares of £1 each 30,000	30,000
37,000	37,000

Redemption of the preference shares for which no dates are fixed and no premium payable is at the option of the company.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

19 RESERVES

	Share premium £'000	Profit and loss account £'000	<u>Total</u> £'000
At 1 January 1993			
as previously reported	2,123	(10,504)	(8,381)
Prior year adjustment (Note 2)		(2,454)	(2,454)
Restated reserves at			
1 January 1993	2,123	(12,958)	(10,835)
Retained profit for the year	-	7,754	7,754
At 31 December 1993	2,123	(5,204)	(3,081)
			

20 RECONCILIATION OF OPERATING PROFIT/(LOSS) TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	<u>1993</u>	<u> 1992</u>
	£,000	£'000
Operating profit/(loss)	6,106	(833)
Depreciation	2,993	3,469
Government grant release	(378)	(466)
Reclamation provision	218	214
Pension contributions	514	421
C her items	11	7
Decrease in stocks	359	1,371
(Increase)/decrease in debtors	(1,715)	161
(Decrease)/increase in creditors	. (100)	645
Net cash inflow from		
operating activities	8,008	4,989

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

21 ANALYSIS OF CHANGES IN CASH AND CASH EQUIVALENTS DURING THE YEAR

	— — — — — — — — — — — — — — — — — — —			
				£'000
	Balance at 1 January 1993			(1,667)
	Net cash inflow			3,600
	Balance at 31 December 1993			1,933
22	ANALYSIS OF THE BALANCE OF CASH AND IN THE BALANCE SHEET	CASH EQU	IVALENTS A	AS SHOWN
	•			Changa
		1993	1992	Change <u>in year</u>
		£'000	£'000	£'000
		4- 24 -		
	Cash at bank and in hand	1,933	125	1,808
	Bank overdraft		(1,792)	1,792
		1,933	(1,667)	3,600

23 ANALYSIS OF CHANGES IN FINANCING DURING THE YEAR				
			Finance	
			<u>Leases</u>	<u>Loans</u>
			£'000	£'000
	Balance at 1 January 1993		719	28,862
	Capital repayments		(304)	(18,121)
	Balance at 31 December 1993		415	10,741

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

24 PENSIONS

The company operates pension schemes to provide final salary benefits for all its permanent employees. The schemes are set up under trust and their assets are therefore held separately from the company's resources.

The pension costs are based on the actuarial valuations of the schemes which were completed with an effective date of 30 June 1993. The valuations were carried out using the projected unit method for the main plan and the attained age method for the managers' plan.

The most significant assumptions are set out below:

the investment returned used was 9% pa the rate of earnings increase was 7% pa and pensions in excess of the guaranteed minimum pension were assumed to increase at the rate of 5% pa in payment

In deriving the pension cost, the surplus in the schemes is spread as a fixed amount over the future working lifetime of the existing members.

The total contributions paid by the company in respect of the year ended 31 December 1993 amounted to £325,000 (1992 – £79,000), while the net amount charged to the Profit and Loss Account was £839,000 (1992 – £500,000). This resulted in a balance sheet provision of £941,000 (1992 – £427,000).

The most recent valuations showed the market value of the schemes' investments was £46,670,000 and that the actuarial value of these assets represented 125% of the benefits that had accrued to members of the schemes, after allowing for the future earnings increases, and a change in the assumption on male retirement age, but before allowing for benefit improvements in 1993.

25 EVENTS OCCURRING AFTER THE END OF THE YEAR

- i) Since the end of the year, the unsecured loan stock of £10,741,000 has been refinanced. The new unsecured loan stock is subordinated to other unsecured creditors and is interest bearing at 0.75% above LIBOR.
- ii) The lease agreement for the use of the dock facility in Middlesbrough expires on 17 March 1994. The company intends excercising its option to renew the lease and negotiations have commenced regarding a new agreement.

26 ULTIMATE PARENT UNDERTAKING

Minorco SA, a company incorporated in the Grand Duchy of Luxembourg, is the ultimate parent undertaking.

NOTES TO THE ACCOUNTS - 31 DECEMBER 1993 (CONTINUED)

27 GROUP FINANCIAL STATEMENTS

The group financial statements of the ultimate parent undertaking may be obtained from the Company Secretary, 9 rue Sainte Zithe, L-2763 Luxembourg City, Grand Duchy of Luxembourg.