EFG Matthews Office Furniture Limited

Directors' report and financial statements

Registered number 257489

31 December 2002

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Chairman's Statement

The year proved to be very difficult with the declining market that began in the late part of 2001, continuing deep into 2002.

Sales volumes reduced and the determination to retain and build market share meant that margins reduced slightly. The resulting trading loss was offset by the profit achieved on the disposal of properties in Cardiff and Nottingham. Overall this has given a pre-tax profit of £258,000 on a turnover of £22.7million.

A considerable amount of work has been done to sensibly reduce overhead costs and lower the break-even point but also to ensure that the business is ready for the up turn when it arrives.

The process of integrating the UK into the group continues and co-operation at all levels between the UK and Sweden has again been a feature of the year. A significant computer development project began during the year and both new factory and finance systems went live on 1 January 2003, with the sales ordering system due later in the year. These new systems are common throughout the group and will give substantial operational benefits in the coming years.

The proportion of group products sold in the UK grew during the year and the launch of new products such as the EFG Milagro chair range will ensure that this trend will continue.

The market continues to be unpredictable, however the strength of the group supporting the considerable efforts of the UK company to maximise opportunities during the year give us confidence that we can continue to build our market share.

E Krook

Chairman

Directors' report

The directors present their annual report and the audited financial statements for the year ended 31 December 2002.

Principal activities

The company is engaged principally in the manufacturing and distribution of office furniture.

Business review

Details of the company's performance during the year and expected future developments are contained in the Chairman's Statement on page 1.

Results and dividends

The operating profit for the period after taxation amounted to £301,000*(2001: £447,000)*. The directors recommended payment of dividends of £300,000*(2001: £1,000,000)* leaving a profit of £1,000 *(2001: loss of £553,000)* to be transferred to reserves.

Fixed assets

The directors are of the opinion that in aggregate the market value of land and buildings exceeds the book value of the assets; this has not been quantified.

Employees

All employees receive equal opportunity for training and career development. The sole criterion for selection and promotion is the individual's suitability for the position of employment offered. The company supports the employment of disabled persons wherever possible. For many years the company has actively pursued a policy of encouraging participation by employees in the conduct of the organisation. The company believes that all employees should be kept informed regularly by their own managers on all matters of interest to them.

Charitable donations

During the period the company made charitable donations of £ 845 *(2001: £1,135)*.

Environmental update

General statement: The two principles of sustainable development and continuous improvement in environmental performance have underpinned the environmental systems, purchasing requirements and delivery.

To meet these requirements the directors have set an Environmental Policy backed with objectives and targets for 2002/2003.

Annual update:

During the year priority has been given to establish the company's base levels in fuel usage with a view to setting improvement targets in 2003 and an application has been made for Certification under the Forrest Stewardship Council Chain of Custody of Wood to ensure that wood is sourced from sustainable forestry.

Directors' report *(continued)*

Directors and their interests

The directors who served during the period were as follows:

E Krook (Chairman)
D Matthews
ID Matthews
ML Matthews
LG Carlsson
K Olsson
H Dryby
SW Patterson

None of the directors or their families had any interests in the shares of the company at 1 January 2002 and at 31 December 2002, as recorded in the register maintained by the company in accordance with the provisions of the Companies Act, 1985.

On 18 October 1999 the entire share capital of the company was acquired by EFG European Furniture Group AB. E Krook holds 535,680 'A' class and 87,100 'B' class shares, LG Carlsson holds 58,400 'B' class Shares, K Olsson holds 12,000 'B' class shares and H Dyrby holds 78,215 'B' class shares in EFG European Furniture Group AB.

Auditors

Our auditors, KPMG, have transferred their business to a limited liability partnership, KPMG LLP. KPMG resigned as auditors on 8 July 2002 and the directors thereupon appointed KPMG LLP to fill the vacancy arising. Accordingly, a resolution will be proposed at the annual general meeting for the re-appointment of KPMG LLP as auditors of the company.

By order of the board

E Krook
Chairman

Reginald Road
St Helens
Merseyside
WA9 4JE

Statement of 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 affairs of the company and of the profit or loss for that period. In preparing those 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;
- 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 keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

KPMG

8 Princes Parade
Liverpool L3 1QH
United Kingdom

Independent auditors' report to the shareholders of EFG Matthews Office Furniture Limited

We have audited the financial statements on pages 6 to 18.

This report is made solely to the company's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

The directors are responsible for preparing the directors' report and, as described on page 4, the financial statements in accordance with applicable United Kingdom law and accounting standards. Our responsibilities, as independent auditors, are established in the United Kingdom by statute, the Auditing Practices Board and by our profession's ethical guidance.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the directors' report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed.

We read the other information accompanying the financial statements and consider whether it is consistent with those statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements.

Basis of audit 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 2002 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

KPMG LLP

KPMG LLP
Chartered Accountants
Registered Auditor

4 February 2003.

Profit and loss account
Year ended 31 December 2002

	Notes		2002 £000		2001 £000
Turnover	2		22,670		30,079
Cost of sales			(13,738)		(18,286)
Gross profit			8,932		11,793
Distribution costs	3	(7,807)		(8,956)	
Administrative expenses	3	(2,073)		(2,269)	
		(9,880)		(11,225)	
Other operating income	6	74		76	
			(9,806)		(11,149)
Operating (loss)/ profit			(874)		644
Profit on sale of fixed assets			1,173		55
Interest receivable	7		3		36
Interest payable	8		(44)		(29)
Profit on ordinary activities before taxation			258		706
Tax on profit on ordinary activities	9		43		(259)
Profit on ordinary activities after taxation			301		447
Dividends	10		(300)		(1,000)
Transfer to reserves			1		(553)

The accounting policies and notes on pages 8 to 18 form part of these financial statements.

In both the current and immediately preceding accounting period the group had no recognised gains or losses other than the profit for the period.

Balance Sheet
Year ended 31 December 2002

	Notes		2002 £000		2001 £000
Tangible fixed assets	*11*		**6,035**		7,240
Intangible fixed assets	*12*		**-**		17
			6,035		7,257
Current assets					
Stocks	*13*	**2,143**		2,602	
Debtors	*14*	**6,796**		4,785	
Bank balances and cash		**18**		116	
		8,957		7,503	
Creditors: amounts falling due within one year	*15*	**(5,581)**		(5,297)	
Net current assets			**3,376**		2,206
Total assets less current liabilities			**9,411**		9,463
Provisions for liabilities and charges	*16*		**(145)**		(198)
			9,266		9,265
Capital and reserves					
Called up share capital	*19*		**3,464**		3,464
Share premium account	*17*		**6**		6
Capital redemption reserve	*17*		**175**		175
Profit and loss account	*17*		**5,621**		5,620
Equity shareholders' funds			**9,266**		9,265

The accounting policies and notes on pages 8 to 18 form part of these financial statements.

These financial statements were approved by the board of directors on 4 February 2003 and were signed on its behalf by:

E Krook
Chairman

Notes
(forming part of the financial statements)

1 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements except as noted below.

The company has adopted FRS18, "Accounting Policies" and FRS19, "Deferred Tax" during the period. The comparative figures have been restated accordingly. The company continues to adopt the transitional provisions of FRS17.

Basis of preparation

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost accounting rules.

The company has not prepared group accounts as it is exempt from the requirement to do so by section 228 of the Companies Act 1985 as it is a wholly owned subsidiary undertaking of EFG European Furniture Group AB, and is included in the consolidated accounts of that company. These financial statements present information about the company as an individual undertaking and not about its group.

Under Financial Reporting Standard 1 (revised) the company is exempt from the requirement to prepare a cash flow statement on the grounds that the parent undertaking includes the company in its own published consolidated financial statements.

As 100% of the company's voting rights are controlled within the group headed by European Furniture Group AB, the company has taken advantage of the exemption contained in FRS8 and has therefore not disclosed transactions or balances with entities which form part of the group.

Turnover

Turnover is the total amount receivable by the company in the ordinary course of business with outside customers for goods supplied as a principal and for services provided.

Depreciation

Depreciation on short leasehold property, plant and equipment and motor vehicles is calculated to write down the cost of such fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold and long leasehold properties	- 2%
Short leasehold premises	- period of lease once below 50 years
Plant and machinery	- 10%-33%
Motor vehicles	- 25%

Stock and work in progress

Stock and work in progress is stated at the lower of cost and net realisable value.

Deferred taxation

The company has adopted Financial Reporting Standard 19 on deferred tax. Except where otherwise required by accounting standards, full provision without discounting is made for all timing differences which have arisen but not reversed at the balance sheet date.

Post retirement benefits

The company operates a defined benefit scheme. The assets of the scheme are held separately from those of the company. Contributions to 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 (see note 20)

Notes *(continued)*

Foreign currencies

Transactions in foreign currencies are translated at the rate ruling at the date of transaction. Monetary assets and liabilities in foreign currencies are translated at the rate of exchange ruling at the balance sheet date and the gains or losses on translation are included in the profit and loss account.

Goodwill

Purchased goodwill is capitalised and is amortised on a straight line basis over its estimated useful life of 5 years.

Holiday pay

Full provision has been made for all employees' holiday pay entitlement.

Leases

Amounts receivable under finance leases are included under debtors and represent the total amount outstanding under lease agreements less unearned income. Finance lease income, having been allocated to accounting periods to give a constant periodic rate of return on the net cash investment, is included in turnover.

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

2 Turnover

The turnover and profit before taxation is attributable to one activity, the manufacture and distribution of office furniture.

	2002	2001
	£000	£000
Turnover by destination		
United Kingdom	**22,547**	29,801
Europe	**77**	112
Other	**46**	166
	22,670	30,079

3 Operating costs

Profit on ordinary activities is stated after charging:

	2002	2001
	£000	£000
Operating lease payments		
- land and buildings	**169**	182
- other	**214**	126
Professional charges	**16**	61
Auditors' remuneration Group and Company	**22**	21
Other accountants' fees	**3**	29
Depreciation of fixed assets	**408**	482
Amortisation of intangible fixed assets	**17**	57
Staff costs		
- wages and salaries	**4,956**	5,435
- social security costs	**443**	550
- other pension costs	**189**	199

Notes *(continued)*

4 Staff costs

The average number of employees during the year was as follows:

	2002 Number	2001 Number
Administration	41	43
Sales	99	104
Production	110	114
	250	261

5 Directors' remuneration

Directors emoluments including benefits in kind included above in staff costs are as follows:

	2002 £	2001 £
Emoluments	273	273

The emoluments of the highest paid director, including benefits in kind were as follows:

	2002 £	2001 £
Emoluments	93	90

	2002 Number	2001 Number
Number of directors who are members of a defined benefit scheme	1	1

6 Other operating income

	2002 £000	2001 £000
Other interest received	24	16
Other miscellaneous income	50	60
	74	76

7 Interest receivable

	2002 £000	2001 £000
Money market interest received	3	36

8 Interest payable

	2002 £000	2001 £000
Interest on bank overdraft	44	29

Notes *(continued)*

9 Taxation

	2002	2001
	£	£
Current tax		
UK corporation at 30%	**57,981**	259,000
Adjustment in respect of prior periods	**(46,935)**	-
Total current tax	**11,046**	259,000
Deferred taxation		
Origination and reversal of timing differences	**(34,399)**	(362)
Adjustment in respect of prior periods	**(19,233)**	-
	(42,586)	258,638

Factors affecting the tax charge for the current period

The tax credit assessed for the period is lower than the standard rate of corporation tax in the UK (30%). The differences are explained below:

	2002	2001
	£	£
Current tax reconciliation		
Profit on ordinary activities before tax	**258,000**	705,000
(Loss)/Profit on ordinary activities multiplied by the standard rate of corporate tax in the UK of 30%	**77,400**	211,500
Effects of:		
Other timing differences	**(8,200)**	(17,552)
Depreciation for year in excess of capital allowances	**42,702**	34,530
Permanent differences	**(53,921)**	30,522
Adjustment in respect of prior periods	**(46,935)**	-
Total current tax (see above)	**11,046**	259,000

10 Dividends

	2002	2001
	£000	£000
A dividend of 9p per 'A' and 'B' Class £1 ordinary share has been proposed *(2001: 31.35p)*	**300**	1,000
No interim dividend per £1 ordinary share was paid *(2001: £nil)*	-	-
No dividend per 'C' share is proposed *(2001: £nil)*	-	-
	300	1,000

Notes *(continued)*

11 Tangible fixed assets

	Total	Land and buildings Freehold	Long leasehold	Short leasehold	Motor vehicles	Plant and equipment
	£000	£000	£000	£000	£000	£000
Cost						
At 31 December 2001	9,090	4,656	1,943	72	570	1,849
Additions	125	-	-	-	47	78
Disposals	(1,287)	(443)	(483)	-	(326)	(35)
At 31 December 2002	**7,928**	**4,213**	**1,460**	**72**	**291**	**1,892**
Depreciation						
At 31 December 2001	1,850	170	87	10	376	1,207
Provided in the period	408	68	39	2	99	200
Disposals	(365)	(22)	(31)	-	(278)	(34)
At 31 December 2002	**1,893**	**216**	**95**	**12**	**197**	**1,373**
Net book value						
At 31 December 2002	**6,035**	**3,997**	**1,365**	**60**	**94**	**519**
At 31 December 2001	7,240	4,485	1,855	62	194	642

12 Intangible fixed assets

	Goodwill
	£000
Cost	
At beginning and end of year	**215**
Amortisation	
At beginning of year	198
Provided in period	17
At end of year	**215**
Net book amount	
At 31 December 2002	-
At 31 December 2001	17

Notes *(continued)*

13 Stock

	2002	2001
	£000	£000
Warehouse stocks for resale	**1,794**	2,206
Showroom display stocks	**217**	285
Manufacturing stocks		
- raw materials	**99**	74
- work in progress	**33**	37
	2,143	2,602

14 Debtors

	2002	2001
	£000	£000
Trade debtors	**4,814**	4,312
Amounts owed by parent undertaking	**44**	171
Other debtors and taxes	**1,938**	303
	6,796	4,785

Included in other debtors above is £8,868 to be repaid after more than 1 year *(2001: £15,808)*.

Included in trade debtors above is £173,898 to be repaid after more than 1 year *(2001: £107,788)*.

15 Creditors: Amounts falling due within one year

	2002	2001
	£000	£000
Trade creditors	**2,911**	2,826
Amounts owing to fellow group undertakings	**45**	45
Current taxation	**65**	197
Social security and other taxes	**439**	538
Proposed dividend	**300**	1,000
Bank overdraft	**1,138**	-
Other creditors	**683**	691
	5,581	5,297

Notes *(continued)*

16 Provision for liabilities and charges and deferred taxation

The amounts provided in the financial statements relate entirely to deferred taxation in respect of accelerated capital allowances. These amounts represent the full and potential liabilities.

	2002
	£000
At beginning of year	198
Released in the period	(53)
At end of year	**145**

17 Reconciliation of movement in shareholders' funds

	Share capital	**Profit and loss account**	**Capital redemption reserve**	**Share premium account**	**Total**
	£000	**£000**	**£000**	**£000**	**£000**
Shareholders' funds at 1 January 2002	3,464	5,620	175	6	9,265
Profit for year before dividend	-	301	-	-	301
Dividend for year	-	(300)	-	-	(300)
Net increase in shareholders' funds	-	1	-	-	1
Equity shareholders funds at 31 December 2002	**3,464**	**5,621**	**175**	**6**	**9,266**

18 Capital commitments

At 31 December 2002 the company had capital commitments of £11,910 *(2001: £nil)*.

Notes *(continued)*

19 Called up share capital

	2002	2001
Authorised:	**£000**	£000
£1 'A' Ordinary shares	**433**	433
£1 'B' Ordinary shares	**2,755**	2,755
0.1p 'C' Ordinary shares	**276**	276
	3,464	3,464
Allotted and fully paid		
£1 'A' Ordinary shares	**4,000**	4,000
£1 'B' Ordinary shares	**4,000**	4,000
0.1p 'C' Ordinary shares	**2,000**	2,000
	10,000	10,000

The rights of each class of share are set out below:

Income	100'C' Ordinary shares and 1 'B' Ordinary shares held together rank pari passu with 1 'A' Ordinary share.
Voting	100 'C' Ordinary shares and 1'B' Ordinary shares hold one vote and together rank pari passu with 1 'A' Ordinary share.
Return of Capital	100 'C' Ordinary shares and 1 'B' Ordinary shares held together rank pari passu with 1 'A' Ordinary share.

The cumulative amount of goodwill from acquisitions accounted for in years ending before 23 December 1998 which has been written off to group reserves is £220,000

20 Pension commitments

The company operates one funded pension scheme known as the Matthews Office Furniture plc Staff Pension Scheme, a defined benefit pension scheme. Contributions to 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. The assets of the scheme are held separately from those of the group. The contributions to the scheme are determined by a qualified actuary on the basis of triennial valuations using the aggregate method. The most recent valuation used as the basis for determining current contributions was as at 31 March 2000, where 2 approaches were adopted – namely the traditional approach and the market valuation approach.

The assumptions which have the most significant effect on the results of the traditional approach are those relating to the valuation rate of interest, assumed rate of future dividend rate increases and the rate of increase in salaries and pensions. It was assumed that the valuation rate of interest would be 7.5% per annum, that salary increases would average 6% per annum and that future pensions would increase at the rate of 4% per annum.

The assumptions which have the most significant effect on the market value approach are those relating to the valuation of interest and the rates of increase in salaries and pensions. It was assumed that the valuation rate of interest would be 4.35% per annum, that pensionable salaries would average 4.55% per annum and that future pension increases would increase at the rate of 2.55% per annum.

The actuarial valuation at 31 March 2000 showed that the market value of the scheme's assets was £12,013,000 and £18,492,000 under the traditional and market value approaches respectively.

The actuarial value of these assets represented 104% and 103% respectively of the benefits that had accrued to members after allowing for expected future increases in earnings.

The contributions of the company and employees are 5.5% and 2.5% respectively.

Notes *(continued)*

20 Pension commitments *(continued)*

The pension charge for the period was £274,330 *(2001: £288,745)*.

FRS 17 disclosure

Whilst the company continues to account for pension costs in accordance with Statement of Standard Accounting Practice 24 'Accounting for Pension Costs', under FRS17 'Retirement Benefits' the following transitional disclosures are required:

The group operates a defined benefit scheme in the UK. A full actuarial valuation was carried out at 31 March 2000, this was updated on an FRS 17 basis to 31 December 2002 by a qualified independent actuary.

The major assumptions used in this valuation were :

	2002	2001
Rate of increase in salaries	**4.34%**	4.4%
Rate of increase in pensions in payment	**2.34%**	2.4%
Discount rate applied to scheme liabilities	**5.47%**	5.83%
Inflation assumption	**2.34%**	2.4%

The assumptions used by the actuary are the best estimates chosen from a range of possible actuarial assumptions which, due to the timescale covered, may not necessarily be borne out in practice.

Scheme assets

The fair value of the schemes assets, which are not intended to be realised in the short term and may be subject to significant change before they are realised, and the present value of the scheme's liabilities, which are derived from cash flow projection over long periods and thus are inherently uncertain were:

	Long-term rate of return 2002	**Value at 2002 £000**	**Long-term rate of return 2001**	**Value at 2001 £000**
Equities	**5%**	**7,576**	5%	11,810
Bonds	**5%**	**7,648**	5%	6,122
Property	**5%**	**621**	5%	606
Total market value of assets		**15,845**		18,538
Present value of scheme liabilities		**(11,809)**		(10,659)
		4,036		7,879
Unrecoverable surplus in the scheme		**(1,686)**		(5,679)
Recoverable surplus in the scheme		**2,350**		2,200
Deferred tax		**(705)**		(700)
Net pension asset		**1,645**		1,500

Recognition of this net pension asset would have a consequential effect on reserves.

Notes *(continued)*

20 Pension scheme *(continued)*

Movement in surplus in the year

	2002 £000
Surplus in scheme at 1 January 2002	2,200
Movement in the year :	
Current service cost	(345)
Contributions	94
Past service costs	-
Other financial income	299
Actuarial gain	102
Surplus in scheme at 30 December 2002	**2,350**

If FRS 17 had been fully adopted in these financial statements the pension costs for the year would have been :

a) Analysis of other pension costs charged in arriving at operating loss

	2002 £000
Current service cost	345
Past service costs	-
Total operating charge	**345**

b) Analysis of amounts included in other finance income/costs

	2002 £000
Expected return on pension scheme assets	924
Interest on pension scheme liabilities	(625)
Total operating charge	**299**

c) Amounts recognised in statement of total recognised gains and losses

	2002 £000
Actual return less expected return on scheme assets	**(3,504)**
Experience gains and losses arising on scheme liabilities	**326**
Changes in assumptions underlying the present value of the scheme liabilities	**(713)**
Adjustment due to surplus cap	**3,993**
Actuarial loss recognised in statement of total recognised gains and losses	**102**

21 Contingent liabilities

There were no contingent liabilities at the balance sheet date.

Notes *(continued)*

22 Operating lease commitments

The following operating lease payments are due within one year. The leases to which these amounts relate expire as follows:

	At 31 December 2002		At 31 December 2001	
	Land and buildings	**Other**	Land and buildings	Other
	£000	**£000**	£000	£000
Between one and two years	**75**	**407**	75	313
Between two and five years	**64**	**100**	64	155
In five years or more	**126**	**-**	123	-
	265	**507**	262	468

Payments made under operating leases are charged to the profit and loss account on a straight line basis over the lease term.

23 Related party activities

The group is exempt from the requirement of FRS 8 to disclose transactions with other group members.

24 Parent company

The company's ultimate parent company and controlling party is EFG European Furniture Group AB, which is incorporated in Sweden and heads the smallest and largest group into which the results of EFG Matthews Office Furniture Limited are consolidated. Copies of the group accounts are available from EFG European Furniture Group AB, Trehornavagen 2, PO Box 1017, SE-573 28, Tranas, Sweden.

EFG Matthews Office Furniture Limited and its subsidiaries

Group financial record 1994 – 2002

Group results	31.12.02	31.12.01	31.12.00	31.12.99	31.03.99	1998	1997	1996	1995	1994
External sales	22,670	30,079	32,033	20,612	31,983	28,849	24,402	24,999	24,920	22,223
Profit/(loss) before taxation	258	705	851	125	1,924	1,673	720	644	(64)	72
Taxation	(43)	(259)	(330)	3	(611)	(485)	(234)	(117)	9	92
Profit/(loss) after taxation	301	446	521	128	1,313	1,188	486	527	(55)	164
Dividends	(300)	(1,000)	(2,000)	(2,100)	(414)	(414)	(207)	(103)	(80)	(79)
Profit retained	1	(554)	(1,479)	(1,972)	899	774	279	424	(135)	85
Earnings per share	9p	14p	16p	4p	41p	37p	15p	17p	-	5p
Capital Employed										
Land, buildings and plant	6,085	7,257	7,636	7,912	8,326	8,173	7,942	7,679	7,739	8,059
Working capital	3,876	2,206	2,381	3,586	5,518	4,777	4,239	4,680	4,260	4,188
	9,411	9,463	10,017	11,498	13,844	12,950	12,181	12,359	11,999	12,247
Financed by										
Share capital and reserves	9,266	9,264	9,818	11,298	13,637	12,738	11,964	11,906	11,483	11,583
Deferred taxation	145	198	199	200	207	212	217	195	117	125
Borrowed money	-	-	-	-	-	-	-	258	399	539
	9,411	9,462	10,017	11,498	13,844	12,950	12,181	12,359	11,999	12,247

The calculation of earnings per share is based on profit after taxation and the number of ordinary shares in issue at the balance sheet date.