Registered Office: 40, Queen Anne Street, London, W1M OEL

Company number : 2403909

REPORT OF THE DIRECTORS

The directors submit their report and the audited consolidated accounts for the year ended 30th September, 1994.

Principal Activities and Review of Business

The company's principal activity was that of insurance intermediaries and underwriting agents.

The Group has had another outstanding year of growth in Turnover increased by 33% in 1994 in comparison to the equivalent period in 1993, mainly as a result of organic growth. This compares to the insurance industry as a whole which has seen little growth. We are now regarded as one of the most influential and innovative insurance brokers in the country.

Gross profit increased to over £1.2 million, which represents a rise of 56% in comparison to the equivalent period of the previous year. We have continued to grow the business in order to maximise shareholder value - it has not been our objective in 1994 to maximise profitability at the bottom line, although it is the long term objective of the group to provide shareholders with a 15% return each year on turnover.

We have recently introduced the Agency Manager computer system which has involved a significant change to the way we do business. The new computer system will significantly reduce the amount of paper involved in our business on a day to day basis and will also substantially increase efficiency. 1995 will be a year for the group to consolidate its very strong position whilst at the same time developing a number of highly innovative business inititatives which will be to the long term benefit of the group.

The net loss for the group after taxation for the year was £9,891, which has been deducted from the retained profit of £35,825 brought forward from the previous year. The resultant surplus of £25,934 has been carried forward. The company changed its name from Layton Blackham Limited to L.B. Elite Limited on 30th November, 1993. The movements in fixed assets during the year are set out in note 7 to the accounts.

<u>Directors</u> and their interests

The directors during the year and their interests in the shares of the company were as follows:-

·	<u>No. of Ordinary</u>	£1 shares
	As at 30.9.1994	As at 30.9.1993
Mr.C.L. Blackham	725	725
Mr.K. Graham	235	235
Mr.M.C. Evans	^ -	30
Mr.D.T. Hopwood.		10

A31 *AGSVBB0Z* COMPANIES HOUSE 01/05/95

REPORT OF THE DIRECTORS (continued)

Directors' responsibilities

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. The directors are required to:-

- select suitable accounting policies and then apply them consistently;
- 2. 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;
- 4. prepare the financial statements on a 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 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 for taking reasonable steps to prevent and detect fraud and other irregularities.

Auditors

The term of office of the auditors, Messrs. Lewis Golden & Co., Chartered Accountants and Registered Auditors, will expire at the forthcoming annual general meeting. The auditors, being eligible, have indicated their willingness to accept re-appointment.

By order of the board,

Secretary

40, Queen Anne Street, London, W1M OEL

LEWIS GOLDEN & CO

Chartered Accountants and Registered Auditors
40 QUEEN ANNE STREET · LONDON WIM OFL · TELEPHONE 0171 580 7313

N.W.Benson FCA

H.Guderley FCA

A.G.Moss ACA

D.C.Edwards ACA

G.G.Kinch

REPORT OF THE AUDITORS TO THE MEMBERS

of

L.B. ELITE LIMITED

We have audited the financial statements on pages 4 to 16 which have been prepared under the historical cost convention and the accounting policies set out on page 8.

Respective responsibilities of directors and auditors

As described on page 2, 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 financial statements. It also includes assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and 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 as to whether 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 and of the group's affairs as at 30th September, 1994, and of the group loss and cashflow for the year then ended and have been properly prepared in accordance with the Companies Act, 1985.

21st March, 1995

Registered Auditors

CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 30th SEPTEMBER, 1994

	<u>Note</u>	Year ended 30.9.1994 £	Comparison, 16 months ended 30.9.1993 £
TURNOVER	1(b)	1,407,539	1,275,154
COST OF SALES		(<u>194,599</u>)	(245,338)
GROSS PROFIT		1,212,940	1,029,816
ADMINISTRATIVE EXPENSES		(1,207,839)	(993,719)
OTHER INCOME AND CHARGES			
Other income and interest receivable	2	16,172 (<u>27,951</u>)	43,265 (<u>29,808</u>)
(LOSS)/PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	3,4	(6,678)	49,554
TAX ON ORDINARY ACTIVITIES	5	(3,213)	(17,567)
(LOSS)/PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION		(9,891)	31,987
Dividend	6	-	(<u>18,391</u>)
RETAINED (LOSS)/PROFIT			
For the financial year	14	(9,891)	13,596

There are no recognised gains and losses other than those passing through the profit and loss account.

CONSOLIDATED BALANCE SHEET AS AT 30th SEPTEMBER, 1994

•		G	roup	Company		
·	<u>Note</u>	<u>1994</u> £	1993 £	1994 £	1993	
FIXED ASSETS		-	~	.	L	
Tangible assets Intangible assets Investment	7 8 9	205,107 15,000 1	101,784	179,119 15,000 10,000	78,376 - 10,000	
CURRENT ASSETS		220,108	101,785	204,119	88,376	
Debtors	10	3,404,392	2,815,994	2,725,755	2,296,958	
in hand		421,343	363,442	250,509	245,237	
		3,825,735	3,179,436	2,976,264	2,542,195	
CREDITORS: amounts due within one year	11	(3,823,633)	(<u>3,088,157</u>)	(<u>2,984,203</u>)	(<u>2,461,079</u>)	
NET CURRENT ASSETS/ (LIABILITIES)		2,102	91,279	(7,939)	81,116	
TOTAL ASSETS LESS LESS CURRENT LIABILITIES		222,210	193,064	196,180	169,492	
CREDITORS: amounts due after more than one year	12	(194,570)	(155,533)	(193,505)	(152,333)	
PROVISIONS FOR LIABILITIES AND CHARGES						
Deferred taxation		(706)	(706)	()	()	
		26,934	36,825	2,675	17,159 ————	
CAPITAL AND RESERVES						
Called up share capital Profit and loss	14	1,000	1,000	1,000	1,000	
account	15	25,934	35,825	1,675	16,159	
		26,934	36,825	2,675	17,159	
· ·	\searrow	\searrow				

XC. L. BORY & Dyniso X

Directors.

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 30th SEPTEMBER, 1994

•	Note	199	94	1 (202
•		£	£	£	993 £
NET CASH INFLOW/		_	~	L	E
(OUTFLOW) FROM	•				
OPERATING ACTIVITIES	4.5				
ACTIVITIES	15		197,960		(38,807)
RETURNS ON INVESTMENTS					
AND SERVICING OF					
FINANCE			•		
Interest received		16,885		38,658	
Interest paid Ordinary dividends		(31,087)		(31,036)	
paid		(<u>13,793</u>)		(_13,793)	
		(/		(13,193)	
NET CASH OUTFLOW FROM					
RETURNS ON INVESTMENTS AND SERVICING OF					
FINANCE			(27 995)		
			(27,995)		(6,171)
TAXATION					
Corporation tax paid.			(12,171)		(23,852)
INVESTING ACTIVITIES					
Purchase of tangible					
fixed assets		(87,914)		(43,559)	
Sale of tangible		•		•	
fixed assets Purchase of		1,500		10,800	
subsidiary					
undertaking	19	-		(10,000)	
Purchase of				(==,,,,,,	
intangible fixed assets		(45 000)			
assets		(<u>15,000</u>)		(<u>500</u>)	
NET CASH OUTFLOW					
FROM INVESTING					
ACTIVITIES			(101,414)		(43,259)
NET CASH INFLOW/					
(OUTFLOW) BEFORE					
FINANCING			56,380		(112,089)
FINANCING					(,,
rinancing					
Capital element of					
hire purchase					
rental payments Capital loans		(38,165)		(29,858)	
capital loans	18			19,999	
NET FINANCING OUTFLOW					
FROM FINANCING			(38,165)		(<u>9,859</u>)
INCREASE/(DECREASE) IN					,
CASH AND CASH					
EQUIVALENTS 1	16,17		18,215		(121,948)

CASHFLOW STATEMENT FOR THE YEAR ENDED 30th SEPTEMBER, 1994

•	<u>Note</u>	<u>19</u>	9 <u>4</u> £	<u>19</u>	9 <u>3</u> £
NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES	. 15		117,610		(119,503)
RETURNS ON INVESTMENTS AND SERVICING OF FINANCE					
Interest received Interest paid Ordinary dividends paid		6,564 (19,527) (<u>13,793</u>)		32,229 (29,514) (<u>13,793</u>)	
NET CASH OUTFLOW FROM RETURNS ON INVESTMENTS AND SERVICING OF FINANC	Œ		(26,756)		(11,078)
TAXATION Corporation Tax paid	•		(1,827)		(23,852)
INVESTING ACTIVITIES Purchase of tangible fixed assets Sale of tangible fixed assets		(76,949)		(43,559)	
Purchase of subsidiary undertaking Purchase of intangible	•	-		10,800	
fixed assets NET CASH OUTFLOW FROM	•	(<u>15,000</u>)		(500)	
INVESTMENT ACTIVITIES. NET CASH OUTFLOW BEFORE	•		(<u>91,949</u>)		(43,259)
FINANCING	•		(2,922)		(197,692)
FINANCING Capital element of hire purchase rental					
payments		(31,492)		(29,858) <u>19,999</u>	
NET CASH OUTFLOW FROM FINANCING	•		(31,492)		(<u>9,859</u>)
DECREASE IN CASH AND CASH EQUIVALENTS	. 16,17	,	(34,414)		(207,551)

NOTES ON ACCOUNTS FOR THE YEAR ENDED 30th SEPTEMBER, 1994

1 ACCOUNTING POLICIES

- (a) The financial statements are prepared under the historical cost convention.
- (b) Turnover represents invoiced commission received for the company and commission invoiced for its subsidiary and survey fees receivable, and all relates to continuing activities.
- (c) Fixed assets are depreciated so as to write them off over their useful lives at the following rates:-

Leasehold property - 10% per annum on cost Fixtures and fittings - 25% per annum on cost Motor vehicles - 20% per annum on cost

- (d) Deferred taxation is provided at the relevant rates on timing differences likely to reverse within the foreseeable future.
- (e) The consolidated accounts are prepared under the historical cost convention and include the accounts of the company and its subsidiary. As provided by section 288 of the Companies Act, 1985, no profit and loss account is presented for the company.
- (f) Where assets are financed by hire purchase contracts that give rights approximating to ownership, the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as amounts payable to the lessor. Depreciation on the relevant assets is charged to the profit and loss account.

The interest is charged to the profit and loss account equally over the term of the lease. The capital part reduces the amount payable to the lessor.

(g) Development expenditure incurred for a specific project is deferred to match with future revenues where a feasibility study has shown that the project is commercially viable.

2 INTEREST PAYABLE

	Gr 1994	oup <u>1993</u>	Compa <u>1994</u>	ny <u>1993</u>
	£	£	£	£
On bank loans repayable within 5 years	583	-	583	_
On other loans repayable within 5 years	27,368	29,808	16,606	23,272
	27,951	29,808	17,189	23,272

NOTES ON ACCOUNTS FOR THE YEAR ENDED 30th SEPTEMBER, 1994

		Gr	oup	Company	
		<u> 1994</u>	1993	1994	1993
		£	£	£	3
3	OPERATING PROFIT				
	This is stated after charging:-				
	Staff costs (see note 4)	789,377	726,790	392,212	395,964
	Auditors' remuneration	5,876	5,876	2,938	2,938
	Depreciation	71,865	33,672	42,229	29,636
	Amortisation	-	499	_	-
4	EMPLOYEE INFORMATION				
4.1	Staff costs: (including directors' emoluments)				
	Wages and salaries Social security costs	710,922 78,455	660,121 <u>66,669</u>	357,356 34,856	359,653 36,311
		789,377	726,790	392,212	395,964
4.2	Directors' emoluments	106,500	110,832	39,000	49,332
4.3	Directors' emoluments fell within the following ranges:		Number directors		
	£20,001 - 25,000 £25,001 - 30,000 £30,001 - 35,000	1 2 1	1 2 1		
	The highest paid director receive	ed £29,500)(1993: £	30,667).	

4.4 The average weekly number of employees for the group during the period was 48 (1993: 38).

L.B. ELITE LIMITED formerly LAYTON BLACKHAM LIMITED

NOTES ON ACCOUNTS FOR THE YEAR ENDED 30th SEPTEMBER, 1994

5	TAXATION
---	----------

		Grou 1994 £	p 1993 £	Compa 1994 £	ny <u>1993</u> £
5.1	The tax charge on the profit on ordinary activities for the period was as follows:-				
	U.K. Corporation tax at 25% (1993: 25%) Deferred taxation	3,213	16,767 706	Ξ	6,424
	previous years Payment for group relief		94	<u> </u>	94
		3,213	17,567	(5,262) ———	6,518
5.2	The company is a close company w Corporation Taxes Act, 1988.	ithin the	terms of	the Inco	me and
				1994 £	1993 £
6	DIVIDEND				
	Proposed dividend fnil per share (1993: £18.39 per share)	• • • • • • • • •	• • • • •	**	18,391

NOTES ON ACCOUNTS FOR THE YEAR ENDED 30th SEPTEMBER, 1994

7	TANGIBLE	FIXED	ASSETS	(GROUP)	
---	----------	-------	--------	---------	--

COST	Short term leasehold property £	Fixtures and <u>fittings</u> £	Motor vehicles £	<u>Total</u> £
As at 1st October, 1993 Additions Disposals	8,965 —	98,706 137,573	61,129 8,295 (<u>3,055</u>)	159,835 154,833 (<u>3,055</u>)
As at 30th September, 1994.	8,965	236,279	66,369	311,613
DEPRECIATION				
As at 1st October, 1993 Charge for the period Disposals	- 896 	44,461 36,122	13,590 13,066 (<u>1,629</u>)	58,051 50,084 (<u>1,629</u>)
As at 30th September, 1994.	896	80,583	25,027	106,506
NET BOOK VALUE As at 30th September, 1993.	-	54,245	47,539	101,784
As at 30th September, 1994.	8,069	155,696	41,342	205,107

Included in the above totals are the following assets, which are subject to hire purchase contracts:-

£

Cost as at 30.9.1994	156,350 46,972
Net book value as at 30.9.1994	109,378
Depreciation charge for the year	28,268

NOTES ON ACCOUNTS FOR THE YEAR ENDED 30th SEPTEMBER, 1994

7 TANGIBLE FIXED ASSETS (COMPANY)

COST	Short-term leasehold property	Fixtures, fittings and <u>equipment</u> £	Motor <u>vehicles</u> £	<u>Total</u> £
As at 1st October, 1993 Additions	8.965	98,206 133,588 (<u>4,985</u>)	32,174 6,300	130,380 148,853 (<u>4,985</u>)
As at 30th September, 199 DEPRECIATION	8,965	226,809	38,474	274,248
As at 1st October, 1993 Charge for the period	<u>-</u>	44,336 34,954	7,668 7,275	52,004 43,125
As at 30th September, 199	896	79,290	14,943	95,129
As at 30th September, 199 As at 30th September, 199		53,870	24,506	78,376

Included in the above totals are the following assets, which are
subject to hire purchase contracts:f

Cost as at 30.9.1994	144,350
30.9.1994	42,839
Net book value as at 30.9.1994	101,511
Depreciation charge for the year	25,868

8 INTANGIBLE FIXED ASSETS

TAME NOOMS	,	<u>1994</u> £	<u>1993</u> £
Deferred development e	expenditure	15,000	-

9 INVESTMENT

The company owns the share capital of the following company which is incorporated in Great Britain:

	<u>£</u>	<u>Shareholding</u>
Layton Blackham Insurance	•	*
Brokers Limited	10,000	100

NOTES ON ACCOUNTS FOR THE YEAR ENDED 30th SEPTEMBER, 1994

10	DEBTORS	Gi	coup	Company	
		1994	1993	Company	
		£	<u>1793</u>	1994	<u> 1993</u>
		•	L	£	£
	Trade debtors	3,360,314	2 765 726	2,677,605	2 222 222
	Amount owed by group	-,,	2,705,720	2,0/1,605	2,238,203
	undertaking	_	_	10,441	24 000
	Other debtors	12,130	8,250		24,923
	Prepayments and accrued	,	0,250	12,130	8,250
	income	29,822	32,081	23,453	15 645
	Advance corporation tax	•	-2,001	23,433	15,645
	recoverable	2,126	9,937	2,126	0 027
		· · · · · · · · · · · · · · · · · · ·			<u>9,937</u>
		3,404,392	2,815,994	2,725,755	2,296,958
				=	2,230,338
					-
11	ODED THOUGH				
11	CREDITORS: amounts falling	due			
	within one year				
	Pank looms and				
	Bank loans and	_			
	overdrafts	8,890	-	8,890	_
	Trade creditors	3,691,690	2,934,224	2,869,736	2,349,324
	Amounts owed to group			•	, ,
	undertakings	-	-		
	Corporation tax Other taxation and	5,244	22,106	5,244	11,763
	social committy carta				•
	social security costs. Other creditors	30,600	-	30,600	-
	Accruals	37,450	23,008	35,494	16,335
	Proposed dividend	49,759	90,428	34,239	65,266
	Proposed dividend		<u>18,391</u>		18,391
		0 000 000	_		
		3,823,633	3,088,157	2,984,203	2,461,079
12	CREDITORS: amounts falling	dua			
	after more than one year	aue			
	arear more chan one year				
	Bank loans	20 705			
	Other creditors	30,795		30,796	-
	Obligations under hire	111,052	111,052	111,052	111,052
	purchase contracts	50 700	44 401	F4	
		<u>52,723</u>	44,481	<u>51,657</u>	<u>41,281</u>
		194,570	155 522	100 505	
-		=====	155,533	193,505	155,533
					

NOTES ON ACCOUNTS FOR THE YEAR ENDED 30th SEPTEMBER, 1994

13 OBLIGATIONS UNDER HIRE PURCHASE CONTRACTS

		Group		Company	
		<u>1994</u> £	1993 c	1994	1993
	Obligations are due as follows:	~	Ľ	t.	£
	Within 1 year	37,427	22,986	35,471	16,313
	Within 1 to 2 years	34,573	19,513	33,506	16,313
	Within 2 to 5 years	18,151	24,968	18,151	24,968
		90,151	67,467	87,128	57,594
14	SHARE CAPITAL				
	Authorised:- 1,000 ordinary shares of £1 each			1,000	1,000
	Allotted, issued and fully paid			1,000	1,000
15	RECONCILIATION OF MOVEMENT IN SHAREHOLDERS' FUNDS				
		Gr <u>1994</u> £	oup <u>1993</u> £	Com <u>1994</u> £	pany <u>1993</u> £
	Retained (loss)/profit for the financial period	(9.891)	13,596	(14 494)	(10 555)
	Goodwill arising on consolidation		(7,595)	(14,484)	(13,665)
	Opening shareholders' funds	<u>36,825</u>	30,824	<u>17,159</u>	<u>30,824</u>
	Closing shareholders' funds	26,934		2,675	17,159
•					

NOTES ON ACCOUNTS FOR THE YEAR ENDED 30th SEPTEMBER, 1994

		G	roup	Co	mpany
		<u>1994</u> £	1993 £	<u>1994</u> £	1993 £
16	RECONCILIATION OF OPERATING PROFIT TO NET CASH (OUTFLOW) INFLOW FROM OPERATING ACTIVITIES	/			
	Operating profit/(loss). Depreciation charges Amortisation (Profit)/Loss on sale	6,833 50,084 -		(7,486) 43,125	3,974 29,636 -
	of fixed assets Increase in debtors Increase in creditors Net cash inflow/ (outflow) from		150 (1,900,989) 1,788,566	(452,961) 534,932	150 (1,459,767) <u>1,306,504</u>
	operating activities	197,960	(38,807)	117,610	(119,503)
17	ANALYSIS OF CHANGES IN CASH AND CASH EQUIVALENTS DURING THE PERIOD				
	Balance at 1st October, 1993 Net cash inflow/(outflow)	363,442 18,215	•	245,237 (<u>34,414</u>)	452,788 (<u>207,551</u>)
	Balance at 30th September, 1994	381,657	363,442	210,823	245,237
18	ANALYSIS OF THE BALANCES OF CASH AND CASH EQUIVALENTS SHOWN IN THE BALANCE SHEET				
			1994 £	1993 £	Change in <u>Period</u> £
	Group:- Cash at bank and in hand	• • • •	381,657	363,442	18,215
	Company:- Cash at bank and in hand	• • • •	210,823	245,237	(34,414)

NOTES ON ACCOUNTS FOR THE YEAR ENDED 30th SEPTEMBER, 1994

19 ANALYSIS OF CHANGES IN FINANCING DURING THE PERIOD

	Group		Company	
	<u>1994</u> £	<u>1993</u> £	1994 £	1993 £
Hire purchase obligations:-				
As at 1st October, 1993 Cash outflow from	67,467	18,568	57,594	18,568
financing Inception of hire purchase contracts	(38,165)	(29,858)	(31,492)(29,858)
	60,849	<u>78,757</u>	61,026	_68,757
As at 30th September, 1994	90,151	67,467	87,128	57,594
T				
Loans:-				
As at 1st October, 1993 Cash inflow from	111,052	91,053	111,052	91,053
financing		19,999		19,999
As at 30th September, 1994	111,052	111,052	111,052	111,052
				

20 CONVERTIBLE DEBT

The group holds no convertible debt. Capital relates to equity capital only.