# BTR INDUSTRIAL HOLDINGS LIMITED REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 1997 REGISTERED NO: 731261

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BTR INDUSTRIAL HOLDINGS LIMITED CONTENTS	PAGE
Directors' Report	2
·	2
Statement of Directors' Responsibilities in Respect of the Accounts	5
Report of the Auditors	6
Profit and Loss Account	7
Balance Sheet	8
Reconciliation of Movement in Shareholders' Funds	9

10

Notes to the Accounts

7

### BTR INDUSTRIAL HOLDINGS LIMITED DIRECTORS' REPORT

The Directors present their report and accounts for the year ended 31 December 1997.

#### RESULTS AND DIVIDENDS

The profit for the financial year amounted to £21,121,000 (1996 - £24,355,000). The Directors recommend a final dividend amounting to £20,000,000 (1996 - interim and final dividend in total of £24,500,000), which leaves a profit of £1,121,000 (1996 - loss of £145,000) to be retained.

#### REVIEW OF THE BUSINESS

The Company's principal activities during the year continued to be the manufacture and sale of dust control equipment filters, pipeline expansion joints, air and liquid filters and traction and standby batteries.

Company development has been satisfactory and is expected to continue to be so.

#### MARKET VALUE OF LAND AND BUILDINGS

The market value of land and buildings is not materially different from their net book value.

#### DIRECTORS AND THEIR INTERESTS

The Directors who served during the year were as follows:

R C Brown
C R Burns
K A O'Donovan
W J Richardson
J D Thom
D J Stevens
(Resigned 31 December 1997)
(Appointed 31 December 1997)

No Director had any interest in the shares of the Company. C R Burns and K A O'Donovan are also Directors of BTR plc, the ultimate parent undertaking and their interests in the shares of that company are disclosed in its accounts.

The interests of the other Directors in the shares of BTR plc were:

		31 Decen	nber 1997			1 Januai	ry 1997*	
			Share Option Scheme		- 2		Share Option Scheme	
	Listed	Warrants	Senior Executive	SAYE	Listed	Warrants	Senior Executive	SAYE
W J Richardson	-	-	145,000	12,564	-	_	145,000	8,780
J D Thom	355	60	75,500	9,950	355	390	75,500	10,101
D J Stevens	-	•	125,000	5,186	-	-	125,000	5,186

<sup>\*</sup> Or at date of appointment, whichever is later.

### BTR INDUSTRIAL HOLDINGS LIMITED DIRECTORS' REPORT (Continued)

#### **DIRECTORS AND THEIR INTERESTS (Continued)**

Share options related to the shares of BTR plc granted to, and exercised by, the other Directors of BTR Industrial Holdings Limited during 1997, were as follows:

	Granted	Exercised	Lapsed
As part of the SAYE scheme:			
J D Thom	3,670	3,821	-
W J Richardson	5,186	-	1,402

#### LONG TERM INCENTIVE PLAN ("LTIP")

Details of awards of shares in BTR plc granted under LTIP to Directors during the year are set out below:

	1997 Ordinary Shares
W J Richardson	42,500
J D Thom	17,000

D J Stevens was awarded 68,250 shares in BTR plc granted under LTIP prior to his appointment as Director of BTR Industrial Holdings Limited. This award was unchanged as at 31 December 1997.

These awards will vest subject to satisfaction of certain performance criteria. Full details of these criteria are disclosed in the accounts of BTR plc, the ultimate parent undertaking of BTR Industrial Holdings Limited.

No Director was interested during or at the end of the year in any contract which was significant in relation to the Company's business.

#### PAYMENT POLICY

It is Company policy in respect of its suppliers to:

- settle the terms of payment with those suppliers when agreeing the terms of each transaction;
- ensure that those suppliers are made aware of the terms of payment;
- pay in accordance with the Company's contractual and other legal obligations.

The average number of days purchases included within creditors at 31 December 1997 was 111 days.

#### **GENERAL INFORMATION**

Information concerning employees and their remuneration is given in note 5. Consultative procedures enable management and other employees to discuss matters of mutual interest, including health and safety. Through these procedures, departmental channels and the BTR group newspaper "BTR Business", employees are kept informed about Company and BTR group affairs.

It is the Company's policy to encourage the employment, training and career development of disabled persons. If employees become disabled every effort is made for them to continue in employment or receive appropriate training. In order to safeguard its employees, the Company pursues a policy designed to provide secure working environments and training standards at all operating locations.

### BTR INDUSTRIAL HOLDINGS LIMITED DIRECTORS' REPORT (Continued)

#### **AUDITORS REPORT**

In accordance with s386 of the Companies Act 1985, a resolution to dispense with the obligation to appoint auditors annually was passed on 30 August 1991. Accordingly Ernst & Young shall be deemed to be re-appointed as auditors 28 days after the accounts are sent to the members.

By order of the Board.

Per pro BTR Secretaries Limited, Secretary

BTR House Carlisle Place

London SW1P 1BX

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# BTR INDUSTRIAL HOLDINGS LIMITED STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE ACCOUNTS

Company law requires the Directors to prepare accounts 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 accounts, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates which are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts 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 enable them to ensure that the accounts comply with the Companies Act. They 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.

3

### REPORT OF THE AUDITORS TO THE MEMBERS OF BTR INDUSTRIAL HOLDINGS LIMITED

We have audited the accounts on pages 7 to 18 which have been prepared under the historical cost convention and on the basis of the accounting policies set out on pages 10 and 11.

#### Respective responsibilities of Directors and auditors

As described on page 5, the Company's Directors are responsible for the preparation of the accounts. It is our responsibility to form an independent opinion, based on our audit, on those accounts 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 accounts. It also includes an assessment of the significant estimates and judgements made by the Directors in the preparation of the accounts, 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 accounts 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 accounts.

#### Opinion

In our opinion the accounts give a true and fair view of the state of affairs of the Company at 31 December 1997 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Ernst & Young Registered Auditor

Gnot & Jan

London

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### BTR INDUSTRIAL HOLDINGS LIMITED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 1997

	Notes	1997 £'000	<u>1996</u> £'000
TURNOVER Continuing operations	2	190,543	182,660
Operating costs less other operating income	3	(161,844)	(150,765)
OPERATING PROFIT		28,699	21.905
Profit on disposal of fixed assets		28,099	31,895 294
Interest receivable and similar income Interest payable and similar charges	6 7	48 (11)	(120)
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	2	28,800	32,069
Taxation	8	(7,679)	(7,714)
PROFIT FOR THE FINANCIAL YEAR Dividends	9	21,121 (20,000)	24,355 (24,500)
RETAINED PROFIT/(LOSS) FOR THE FINANCIAL YEAR	19	1,121	(145)

The notes on pages 10 to 18 form part of these accounts.

#### **RECOGNISED GAINS AND LOSSES**

There are no recognised gains or losses other than the profit for the financial year of £21,121,000 in the year ended 31 December 1997 and £24,355,000 in the year ended 31 December 1996.

### BTR INDUSTRIAL HOLDINGS LIMITED BALANCE SHEET AS AT 31 DECEMBER 1997

	Notes	<u>1997</u> £'000	<u>1996</u> £'000
FIXED ASSETS			
Tangible assets	10	79,394	67,499
Intangible assets	11	29,341	30,179
Investments	12	2,019	2,019
		110,754	99,697
CURRENT ASSETS			
Inventories	13	21,187	20,613
Debtors - amounts falling due within one year	14	129,463	113,203
Debtors - amounts falling due after more than one year	14	53	60
Cash at bank and in hand		18,461	16,242
		169,164	150 110
		109,104	150,118
CREDITORS: Amounts falling due within one year	15	(163,519)	(149,037)
NET CURRENT ASSETS		5,645	1,081
TOTAL ASSETS LESS CURRENT LIABILITIES		116,399	100,778
CREDITORS: Amounts falling due after more than one year	16	(96,891)	(82,391)
order one ramounts taking due after more than one year	10	(20,021)	(02,391)
PROVISIONS FOR LIABILITIES AND CHARGES	17	-	-
		19,508	18,387
CAPITAL AND RESERVES			
Called up share capital	18	18,308	18,308
Profit and loss account	19	1,200	79
		19,508	18,387

Approved by the Board on an occase was

Director

The notes on pages 10 to 18 form part of these accounts.

#### BTR INDUSTRIAL HOLDINGS LIMITED RECONCILIATION OF MOVEMENT IN SHAREHOLDERS' FUNDS FOR THE YEAR ENDED 31 DECEMBER 1997

	Notes	<u>1997</u> £'000	<u>1996</u> £'000
PROFIT FOR THE FINANCIAL YEAR Dividends	9	21,121 (20,000)	24,355 (24,500)
NET ADDITION TO/(REDUCTION FROM) SHAREHOLDERS' FUNDS		1,121	(145)
Opening shareholders' funds		18,387	18,532
Closing shareholders' funds		19,508	18,387

#### 1. ACCOUNTING POLICIES

#### **Basis of Presentation**

The accounts have been prepared using the historical cost convention and comply with all applicable UK accounting standards.

#### Foreign currencies

Monetary assets and liabilities denominated in foreign currency are translated at the rates ruling at the year end. Exchange differences arising from the retranslation of foreign currency denominated assets and liabilities together with other exchange differences arising in the year are included in the profit and loss account.

#### Research and development

Research and development expenditure is generally expensed as incurred, except where a major project is undertaken and it is reasonably anticipated that certain expenditure will be recovered through future commercial development.

#### Pension costs

The expected costs of pensions are charged to the profit and loss account so as to spread the costs over the service lives of the participating employees. The costs are assessed in accordance with the advice of actuaries, and provision is made in the accounts along with the associated deferred taxation effect.

#### Depreciation of tangible assets

Tangible assets, with the exception of freehold and long leasehold land, are depreciated over their estimated useful lives at the following rates applied to original cost or subsequent valuation:

Freehold and Long Leasehold Buildings

2% or remaining useful life if less than 50 years

Short Leasehold

remaining lease period

Plant and machinery

7.5% - 35%

#### Leased assets

Assets held under finance leases are capitalised and included in tangible assets at fair value. Each asset is depreciated over the shorter of the lease term or its useful life. The obligations related to finance leases, net of finance charges in respect of future periods, are included, as appropriate, under creditors due within, or creditors due after one year. The interest element of the rental obligation is allocated to accounting periods during the lease term to reflect a constant rate of interest on the remaining balance of the obligation for each accounting period. Rentals under operating leases are charged to profit and loss account on a straight line basis.

#### Investments

The investments in subsidiary undertakings are included at cost less amounts written off and provisions for permanent diminution in value.

#### Inventories

Inventories and work in progress are valued at the lower of cost or net realisable value. Cost comprises the actual cost of raw materials and an appropriate proportion of labour and overheads in the case of work in progress and finished goods. Provision is made for obsolete and slow moving items.

#### 1. ACCOUNTING POLICIES (Continued)

#### **Purchased Goodwill**

Purchased goodwill arising on acquisitions is either taken to reserves on acquisition or capitalised and amortised over its useful economic life.

#### **Taxation**

Provision for deferred taxation is made for liabilities which may arise in the foreseeable future.

#### 2. TURNOVER AND PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION

Turnover, which is stated net of value added tax, represents amounts invoiced to third parties and arises from goods produced in the United Kingdom.

An analysis of turnover by geographical market is as follows:

	<u>Turn</u>	<u>iover</u>
	<u>1997</u>	<u> 1996</u>
	£'000	£'000
United Kingdom	110,501	97,506
Europe	43,226	46,646
The Americas	18,978	13,315
Africa and Middle East	5,339	7,928
Australia and Asia	12,499	17,265
	190,543	182,660

An analysis of turnover and profit on ordinary activities before taxation by business segment is as follows:

	<u>Turn</u>	over	Profit bef	ore Tax
	<u>1997</u> £'000	<u>1996</u> £'000	<u>1997</u> £'000	1996 £'000
Process Controls	145,494	140,039	22,417	24,648
Specialist Engineering	45,049	42,621	6,765	7,844
Other	-	-	(419)	(303)
Finance costs	-	-	37	(120)
	190,543	182,660	28,800	32,069

3.	OPERATING COSTS LESS OTHER OPERATING INCOME	<u>1997</u> £'000	<u>1996</u> £'000
	Change in stocks of finished goods and work in progress	85	(1,279)
	Raw materials and consumables	72,581	71,669
	Staff costs (Note 5)	45,742	43,700
	Depreciation and amortisation	9,330	8,466
	Other operating costs less other operating income	34,106	28,209
		161,844	150,765
	Operating costs less other income are stated after charging:	1997	1996
		£'000	£'000
	Auditors' remuneration - audit fees	101	102
	Depreciation of owned fixed assets	8,492	7,619
	Depreciation of assets held under finance leases		9
	Hire of plant and machinery	112	110
	Amortisation of purchased goodwill	838	838
	Research and development expenditure written off	1,803	2,838
	Operating lease rentals - plant and machinery	-	40
	- land and buildings	4,018	3,996

Remuneration of the auditors for non-audit services supplied to the Company and its UK subsidiary undertakings amounted to £3,000 (1996 - £9,000)

#### 4. DIRECTORS' REMUNERATION

None of the Directors received any emoluments from the Company during the year (1996 - £ Nil).

EMPLOYEES	<u>1997</u> £'000	<u>1996</u> £'000
Wages and salaries	42,191	40,197
Social security costs	3,521	3,447
Other pension costs	30	56
	45,742	43,700
The average weekly number of employees during the year was as follows:	1997	<u>1996</u> No.
	140.	140.
Administration	215	221
	1,813	1,837
Sales and marketing	320	329
	2,348	2,387
	Wages and salaries Social security costs Other pension costs  The average weekly number of employees during the year was as follows:	Wages and salaries Social security costs Other pension costs  42,191 Social security costs 3,521 Other pension costs  45,742  The average weekly number of employees during the year was as follows:  No.  Administration Production 1,813 Sales and marketing  200

6.	INTEREST RECEIVABLE AND SIMILAR INCOME	<u>1997</u> £'000	<u>1996</u> £'000
	Other interest receivable	48	-
7.	INTEREST PAYABLE AND SIMILAR CHARGES	1 <u>997</u> £'000	<u>1996</u> £'000
	Bank loans and overdrafts	3	-
	Finance charges in respect of finance leases and hire purchase agreements	<del>-</del>	8
	Other interest payable	5	2
	Foreign exchange loss	3	110
		11	120
8.	TAXATION ON PROFIT ON ORDINARY ACTIVITIES	1997 £'000	1996 £'000
	Corporation tax at 31.49% (1996 - 33%)	8,148	9,808
	Less double tax relief	(3)	(2)
		8,145	9,806
	Overseas tax	1	2
		8,146	9,808
	Adjustments in respect of prior years	(467)	(2,094)
		7,679	7,714
	If full provision had been made for deferred taxation for the year, the taxation increased by £1,148,000 (1996 - £1,142,000).	on charge wo	uld have been
9.	DIVIDENDS	<u>1997</u> £'000	<u>1996</u> £'000
	7		
	Interim paid of £Nil per share (1996-£0.55) Final proposed of £1.09 per share (1996 - £0.79)	20,000	10,000 14,500
	<b>&gt;</b>	20,000	24,500

10.	TANGIBLE ASSETS	Land & Buildings £'000	Plant & Machinery £'000	<u>Total</u> £'000
	Cost or valuation At 1 January 1997 Additions	16,252 618	110,619 20,017	126,871 20,635
	Disposals	-	(1,661)	(1,661)
	At 31 December 1997	16,870	128,975	145,845
	Depreciation			
	At 1 January 1997	(2,390)	(56,982)	(59,372)
	Charge for the year	(378)	(8,114)	(8,492)
	Disposals	-	1,413	1,413
	At 31 December 1997	(2,768)	(63,683)	(66,451)
	Net book value			
	At 1 January 1997	13,862	53,637	67,499
	At 31 December 1997	14,102	65,292	79,394
	The net book value of land and buildings is comprised of:		1997 £'000	<u>1996</u> £'000
	Perchald and Long large 1-1-1		10.007	10.44
	Freehold and Long leasehold Short leasehold		12,086	12,412
	Short leasemon		2,016	1,450
		* <u>.</u>	14,102	13,862
				<del></del> ,

11. INTANGIBLE ASSETS	Purchased Goodwill £'000
Cost	
At 1 January 1997 and at 31 December 1997	33,532
Amortisation	<del></del> ,
At 1 January 1997	(3,353)
Charge for year	(838)
At 31 December 1997	(4,191)
Net book value	
At 1 January 1997	30,179
At 31 December 1997	29,341

Purchased goodwill, which arose on the acquisition of businesses and net assets in 1992, is being amortised over the Directors' estimate of its useful economic life of 40 years.

12. INVESTMENTS	<u>Shares in Subsidiary</u>
·	<u>Undertakings</u>
	£'000
Cost and Net Book value	
At 1 January 1997 and 31 December 1997	2,019

Details of the Company's subsidiary undertakings are as follows:

Name of company	Country of registration, incorporation and operation	Holding	Proportion held	Nature of business
Aldington Laboratories Limited	England & Wales	Ordinary Shares	100%	Dormant
Timothy Hird & Sons Limited	England & Wales	Ordinary Shares	100%	Dormant
VHB Industrial Batteries Limited	England & Wales	Ordinary Shares	100%	Industrial Batteries

Group accounts have not been prepared because the Company is a wholly owned subsidiary undertaking of BTR plc, a company registered in England & Wales. As a result, the financial statements present information about the Company as an individual undertaking and not about its group. In the opinion of the Directors the value of the Company's investments in its subsidiary undertakings is not less than the amount at which they are stated in the balance sheet.

13.	INVENTORIES	<u>1997</u> £'000	1996 £'000
	Raw materials and consumables	7,551	6,892
	Work in progress	5,787	8,020
	Finished goods	7,849	5,701
	rinished goods	7,049	3,701
		21,187	20,613
14.	DEBTORS	<u>1997</u>	<u>1996</u>
	Amounts falling due within one year	£'000	£'000
	Trade debtors	32,031	32,482
	Amounts due from parent and fellow subsidiary undertakings	94,860	77,075
	Other debtors	1,856	2,278
	Prepayments	716	1,368
		129,463	113,203
		<u> 1997</u>	<u>1996</u>
	Amounts falling due after more than one year	£'000	£'000
	Trade debtors	_	3
	Other debtors	51	57
	Prepayment and accrued income	2	<del>-</del>
		53	60
		<u> </u>	
15.	CREDITORS: Amounts falling due within one year	<u>1997</u> £'000	<u>1996</u> £'000
	Bank loans and overdrafts	2.740	
	Payments received on account	2,749 5	2,119
	Trade creditors	24,128	21,298
	Amounts due to parent and fellow subsidiary undertakings	82,896	75,110
	Amounts due to subsidiary undertakings	5,957	5,957
	Current corporation tax	21,066	22,863
	Other taxes and social security	1,491	1,556
	Other creditors	2,956	3,231
	Accruals and deferred income	2,249	2,403
	Proposed dividend	20,000	14,500
	Government and investment grants	22	, -
	•		
		163,519	149,037
16.	CREDITORS: Amounts falling due after more than one year	<u>1997</u> £'000	1996 £'000
	Amounts due to parent and fellow subsidiary undertakings	96,891	82,391

# BTR INDUSTRIAL HOLDINGS LIMITED NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 1997 (Continued)

17.	PROVISIONS FOR LIABILITIES AND CHAI	RGES			
	Deferred Taxation		<b>Provided</b>		<u>ovided</u>
		<u>1997</u> £'000	<u>1996</u> £'000	<u>1997</u> £'000	<u>1996</u> £'000
	Capital allowances Other differences	-	-	10,545 360	9,791
	Other differences	_			(34)
		-		10,905	9,757
18.	CALLED UP SHARE CAPITAL			Autho Allotted, C and Ful 1997 £'000	Called-up
	18,307,783 ordinary shares of £1 each			18,308	18,308
19.	RESERVES			Profit and Loss	
					Account £'000
	At 1 January 1997 Retained profit for the financial year				79 1,121
	At 31 December 1997				1,200
20.	CAPITAL COMMITMENTS			<u>1997</u> £'000	1 <u>996</u> £'000
	Contracted	-3	÷	8,816	2,217

#### 21. OPERATING LEASE COMMITMENTS

At 31 December 1997, the Company had commitments under operating leases to make payments in 1998 under agreements expiring as below:

Land and Buildings £'000

Over five years

4,017

#### 22. CONTINGENT LIABILITIES

In accordance with provisions contained in the Value Added Tax Act 1983, the Company has entered into a joint and several guarantee for Group Registrations.

The Company has contingent liabilities arising in the ordinary course of business from which it is anticipated that no material liabilities will arise.

#### 23. PENSIONS

The UK employees of BTR Industrial Holdings Limited are eligible for membership of the BTR plc Group Pension Scheme, a funded defined benefit scheme, and contributions are made in accordance with the recommendations of independent actuaries based on pension cost across the eligible group.

A valuation of the scheme was performed by the actuaries as at April 1997. The actuarial surplus identified is being spread over the average remaining services lives of the current employees. Further details of the valuation are included in the accounts of BTR plc.

#### 24. CASH FLOW STATEMENT

As the Company is a wholly owned subsidiary undertaking of BTR plc, a company registered in England and Wales, which prepares a consolidated cash flow statement, the Company has taken advantage of the exemption provided under the scope of FRS 1 (Revised 1996) not to prepare a cash flow statement.

#### 25. RELATED PARTY TRANSACTIONS

As the Company is a wholly owned subsidiary undertaking of BTR plc, a company registered in England and Wales, which prepares published consolidated financial statements, the Company has pursuant to paragraph 17 of FRS 8 "Related Party Disclosures" not included details of transactions with other companies which are subsidiaries of the BTR Group. There are no other related party transactions.

Disclosure of the Directors' interests in the shares of the Company and BTR plc is made in the Directors' Report.

#### 26. IMMEDIATE PARENT UNDERTAKING

The immediate parent undertaking of BTR Industrial Holdings Limited is Hawker Siddeley Management Limited.

#### 27. ULTIMATE PARENT UNDERTAKING

The ultimate parent undertaking of BTR Industrial Holdings Limited is BTR plc, a company registered in England and Wales. Copies of the group accounts of BTR plc, the parent undertaking of the only group preparing group accounts which include BTR Industrial Holdings Limited, can be obtained from the Company Secretarial Department, BTR plc, BTR House, Carlisle Place, London SW1P 1BX.