WILLIAM HARE LIMITED FINANCIAL STATEMENTS 31st DECEMBER 2006



HORSFIELD & SMITH

Chartered Accountants & Registered Auditor
Tower House
269 Walmersley Road
Bury
Lancashire
BL9 6NX

FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

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OFFICERS AND PROFESSIONAL ADVISERS

The board of directors B Hodgkiss DL

Mrs J Hodgkiss

DMW Hodgkiss BA (Hons) Ms SK Hodgkiss DL C Arnold BSc AIChemE

NJ Day

JA Morgan MRICS

G Simmons CEng MIStructEng RJ Redgate BSc (Hons) ACA

Company secretary RJ Redgate BSc (Hons) ACA

Registered officeBrandlesholme House
Brandlesholme Road

Bury BL8 1JJ

Auditor Horsfield & Smith

Chartered Accountants & Registered Auditor

Tower House

269 Walmersley Road

Bury Lancashire BL9 6NX

Solicitors Addleshaw Goddard

100 Barbırollı Square

Manchester M2 3AB

THE DIRECTORS' REPORT

YEAR ENDED 31st DECEMBER 2006

The directors have pleasure in presenting their report and the financial statements of the company for the year ended 31st December 2006

PRINCIPAL ACTIVITIES AND REVIEW OF THE BUSINESS

The company's activities are mainly the design, fabrication and erection of structural steelwork

The results are set out in the body of these financial statements

The company's future intentions are to maintain and develop the same lines of business at a reasonable margin and to continue to work in a safe and responsible manner being aware of social, sustainability and environmental issues

As always, the board expresses their appreciation for the efforts made by all staff who have shown great loyalty and dedication

FUTURE DEVELOPMENTS

Capital expenditure and modernisation will continue to be undertaken consistent with requirements of the market

RESULTS AND DIVIDENDS

The trading results for the year, and the company's financial position at the end of the year are shown in the attached financial statements

The directors have not recommended a dividend

DIRECTORS

The directors who served the company during the year were as follows

B Hodgkiss DL
Mrs J Hodgkiss
DMW Hodgkiss BA (Hons)
Ms SK Hodgkiss DL
DJ Stansfield FCA
C Arnold BSc AIChemE
NJ Day
JA Morgan MRICS
G Simmons CEng MIStructEng
RJ Redgate BSc (Hons) ACA

The company is a wholly owned subsidiary and the interests of the group directors in the parent company are disclosed in the financial statements of that company

RJ Redgate was appointed as a director on 9th October 2006

JA Morgan retired as a director on 4th April 2007 DJ Stansfield retired as a director on 31st May 2007

THE DIRECTORS' REPORT (continued)

YEAR ENDED 31st DECEMBER 2006

FIXED ASSETS

The directors are of the opinion that the market value of the freehold and leasehold land and buildings is not less than the book value shown by the accounts

The movements in fixed assets during the year are shown by note 10 to the accounts

DONATIONS

During the year the company made the following contributions

	2006	2005
	£	£
Charitable	107,915	85,842

DISABLED EMPLOYEES

Employee development appropriate to the needs of the business is encouraged, as is the provision to employees of full information on the objectives and progress of the company

Applications for employment by disabled persons are fully and fairly considered having regard to the aptitudes and abilities of each applicant. Efforts are made to enable any employees who become disabled during employment to continue their careers within the company. Training, career development and promotion of disabled employees is, as far as possible, identical to that of other employees.

EMPLOYEE INVOLVEMENT

During the year, the policy of providing employees with information about the company has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the company's performance. Regular meetings are held between local management and employees to allow a free flow of information and ideas.

AUDITOR

A resolution to re-appoint Horsfield & Smith as auditor for the ensuing year will be proposed at the annual general meeting in accordance with section 385 of the Companies Act 1985

Signed on behalf of the directors

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DMW Hodgkiss

Director

Approved by the directors on 19th October 2007

STATEMENT OF DIRECTORS' RESPONSIBILITIES

YEAR ENDED 31st DECEMBER 2006

The directors are responsible for preparing the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice

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 year In preparing those financial statements, the directors are required to

select suitable accounting policies, as described on pages 9 to 11, 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, and

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

In so far as the directors are aware

there is no relevant audit information of which the company's auditors are unaware, and

the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDER OF WILLIAM HARE LIMITED



YEAR ENDED 31st DECEMBER 2006

We have audited the financial statements of William Hare Limited for the year ended 31 December 2006 on pages 7 to 19 which have been prepared on the basis of the accounting policies set out on pages 9 to 11

This report is made solely to the company's member, 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 member 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 member as a body, for our audit work, for this report, or for the opinions we have formed

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITOR

As described in the Statement of Directors' Responsibilities the company's directors are responsible for the preparation of the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice)

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland)

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, and whether the information given in the Directors' Report is consistent with the financial statements. We also report to you if, in our opinion, 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 other transactions is not disclosed

We read the Directors' Report and consider the implications for our report if we become aware of any apparent misstatements within it

BASIS OF AUDIT OPINION

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) 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.

INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDER OF WILLIAM HARE LIMITED (continued)



YEAR ENDED 31st DECEMBER 2006

OPINION

In our opinion

the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the company's affairs as at 31st December 2006 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985, and

the information given in the Directors' Report is consistent with the financial statements

Tower House 269 Walmersley Road Bury Lancashire BL9 6NX

19th October 2007

HORSFIELD & SMITH Chartered Accountants & Registered Auditor

Horsfield.

PROFIT AND LOSS ACCOUNT

YEAR ENDED 31st DECEMBER 2006

	Note	2006 £000	2005 £000
TURNOVER	2	137,871	88,811
Cost of sales		(118,533)	(76,268)
GROSS PROFIT		19,338	12,543
Administrative expenses Other operating income	3	(16,520) -	(10,029) 10
OPERATING PROFIT	4	2,818	2,524
Interest receivable Interest payable and similar charges	7	337 (104)	91 (336)
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATIO	ON	3,051	2,279
Tax on profit on ordinary activities	8	1,192	945
PROFIT FOR THE FINANCIAL YEAR	20	1,859	1,334
Balance brought forward		19,182	17,848
Balance carried forward		21,041	19,182

All of the activities of the company are classed as continuing

The company has no recognised gains or losses other than the results for the year as set out above

BALANCE SHEET

31st DECEMBER 2006

	Note	£000	2006 £000	2005 £000
FIXED ASSETS Tangible assets	9		12,587	12,202
CURRENT ASSETS	-			
Stocks and work in progress	10	8,883		3,448
Debtors	11	29,490		27,445
Cash at bank and in hand		10,562		7,214
		48,935		38,107
CREDITORS: Amounts falling due within one		•		,
year	12	38,713		28,892
NET CURRENT ASSETS			10,222	9,215
TOTAL ASSETS LESS CURRENT LIABILITIES	}		22,809	21,417
CREDITORS: Amounts falling due after more				
than one year	13		1,123	1,584
			21,686	19,833
PROVISIONS FOR LIABILITIES				
Deferred taxation	15		610	616
			21,076	19,217
CAPITAL AND RESERVES				
Called-up equity share capital	19		35	35
Profit and loss account			21,041	19,182
SHAREHOLDER'S FUNDS	20		21,076	19,217

These financial statements were approved by the directors on 19^{th} October 2007 and are signed on their behalf by

DMW Hodgkiss

Director

The notes on pages 9 to 19 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

1. ACCOUNTING POLICIES

Basis of accounting

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

Cash flow statement

The directors have taken advantage of the exemption in Financial Reporting Standard No 1 (Revised 1996) from including a cash flow statement in the financial statements on the grounds that the company is wholly owned and its parent publishes a consolidated cash flow statement

Related parties transactions

The company is a wholly owned subsidiary of William Hare Group Limited, the consolidated accounts of which are publicly available. Accordingly, the company has taken advantage of the exemption in FRS 8 from disclosing transactions with members or investees of the William Hare Group Limited group.

Turnover

The turnover shown in the profit and loss account represents amounts invoiced during the year, exclusive of Value Added Tax

Fixed assets

All fixed assets are initially recorded at cost

Depreciation

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows

Freehold Property

- 2% and 4% straight line

Leasehold Property

4% straight line

Plant & Machinery

- 15% - 25% reducing balance

Fixtures & Fittings

- 15% reducing balance

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

1. ACCOUNTING POLICIES (continued)

Profit recognition on contracts

Profit is taken on contracts as work progresses once the final outcome can be assessed with reasonable certainty. The profit included in the accounts reflects the proportion of work carried out by the year end. Full provision is made for losses on all contracts in the year in which they are foreseen.

Work in progress

Work in progress is valued on the basis of direct costs plus attributable overheads based on normal level of activity Provision is made for any foreseeable losses where appropriate No element of profit is included in the valuation of work in progress

Hire purchase agreements

Assets held under hire purchase agreements are capitalised and disclosed under tangible fixed assets at their fair value. The capital element of the future payments is treated as a liability and the interest is charged to the profit and loss account on a straight line basis.

Finance lease agreements

Where the company enters into a lease which entails taking substantially all the risks and rewards of ownership of an asset, the lease is treated as a finance lease. The asset is recorded in the balance sheet as a tangible fixed asset and is depreciated in accordance with the above depreciation policies. Future instalments under such leases, net of finance charges, are included with creditors. Rentals payable are apportioned between the finance element, which is charged to the profit and loss account on a straight line basis, and the capital element which reduces the outstanding obligation for future instalments.

Pension costs and other post-retirement benefits

The company operates both defined contribution and defined benefit pension schemes for employees The assets of the schemes are held separately from those of the company

Contributions to the defined benefit schemes are charged to the profit and loss account so as to spread the cost of pensions over the service lives of employees. Variations from the regular costs are spread over the average expected remaining working lives of current members in the scheme.

The company recognises pension fund liabilities as they arise. Pension fund assets are only recognised to the extent that the company is certain that the Trustees of the defined benefit schemes will repay excess contributions to the company. Until such time as a repayment can be quantified, no asset is recognised on the Balance Sheet.

The annual contributions payable to defined contribution pension schemes are charged to the profit and loss account

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

1. ACCOUNTING POLICIES (continued)

Deferred taxation

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less or to receive more tax

However, deferred tax assets are recognised only to the extent that the directors consider it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which the timing differences revese, based on tax rates and laws enacted or substantively enacted at the balance sheet date

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the operating profit.

Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

2. TURNOVER

Turnover represents the invoiced amount of goods sold and services provided, less credits, stated net of value added tax and is attributable to the one activity of the company, the design, fabrication and erection of structural steelwork

The directors consider that it is not in the company's interests to give a detailed analysis of turnover geographically area by area

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

3.	OTHER OPERATING INCOME		
		2006 £000	2005 £000
	Rent receivable		10
4.	OPERATING PROFIT		
	Operating profit is stated after charging/(crediting)		
		2006	2005
		£000	£000
	Amortisation Depresention of owned fixed essets	91 1,118	91 1,021
	Depreciation of owned fixed assets Depreciation of assets held under hire purchase agreements	1,116	247
	Loss on disposal of fixed assets	60	124
	Auditors' remuneration	00	
	- as auditors	65	50
	- for other services	29	22
	Net loss/(profit) on foreign currency translation	<u>49</u>	(137)
5.	PARTICULARS OF EMPLOYEES		
	The average number of staff employed by the company during the fi	inancial year amo	unted to
		2006	2005
		No	No
	Office and management staff	125	126
	Technical services staff	88	86
	Manufacturing and installation staff	405	307
		618	519
	The aggregate payroll costs of the above were		
		2006	2005
		£000	£000
	Wages and salaries	19,856	16,025
	Social security costs	2,849	1,815
	Other pension costs	332	276
		23,037	18,126

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

6.	DIRECTORS' EMOLUMENTS	
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Emoluments receivable Value of company pension contributions to money purchase	2006 £000 564	2005 £000 230
schemes	12	_
	<u>576</u>	230
Emoluments of highest paid director		
	2006	2005
	£000	£000
Total emoluments (excluding pension contributions)	155	120
Value of company pension contributions to money purchase		
schemes	1	_
	1.76	100
	156	120

The number of directors who accrued benefits under company pension schemes was as follows

	2006	2005
	No	No
Money purchase schemes	_	
Defined benefit schemes	3	2

7. INTEREST PAYABLE AND SIMILAR CHARGES

	2006	2005
	£000	£000
Interest payable on bank borrowing	77	278
Finance charges	27	58
	104	336
		

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

8. TAXATION ON ORDINARY ACTIVITIES

(a) Analysis of charge in the year

Current tax	£000	2006 £000	2005 £000
In respect of the year			
UK Corporation tax based on the results for the year at 30% (2005 - 30%) Total current tax		$\frac{1,198}{1,198}$	794 794
Deferred tax			
Origination and reversal of timing differences Total deferred tax (note 16) Tax on profit on ordinary activities	(6)	(6) 1,192	$ \begin{array}{r} 151 \\ \hline 151 \\ \hline 945 \end{array} $

The tax assessed on the profit on ordinary activities for the year is higher than the standard rate of corporation tax in the UK of 30% (2005 - 30%)

(b) Factors affecting current tax charge

The tax assessed on the profit on ordinary activities for the year is higher than the standard rate of corporation tax in the UK of 30% (2005 - 30%)

	2006	2005
	£000	£000
Profit on ordinary activities before taxation	3,051	2,279
		
Profit/(loss) on ordinary activities by rate of tax	915	684
Permanent differences	262	224
Fixed asset and other timing differences	39	37
Depreciation in excess of capital allowances	(12)	51
Tax adjustments in respect of other provisions	-	(202)
Group relief	(24)	(356)
Payment for group relief	-	356
Other short term timing differences	18	-
Total current tax (note 9(a))	1,198	794

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

9. TANGIBLE FIXED ASSETS

	<u>Land</u>	and building	<u>25</u>			
	Freehold		Short	Plant &	Other	
	Property Lo	ng Lease	Lease	Machinery	Assets	Total
	£000	£000	£000	£000	£000	£000
COST						
At 1 Jan 2006	6,571	2,283	202	8,515	6,286	23,857
Additions	131	_	_	780	1,135	2,046
Disposals	_	_	_	(547)	(490)	(1,037)
At 31 Dec 2006	6,702	2,283	202	8,748	6,931	24,866
DEPRECIATION	Ī					
At 1 Jan 2006	1,515	473	129	5,757	3,781	11,655
Charge for the						
year	213	92	8	468	616	1,397
On disposals	_	_	_	(493)	(280)	(773)
At 31 Dec 2006	1,728	565	137	5,732	4,117	12,279
			_			
NET BOOK VAL	UE					
At 31 Dec 2006	4,974	1,718	65	3,016	2,814	12,587
At 31 Dec 2005	5,056	1,810	73	2,758	2,505	12,202

Hire purchase agreements

Included within the net book value of £12,587,000 is £910,000 (2005 - £1,159,000) relating to assets held under hire purchase agreements. The depreciation charged to the financial statements in the year in respect of such assets amounted to £188,000 (2005 - £247,000).

Capital commitments

10.

	2006	2005
	£000	£000
Contracted but not provided for in the financial statements	593	373
·		_
STOCKS AND WORK IN PROGRESS		
	2006	2005
	£000	£000

	£000	£000
Raw materials	562	531
Work in progress	8,321	2,917
	8,883	3,448

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

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	2006	2005
	£000	£000
Trade debtors	21,680	18,683
Amounts owed by group undertakings	7,386	6,851
Other debtors	32	1,328
Prepayments and accrued income	392	583
	29,490	27,445

Included in trade debtors is an amount of £851,000 which is due after more than one year (2005 - £1,080,000)

12. CREDITORS: Amounts falling due within one year

	2006	2005
	£000	£000
Bank loans and overdrafts	144	267
Payments received on account	4,736	7,406
Trade creditors	25,921	15,620
Amounts owed to group undertakings	1,575	959
Corporation tax	770	324
PAYE and social security	1,597	501
VAT	11	1,998
Hire purchase agreements	332	429
Other creditors	426	182
Accruals and deferred income	3,201	1,206
	38,713	28,892

The following liabilities disclosed under creditors falling due within one year are secured by the company

2006	2005
£000	£000
144	267
	£000

The bank overdraft of £0 (2005 - £122,512) and the bank loan of £144,397 (2005 - £144,397) are secured on the company's freehold and leasehold property

13. CREDITORS: Amounts falling due after more than one year

	2006	2003
	£000	£000
Bank loans and overdrafts	1,047	1,191
Hire purchase agreements	76	393
	1,123	1,584

2005

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

13. CREDITORS: Amounts falling due after more than one year (continued)

The following liabilities disclosed under creditors falling due after more than one year are secured by the company

	2006	2005
	£000	£000
Bank loans and overdrafts	1,047	1,191

The bank loan of £1,046,879 (2005 - £1,191,277) is secured on the company's freehold and leasehold property. The loan is repayable in quarterly instalments over fifteen years from March 2000. Interest is charged at 1% over base rate or other applicable rate.

The following aggregate liabilities disclosed under creditors falling due after more than one year are due for repayment after more than five years from the balance sheet date

	2006	2005
	£000	£000
Bank loans and overdrafts	469	614

The above amounts are payable by instalments

There is a banking facility of £13,500,000 to cover overdraft and/or indemnities and facilities of £5,000,000 from Norwich Union Insurance Group, and £5,000,000 from HCC International Insurance Company plc to cover guarantees and indemnities

14. COMMITMENTS UNDER HIRE PURCHASE AGREEMENTS

Future commitments under hire purchase agreements are as follows

	2006	2005
	£000	£000
Amounts payable within 1 year	332	429
Amounts payable between 2 to 5 years	76	393
		
	408	822

The above amounts are secured on the assets concerned

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

15. DEFERRED TAXATION

The movement in the deferred taxation provision during the year was

	2006	2005
	£000	£000
Provision brought forward	616	466
Profit and loss account movement arising during the year	(6)	150
D 10 1		
Provision carried forward	610	616

The provision for deferred taxation consists of the tax effect of timing differences in respect of

	2006	2005
	£000	£000
Excess of taxation allowances over depreciation on fixed assets	761	749
Adjustment in respect of prior periods	(65)	(65)
Other timing differences	(86)	(68)
	<u>610</u>	<u>616</u>

16. CONTINGENCIES

Contingent liabilities amounting to £13,942,943 (2005 - £6,607,368) existed at the year end in respect of indemnities and guarantees

17. RELATED PARTY TRANSACTIONS

No transactions with related parties were undertaken such as are required to be disclosed under Financial Reporting Standard 8

18. PENSION COMMITMENTS

The company operated defined benefit schemes for certain employees and directors. It also operates a defined contribution scheme for other employees and employees of certain group companies. The assets of both schemes are held separately from those of the company. At the end of the year, the defined benefit schemes showed actuarial surpluses. Early in 2007, the decision was implemented to close those schemes, and to transfer members to defined contribution schemes on approximately equivalent benefits. The cost of this decision in 2007 was £162,000. Consequently the actuarial surplus has not been recognised in these accounts.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31st DECEMBER 2006

19. SHARE CAPITAL

Authorised share capital:

	2006	2005
	£000	£000
25,000 Ordinary shares of £1 each	25	25
10,000 4 2% Cumulative preference shares of £1 each	10	10
•		
	35	_35

Allotted, called up and fully paid:

	2006		2005	
	No	£000	No	£000
Ordinary shares of £1 each 4 2% Cumulative preference shares of	25,000	25	25,000	25
£1 each	10,000	10	10,000	10
	35,000	35	35,000	35
Equity shares Ordinary shares of £1 each 4 2% Cumulative preference shares of	25,000	25	25,000	25
£1 each	10,000	10	10,000	10
	35,000	35	35,000	35
				

The cumulative preference shares confer on the holder priority in the payment of dividends and the repayment of capital

20. RECONCILIATION OF MOVEMENTS IN SHAREHOLDER'S FUNDS

	2006	2005
	£000	£000
Profit for the financial year	1,859	1,334
Opening shareholder's funds	19,217	17,883
Closing shareholder's funds	21,076	19,217

21. ULTIMATE PARENT COMPANY

The company regards William Hare Group Limited, registered in England, as its ultimate holding company

The company is considered to be under the control of the majority of the directors of the ultimate holding company