

## Directors' Report

### Results and Dividends

The Group results and dividends for the year ended 31st December 1995 are as follows:

	<b>1995</b> <b>£'000</b>	1994 £'000
Turnover	<b>491,639</b>	466,525
Operating Profit	<b>36,142</b>	34,439
Profit on sale of properties	<b>288</b>	2,803
Profit on sale of business assets	-	2,025
Net interest receivable/(payable)	<b>57</b>	(356)
Profit on ordinary activities before taxation	<b>36,488</b>	38,911
Dividends paid and proposed	<b>(9,589)</b>	(9,272)
Retained profit transferred to reserves	<b>14,835</b>	17,845
Earnings per share	<b>23.7p</b>	26.4p
Headling earnings per share	<b>23.4p</b>	21.4p

If approved the final dividend will be paid on 20th May 1996 to those shareholders on the register on 23rd April 1996.

### Consolidated Profit and Loss Account

	<b>1995</b> <b>£'000</b>	1994 £'000
<b>Turnover</b>	<b>491,639</b>	466,525
<b>Operating Profit</b>	<b>36,142</b>	34,439
Profit on sale of properties	<b>288</b>	2,803
Profit on sale of business assets	-	2,025
<b>Profit on ordinary activities before taxation</b>	<b>36,488</b>	38,911
Net interest receivable/(payable)	<b>58</b>	11,794
<b>Profit on ordinary activities before taxation</b>	<b>36,488</b>	38,911
Tax on profit on ordinary activities	<b>(12,064)</b>	(11,794)
<b>Profit on ordinary activities after taxation</b>	<b>24,424</b>	27,117
Dividends paid and proposed	<b>(9,589)</b>	(9,272)
<b>Retained profit transferred to reserves</b>	<b>14,835</b>	17,845
<b>Earnings per ordinary share</b>	<b>23.7p</b>	26.4p
<b>Headline earnings per ordinary share</b>	<b>23.4p</b>	21.4p

The above trading results arise solely from continuing operations.

## Consolidated Balance Sheet

	1995 £'000	1994 £'000
<b>Fixed assets</b>		
Tangible assets	76,174	91,972
Investments	3,292	3,235
	<b>79,466</b>	95,207
<b>Current assets</b>		
Stocks	59,292	64,927
Debtors	88,948	91,767
Properties held for resale	1,768	1,610
Current asset investments	53	53
Cash at bank and in hand	28,119	20,008
	<b>178,180</b>	178,365
<b>Creditors: amounts falling dur within one year</b>	<b>97,605</b>	101,620
<b>Net current assets</b>	<b>80,575</b>	76,745
<b>Total assets less current liabilities</b>	<b>160,041</b>	171,952
<b>Creditors: amounts falling dur after more than one year</b>	<b>2,500</b>	12,502
<b>Provisions for liabilities and charges</b>	<b>917</b>	1,441
	<b>156,624</b>	158,009
<b>Capital and Reserves</b>		
Called up share capital	10,313	10,285
Share premium account	9,721	9,262
Revaluation reserves	6,976	23,258
Profit and loss account	129,614	115,204
<b>Total equity shareholders' funds</b>	<b>156,624</b>	158,009

## Consolidated Cash Flow Sheet

	1995 £'000	1994 £'000
<b>Net cash inflow from operating activities</b>	<b>44,564</b>	30,505
<b>Returns on investments and servicing of finance</b>		
Interest received	2,702	1,510
Proceeds of loan restructuring	-	452
Interest paid	(2,642)	(2,384)
Interest element of finance lease rentals	-	(18)
Dividends paid	(9,263)	(8,516)
<b>Net cash outflow from returns on investments and servicing of finance</b>	<b>(9,203)</b>	(8,956)

**Taxation**

UK corporation tax paid (including A.C.T.)	<b>(10,348)</b>	(8,297)
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<b>Tax Paid</b>	<b>(10,348)</b>	(8,297)
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**Investing activities**

Purchase of tangible fixed assets	<b>(8,526)</b>	(8,802)
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Purchase of business undertakings	<b>(1,483)</b>	(45,986)
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Receipts from sales of tangible fixed assets	<b>1,836</b>	15,855
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Sale of businesses	<b>886</b>	10,046
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Purchase of short term investments	-	(33)
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Net cash outflow from investing activities	<b>(7,287)</b>	(28,920)
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<b>Net cash inflow/(outflow) before financing</b>	<b>17,726</b>	(15,668)
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**Financing**

Issue of ordinary share capital	<b>487</b>	1,134
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New bank loans	-	40,000
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Repayment of bank loans	<b>10,000</b>	17,500
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Repayment of unsecured loan notes	<b>(92)</b>	(19)
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Capital element of finance lease rentals	<b>(2)</b>	(142)
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<b>Net cash (outflow)/inflow from financing</b>	<b>(9,607)</b>	23,473
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<b>Increase in cash and cash equivalents</b>	<b>8,119</b>	7,805
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