## **Annual Report**

for the year ended 31st December 1997

Registered No: 318499



## Annual Report for the year ended 31 December 1997

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#### Directors and advisers

#### **Directors**

Mr J A Block (USA) Mr T R Block (USA) Mr J S Rigby (Managing Director) Mr A J Devaney Mr R J Lenton Mr D R White

### Secretary and registered office

Mr J E Peters Broadwater Road Welwyn Garden City Herts AL7 3SP

### **Registered Auditors**

Coopers & Lybrand Harman House 1 George Street Uxbridge Middlesex UB8 1QQ

#### **Solicitors**

Baker & McKenzie 100 New Bridge Street London EC4V 6JA

#### **Bankers**

Barclays Bank Plc

## Directors' report for the year ended 31 December 1997

The directors present their report and the audited financial statements for the year ended 31 December 1997.

#### Principal activities

The principal activities of the company are the manufacture, distribution and sale of pharmaceutical and toiletry products. Stafford-Miller Limited operates a branch in Australia.

#### Review of business

Sales for the year totalled £89,917,000 compared with sales for 1996 of £83,042,000. Advertising and selling expenditure amounted to £34,256,000 for 1997, compared with expenditure of £34,595,000 for 1996. A loss before tax for 1997 of £664,000 was achieved, compared with a loss of £1,361,000 for the previous year.

On 31 July 1998 the company sold the production facilities based in Cwmbran. This resulted in a loss on sale, details of which are set out in note 4.

The future development and growth of the business depends to a large extent on the introduction of new products. The parent company's research facilities referred to below cover all potential areas of development in the pharmaceutical and toiletry field and many new products are being developed.

#### Dividends and transfers to reserves

The directors have paid a dividend in 1997 of £200,000 (1996: Nil).

#### Post balance sheet events

Closure of the Australian production facility began on 12 February 1998. details of this are in note 4.

#### Research and development

All research and development is carried out by the parent company, Block Drug Company, Inc. of Jersey City. The company obtains all the benefits of research carried out by Block Drug Company, Inc.

## Directors' report for the year ended 31 December 1997 (continued)

#### Market value of land and buildings

In the past, the directors have received informal professional advice that the values of the company's properties have fallen below the £6,410,000 (1996: £7,203,000) at which they are stated in the accounts. Since receiving that advice, property values in the United Kingdom have risen somewhat and, although the company's properties have yet to recover the full book values, in the opinion of the directors the shortfall is not material to the appreciation of these accounts.

#### **Directors**

The directors of the company who served throughout the year ended 31 December 1997 are listed on page 1. G B Perry resigned on 6 June 1997.

#### Directors' interests

No director had at any time during the year ended 31 December 1997 any interest nor any beneficial interest in the shares of the company or any other group company which is required to be notified to the company. For this purpose, the directors are exempt from notifying the company of any interest in shares of a company incorporated outside the United Kingdom.

#### Charitable and political contributions

Contributions made by the company during the year for charitable purposes amounted to £1,512 (1996: £1,320). No political contributions were made.

#### **Employment of disabled persons**

It is the policy of the company to recruit disabled persons when appropriate vacancies are available. At present, the company employs a number of disabled persons and their training, career development and promotion are the same as for other company employees. Should the situation arise, arrangements would be made, where possible, for retraining employees who became disabled, to enable them to perform work identified as appropriate to their aptitudes and abilities.

## Directors' report for the year ended 31 December 1997 (continued)

#### **Employee involvement**

The company is conscious of its responsibility regarding the involvement of its employees in their understanding of the nature of the company's business. For some years a Works Council, composed of elected hourly paid employees and management has met regularly to discuss the company's financial progress and day to day problems encountered by employees. Information made available at Work Council meetings is communicated to employees not in attendance verbally and by printed minutes of matters discussed.

Staff handbooks are issued to hourly paid employees to inform them of the company's policies concerning their employment. Throughout the year sales conferences, meetings and seminars are held to ensure that details of the company's products, marketing and promotional plans are understood.

#### Creditor payment policy

It is company policy to pay suppliers promptly. The company usually pays invoices at the end of the month following the date of the invoice.

#### **Auditors**

A resolution to reappoint the auditors, Coopers & Lybrand, will be proposed at the Annual General Meeting.

By order of the board

A J Devaney

Director

### 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 of the company 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 are also responsible for safeguarding the assets of the company and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

Signed on behalf of the board of directors by:

A J Devaney

Director

## Report of the auditors to the members of Stafford - Miller Limited

We have audited the financial statements on pages 7 to 25.

#### Respective responsibilities of directors and auditors

As described on page 5 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 at 31 December 1997 and of the loss and total recognised losses for the year then ended and have been properly prepared in accordance with the

Companies Act 1985.

Coopers & Lybrand

Chartered Accountants and Registered Auditors

London

Stafford - Miller Ltd

Profit and loss account

## for the year ended 31 December 1997

	Notes	1997	1996
		£'000	£'000
	2	00.04#	02.040
Turnover	2	89,917	83,042
Cost of sales		(39,259)	(35,527)
Gross profit		50,658	47,515
Selling and distribution costs		(36,906)	(37,267)
Administrative expenses		(8,175)	(7,384)
Other operating income		354	19
Other operating costs		(2,728)	(2,343)
Operating profit	3	3,203	540
Losses on sale / termination of operations	4	(1,818)	_
Interest receivable and similar income		25	7
Interest payable and similar charges	7	(2,074)	(1,908)
Loss on ordinary activities before taxation	2	(664)	(1,361)
Tax on loss on ordinary activities	8	(492)	404
Loss on ordinary activities after taxation		(1,156)	(957)
Dividend paid		(200)	-
Loss retained for the financial year		(1,356)	(957)
Statement of retained profits			
Retained profits at 1 January		9,909	11,055
Exchange movement		(250)	(189)
Loss retained for the financial year		(1,356)	(957)
Retained profits at 31 December		8,303	9,909

Continuing operations: All items dealt with in arriving at the loss on ordinary activities before taxation for 1997 and 1996 relate to continuing operations. There is no difference between the loss on ordinary activities before taxation and the retained loss for the year stated above, and their historical cost equivalents.

## Statement of total recognised gains and losses

	1997 £'000	1996 £'000
Loss retained for the financial year Exchange loss on retranslation of opening net assets	(1,356)	(957)
of Australian branch Total recognised losses relating to the year	$\frac{(250)}{(1,606)}$	<u>(189)</u> (1,146)

### Balance sheet at 31 December 1997

	Notes	1997 £'000	1996 £'000
Fixed assets			
Intangible assets	9	4,106	4,217
Tangible assets	10	11,948	13,946
		<u>16,054</u> ,	18,163
Current assets			
Stocks	11	12,786	12,461
Debtors	12	21,285	20,953
Cash at bank and in hand		24	226
		34,095	33,640
Creditors: amounts falling due within one year	13	(38,856)	(40,105)
Net current liabilities		<u>(4,761)</u>	(6,465)
Total assets less current liabilities		11,293	11,698
Creditors: amounts falling due after more than			
one year	15	(143)	(302)
Provisions for liabilities and charges	17	(1,927)	(567)
Net assets	1,	9,223	10,829
Capital and reserves			
Called up share capital	20	920	920
Profit and loss account		8,303_	9,909
Equity shareholders' funds	21	9,223	10,829
		<del></del>	

The financial statements on pages 7 to 25 were approved by the board of directors on 14 may 1698 and were signed on its behalf by:-

A J Devaney

Director

## Notes to the financial statements for the year ended 31 December 1997

#### 1 Principal accounting policies

The financial statements have been prepared in accordance with applicable Accounting Standards in the United Kingdom. A summary of the more important accounting policies is set out below.

#### Changes in presentation of financial information

FRS 1 (Revised) 'Cash flow statements' requires modifications in the presentation of the cash flow statement. The revised standard came into effect for all accounting periods commencing on or after 23 March 1997.

The company has taken advantage of the exemption available to not present a cash flow statement since it is a wholly owned subsidiary whose parents consolidated financial statements are publicly available (see note 24).

#### **Basis of accounting**

These accounts have been prepared under the historical cost convention.

#### Tangible fixed assets

With the exception of motor vehicles, which are depreciated on a reducing balance basis, depreciation is calculated to write off the cost of fixed assets on a straight line basis over the expected useful lives of the assets concerned. The principal annual rates used for this purpose, which are consistent with those of the previous year, are:-

Freehold buildings	2%
Plant and machinery	10%
Motor vehicles	25%
Furniture, fixtures and fittings	10%
Moulds	20%
Computer equipment	20%

Freehold land is not depreciated.

Notes to the financial statements for the year ended 31 December 1997 (continued)

#### Leased assets

Leased assets are accounted for in accordance with SSAP 21, "Accounting for leases and Hire Purchase Contracts". Accordingly assets acquired under finance leases and the related capital element of rental obligations are included in the balance sheet. The interest element is charged against profit in proportion to the reducing capital element outstanding. The assets are depreciated over the shorter of the lease terms and the useful lives of the assets. Operating lease payments are charged to the profit an loss account in the period in which they are incurred.

#### Intangible fixed assets

The expected useful life of goodwill associated with brands acquired in 1995 was reassessed in 1996 and extended to 40 years. This is considered by the directors to be the period over which the company will benefit from the goodwill purchased.

#### Stocks and work in progress

Stocks and works in progress are stated at the lower of cost and net realisable value. In general, cost is determined on a first-in first-out basis and includes transport and handling costs; in the case of manufactured products, cost includes all direct expenditure and production overheads based on the normal level of activity. Net realisable value is the price at which stock can be realised in the normal course of business after allowing for the costs of realisation and, where appropriate, the cost of conversion from its existing state to a finished condition. Provision is made for any inventory items which are not expected to realise their full value in the normal course of business.

#### Foreign currencies

Assets and liabilities expressed in foreign currencies are translated into sterling at the rates of exchange ruling at the end of the financial year. The results of the Australian branch are translated at the closing rate of exchange as at 31 December 1997. Differences on exchange arising from the re-translation of the opening net investment in the branch are taken to reserves. All other exchange differences on assets and liabilities are included in profit before taxation. Revenue and expenses in foreign currencies are translated into sterling at the rate of exchange ruling at the date on which the amount recorded in the accounts was established. Any subsequent variations are included in profit before taxation.

## Notes to the financial statements for the year ended 31 December 1997 (continued)

#### **Turnover**

Turnover, which excludes value added tax and trade discounts, represents the invoiced value of goods and services supplied.

#### **Deferred taxation**

Provision is made for deferred tax, using the liability method, in respect of all material timing differences to the extent that it is probable that a liability or asset is expected to crystallise. The rate used is that which is expected to be applied when the liability or asset is expected to crystallise.

#### Research and development

Research and development costs are expensed as incurred.

#### Pension costs

The company operates a defined benefit pension scheme which is contracted out of the state scheme. The funds are valued every three years by a professionally qualified independent actuary, the rates of contribution payable being determined by the actuary. In the intervening years the actuary reviews the continuing appropriateness of the rates. Pension costs are accounted for on the basis of charging the expected cost of providing pensions over the period during which the company benefits from the employees' services. The effects of variations from regular costs are spread over the expected average remaining service lives of members of the scheme.

# Notes to the financial statements for the year ended 31 December 1997 (continued)

## 2 Turnover and loss on ordinary activities before taxation

	1997		19	996
		Loss		Loss
•	Turnover	before tax	Turnover	before tax
	£'000	£'000	£'000	£'000
Principal activities :-				·
Dental	68,620	(494)	65,892	(1,300)
Consumer products	8,983	(72)	7,403	(58)
Ethical and pharmaceutical	11,443	(91)	8,553	46
Household products	871	(7)	1,194	(49)
	89,917	(664)	83,042	(1,361)
Geographical analysis of	turnover :-			
			1997	1996
			£'000	£'000
United Kingdom			47,774	42,821
Rest of Europe			20,770	18,468
Africa and Middle East			10,110	10,665
Australia and Asia			9,860	9,868
Other			1,403	1,220
			89,917	83,042

## Notes to the financial statements for the year ended 31 December 1997 (continued)

### 3 Operating profit

· ·	1997	1996
	£'000	£'000
Operating profit is stated after crediting:		
Rent receivable	20	20
And after charging:		
Loss on disposal of tangible fixed assets	4	48
Foreign exchange (loss)/ gain	899	967
Auditors' remuneration:		
For audit services	78	45
For other services	69	61
Depreciation:		
- Tangible owned fixed assets	1,492	1,403
- Tangible fixed assets held under finance leases	70	81
Amortisation of intangible fixed assets	111	177
Hire of plant and equipment - operating leases	204	246
Hire of other assets - operating leases	1,270	1,099
Research and development expenditure	710	507

### 4 Exceptional Items

- a) Loss on sale of operation
  On 31st July 1997 the toothbrush manufacturing facility at Cwmbran was sold for £700,000. This resulted in a loss on sale of £421,000.
- b) Loss on termination of operation
  Closure of the production facility in Australia began on 12th February 1998. This
  resulted in costs of £1,397,000 of which £113,000 was incurred before the year
  end. The remaining cost of £1,284,000 have been provided for (see note 17).

## Notes to the financial statements for the year ended 31 December 1997 (continued)

#### 5 Directors' emoluments

The remuneration paid to the directors of Stafford - Miller Limited was:

	1997	, 1996
	£'000	£'000
Aggregate emoluments	602	- 609
Company pension contributions to money purchase schemes	2	2
Fees and other emoluments paid to the highest paid director	1997 £'000	1996 £'000
Aggregate emoluments	220	211
Defined benefit pension scheme Accrued pension at end of year	55	50

There is no option to take all of the pension as a lump sum.

### 6 Employee information

(a) The average number of persons employed by the company (including directors) during the year is analysed below:-

during one your as uniting so a concern	1997	1996
Production and distribution	311	348
Marketing and selling	186	155
Administration	57	53
	554	556

## Notes to the financial statements for the year ended 31 December 1997 (continued)

## 6 Employee information (continued)

				44	
(b)	The employment of	cost of all employees	s including	directors is	analysed below:-
11//	THE CHIEFFARILL C	lost of all children (c.	3 11101111112	uncoma is	arrary sour oolows.

	1997	1996
	£'000	000°£
Gross wages and salaries	8,203	7,832
Social security costs	700	711
Other pension costs (see note 19)	655	602
Other pension costs (see note 12)	9,558	9,145
7 Interest payable and similar charges		
	1997	1996
	£'000	£'000
On bank loans and overdrafts		
repayable within 5 years, not by instalments	471	677
On finance leases	90	43
To group companies	1,513	1,188
Total interest payable	2,074	1,908
8 Tax on loss on ordinary activities		
The charge for taxation is made up as follows:-		
The thange for minutes as much up as removed	1997	1996
	£'000	£'000
On loss for the year: United Kingdom corporation tax at 33% (1996:33%)		
Current	490	(370)
Deferred	-	200
(Over)/under provision in respect of prior years:		
Current	2	(234)
	492	(404)

# Notes to the financial statements for the year ended 31 December 1997 (continued)

#### **Fixed Assets**

## 9 Intangible assets

	. Goodwill £'000
Cost	
At 1 January 1997	5,381
Written off in the year	(331)
At 31 December 1997	5,050
Amortisation	
At 1 January 1997	1,164
Charge for year	111
Written off in the year	(331)
At 31 December 1997	944
Net book value	
At 31 December 1997	4,106
At 1 January 1997	4,217

## Notes to the financial statements for the year ended 31 December 1997 (continued)

### **Fixed Assets**

## 10 Tangible assets

(a)	Freehold		Furniture		
	land and	Plant and	and office	Motor	
	buildings	equipment	equipment	Vehicles	Total
	£'000	£'000	£'000	£'000~	£'000
Cost					
At 1 January 1997	8,531	11,458	2,414	457	22,860
Exchange rate adjustment	-	(257)	(85)	(67)	(409)
Additions	25	532	189	19	765
Disposals	(841)	(2,002)	(55)	(36)	(2,934)
At 31 December 1997	7,715	9,731	2,463	373	20,282
Depreciation					
At 1 January 1997	1,328	6,359	1,107	121	8,915
Exchange rate adjustment	-	(151)	(37)	(18)	(206)
Charge for the year	161	923	338	70	1,492
Disposals	(184)	(1,641)	(25)	(17)	(1,867)
At 31 December 1997	1,305	5,490	1,383	<u> 156</u>	8,334
Net book value					
At 31 December 1997	6,410	4,241	1,080	<u>217</u>	11,948
					12.015
At 1 January 1997	7,203	5,099	1,307	336	13,945

<sup>(</sup>b) Included in the above are assets held under finance lease with a net book value of £248,000 (1996: £408,000)

# Notes to the financial statements for the year ended 31 December 1997 (continued)

11 Stocks		
	1997	1996
	£'000	£'000
Raw materials and packaging materials	4,101	4,823
Work in progress	620 ·	. 918
Finished goods	7,835	6,559
Sundries	230	161
	12,786	12,461
12 Debtors	400-	
	1997	1996
	£'000	£'000
Amounts falling due within one year:		
Trade debtors	16,219	14,895
Amounts owed by fellow subsidiary companies	2,987	3,463
Other debtors	1,428	1,055
Taxation (note 14)	-	800
Prepayments and accrued income	651	740
<del>-</del>	21,285	20,953

## Notes to the financial statements for the year ended 31 December 1997

## 13 Creditors: amounts falling due within one year

	1997	1996
	£'000	£'000
Bank overdraft	1,928	1,823
Short term loans	2,376	8,928
Trade creditors	5,425	4,217
Obligations under finance leases	119	126
Amounts owed to group companies:		
Parent company	3,479	1,729
Fellow subsidiary companies	22,271	19,398
Taxation (note 14)	47	-
Payroll and other taxes	1,110	1,121
Accruals and deferred income	1,514	2,279
Other creditors	587	484
	38,856	40,105

#### 14 Taxation

The creditor / (debtor) for taxation is made up as follows:-

	£'000	1996 £'000
United Kingdom corporation tax ACT on dividends	(279) 36	(1,031)
Income tax	290 47	231 (800)

## 15 Creditors: amounts falling due after more than one year

	1997	1996
	£'000	£'000
Obligations under finance leases	<u>143</u>	302

# Notes to the financial statements for the year ended 31 December 1996

### 16 Lease commitments

(a) Included in creditors at 31 December 1997 are the following amounts relating to capitalised finance leases:-

	1997	1996
	£'000	£'000
Falling due within one year	119	126
Falling due after more than one year	143	302
- · ·	<del>262</del>	428
Gross lease commitments: Due within one year Due within 2 to 5 years Due after more than 5 years Less: future finance charges	142 133 21 296 (34) 262	165 162 163 490 (62) 428

(b) At 31 December the company has annual commitments under non-cancellable operating leases as follows:

	1997		1990	6	
	Land and		Land and		
	buildings	Other	buildings	Other	
	£'000	£'000	£'000	£'000	
Expiry dates of lease contract	ets:				
Within one year	13	83	24	116	
Between 2 and 5 years	48	236	53	152	
Over 5 years	118	110		167	
	179	429	77	435	

# Notes to the financial statements for the year ended 31 December 1997 (continued)

## 17 Provision for liabilities and charges

	1997	1996
	£'000	£'000
Deferred taxation (note 18)	551	473
Closure of Australian factory (note 4)	1284	-
Australian provision for long service leave	92	94
12001-0001	1927	567

## 18 Deferred taxation

## (a) The deferred taxation provision is analysed as follows:-

	1997		1	996
	Provided Un	nprovided £'000	Provided £'000	Unprovided £'000
Accelerated capital allowances Advanced corporation tax Other timing differences	976 - (425) 551	413	551 (78) 	1,054
(b) Movements on the provi	ision for deferre	ed tax are:-		
			1997 £'000	1996 £'000
At 1 January Transferred from profit and los Advanced corporation tax	s account		473 - - - - 	351 200 (78) 473
At 31 December			551	4/3

Notes to the financial statements for the year ended 31 December 1997 (continued)

#### 19 Pension

The company operates a funded defined benefit pension scheme in the United Kingdom. The fund holds contributions from employees and the company in trustee administered funds separated from the company's finances. The fund is a final salary arrangement.

The company pays contributions to the fund in order to provide security for existing pensions and the accrued benefits of members. The contributions being paid are based on the results of an actuarial valuation of the fund at 31 December 1995.

The pension cost charged to the profit and loss account is such as to spread the cost of pensions over the working lives of the employees who are members of the fund. Pension costs amount to £655,000 (1996: £602,000) and are equal to the contributions paid to the fund. Following the sale of Cwmbran in July 1998 the number of members of the fund reduced. The effect of this reduction of the value of the fund will be taken into account in the next valuation which is due to take place at 31 December 1998.

The pension cost for Stafford - Miller Pension Fund is determined by Bacon & Woodrow, independent consulting actuaries. The charge for 1997 is based on the most recent actuarial review which took place as at 31 December 1995 and used the projected unit method. The most significant actuarial assumptions were:-

Rate of return on investments	8.5% pa
Rate of increase in pay levels	6.5% pa
Rate of increase in state Lower and Upper Earning Limits	4.5% pa
Dividend growth	4.0% pa

The actual method and assumptions used for the 1995 actuarial review were determined by the actuary to be appropriate in the light of current circumstances.

The market value of the fund's assets was £8,213,000 as at 31 December 1995 but their long-term value, as used for the purpose of the actuarial valuation, was £7,473,000. This actuarial value of assets represented 102% of the actuarial value of the accrued benefits, where accrued benefits are calculated on the above assumptions and include all benefits for pensioners and other former members, as well as benefits based on service to the valuation date for active members, allowing for future pay rises.

# Notes to the financial statements for the year ended 31 December 1997 (continued)

20	Called up share capital		
		1997	1996
		£'000	£'000
Autho	orised:		
92,000	0 shares of £10 each	920	920
Allott	ed, called up and fully paid:		
91.980	0 shares of £10 each	920	920

## 21 Reconciliation of movements in shareholders' funds

	1997	1996
	£'000	£'000
Loss for the financial year	(1,156)	(957)
Dividends	(200)	
	(1,356)	(957)
Other net recognised losses retained in the financial year	(250)	(189)
Net reduction in shareholders' funds	(1,606)	(1,146)
Opening shareholders' funds	10,829	11,975
Closing shareholders' funds	9,223	10,829

## Notes to the financial statements for the year ended 31 December 1997 (continued)

### 22 Capital commitments

	1997 £'000	1996 £'000
Capital expenditure that has been contracted for but not provided in the financial statements	170	203

### 23 Related party transactions

The company has taken advantage of the exemption available under FRS 8, not to disclose group transactions, since it is a wholly owned subidiary.

### 24 Ultimate parent undertaking

The company's ultimate parent company and controlling party is Block Drug Company, Inc., a company incorporated in the United States of America. Copies of the financial statements of the company can be obtained from 257 Cornelison Avenue, Jersey City, N.J., 07302-9988, U.S.A.