

JCB Cab Systems Limited
Directors' Report and Financial Statements
for the year ended 31 December 2013

Registered number 01224998

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JCB Cab Systems Limited

Contents

Directors and advisors.....	1
Strategic report for the year ended 31 December 2013.....	2
Directors' report for the year ended 31 December 2013	3
Independent auditors' report to the members of JCB Cab Systems Limited	5
Profit and loss account for the year ended 31 December 2013	7
Balance sheet as at 31 December 2013	8
Notes to the financial statements for the year ended 31 December 2013	9

JCB Cab Systems Limited

Directors and advisors

Directors

The Lord Bamford DL
J C E Bamford
G A Macdonald
M W Turner
L G Brown

Company secretary

S E R Ovens

Independent Auditors

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
101 Barbirolli Square
Lower Mosley Street
Manchester
M2 3PW

Solicitors

Slaughter & May
1 Bunhill Row
London
EC1Y 8YY

Bankers

Barclays Bank plc
PO Box 3333
One Snowhill
Snow Hill Queensway
Birmingham
B3 2WN

Registered office

Lakeside Works
Rocester
Uttoxeter
Staffs
ST14 5JP

Registered number

01224998

JCB Cab Systems Limited

Strategic report for the year ended 31 December 2013

The directors present their strategic report on the company for the year ended 31 December 2013.

Principal activities

The principal activity of JCB Cab Systems Limited is the manufacture of cabs for JCB group and non-group companies.

Review of business and future developments

Market conditions in the global construction equipment sector have remained challenging throughout 2013, with the total market up only slightly (1.4%, source: ISTAT) in comparison to 2012. Despite these challenging conditions the company has managed to increase turnover by 4.5% and prudent cost management has further improved the result with operating profit having increased from £8.8m in 2012 to £11.4m in 2013.

The volume of business achieved in 2014 is currently in line with expectations. The global construction market is expected to return to growth in the second half of the year, though the extent of turnover growth remains dependent on the pace of the global recovery. The company remains confident about its longer-term prospects and will continue to invest in new product development throughout 2014 and beyond.

Principal risks and uncertainties

The principal risk facing JCB Cab Systems Limited is the cyclical nature of the industry as a whole which, in broad terms, tracks the global economic cycle. To manage this risk, JCB Cab Systems Limited addresses a spectrum of regional markets and product sectors, and operates an organisation and capital structure which is flexible and fast reacting to market conditions.

Financial risk management

The company's operations expose it to a variety of risks that include credit risk, liquidity risk and exchange rate risk. The company has in place a risk management programme that seeks to limit the adverse effects on the financial performance of the company.

Credit risk

JCB Cab Systems Limited's principal financial assets are bank balances, group receivables and other receivables. The credit risk on liquid funds is limited because the counterparties are banks with high credit ratings by international credit rating agencies. JCB Cab Systems Limited has no significant concentration of external credit risk, with exposure spread over a number of counterparties.

Liquidity risk

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, JCB Cab Systems Limited uses a mixture of short term facilities and JCB Service group funding if required. Adequate facilities are available to support the company's business for at least 12 months beyond the date of this report.

Exchange rate risk

The exchange rate risk is mitigated by the JCB Service group's hedging arrangements. The group hedges exchange rate exposure on foreign currency transactions, mainly those relating to sales, where a significant proportion thereof is invoiced in foreign currencies. It is the group's policy to reduce this exposure through the use of forward currency contracts.

Key performance indicators (KPIs)

JCB Cab Systems Limited uses a range of financial and non-financial indicators to monitor performance. The key performance indicators are: market share, revenue and profit trends, cash generation, research and development investment and other operational statistics including factory productivity, quality and health and safety.

On behalf of the board



The Lord Bamford DL
Chairman

27 JUNE 2014

JCB Cab Systems Limited

Directors' report for the year ended 31 December 2013

The directors present their report and the audited financial statements for the year ended 31 December 2013.

Future developments

Details of anticipated future developments in the company's business have been provided in the strategic report; see page 2 for further information.

Dividends

No dividend was paid during the year (2012: £nil). The directors do not recommend the payment of a final dividend.

Research and development

The company continues to invest in product research and development with expenditure during the year of £2.9 million (2012: £2.2 million).

Statutory Records

The company is incorporated in England and its company registration number is 01224998.

Directors

The directors who held office during the year and up to the date of signing the financial statements are given below:

The Lord Bamford DL

J C E Bamford

A R Blake (resigned 1 November 2013)

G A Macdonald (appointed 1 November 2013)

M W Turner

R C Owen (resigned 1 November 2013)

L G Brown (appointed 19 November 2013)

Directors Indemnity Insurance

The company purchases liability insurance cover for directors and officers of the company which gives appropriate cover for any legal action brought against them in their capacity as directors or officers. The company also provides indemnity for its directors (to the extent permitted by law) in respect of liabilities which could occur as a result of their office. This indemnity does not provide cover should a director be proved to have acted fraudulently or dishonestly.

Employees

The directors acknowledge the need to encourage employee involvement in the improvement of the company's performance by supplying information on matters of importance through regular consultation with employees. Information is provided by various means, including audio-visual presentations, company newspapers and information bulletins. There is also an annual review of the company's performance, which is presented to all employees. Employees are encouraged to participate in local schemes designed to improve performance in the areas in which they work.

The company discharges, equitably, its statutory and social duties in respect of the Sex Discrimination Act 1975, the Race Relations Act 1976, the Disability Discrimination Act 1995 and the Employment Equality Regulations on sexual orientation, religion, belief or age. An equal opportunities policy is in operation. For those employees becoming disabled during the course of their employment, every effort is made, whether through training or redeployment, to provide an opportunity for them to remain with the company.

JCB Cab Systems Limited

Directors' report for the year ended 31 December 2013 (continued)

Statement of directors' responsibilities

The directors are responsible for preparing the Strategic report, the Directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they 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 these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK 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 adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

Statement of disclosure of information to auditors

Each director of the company, in office at the time of approval of this report, acknowledges that:

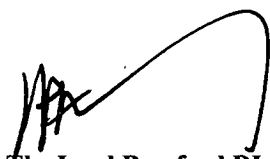
- so far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- he has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This statement is given and should be interpreted in accordance with Section 418 of the Companies Act 2006.

Independent Auditors

The auditors, PricewaterhouseCoopers LLP, have indicated their willingness to continue in office. Elective resolutions are currently in force to dispense with holding annual general meetings, the laying of accounts before the Company in general meetings and the appointment of auditors annually. Pursuant to section 487 of the Companies Act 2006, the auditors will be deemed to be reappointed and PricewaterhouseCoopers LLP will therefore continue in office.

On behalf of the board



The Lord Bamford DL
Chairman

27 JUNE 2014

JCB Cab Systems Limited

Independent Auditors' Report to the members of JCB Cab Systems Limited

Report on the financial statements

Our opinion

In our opinion the financial statements, defined below:

- give a true and fair view of the state of the company's affairs as at 31 December 2013 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

This opinion is to be read in the context of what we say in the remainder of this report.

What we have audited

The financial statements, which are prepared by JCB Cab Systems Limited, comprise:

- the balance sheet as at 31 December 2013;
- the profit and loss account for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In applying the financial reporting framework, the directors have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

What an audit of financial statements involves

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) ("ISAs (UK & Ireland)"). An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the directors; and
- the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Directors' report and Financial Statements (the "Annual Report") to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

JCB Cab Systems Limited

Independent Auditors' Report to the members of JCB Cab Systems Limited (continued)

Other matters on which we are required to report by exception

Adequacy of accounting records and information and explanations received

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Directors' remuneration

Under the Companies Act 2006 we are required to report to you if, in our opinion, certain disclosures of directors' remuneration specified by law are not made. We have no exceptions to report arising from this responsibility.

Responsibilities for the financial statements and the audit

Our responsibilities and those of the directors

As explained more fully in the Statement of directors' responsibilities set out on page 4, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and ISAs (UK & Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.



Nicholas Boden (Senior Statutory Auditor)
For and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Manchester

27 Jun 2014

JCB Cab Systems Limited

Profit & loss account for year ended 31 December 2013

	Note	2013 £'000	2012 £'000
Turnover	2	115,931	110,899
Cost of sales		(101,931)	(99,422)
Gross profit		14,000	11,477
Distribution costs		(403)	(349)
Administrative costs		(2,247)	(2,281)
Operating profit	3	11,350	8,847
Interest receivable and similar income	6	20	10
Profit on ordinary activities before taxation		11,370	8,857
Tax on profit on ordinary activities	7	(2,642)	(2,203)
Profit for the financial year	15	8,728	6,654

All activities are derived from continuing operations.

The company has no recognised gains or losses for the year other than the results above.


There are no material differences between the profit on ordinary activities before taxation and the profit for the financial year as stated above and their historical cost equivalents.

JCB Cab Systems Limited

Balance Sheet as at 31 December 2013

	Note	2013 £'000	2012 £'000
Fixed assets			
Tangible assets	8	7,725	7,990
Current assets			
Stocks	9	1,675	2,101
Debtors	10	12,937	8,248
Cash at bank and in hand		13,680	6,759
		28,292	17,108
Creditors – amounts falling due within one year	11	(11,939)	(9,665)
Net current assets		16,353	7,443
Total assets less current liabilities		24,078	15,433
Provisions for liabilities	13	(283)	(366)
Net assets		23,795	15,067
Capital and reserves			
Share capital	14	332	332
Profit and loss account	15	23,463	14,735
Total shareholder's funds	16	23,795	15,067

The financial statements on pages 7 to 16 were approved by the board of directors on **27 JUNE 2014** and were signed on its behalf by:



The Lord Bamford DL
Chairman

Registered Number: 01224998

JCB Cab Systems Limited

Notes to the financial statements for the year ended 31 December 2013

1. Accounting policies

Principal accounting policies

The financial statements have been prepared under the historical cost convention, on the going concern basis, and in accordance with the Companies Act 2006 and applicable Accounting Standards in the United Kingdom. A summary of the more important accounting policies, which have been applied on a consistent basis with the prior year, is set out below.

Cash flow statement and related party disclosure

The company is a wholly-owned subsidiary of JCB Service and is included in the consolidated financial statements of JCB Service, which are publicly available. Consequently, the company has taken advantage of the exemption from preparing a cash flow statement under the terms of FRS 1 (revised 1996). The company is also exempt under the terms of FRS 8 from disclosing related party transactions with entities that are part of the JCB Service group or investees of the JCB Service group. For details of other related party transactions see note 18.

Turnover

Turnover represents the invoice value of products and services supplied to customers, excluding VAT and sales taxes and net of sales incentives. The company recognises revenue from sales of products upon shipment.

Tangible fixed assets

The cost of fixed assets is their purchase cost, together with any incidental costs of acquisition. Depreciation is calculated so as to write off the original cost by equal annual instalments over the expected useful economic lives of the assets concerned, other than freehold land and assets in the course of construction which are not depreciated.

The principal rates used are:

Freehold buildings	2 %
Plant and machinery	10% - 25%
Fixtures, fittings and office equipment	10% - 33%

Additional depreciation is provided where, in the opinion of the directors, there has been a permanent diminution in the value of the fixed asset.

Stocks and work in progress

Stocks are stated at the lower of cost and net realisable value after due regard for obsolete and slow moving stocks. Cost includes direct materials, labour and appropriate works overhead. Net realisable value is based on selling prices less anticipated costs to completion and selling costs.

Deferred taxation

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

Deferred tax assets are regarded as recoverable and recognised in the financial statements when, on the basis of available evidence, it is more likely than not that there will be suitable taxable profits from which the future reversal of the timing differences can be deducted.

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which the timing differences are expected to reverse based on tax rates that have been enacted or substantially enacted at the balance sheet date.

The deferred tax assets and liabilities are not discounted.

JCB Cab Systems Limited

Notes to the financial statements for the year ended 31 December 2013 (continued)

1. Accounting policies (continued)

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences on exchange are taken to the profit and loss account.

Warranty provision

Provision is made for the company's estimated liability on all machines still under warranty, including claims already received. The provision is charged against trading profits and is included in provisions for liabilities and charges, with amounts recoverable from suppliers included within other debtors. Deferred income in relation to warranty contracts is included within the warranty provision and released over the life of the policy net of the costs incurred.

Research and development

Expenditure on research and development is incurred continuously and is expensed as incurred.

Repairs and renewals

All repairs and renewals are expensed as incurred.

Pension

Retirement benefits for eligible employees are primarily provided by two defined benefit schemes which are funded by contributions from the company and employees into separately administered trust funds. The company is unable to identify its share of the underlying assets and liabilities of these schemes. As a result, the company accounts for contributions to the schemes as if they were defined contribution schemes by charging them to the profit and loss account as incurred.

The defined benefit schemes are closed to new entrants and have been replaced by a stakeholder scheme which is a defined contribution scheme. Pension costs relating to defined contribution arrangements are charged to the profit and loss account as incurred. The assets of the scheme are held in an independently administered fund.

Operating leases

Costs in respect of operating leases are charged to the profit and loss account on a straight line basis over the lease term.

2. Turnover

An analysis of turnover by geographical market is given below:

	2013 £'000	2012 £'000
United Kingdom	112,000	110,447
North America	15	6
Far East	-	9
Latin America	3,908	437
India	8	-
	115,931	110,899

JCB Cab Systems Limited

Notes to the financial statements for the year ended 31 December 2013 (continued)

3. Operating profit

Operating profit is stated after charging:

	2013 £'000	2012 £'000
Hire of machinery and equipment	570	523
Foreign currency losses	6	9
Depreciation of tangible fixed assets	424	424
Research and development expenditure	2,889	2,176
Services provided by the company auditor		
Fees payable for the audit	13	13

4. Particulars of employees

The average monthly number of persons employed by the company (including directors) during the year, analysed by category, was as follows:

	2013 Number	2012 Number
Directors	5	5
Administration and service	54	50
Production	249	237
	308	292

The aggregate payroll costs of these persons were as follows:

	2013 £'000	2012 £'000
Wages and salaries	10,174	9,454
Social security	984	898
Defined contribution pension cost	857	809
	12,015	11,161

5. Directors' emoluments

The directors' emoluments for the year were as follows:

	2013 £'000	2012 £'000
Directors' emoluments	265	196
Defined benefit pension cost	6	-
	271	196

During the year the number of directors who were accruing benefits under company pension schemes was as follows:

	2013 Number	2012 Number
Defined benefit	2	-

The aggregate emoluments of the highest paid director (excluding pension contributions) were £177,000 (2012: £nil).

6. Interest receivable and similar income

	2013 £'000	2012 £'000
Group interest	20	10

JCB Cab Systems Limited

Notes to the financial statements for the year ended 31 December 2013 (continued)

7. Tax on profit on ordinary activities

Analysis of charge in the year

	2013 £'000	2012 £'000
Current tax		
UK corporation tax charge on profits of the year	2,696	2,225
Adjustment in respect of prior year tax charge	(65)	45
Total current tax	2,631	2,270
Deferred tax		
Origination and reversal of timing differences	(16)	(19)
Adjustments in respect of prior year	27	(48)
Total deferred tax	11	(67)
Total tax on profit on ordinary activities	2,642	2,203

Factors affecting current year tax charge

The tax assessed on the profit on ordinary activities for the year is lower than (2012: higher than) the standard rate of corporation tax in the UK of 23.25% (2012: 24.5%).

The differences are explained below:

	2013 £'000	2012 £'000
Profit on ordinary activities before taxation	11,370	8,857
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 23.25% (2012: 24.5%)	2,643	2,170
Excess of depreciation charge over capital allowances	19	18
Permanent differences	34	37
Adjustment in respect of prior year	(65)	45
Total current tax for the year	2,631	2,270

The standard rate of corporation tax in the UK changed from 24% to 23% with effect from 1 April 2013. Accordingly, the company's profits for this accounting period are taxed at an effective rate of 23.25%.

During the year, as a result of changes in the UK corporation tax rate to 20%, which was substantively enacted on 17 July 2013 and will be effective from 1 April 2015, the relevant deferred tax balances have been re-measured.

Deferred tax liabilities have not been discounted.

JCB Cab Systems Limited

Notes to the financial statements for the year ended 31 December 2013 (continued)

8. Tangible fixed assets

	Freehold Land & Buildings	Plant & Machinery	Fixtures, Fittings and Office Equipment	Assets in the Course of Construction	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
As at 1 January 2013	8,874	6,847	676	87	16,484
Additions	2	34	21	102	159
Reclassifications	39	83	47	(169)	-
As at 31 December 2013	8,915	6,964	744	20	16,643
Depreciation					
As at 1 January 2013	2,221	5,759	514	-	8,494
Charge for the year	145	248	31	-	424
As at 31 December 2013	2,366	6,007	545	-	8,918
Net book value at 31 December 2013	6,549	957	199	20	7,725
Net book value at 31 December 2012	6,653	1,088	162	87	7,990

Freehold land of £1,655,000 (2012: £1,655,000) has not been depreciated.

9. Stocks and work in progress

	2013 £'000	2012 £'000
Raw materials	1,439	1,843
Work in progress	111	96
Finished goods	125	162
	1,675	2,101

10. Debtors

	2013 £'000	2012 £'000
Trade debtors	96	58
Amounts owed by group undertakings	11,163	7,056
Amounts owed by related parties outside the JCB Service group	4	3
Deferred tax	240	251
Taxation and social security	913	785
Prepayments and accrued income	521	95
	12,937	8,248

JCB Cab Systems Limited

Notes to the financial statements for the year ended 31 December 2013 (continued)

10. Debtors (continued)

Deferred tax

The movement in the deferred tax asset during the year was:

	2013 £'000	2012 £'000
As at 1 January 2013	251	184
Deferred tax (charged)/ credited to the profit and loss account	(11)	67
As at 31 December 2013	240	251

The deferred tax asset consists of the tax effect of timing differences in respect of:

	2013 £'000	2012 £'000
Difference between depreciation and capital allowances on fixed assets	240	251

11. Creditors: amounts falling due within one year

	2013 £'000	2012 £'000
Trade creditors	8,037	6,879
Amounts owed to group undertakings	1,715	938
Amounts owed to other related parties outside JCB Service group	47	130
Corporation tax	1,433	1,123
Taxation and social security	332	325
Other creditors	1	-
Accruals and deferred income	374	270
	11,939	9,665

12. Pension schemes

The company is a participating employer in two defined benefit schemes: J C Bamford Lifeplan & J C Bamford Excavators Limited Senior Directors and Executives Retirement Benefit scheme. These schemes have a combined deficit of £92.7 million (2012: £74.5 million) calculated in accordance with FRS 17. Details of these schemes are disclosed in the financial statements of JCB Service.

JCB Cab Systems Limited

Notes to the financial statements for the year ended 31 December 2013 (continued)

13. Provisions for liabilities

Warranty provision

	2013	2012
	£'000	£'000
As at 1 January 2013	366	417
Charge to the profit and loss account	318	287
Amounts utilised during the year	(401)	(338)
As at 31 December 2013	283	366

It is expected that most warranty expenditure will be incurred in the next financial year, and nearly all will be incurred within two years of the balance sheet date.

14. Share capital

	2013	2012
	£'000	£'000
Allotted, called up and fully paid up		
332,294 Ordinary shares of £1 each (2012: 332,294 Ordinary shares of £1 each)	332	332

15. Reserves

	Profit & loss account
	£'000
Balance at 1 January 2013	14,735
Profit for the year	8,728
Balance at 31 December 2013	23,463

16. Reconciliation of movement in shareholder's funds

	2013	2012
	£'000	£'000
Profit for the financial year	8,728	6,654
Opening shareholder's funds	15,067	8,413
Closing shareholder's funds	23,795	15,067

JCB Cab Systems Limited

Notes to the financial statements for the year ended 31 December 2013 (continued)

17. Contingent liabilities

The company is part of the JCB Service group cash pooling facility which includes the funds and overdrafts of all trading JCB Service subsidiaries in the United Kingdom for cash management purposes. The facility is jointly and severally liable and contains a cross-guarantee structure.

18. Related party transactions

The company has taken advantage of the exemption, allowed under FRS8, available to wholly-owned subsidiary companies, whose results are included in the consolidated financial statements that are made publicly available, not to disclose details of transactions with entities that are part of the JCB Service group or investees of the group qualifying as related parties.

The company subcontracts some of its research and development projects and management services to JCB Research, a company in which Lord Bamford is the sole shareholder. The total value of services purchased by the company during the year was £337,000 (2012: £253,000) and the net amount due to JCB Research at 31 December 2013 was £20,000 (2012: £28,000).

During the prior year, the company supplied parts to JCB Construction Equipment (Shanghai) Limited, a company that is ultimately controlled by Bamford family interests. The total value of these sales was £nil (2012: £9,000). The net amount due from JCB Construction Equipment (Shanghai) Limited at 31 December 2013 was £nil (2012: £3,000).

The company has also acquired parts from JCB Hong Kong Limited, a company that is ultimately controlled by Bamford family interests. The total value of these purchases was £1,395,000 (2012: £102,000). The net amount due to JCB Hong Kong Limited at 31 December 2013 was £23,000 (2012: £102,000).

19. Ultimate controlling party

The company is a wholly-owned subsidiary of JCB Service, an unlimited liability company incorporated in England and Wales. JCB Service is the smallest company to consolidate the results of the company. The largest company to consolidate the accounts of JCB Service is Transmissions and Engineering Services Netherlands BV, a company incorporated in the Netherlands. Transmissions and Engineering Services Netherlands BV is ultimately controlled by Bamford family interests. Financial statements for Transmissions and Engineering Services Netherlands BV can be obtained from the Chamber of Commerce in Rotterdam.