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ILMOR ENGINEERING LIMITED
AND ITS SUBSIDIARY UNDERTAKING
REGISTERED NUMBER 1760288
FINANCIAL STATEMENTS
30 NOVEMBER 2000



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ILMOR ENGINEERING LIMITED AND ITS SUBSIDIARY UNDERTAKING

DIRECTORS' REPORT

The directors submit their report and the financial statements for the year ended 30 November 2000.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare financial statements that give a true and fair view of the state of affairs of the company and of the group and of the profit or loss of the group for its financial year. In doing so 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 financial statements
- 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 maintaining proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and the group and to 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

PRINCIPAL ACTIVITIES AND BUSINESS REVIEW

The principal activity of the group is the development and production of motor car racing engines.

The group has had another successful year in Formula 1 being runner-up in both the Drivers Championship and the Constructors Championship. The group expects its business to continue to develop which should continue to improve its financial position. The directors are satisfied with the results for the year and the financial position at the end of the year.

DIVIDENDS

It is not proposed to recommend a dividend payment.

DIRECTORS

The directors of the company during the year, and the number of shares in which they had an interest, were:

		Ordinary shares of £1 each	
		30.11.2000	30.11.1999
P J Morgan	- England	2,500	2,500
M J Illien	- Switzerland	2,500	2,500
R S Penske	- USA	2,500	2,500

EMPLOYEE INVOLVEMENT

The group's management has an open policy on the communication of information to employees concerning factors affecting their interests as employees and also the development of the group and consults employees on a regular basis to ensure that their views are taken into account in making decisions on matters likely to affect their interests.

The company operates a profit related bonus scheme for the benefit of employees.

DISABLED PERSONS

It is the group's policy to give full and fair consideration to suitable applications for employment by disabled persons having regard to particular aptitudes and abilities. Disabled employees are eligible to participate in all training, career development and promotion opportunities available to staff. Opportunities also exist for employees of the group who become disabled to continue their employment or to be trained in other positions in the group.


CHARITABLE DONATIONS

The company made charitable donations of £12,586 during the year.

AUDITORS

A resolution will be proposed at the annual general meeting to re-appoint BDO Stoy Hayward as auditors.

Approved by the board on 20 December 2000
and signed on its behalf by:


P J MORGAN
Director

Registered Office:
Quarry Road
Brixworth
Northamptonshire
England

AUDITORS' REPORT TO THE SHAREHOLDERS OF ILMOR ENGINEERING LIMITED

We have audited the financial statements on pages four to fifteen which have been prepared under the accounting policies set out on page eight.

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 as auditors to form an independent opinion, based on our audit, on those financial 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 that 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 affairs of the company and the group at 30 November 2000 and of the profit of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

BDO STOY HAYWARD

Chartered Accountants
Registered Auditors

WALSALL

20 December 2000

ILMOR ENGINEERING LIMITED AND ITS SUBSIDIARY UNDERTAKING

CONSOLIDATED PROFIT AND LOSS ACCOUNT

Year ended 30 November 2000

	Notes	2000 £000	1999 £000
TURNOVER	2	87,124	69,919
Cost of sales		<u>(74,032)</u>	<u>(58,618)</u>
GROSS PROFIT		13,092	11,301
Administrative expenses		<u>(9,082)</u>	<u>(6,702)</u>
OPERATING PROFIT		4,010	4,599
Investment income	3	<u>406</u>	<u>455</u>
		4,416	5,054
Interest payable	4	<u>(351)</u>	<u>(249)</u>
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	2	4,065	4,805
Tax on profit on ordinary activities	6	<u>(1,071)</u>	<u>(1,605)</u>
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION		2,994	3,200
Retained profits at 30 November 1999		13,608	10,409
Exchange loss on translation		<u>(139)</u>	<u>(1)</u>
RETAINED PROFITS AT 30 NOVEMBER 2000		<u>16,463</u>	<u>13,608</u>

All of the group's operations are continuing.

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

Profit for the financial year	2,994	3,200
Exchange loss on translation	<u>(139)</u>	<u>(1)</u>
TOTAL RECOGNISED GAINS AND LOSSES FOR THE YEAR	<u>2,855</u>	<u>3,199</u>


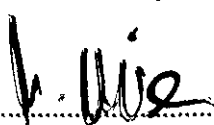
ILMOR ENGINEERING LIMITED AND ITS SUBSIDIARY UNDERTAKING

CONSOLIDATED BALANCE SHEET

30 November 2000

	Notes	£000	2000 £000	1999 £000
FIXED ASSETS				
Tangible assets	7		28,545	19,692
CURRENT ASSETS				
Stocks	9	3,818		4,877
Debtors	10	6,526		6,800
Cash at bank and in hand		1,190		6,657
		<u>11,534</u>		<u>18,334</u>
CREDITORS - amounts falling due within one year	11	(21,343)		(22,284)
NET CURRENT LIABILITIES			<u>(9,809)</u>	<u>(3,950)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			18,736	15,742
CREDITORS - amounts falling due after more than one year	12	1,483		1,618
PROVISIONS FOR LIABILITIES AND CHARGES	13	<u>780</u>		<u>506</u>
			<u>(2,263)</u>	<u>(2,124)</u>
			<u>16,473</u>	<u>13,618</u>
CAPITAL AND RESERVES				
Called up share capital	14		10	10
Profit and loss account			<u>16,463</u>	<u>13,608</u>
SHAREHOLDERS' FUNDS	19		<u>16,473</u>	<u>13,618</u>

Approved by the board on 20 December 2000
and signed on its behalf by:

P J MORGAN	)
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M J ILLIEN	)
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Directors

ILMOR ENGINEERING LIMITED

COMPANY BALANCE SHEET

30 November 2000

	Notes	£000	2000 £000	£000	1999 £000
FIXED ASSETS					
Tangible assets	7		28,545		19,692
Investments	8		41		41
			<u>28,586</u>		<u>19,733</u>
CURRENT ASSETS					
Stocks	9	3,818		4,877	
Debtors	10	6,258		7,048	
Cash in hand		397		5,800	
		<u>10,473</u>		<u>17,725</u>	
CREDITORS - amounts falling due within one year	11	(20,444)		(21,653)	
NET CURRENT LIABILITIES			<u>(9,971)</u>		<u>(3,928)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			18,615		15,805
CREDITORS - amounts falling due after more than one year	12	1,483		1,909	
PROVISIONS FOR LIABILITIES AND CHARGES	13	780		506	
			<u>(2,263)</u>		<u>(2,415)</u>
			<u>16,352</u>		<u>13,390</u>
CAPITAL AND RESERVES					
Called up share capital	14		10		10
Profit and loss account			16,342		13,380
SHAREHOLDERS' FUNDS			<u>16,352</u>		<u>13,390</u>

Approved by the board on 20 December 2000
and signed on its behalf by:

P J MORGAN

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M J ILLIEN

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) Directors
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ILMOR ENGINEERING LIMITED AND ITS SUBSIDIARY UNDERTAKING

CONSOLIDATED CASH FLOW STATEMENT

Year ended 30 November 2000

	£000	2000 £000	£000	1999 £000
CASH FLOW FROM OPERATING ACTIVITIES				
Operating profit		4,010		4,599
Exchange differences		(156)		81
Depreciation		4,098		3,430
Profit on disposal of fixed assets		-		(2)
Decrease (increase) in stock		1,059		(576)
Decrease in debtors		423		220
(Decrease) increase in creditors		(405)		5,127
NET CASH INFLOW FROM OPERATING ACTIVITIES		<u>9,029</u>		<u>12,879</u>
RETURNS ON INVESTMENTS AND SERVICING OF FINANCE				
Interest receivable	406		455	
Hire purchase and finance lease interest	(247)		(249)	
Bank overdraft and other interest	(104)		-	
NET CASH INFLOW FROM RETURNS ON INVESTMENTS AND SERVICING OF FINANCE		<u>55</u>		<u>206</u>
TAXATION				
Corporation tax paid		(1,159)		(1,531)
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT				
Payments to acquire tangible fixed assets	(13,198)		(8,530)	
Receipts from sales of tangible fixed assets	247		8	
NET CASH OUTFLOW FROM CAPITAL EXPENDITURE AND INVESTING ACTIVITIES		<u>(12,951)</u>		<u>(8,522)</u>
NET CASH (OUTFLOW) INFLOW BEFORE FINANCING		<u>(5,026)</u>		<u>3,032</u>
FINANCING				
Capital element of hire purchase and finance lease rentals paid	(1,191)		(1,465)	
Loans advanced	1,055		1,049	
Loan repayments	(332)		(18)	
		<u>(468)</u>		<u>(434)</u>
(DECREASE) INCREASE IN CASH		<u>(5,494)</u>		<u>2,598</u>
RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET CASH (note 20)				
(Decrease) increase in cash in the period		(5,494)		2,598
Cash outflow from decrease in debt and lease financing		468		434
Change in net cash resulting from cash flows		<u>(5,026)</u>		<u>3,032</u>
Translation difference		27		(64)
Movement in net cash for the period		<u>(4,999)</u>		<u>2,968</u>
Net cash at 30 November 1999		<u>3,598</u>		<u>630</u>
Net (debt) cash at 30 November 2000		<u>(1,401)</u>		<u>3,598</u>

NOTES TO THE FINANCIAL STATEMENTS

Year ended 30 November 2000

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost convention. The following principal accounting policies have been applied:

Investment

The consolidated profit and loss account includes the results for its subsidiary undertaking which are prepared to the same date and are translated at the year end rate. The balance sheet of the subsidiary is translated into sterling at the rate ruling at the year end. Exchange differences arising on translation are taken directly to reserves.

Foreign currencies

Assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated at the date of each transaction. Exchange differences arising from settlement of trading indebtedness are included in operating profit.

Turnover

Turnover represents amounts receivable for goods and services net of valued added tax.

Depreciation of tangible fixed assets

Fixed assets, other than freehold land, are being depreciated on the straight line basis, commencing in the month after acquisition, so as to write them off over their anticipated useful lives at the following annual rates:

Buildings	4% - 15%
Plant, fixtures and vehicles	15% - 50%

The rate of deprecation on freehold buildings has been changed from 2% to 4% during the year. There is no material effect in either the current or prior year.

No depreciation is provided on assets under construction until they are brought into use.

Stocks

Stocks are valued at the lower of cost and net realisable value with due allowance for any obsolete or slow moving items. Work in progress and finished goods include an appropriate proportion of overhead expenses.

Research and development

Development costs are written off as incurred.

Deferred tax

Deferred tax is calculated under the liability method and provision is made to the extent that it is considered probable a liability will crystallise.

Operating leases

Operating lease rentals are charged to the profit and loss account on the straight line basis over the periods of the leases.

Hire purchase contracts and finance leases

Assets held under hire purchase contracts and finance leases which confer rights and obligations similar to those attaching to owned assets are capitalised as tangible fixed assets and the corresponding liability to pay instalments is shown net of interest in the financial statements as obligations under hire purchase contracts and finance leases. The interest element of the instalments is calculated on a reducing balance basis over the period of the contract.

Pension costs

The company contributes to money purchase pension schemes and contributions are charged to the profit and loss account as incurred.

NOTES TO THE FINANCIAL STATEMENTS (continued)

Year ended 30 November 2000

2. TURNOVER AND PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION

Turnover and profit on ordinary activities are attributable to the principal activity of the group. The directors do not consider it in the interests of the group to give a geographical analysis of turnover.

Profit on ordinary activities before taxation is stated after charging:	2000 £000	1999 £000
Auditors' remuneration		
- audit	23	22
- non-audit work	40	34
Depreciation of tangible assets		
- owned	3,047	2,025
- held under hire purchase contracts and finance leases	1,051	1,405
Operating lease rentals		
- rental of buildings	134	120
- other	476	196

3. INVESTMENT INCOME

Loan interest	284	265
Bank interest	122	190
	<u>406</u>	<u>455</u>

4. INTEREST PAYABLE

Bank overdraft interest	29	7
Hire purchase and finance lease interest	247	227
Other interest	75	15
	<u>351</u>	<u>249</u>

5. DIRECTORS AND EMPLOYEES

The average number of persons employed by the group during the year was:	Number	Number
Production	385	341
Administration	22	20
	<u>407</u>	<u>361</u>
Costs include:	£000	£000
Wages and salaries	15,504	13,841
Social security costs	1,648	1,490
Pension costs	2,267	1,392
	<u>15,419</u>	<u>16,723</u>
Directors' emoluments:		
Aggregate emoluments	2,452	2,739
Company pension contributions to money purchase pension schemes	973	291
	<u>3,425</u>	<u>3,030</u>
Highest paid director:		
Aggregate emoluments	1,388	1,935
Company pension contributions to money purchase pension schemes	534	159
	<u>1,922</u>	<u>2,094</u>

Two directors are accruing benefits under money purchase pension schemes.

ILMOR ENGINEERING LIMITED AND ITS SUBSIDIARY UNDERTAKING

NOTES TO THE FINANCIAL STATEMENTS (continued)

Year ended 30 November 2000

6. TAX ON PROFIT ON ORDINARY ACTIVITIES	2000 £000	1999 £000
Corporation tax	955	1,500
Overprovision in prior years	(219)	-
Overseas tax	61	53
Deferred tax (note 13)	274	52
	<u>1,071</u>	<u>1,605</u>

7. TANGIBLE FIXED ASSETS

GROUP	Land & buildings £000	Plant, fixtures & vehicles £000	Assets under construction £000	Total £000
Cost				
At 30 November 1999	7,811	25,498	3,676	36,985
Additions	5,236	7,767	195	13,198
Reclassification	2,847	829	(3,676)	-
Disposals	(247)	-	-	(247)
At 30 November 2000	<u>15,647</u>	<u>34,094</u>	<u>195</u>	<u>49,936</u>
Depreciation				
At 30 November 1999	989	16,304	-	17,293
Charge for the year	409	3,689	-	4,098
At 30 November 2000	<u>1,398</u>	<u>19,993</u>	<u>-</u>	<u>21,391</u>
Net book value				
At 30 November 2000	<u>14,249</u>	<u>14,101</u>	<u>195</u>	<u>28,545</u>
At 30 November 1999	<u>6,822</u>	<u>9,194</u>	<u>3,676</u>	<u>19,692</u>

The net book value of plant, fixtures & vehicles includes £933,000 (1999 - £1,984,000) in respect of assets held under hire purchase contracts and finance leases.

The net book value of land and buildings comprises:

	2000 £000	1999 £000
Freehold land	3,337	1,318
Freehold buildings	10,104	5,442
Leasehold improvements	808	62
	<u>14,249</u>	<u>6,822</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

Year ended 30 November 2000

7. TANGIBLE FIXED ASSETS (continued)

PARENT	Land & buildings £000	Plant, fixtures & vehicles £000	Assets under construction £000	Total £000
Cost				
At 30 November 1999	7,811	25,070	3,676	36,557
Additions	5,236	7,767	195	13,198
Reclassification	2,847	829	(3,676)	-
Disposals	(247)	-	-	(247)
At 30 November 2000	15,647	33,666	195	49,508
Depreciation				
At 30 November 1999	989	15,876	-	16,865
Charge for the year	409	3,689	-	4,098
At 30 November 2000	1,398	19,565	-	20,963
Net book value				
At 30 November 2000	14,249	14,101	195	28,545
At 30 November 1999	6,822	9,194	3,676	19,692

The net book value of plant, fixtures & vehicles includes £933,000 (1999 - £1,984,000) in respect of assets held under hire purchase contracts and finance leases.

The net book value of land and buildings comprises:

	2000 £000	1999 £000
Freehold land	3,337	1,318
Freehold buildings	10,104	5,442
Leasehold improvements	808	62
	<u>14,249</u>	<u>6,822</u>

8. INVESTMENTS

PARENT	£000	£000
Investment in subsidiary undertaking, at cost		
At 30 November 1999 and 30 November 2000	<u>41</u>	<u>41</u>

The company's wholly owned subsidiary undertaking is Ilmor AG, which is registered and operates in Switzerland and has similar activities to its parent company.

9. STOCKS

	2000 £000	1999 £000
Raw materials	294	353
Work in progress	822	1,047
Manufactured parts and finished goods	<u>2,702</u>	<u>3,477</u>
	<u>3,818</u>	<u>4,877</u>

ILMOR ENGINEERING LIMITED AND ITS SUBSIDIARY UNDERTAKING

NOTES TO THE FINANCIAL STATEMENTS (continued)

Year ended 30 November 2000

10. DEBTORS	GROUP 2000 £000	PARENT 2000 £000	GROUP 1999 £000	PARENT 1999 £000
Trade debtors	1,168	1,168	867	867
Group undertaking	-	121	-	423
Tax and social security	477	477	501	501
Other debtors	515	126	1,155	980
Prepayments and accrued income	481	481	530	530
Loan	3,573	3,573	3,573	3,573
	<hr/>	<hr/>	<hr/>	<hr/>
	6,214	5,946	6,626	6,874
Tax	312	312	174	174
	<hr/>	<hr/>	<hr/>	<hr/>
	6,526	6,258	6,800	7,048
	<hr/>	<hr/>	<hr/>	<hr/>
11. CREDITORS - amounts falling due within one year				
Trade creditors	7,705	7,705	9,504	9,504
Tax and social security	855	806	779	779
Accruals	3,903	3,543	3,716	3,589
Payments received on account	6,275	6,275	5,139	5,139
Other creditors	31	31	17	-
	<hr/>	<hr/>	<hr/>	<hr/>
	18,769	18,360	19,155	19,011
Obligations under hire purchase contracts, finance leases and similar contracts	687	687	1,231	1,231
Corporation and similar tax	1,466	976	1,688	1,201
Bank loan	421	421	210	210
	<hr/>	<hr/>	<hr/>	<hr/>
	21,343	20,444	22,284	21,653
	<hr/>	<hr/>	<hr/>	<hr/>

Any bank overdraft is secured by a charge over the land and buildings. The bank loan is secured as described in note 12.

Trade creditors include certain suppliers who reserve title to the related goods until payment is made.

12. CREDITORS - amounts falling due after more than one year	GROUP 2000 £000	PARENT 2000 £000	GROUP 1999 £000	PARENT 1999 £000
Loan from subsidiary undertaking	-	-	-	291
Obligations under hire purchase contracts, finance leases and similar contracts	150	150	797	797
Bank loan	1,333	1,333	821	821
	<hr/>	<hr/>	<hr/>	<hr/>
	1,483	1,483	1,618	1,909
	<hr/>	<hr/>	<hr/>	<hr/>
Financing payable:				
Within 1-2 years	571	571	210	210
Within 2-5 years	912	912	1,408	1,408
	<hr/>	<hr/>	<hr/>	<hr/>
	1,483	1,483	1,618	1,618
	<hr/>	<hr/>	<hr/>	<hr/>

The bank loan is secured on certain items of plant and machinery.

ILMOR ENGINEERING LIMITED AND ITS SUBSIDIARY UNDERTAKING

NOTES TO THE FINANCIAL STATEMENTS (continued)

Year ended 30 November 2000

13.	PROVISIONS FOR LIABILITIES AND CHARGES	2000	1999
	Deferred tax	£000	£000
	At 30 November 1999	506	454
	Charge for the year	274	52
		<hr/>	<hr/>
	At 30 November 2000	780	506
		<hr/>	<hr/>
	The deferred tax provision at 30% (1999 - 30%) comprises:		
	The excess of capital allowances over depreciation charged	818	512
	Other short term timing differences	(38)	(6)
		<hr/>	<hr/>
		780	506
		<hr/>	<hr/>
14.	CALLED UP SHARE CAPITAL		
	Authorised, allotted and fully paid:		
	Ordinary shares of £1 each	10	10
		<hr/>	<hr/>
	Divided into:	£	£
	2,500 'A' ordinary shares of £1 each	2,500	2,500
	2,500 'B' ordinary shares of £1 each	2,500	2,500
	2,500 'C' ordinary shares of £1 each	2,500	2,500
	2,500 'D' ordinary shares of £1 each	2,500	2,500
		<hr/>	<hr/>
		10,000	10,000
		<hr/>	<hr/>
	All shares rank pari passu in all respects.		
15.	RELATED PARTY TRANSACTIONS		
		Other amounts	
	By virtue of shareholding:	owed to (by)	Sales by Purchases
		to group group	group by group
		£000 £000	£000 £000
	Mr R S Penske was interested in:		
	Penske Racing Inc.		
	- 2000	- 422	1,461 -
	- 1999	- 260	1,321 300
	Messrs P J Morgan, M J Illien, R S		
	Penske and Daimler-Chrysler UK plc		
	were interested in:		
	Ilmor Engineering Inc.		
	- 2000	3,573 (2,303)	10,610 15,589
	- 1999	3,573 (1,818)	6,279 6,625
	Daimler-Chrysler UK plc were interested		
	in:		
	Daimler-Chrysler AG Group		
	- 2000	- (5,978)	73,780 1
	- 1999	- (5,099)	58,642 15
	Messrs P J Morgan and M J Illien were		
	interested in:		
	Ilmor Directors' Pension Fund - rent		
	- 2000	- (53)	- 131
	- 1999	- 11	- 120
	During the year the company recharged costs of £247,000 incurred on a property owned by the pension		
	fund.		
	The company has guaranteed a lease commitment on behalf of Ilmor Engineering Inc. The lease expires		
	on 27 March 2009 and the annual commitment is £644,000 (\$914,000).		

ILMOR ENGINEERING LIMITED AND ITS SUBSIDIARY UNDERTAKING

NOTES TO THE FINANCIAL STATEMENTS (continued)

Year ended 30 November 2000

16. PROFIT FOR THE FINANCIAL YEAR

The company has not presented its own profit and loss account, as permitted by Section 230 of the Companies Act 1985. The profit for the financial year included in the financial statements of the company amounted to £2,962,000 (1999 - £3,459,000).

17. FUTURE CAPITAL EXPENDITURE

At 30 November 2000 the group had commitments under contracts placed in respect of capital expenditure of £1,088,000 (1999 - £7,609,000).

18. FINANCIAL COMMITMENTS

There are obligations under operating leases to pay rentals during the next year which expire:

	2000 Land and buildings £000	2000 Other £000	1999 Land and buildings £000	1999 Other £000
Over 5 years	170	644	120	199

The parent company has guaranteed lease rentals on behalf of the subsidiary company for the lease of an aircraft. The annual commitment is as shown above.

19. RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS

	2000 £000	1999 £000
Profit for the year	2,994	3,200
Exchange loss on translation	(139)	(1)
	<u>2,855</u>	<u>3,199</u>
Shareholders' funds at 30 November 1999	13,618	10,419
	<u>16,473</u>	<u>13,618</u>
Shareholders' funds at 30 November 2000		

20. CASH FLOW STATEMENT

	30 Nov 1999 £000	Cash flow £000	Exchange adjustments £000	30 Nov 2000 £000
Analysis of net cash				
Cash at bank and in hand	6,657	(5,494)	27	1,190
	<u>6,657</u>	<u>(5,494)</u>	<u>27</u>	<u>1,190</u>
Debt due after one year	(821)	(512)	-	(1,333)
Debt due within one year	(210)	(211)	-	(421)
Finance lease and hire purchase obligations	(2,028)	1,191	-	(837)
	<u>3,598</u>	<u>(5,026)</u>	<u>27</u>	<u>(1,401)</u>

NOTES TO THE FINANCIAL STATEMENTS (continued)

Year ended 30 November 2000

21. PENSION SCHEME

The company contributes to various money purchase pension schemes. The assets of the schemes are held separately from those of the company in independently administered funds. The charge for the year represents contributions payable to the schemes and amounted to £2,267,000 (1999 - £1,392,000) and contributions of £nil (1999 - £35,000) were prepaid at 30 November 2000.

22. CONTROLLING PARTY

The company is controlled by its directors.