

# 12 - 03 - 96



**Close Brothers**

Co. No.

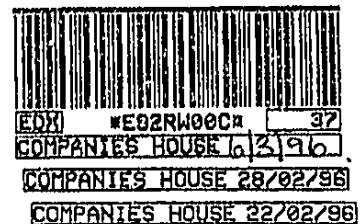
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## BRIEF PROFILE

Close Brothers is an independent merchant banking group listed on the London Stock Exchange. The Bank was founded in the City of London in 1878. The major shareholders are large UK financial investors such as insurance companies, pension funds and investment groups.

Close Brothers' main activities comprise the six related specialist merchant banking services set out on page 5. Most of these operations meet the financial needs of medium-sized companies.

Close Brothers is dedicated to giving its clients continuity, high quality service, integrity and an uncompromising professionalism.





## Close Brothers

### DIRECTORS AND ADVISERS

#### Directors of Close Brothers Group plc

##### Executive Directors

R.D. Kent, Managing Director, aged 48, M.B.A., joined Close Brothers in 1974 having originally started his City career with Schroders. He is a non-executive director of English & Scottish Investors PLC, M & G Group plc and Wessex Water PLC.

P.J. Stone, aged 49, Solicitor, served his articles with Slaughter and May and was employed by Clintons before joining Close Brothers in 1975. He is a non-executive director of Thomas Miller & Co. Limited.

P.L. Winkworth, aged 47, F.C.A., A.T.I.I., was employed by KPMG Peat Marwick and then in the corporate finance department of Barings, before joining Close Brothers in 1977.

J.G.T. Thornton, aged 48, M.B.A., F.C.A., joined Close Brothers in 1984 having previously been deputy managing director of CINVen and, before that, with 3i plc, NEB and Arthur Andersen.

D.G. Hardisty, aged 52, joined Close Brothers in 1987 having previously been employed by British Credit Trust and, before that, North West Securities.

S.R. Hodges, aged 41, Barrister, joined Close Brothers in 1985 having previously been employed as a banker by Hambros.

C.D. Keogh, aged 42, M.B.A., Barrister, A.T.I.I., joined Close Brothers in 1985 having previously been employed by Saudi International Bank and, before that, Arthur Andersen.

B.M. Winterflood, aged 58, M.S.I. Dip., founded Winterflood Securities in 1988 having previously worked for many years for Bisgood Bishop, which was acquired in 1986 by County Natwest Securities. He joined Close Brothers in 1993.

**Auditors**  
Touche Ross & Co. (Holding Company).

Ernst & Young (Authorised Institution).

##### Non-Executive Directors

H.G. Ashton, Chairman, aged 65, D.L., F.C.A., is a non-executive director of The Albert Fisher Group PLC. He was formerly an executive director of Hanson and Schroders.

Lord Cobbold, aged 58, D.L., F.C.T., has specialised in treasury operations and money management, working successively for 3i, BP and TSB/Hill Samuel. He is Hon. Treasurer of The Historic Houses Association.

A.H. Farley, aged 49, Solicitor, is one of the founding partners of City solicitors Watson, Farley and Williams, of which he is the senior partner. He is also a non-executive director of Harrisons (Clyde) Limited.

M.H.F. Morley, aged 55, M.B.A., was previously the chief executive of Portals and a managing director of Charterhouse Group. He is a non-executive director of Foreign & Colonial PEP Investment Trust PLC and Foreign & Colonial Private Equity Trust PLC.

##### Adviser to the Board

Lord Denman, aged 79, C.B.E., M.C., was previously a director of Consolidated Gold Fields, The British Bank of the Middle East, The Saudi British Bank (Riyadh) and Marine & General Mutual Life. He was appointed a non-executive director of Close Brothers Limited in 1977 and retired from the board in 1993.

##### Secretary

T. D. Cansick, M.B.A., A.C.I.B.

**Solicitors**  
Freshfields.

**Stockbrokers**  
SBC Warburg.

## BOARDS OF DIRECTORS

### Directors of Close Brothers Limited

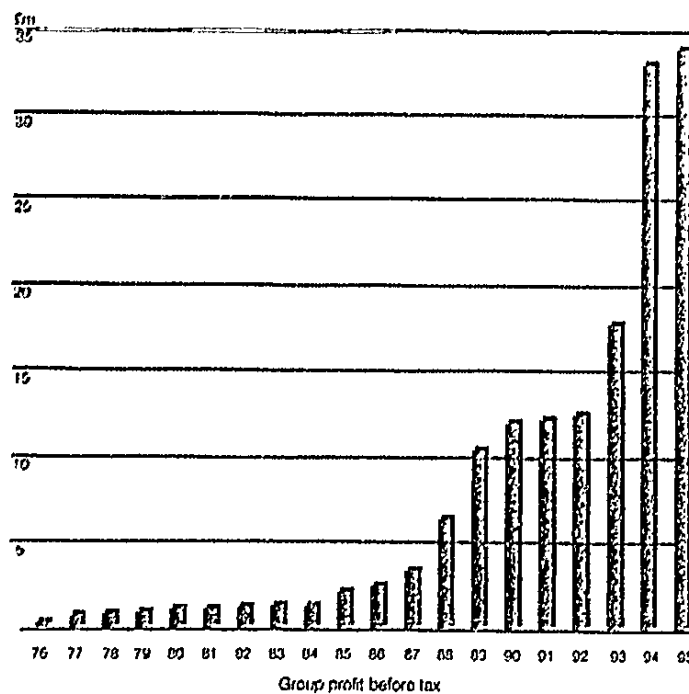
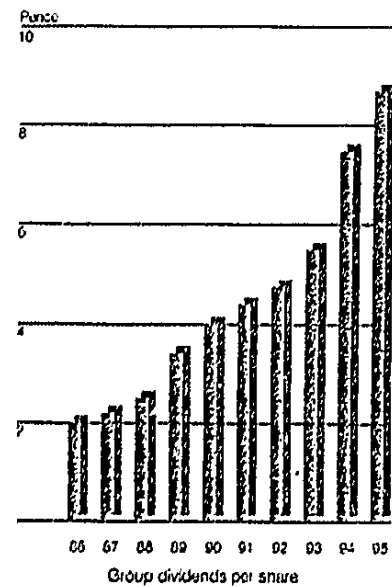
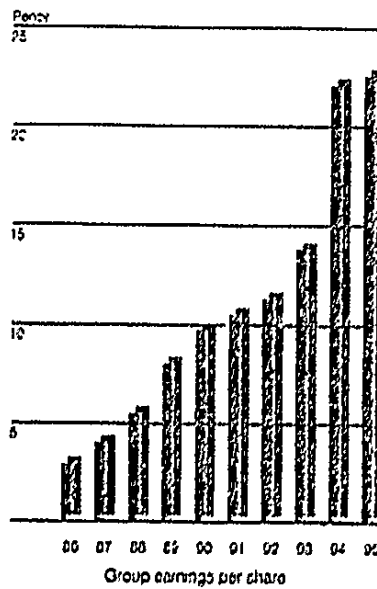
|                                            |                                               |
|--------------------------------------------|-----------------------------------------------|
| *R. D. Kent, M.A., M.B.A.                  | Chairman                                      |
| *P. J. Stone, M.A., Solicitor              | Deputy Chairman                               |
| *P. L. Winkworth, F.C.A., A.T.I.I.         | Deputy Chairman                               |
| *H. G. Ashton, D.L., M.A., F.C.A.          | Non-executive                                 |
|                                            |                                               |
| *C. D. Keogh, M.A., M.B.A., Bar., A.T.I.I. | Chief Executive                               |
| *S. R. Hodges, M.A., Bar.                  | Managing Director                             |
| T. D. Cansick, M.B.A., A.C.I.B.            | Director, Internal Audit                      |
| J. A. B. Kelly, R.D., L.L.B., F.C.A.       | Director, Corporate Finance                   |
| H. A. Lloyd, M.A., A.C.A.                  | Director, Corporate Finance                   |
| D. C. Pusinelli, M.A., A.C.A.              | Director, Corporate Finance                   |
| P. H. Reeve, M.A., A.C.A.                  | Director, Corporate Finance                   |
| R. D. Sellers, A.C.A.                      | Director, Finance                             |
| S. C. Wilkes, M.A.                         | Director, Corporate Finance                   |
| P. N. Williamson                           | Director, Banking                             |
|                                            |                                               |
| L. M. Bland, M.I.C.M.                      | Managing Director, Close Invoice Finance      |
| V. L. Cannock                              | Chairman, Air and General Finance             |
| *D. G. Hardisty                            | Managing Director, Close Asset Finance        |
| J. Lewis                                   | Managing Director, Close Consumer Finance     |
| R. Mountain, B.A. (Econ.)                  | Managing Director, Business Advisory Services |
| S. R. Robinson                             | Managing Director, PROMPT UK                  |
| *J. G. T. Thornton, M.A., M.B.A., F.C.A.   | Chairman, Close Investment Management         |
| *B. M. Winterlood, M.S.I. Dip.             | Managing Director, Winterlood Securities      |
|                                            |                                               |
| *Director of Close Brothers Group plc      |                                               |

A list of the principal operating companies, their addresses and senior management is given on pages 38 and 39.



## Close Brothers

### HISTORICAL TRENDS



The profit figures have been taken from the audited accounts and, prior to 1984, those of Safeguard and Close Brothers have been adjusted to be co-terminous

## MAIN ACTIVITIES

### City Merchant Banking

Close Brothers  
Corporate Finance  
Commercial Lending  
Treasury

### Insurance Premium Financing

Prompt U.K.  
Prompt U.S.

### Investment Management

Close Investment Management  
Development Capital  
Close Brothers Investment  
Personal Investment Products  
Close Fund Management  
Structured Investment Funds

### Credit Management

Close Invoice Finance  
Debt Factoring  
Invoice Discounting  
Business Advisory Services  
Debt Collection Agency

### Market-Making

Winterflood Securities  
Market-Making in stocks of  
medium to smaller companies  
and in smaller parcels of  
gilt edged securities

### Asset Finance

Close Asset Finance  
Printing Equipment  
Commercial Vehicles  
Commercial Plant  
Machine Tools  
Air and General Finance  
Light Aircraft  
Close Consumer Finance  
Cars



## Close Brothers

### CHAIRMAN'S STATEMENT

It gives me great pleasure to be able to announce our twentieth year of unbroken increase in profits. Profits before taxation increased to £33.96 million from £33.06 million and earnings per share to 22.6p from 22.1p. This is a good performance inasmuch as it follows a quite exceptionally buoyant previous year. Last year I said that 1994 would be a hard act to follow. It was, but we have done it and in a year when there has been major rationalisation and pressures on profitability in the UK merchant banking sector. I would like to thank all the management and staff throughout the group for their efforts in producing this milestone result.

#### "Our twentieth year of unbroken increase in profits"

The board is recommending a final dividend of 5.8p net per share which, together with the interim dividend, makes a total distribution for the year of 8.7p net per share (1994 — 7.6p). The total net dividend per share represents an increase of 16 per cent. over last year's dividend and is covered 2.6 times.

Overall, the mix of the group's operating profits has changed somewhat this year, with City Merchant Banking (including PROMPT, Investment Management and Credit Management) accounting for 32% (1994 — 32%), Asset Finance for 40% (1994 — 31%) and Market-Making for 22% (1994 — 37%).

As the UK economic recovery continued this was a year in which most of our specialised lending operations shone. The strongest performance came from Close Asset Finance where profits increased substantially. Close Invoice Finance and Air and General Finance also earned record profits. PROMPT in the UK made good progress in a soft insurance market, whilst Close Consumer Finance had a satisfactory year in a highly competitive market. The disappointment of the year came in Prompt Finance Inc. in America which continued to make trading losses. In addition an internal audit discovered further losses of £1.35 million, created by defective internal accounting procedures, most of which relate to previous years and which have now been written off.

Our Corporate Finance Division had a modest year in terms of results, but we nonetheless took the decision to increase the scale of its operations and to focus increasingly on the medium-sized listed company. This investment in the future is already starting to bear fruit, with an encouraging pipeline of work-in-progress.

Within our Investment Division, the

development capital team turned in improved results and has already made several investments for its 1994 fund. After the previous year's excitement of the Business Expansion Scheme, our personal investment products company had a year of consolidation and now has some potentially interesting products in the pipeline. Towards the end of the period we took on a team specialising in risk-protected investment funds and investment management in smaller quoted companies. Our strategy is to continue to build up a range of specialist and distinct investment management businesses. We intend that, over time, the Investment Division will become an increasingly significant part of our group's activities.

Following last year's exceptional performance, Winterlood Securities nevertheless achieved an encouraging result despite lower levels of activity in the Stock Market for much of the period. The company continued to increase the number of stocks in which it deals, and is one of the key participants in the new, but growing, Alternative Investment Market. The new retail gilt market-making operation ended the year on a good note, after an unexciting start.

We have made some major strides in the funding of our group. On 22nd September, 1995 we announced details of a 1 for 5 Rights Issue, which will raise some £53.4 million net. It is anticipated that a large proportion of the Rights Issue proceeds will be invested, over time, in the capital of Close Brothers Limited, our banking subsidiary. This should enable us to continue to maintain prudent financial ratios in the future when we anticipate further substantial organic growth, particularly in our lending operations. The balance of the proceeds will enable us to strengthen our other merchant banking operations, provide further resources for the promotion of additional early stage or start-up ventures and provide greater flexibility in responding to acquisition opportunities as and when they arise.

#### "We have made some major strides in the funding of our group"

At the end of the financial year, we raised some £22 million of long term subordinated loan capital for our banking subsidiary by way of a private placement with large U.S. institutions. This issue counts as capital for regulatory purposes and will further support the continued growth of our lending operations. Our normal rolling programme of

## CHAIRMAN'S STATEMENT

arranging term facilities from other banks also continued apace. At our year end we had some £422 million of term facilities and we intend to launch shortly a new 5 year syndicated loan facility led by Union Bank of Switzerland. Despite the dramatic events at Barings, we continue to enjoy the confidence of our depositors, with customer accounts slightly ahead of last year end.

We comply substantially with the recently published code of best practice of the Greenbury Committee on directors' remuneration as to disclosure requirements. Next year, the Remuneration Committee will make a separate report to shareholders on these matters. In the enclosed Notice of our Annual General Meeting, you will see that we are proposing a new Executive Share Option Scheme since our present one expires in November this year.

On 1st August, 1995, we were delighted to announce the appointment of four new executive directors — David Hardisty (Managing Director of Close Asset Finance), Stephen Judges (Managing Director of Close Brothers Limited), Colin Keogh (Chief Executive of Close Brothers Limited) and Brian Winterlood (Managing Director of Winterlood Securities). I know that they will help contribute to the continuing development of the group.

I have reached retirement age and am retiring as Chairman and standing down from the board following this year's Annual General Meeting. It gives me great pleasure to pass the baton into the able hands of Michael Morley, who has an intimate knowledge of our business and wide ranging experience both of the City and of industry.

**"We look forward to the future with confidence"**

In our twentieth record year it is fitting that we have entered the FT-SE 250 (Mid-Cap) Index. The UK economy, to which most of our business is linked, is continuing to grow and our new year has got off to a good start. The new share capital will provide a springboard for further growth, both organically from existing businesses and also from new start-ups and acquisitions. We look forward to the future with confidence.

*H.G. Ashton*

*H.G. Ashton*

H.G. Ashton  
Chairman



## Close Brothers

### REVIEW OF ACTIVITIES

#### City Merchant Banking

Our Corporate Finance Division has had a modest year in terms of results but it has invested considerably in the future. We have decided to put further resources into increasing the size of the team, with growing emphasis on targeting medium-sized listed companies, which we believe that we are well placed to serve. We also believe that there will be an increasing amount of corporate activity in this general sector over the next few years.

**"Our Corporate Finance Division has invested considerably in the future ... increasing the size of the team ... and targeting medium-sized listed companies"**

During the year we increased our number of clients and we now advise some 30 quoted companies. We intend to continue to increase not only the number of our clients but also their average size. The Division has started the new financial year with a good level of work-in-progress, and some potentially interesting transactions.

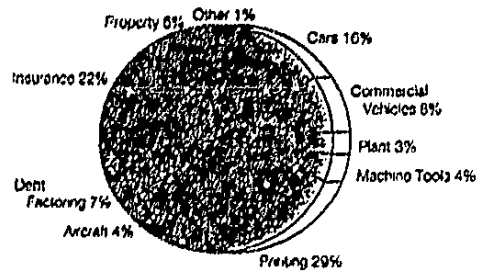
Our Commercial Lending Division, which accounts for some 7% of our overall loan portfolio, had another successful year maintaining the volume of advances. Fee income continued to grow and the low incidence of bad debts was also a feature of the year. Whilst competitive pressure on margins is increasing, by keeping our operation relatively small, but elite, we believe that we can continue to find a satisfactory number of attractive propositions.

The Treasury Division had a busy year and is performing an increasingly important function within the group's banking operations. Customer account deposits ended up higher than at the previous year end.

The vast majority of our lending operations are funded by committed term bank facilities rather than by, relatively short-term, deposits. As part of our rolling programme of organising such funding, we increased our committed term facilities to some £422 million at the year end. A particular highlight was a £105 million 4 year syndicated loan facility organised for us in December 1994 by Barclays Bank. We intend to launch shortly a new 5 year syndicated loan facility led by Union Bank of Switzerland. In both

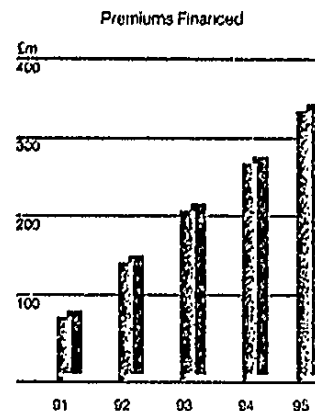
cases, such new facilities partly replace facilities which are about to expire and partly contribute additional finance to fund the continued growth of our loan book. Our strategy is to ensure that the maturity of our committed facilities exceeds that of our overall loan portfolio. We also continue to use interest rate swaps to avoid any substantial interest rate mismatch between our borrowing and our lending.

At 31st July, 1995 our group loans and advances totalled £492 million and we continued to hold security over a good mix of different types of assets.



#### Insurance Premium Financing

The volume of insurance premiums financed by PROMPT UK again reached record levels, increasing by some 24% to some £342 million. Over the last five years, volumes of premiums financed each year have grown by some 44% compound per annum.



This year's performance was even more impressive given the background of a soft insurance market which was reflected in some decrease in the size of the average case



## REVIEW OF ACTIVITIES

financed by PROMPT UK during the latter part of the period. This also coincided with greater competition in the market-place, with insurers marketing their own schemes more aggressively. Both factors, as well as the movement in short-term rates, led to a slight squeeze on margins.

Despite these conditions, PROMPT UK moved ahead and, thanks to its continuing investment in technology, was able to cope with the increased volumes without a commensurate rise in staff or overheads. With a leading position in the market and a comprehensive product range, PROMPT UK is well placed for future growth and has some potentially exciting strategic developments ahead.

Prompt Finance Inc. had a disappointing year. Losses on the normal trading of the year were incurred, which were partly due to intense competition and inadequate volumes and partly due to a squeeze on margins caused by the very rapid rise in short-term dollar interest rates at the beginning of the year. But, particularly in the second half of the year, there was a good increase in volumes due to successful marketing efforts. Following an internal audit further losses (amounting to some £1.35 million) were discovered late in the period, due mainly to defective accounting procedures and inadequate recording of bad debt provisions, most of which relate to previous years and which have now been written off. The position has been investigated, controls improved and a new finance director put into place. We are tackling this problem with vigour and redoubling our efforts to return to profitability.

### Investment Management

Close Investment Management, our development capital company, had a buoyant year. Good progress was made in making some initial investments for its new 1994 fund. Realisation of existing investments in its previous 1988 fund were achieved, usually by way of a trade sale, at prices above the previous year and valuations. The historical outperformance of all our funds against the FT-SE All Share Index has therefore continued. We specialise in development capital transactions of less than £20 million. Competition in this sector of the market is increasing but we are continuing to attract a satisfactory deal flow.

**“Close Investment Management had a buoyant year”**

Whilst not achieving the exceptional results of last year caused by the rush to invest in assured

exit BES schemes before the change in their rules, Close Brothers Investment has nonetheless made good progress. The administration of some £350 million of BES investments in 102 separate companies has been smoothly carried out and we have launched several other personal investment products, ranging from Enterprise Zone Trusts to a company specialising in the purchase and leaseback of nursing homes to the burgeoning nursing home sector. We have several potentially exciting new products in the pipeline.

In May 1995 we announced the formation of Close Fund Management, a further rolling start-up where we have backed a well respected team specialising in both risk protected investment funds and investment management in smaller quoted companies.

### Credit Management

Close Invoice Finance produced good results which were substantially ahead of the previous year, despite intense competition in the sector. Our marketing team achieved demanding targets for the number of new clients, although the average size of client taken on was somewhat smaller than we had planned. The factored turnover achieved by our clients continued to increase considerably during the period, although they borrowed less money than normal.

**“Close Invoice's results were substantially ahead of last year and existing clients' turnover increased considerably”**

The operational side performed well, giving support to the marketing effort and concentrating on giving high levels of client service. Good controls, combined with better economic conditions, led to a low level of bad debts. The market, whilst competitive, still continues to be buoyant.

Business Advisory Services, which is one of the leading commercial debt collection and credit management agencies in the UK, had a difficult year. At this stage of the economic cycle companies are generally suffering less from payment problems from debtors. This has meant that our existing clients have passed over less debts for collection than usual, whilst new clients have been hard to come by. We expect these circumstances to change as the economic recovery continues.



## Close Brothers

### REVIEW OF ACTIVITIES

BAS took the opportunity during this period to improve its computer systems and also extended its main premises in Sheffield, so that it is well prepared for the anticipated upturn. BAS' data imaging subsidiary had another good year.

#### Market-Making

Winterflood ("WINS"), our market-making subsidiary, had a good year, although its results did not reach the exceptional levels of last year. Profit before tax amounted to £7.9 million compared to £13.6 million last year. This was a commendable performance, in the light of reduced levels of stock market activity, particularly in the first half of the period.

**"Winterflood achieved a commendable performance in the light of reduced levels of stock market activity"**

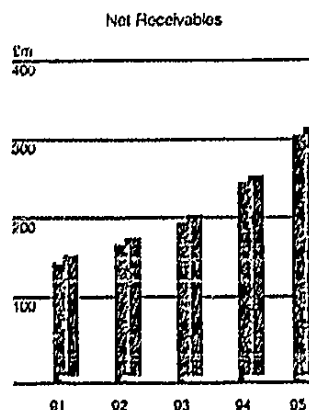
Winterflood again increased the number of stocks in which it acts as market-maker and, in the second half, it gave its full support to the Stock Exchange's new Alternative Investment Market ("AIM"), where it is already a leading market-maker. Although this new market has started with relatively few companies, we believe that the number will increase quite rapidly in the future.

Winterflood commenced its gilt market-making operation, which specialises in smaller sized bargains, in August last year. The initial start was encouraging but, in the ensuing months, activity in the gilt market was low and the markets were highly volatile. However, by the end of the period, we had established a good market share and activity had increased considerably. We believe that this will provide a good platform for the future and will make for a more balanced securities business.

#### Asset Finance

Our Asset Finance Division had another record year with a particularly strong performance from Close Asset Finance, which specialises in financing printing and other capital equipment.

Volumes once again showed good growth and our net receivables increased by 24% from £254 million to £314 million. The table below shows the growth of our asset finance receivables over the last five years.



Once again the new year has got off to a promising start and we anticipate continued organic growth from this division.

Close Asset Finance, with offices in Tolworth Tower (Kingston), Derby and Glasgow, had a sparkling year. Its new business volume increased by 30% from £110 million to £143 million and by the year end its loan portfolio was up by 24% from £180 million to £224 million. Favourable trading conditions together with low levels of arrears, repossessions and bad debts combined to produce a substantial increase in profits.

**"Close Asset had a sparkling year ... substantial increase in profits"**

Printing equipment continued to be the backbone of this company and the market for both new and used Heidelberg machines has continued to flourish. New business levels in our machine tools section continued their upward path and there was also some improved growth in our heavyweight coaches and commercial vehicles business compared to the previous year.

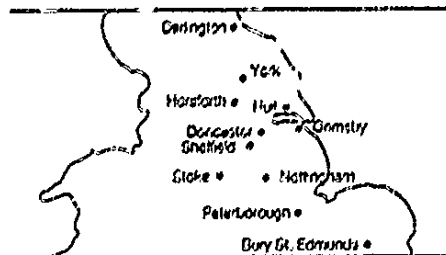
## REVIEW OF ACTIVITIES

Air and General also had a record year with profits rising substantially. The new business transacted, which continues to be in the finance of light aircraft and helicopters in the UK, increased from £12 million to £15 million. This activity is also reflected in the year end loan book which advanced from £16 million last year to £21 million. Again, arrears and repossessions were minimal throughout the year.

**“Air and General had a record year ... loan book grows to £21 million”**

Close Consumer Finance had a satisfactory year given that it operates mainly in the used car market, which has become, and continues to be, highly competitive. New business edged ahead to £57 million but the year end loan book improved from £58 million to £69 million, partly as a result of a small acquisition of a business in Nottingham towards the end of the year.

We now trade in the UK from ten branches and we continue to seek expansion both by starting up new branches and also by taking over existing local businesses.



In addition, our Armed Services Finance division, based in Peterborough, continued to expand. The market for financing mainly new cars for UK service personnel based in Germany remains active, particularly as soldiers' tours of duty become shorter and turnover of personnel increases.

### Conclusion

Once again all of our businesses have started the new financial year with good levels of activity. We expect that the new share capital will provide a springboard for further growth.

R. D. Kent  
Managing Director



## Close Brothers

### REPORT OF THE DIRECTORS

The directors present their report and the audited financial statements for the year ended 31st July, 1995.

#### Principal Activities

Close Brothers Group plc is the parent company of a group of companies engaged in merchant banking operations. The principal subsidiary companies as at 31st July, 1995 and their principal activities are listed in note 26 to these financial statements.

#### Results and Dividends

The consolidated results for the year are shown on page 17. The directors recommend a final dividend for 1995 of 5.8p (1994 — 5.0p) on each ordinary share which, together with the interim dividend of 2.9p, makes a total distribution for the year of 8.7p (1994 — 7.5p) per share. Movements on reserves are shown in note 21 to the financial statements.

#### Corporate Governance

The board of the company confirms compliance with applicable provisions of the Code of Best Practice set out in the Report of the Committee on the Financial Aspects of Corporate Governance (the Cadbury Report) for the year ended 31st July, 1995. The Cadbury Committee noted that companies would not be able to comply with the provision of the Code relating to reporting by directors on internal control until the necessary guidance for companies had been developed. The final form of such guidance was issued in December 1994 for implementation for accounting periods starting on or after 1st January, 1995. The applicable provisions for the year under review are therefore paragraphs 1 to 4.4 and 4.6 of the Code.

The financial statements are prepared on a going concern basis as the directors are satisfied that, at the time of approving the financial statements, the group has the resources to continue in business for the foreseeable future.

A summary of the company's arrangements is given below.

#### Board responsibilities:

The board, which currently comprises four non-executive directors and eight executive directors, meets regularly throughout the year (normally monthly) and deals with important aspects of the company's affairs including setting and monitoring strategy, reviewing

performance, ensuring adequate financial resources and reporting to shareholders. The board has appointed the following committees with the following memberships and terms of reference:

**Audit Committee** (non-executive chairman and all other non-executive directors).

To review the scope and findings of the company's auditors, to commission any additional investigation work, to ensure the adequacy of accounting controls and procedures.

**Remuneration Committee** (non-executive chairman and all other non-executive directors).

To determine the remuneration of the executive directors and the senior executives of the group.

**Nomination Committee** (non-executive chairman, one non-executive director and one executive director).

To consider the appointment or retirement of directors, to review proposed nominations and make recommendations thereon to the board.

#### Statement of Responsibilities

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 group as at the end of the financial year and of the profit or loss of the group for that period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and of the group and which 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 of the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The auditors are required to form an independent opinion on the financial

## REPORT OF THE DIRECTORS

statements presented by the directors, based on their audit, and to report their opinion to the members. The Companies Act 1985 also requires the auditors to report to the members if the following requirements are not met:

- that the company has maintained proper accounting records;
- that the financial statements are in agreement with the accounting records;
- that directors' emoluments and other transactions with directors are properly disclosed in the financial statements; and
- that the auditors have obtained all the information and explanations which, to the best of their knowledge and belief, are necessary for the purpose of their audit.

### Share Capital

Details of changes in the company's ordinary share capital during the year are given in note 20 to the financial statements.

### Tangible Fixed Assets

Movements on tangible fixed assets are disclosed in note 12 to the financial statements.

### Insurance

The company maintained directors and officers insurance cover during the year.

### Charitable Contributions

Contributions made during the year for charitable purposes amounted to £13,198 (1994 — £6,500).

### Substantial Interests

At 6th September, 1995 the following had notified the company that they were interested in 3% or more of the issued share capital of the company:

|                                                 | Ordinary shares | %     |
|-------------------------------------------------|-----------------|-------|
| Caledonia Investments plc                       | 21,273,028      | 22.27 |
| The Prudential Assurance Company Limited        | 8,450,046       | 8.85  |
| A.M.P. Nominees Limited                         | 5,438,994       | 5.69  |
| Compagnie UAP                                   | 5,019,300       | 5.25  |
| Refuge Assurance PLC                            | 4,534,284       | 4.75  |
| Commercial Union Assurance Company plc          | 3,708,716       | 3.88  |
| Sun Alliance & London Assurance Company Limited | 3,160,288       | 3.31  |
| Co-operative Insurance Society Limited          | 3,142,856       | 3.29  |

### Directors and Interests

(a) The present membership of the board is set out on page 2, all of whom served throughout the year with the exception of Mr. D.G. Hardisty, Mr. S.R. Hodges, Mr. C.D. Keogh and Mr. B.M. Winterlood who were appointed directors on 1st August, 1995.

(b) The directors' interests in the share capital of the company are shown below:

|                                  | Ordinary shares<br>31st July,<br>1995<br>or subsequent date<br>of appointment | 1st August,<br>1994 |
|----------------------------------|-------------------------------------------------------------------------------|---------------------|
| <i>Beneficial interests:</i>     |                                                                               |                     |
| H. G. Ashton                     | 12,528                                                                        | 12,528              |
| Lord Cobbold                     | 4,000                                                                         | 4,000               |
| A. H. Farley                     | 4,000                                                                         | 4,000               |
| D. G. Hardisty                   | 5,733                                                                         | —                   |
| S. R. Hodges                     | 257,980                                                                       | —                   |
| R. D. Kent                       | 602,145                                                                       | 648,510             |
| C. D. Keogh                      | 70,995                                                                        | —                   |
| M. H. F. Morley                  | 11,428                                                                        | 11,428              |
| P. J. Stone                      | 659,786                                                                       | 656,150             |
| J. G. T. Thornton                | 520,172                                                                       | 406,068             |
| P. L. Winkworth                  | 536,489                                                                       | 547,054             |
| B. M. Winterlood                 | 7,356                                                                         | —                   |
| <i>Non-beneficial interests:</i> |                                                                               |                     |
| R. D. Kent                       | —                                                                             | 38,000              |

Mr. D.G. Hardisty is a director and minority shareholder in Close Asset Finance Limited. His beneficial interest in the share capital of that company at 1st August, 1995 was 28,000 £1 'B' ordinary shares.

Mr. J.G.T. Thornton is a director and minority shareholder in Close Investment Management Limited. At 31st July, 1995 he was beneficially interested in 1,950 £1 deferred 'A' ordinary shares of that company (1st August, 1994 — 3,250). At that date and on 1st August, 1994 he was also interested in 3.55% of the partnerships constituting The Close Investment 1988 Fund and 3.60% of the partnership constituting the Close Investment 1994 Fund.

Mr. B.M. Winterlood is a director of Winterlood Securities Limited. At 1st August, 1995 he had been granted options over 30,000 10p ordinary shares in that company at a price of £14.96 per share.

On 18th May, 1990 Caledonia Investments plc granted to each of Messrs. Kent, Stone and Winkworth options over 302,786 shares and to each of Messrs Hodges and Keogh options over 60,558 shares which it holds in the company at a price of 148.62p per share.

The above interests of the directors have remained unchanged since 31st July, 1995.



## Close Brothers

### REPORT OF THE DIRECTORS

Details of the persons to subscribe for shares held by the directors under the company's sharesave, executive and senior bank executive share option schemes are given in note 3 to the financial statements.

(c) In accordance with the provisions of the Articles of Association Mr. M.H.F. Morley and Mr. P.L. Winkworth retire by rotation and, being eligible, offer themselves for re-election. Mr. P.L. Winkworth has a service contract which can be terminated on twelve months' notice. Mr. M.H.F. Morley does not have a service contract with the company.

Mr. D.G. Hardisty, Mr. S.R. Hodges, Mr. C.D. Keogh and Mr. E.M. Winterlood, having been elected since the last Annual General Meeting, retire in accordance with the provisions of the Articles of Association and, being eligible, offer themselves for re-election. Mr. D.G. Hardisty has a service contract for a fixed period to 13th October, 1996 which can thereafter be terminated on twelve months' notice; Mr. S.R. Hodges and Mr. C.D. Keogh have service contracts which can be terminated on less than 12 months' notice; and Mr. E.M. Winterlood has a service contract which can be terminated on two years' notice.

(d) The company has established an employee benefit trust in which all employees of the group, including executive directors, are potential beneficiaries. The trust currently owns 2,282,084 shares in the company which it acquired at an average cost of 233p per share.

#### Staff

It is the group's policy to give appropriate consideration to applications for employment from disabled persons, having regard to their particular aptitudes. For the purposes of training, career development and promotion, disabled staff, including any who become disabled in the course of their employment, are treated on equal terms with other employees.

#### Company Status

So far as the directors are aware the company is not a close company for taxation purposes.

#### Special Business at the Annual General Meeting

##### (a) Increase in Authorised Share Capital

A resolution will be proposed at the Annual General Meeting to increase the company's authorised share capital from £37.5 million to £50.0 million by the creation of an additional 50.0 million ordinary shares of 25p each.

##### (b) Authority to Purchase Own Shares

At the last Annual General Meeting the company was given authority to make market purchases of up to approximately 15% of its issued share capital. This authority, which will expire at the conclusion of the Annual General Meeting, has not been used by the directors. Nevertheless your board considers it would be appropriate to renew the authority. Share purchases would only be made after the most careful consideration and where the directors believed that they were in the best interests of the company, taking into account other available investment opportunities and the overall financial position of the group. Accordingly, a special resolution will be proposed at the Annual General Meeting to authorise the company to purchase not more than 18,016,000 of its 25p ordinary shares, being approximately 15% of the issued share capital of the company immediately following the rights issue announced on 22nd September, 1995.

The maximum price which may be paid will not be more than 5% above the average of the middle market quotations for the ordinary shares as derived from the London Stock Exchange Daily Official List for the ten business days before the purchase is made. The minimum price will be the par value. The directors would only begin to purchase shares after considering the criteria referred to above.

The authority will expire on whichever date is the earlier of the date 18 months from the date the special resolution is passed and the date of the 1996 Annual General Meeting. Details of shares purchased pursuant to the authority will be notified to the London Stock Exchange and to the Registrar of Companies and will be disclosed in the 1996 Annual Report.

## REPORT OF THE DIRECTORS

### (c) Directors' Authority to Allot Shares

A resolution will be proposed at the Annual General Meeting to grant the directors authority to allot unissued shares of the company up to a nominal amount of £10,008,000. The authority, if granted, will last for a period of five years from the date of passing of the resolution.

### (d) Waiver of Pre-Emption Rights

It is proposed to renew, until the next Annual General meeting, the directors' flexibility to issue shares for cash other than strictly pro rata to existing shareholders. This authority will be limited to a nominal amount of £1,501,000 which represents approximately 5% of the issued share capital immediately following the rights issue. The directors will comply with the guidelines of the Investment committees of the Association of British Insurers and the National Association of Pension Funds to the effect that no more than 7.5% of the issued share capital should be allotted for cash on a non pre-emptive basis in any three year period.

### (e) Executive Share Option Scheme

The 1985 Executive Share Option Scheme expires in November this year. It is proposed to renew these arrangements and a resolution will be proposed at the Annual General Meeting to approve a new Executive Share Option Scheme under which all options can only be exercised if certain performance related targets are achieved.

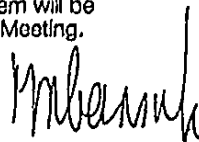
### (f) Number of Directors

Following the appointment of four additional directors on 1st August, 1995, the board of directors is currently at its maximum number permitted by the Articles of Association. To allow for future appointments, when appropriate, a resolution will be proposed at the Annual General Meeting to increase the maximum number of directors permitted by the Articles of Association from 12 to 16.

### Auditors

Touche Ross & Co. have expressed their willingness to continue in office as auditors and a resolution to re-appoint them will be proposed at the Annual General Meeting.

By order of the Board  
T.D. CANSICK Secretary  
22nd September, 1995





## Close Brothers

### REPORT OF THE AUDITORS

#### Auditors' Report to the Members of Close Brothers Group plc

We have audited the financial statements on pages 17 to 37 which have been prepared under the accounting policies set out on page 21.

#### Respective responsibilities of directors and auditors

As described on page 12 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 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 circumstances of the company and the group, 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.

#### Opinion

In our opinion the financial statements give a true and fair view of the state of affairs of the company and the group as at 31st July, 1995 and of the profit of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

#### Auditors' Report to Close Brothers Group plc on Corporate Governance matters

In addition to our audit of the financial statements, we have reviewed the directors' statement on page 12 on the company's compliance with the paragraphs of the Code of Best Practice specified for our review by the London Stock Exchange. The objective of our review is to draw attention to non-compliance with those paragraphs of the Code which is not disclosed.

We carried out our review in accordance with Bulletin 1995/1 'Disclosures relating to corporate governance' issued by the Auditing Practices Board. That Bulletin does not require us to perform the additional work necessary to, and we do not, express any opinion on the effectiveness of either the company's system of internal financial control or its corporate governance procedures nor on the ability of the company to continue in operational existence.

#### Opinion

With respect to the directors' statement on going concern on page 12, in our opinion the directors have provided the disclosures required by paragraph 4.6 of the Code (as supplemented by the related guidance for directors) and such statement is not inconsistent with the information of which we are aware from our audit work on the financial statements.

Based on enquiry of certain directors and officers of the company, and examination of relevant documents, in our opinion the directors' statement on page 12 appropriately reflects the company's compliance with the other paragraphs of the Code specified for our review.

Touche Ross & Co.  
Chartered Accountants  
and Registered Auditors

Hill House, 1 Little New Street, London EC4A 3TR  
22nd September, 1995



## CONSOLIDATED PROFIT AND LOSS ACCOUNT

For the year ended 31st July, 1995

|                                               | Note | 1995<br>£'000 | 1994<br>£'000 |
|-----------------------------------------------|------|---------------|---------------|
| Interest receivable                           |      | 77,805        | 63,175        |
| Interest payable                              |      | (36,620)      | (27,785)      |
| Net interest income                           |      | <u>41,185</u> | <u>35,390</u> |
| Dividend income                               |      | 701           | 143           |
| Fees and commissions receivable               |      | 17,120        | 25,838        |
| Fees and commissions payable                  |      | (5,533)       | (11,164)      |
| Net dealing income - market-making            |      | 18,716        | 25,224        |
| Other operating income                        |      | <u>2,285</u>  | <u>1,500</u>  |
| Other income                                  |      | <u>33,289</u> | <u>41,541</u> |
| Operating income                              |      | <u>74,474</u> | <u>76,931</u> |
| Administrative expenses                       | 2    | 35,649        | 37,484        |
| Depreciation and amortisation                 | 12   | 1,840         | 1,546         |
| Provisions for bad and doubtful debts         | 9    | <u>3,029</u>  | <u>4,846</u>  |
| Total operating expenses                      |      | <u>40,518</u> | <u>43,876</u> |
| Profit on ordinary activities before taxation | 4    | 33,956        | 33,055        |
| Taxation on profit on ordinary activities     | 5    | <u>11,794</u> | <u>10,989</u> |
| Profit on ordinary activities after taxation  |      | 22,162        | 22,066        |
| Minority interests - equity                   |      | <u>1,073</u>  | <u>2,211</u>  |
| Profit attributable to shareholders           |      | 21,089        | 19,855        |
| Dividends:                                    |      |               |               |
| Interim dividend 2.0p (1994 - 2.5p)           |      | 2,761         | 2,260         |
| Proposed final dividend 5.8p (1994 - 5.0p)    |      | <u>5,793</u>  | <u>4,520</u>  |
|                                               |      | 8,554         | 6,780         |
| Retained profit for the year                  | 21   | <u>12,535</u> | <u>13,075</u> |
| Earnings per share                            | 32   | 22.6p         | 22.1p         |

All income and profits are in respect of continuing operations



## Close Brothers

### CONSOLIDATED BALANCE SHEET

At 31st July, 1995

|                                                            | Note | 1995<br>£'000  | 1994<br>£'000  |
|------------------------------------------------------------|------|----------------|----------------|
| <b>Assets</b>                                              |      |                |                |
| Cash and balances at central banks                         |      | 994            | 596            |
| Loans and advances to banks                                | 7    | 194,089        | 194,876        |
| Loans and advances to customers                            | 8    | 491,684        | 405,537        |
| Debt securities - certificates of deposit                  | 10   | 62,918         | 10,007         |
| Debt securities - gilts long positions                     | 10   | 22,728         | —              |
| Settlement accounts                                        |      | 78,642         | 53,978         |
| Equity shares - long positions                             | 11   | 14,262         | 14,022         |
| Equity shares - investments                                | 11   | 9,705          | 5,817          |
| Tangible fixed assets                                      | 12   | 8,285          | 7,166          |
| Other assets                                               |      | 31,076         | 18,072         |
| Prepayments and accrued income                             |      | 9,356          | 4,528          |
| <b>Total assets</b>                                        |      | <b>923,819</b> | <b>714,599</b> |
| <b>Liabilities</b>                                         |      |                |                |
| Deposits by banks                                          | 13   | 100,418        | 78,554         |
| Customer accounts                                          | 14   | 173,954        | 163,537        |
| Bank loans and overdrafts                                  | 15   | 285,135        | 206,544        |
| Debt securities in issue - loan notes                      | 16   | 54,422         | 54,422         |
| Debt securities in issue - gilts short positions           |      | 23,053         | —              |
| Settlement accounts                                        |      | 65,145         | 47,600         |
| Equity shares - short positions                            |      | 8,015          | 7,984          |
| Other liabilities                                          | 17   | 64,766         | 42,778         |
| Accruals and deferred income                               |      | 11,375         | 8,395          |
| Provisions for liabilities and charges - deferred taxation | 18   | 1,179          | 2,113          |
| Subordinated loan capital                                  | 19   | 21,937         | —              |
| Minority interests - equity                                |      | 2,354          | 4,460          |
|                                                            |      | <b>811,753</b> | <b>616,377</b> |
| <b>Shareholders' funds</b>                                 |      |                |                |
| Called up share capital                                    | 20   | 23,884         | 22,600         |
| Share premium account                                      | 21   | 40,073         | 31,163         |
| Other reserves                                             | 21   | 942            | 4,005          |
| Profit and loss account                                    | 21   | 47,167         | 40,454         |
| <b>Total equity shareholders' funds</b>                    |      | <b>112,066</b> | <b>98,222</b>  |
| <b>Total liabilities and shareholders' funds</b>           |      | <b>923,819</b> | <b>714,599</b> |
| <b>Memorandum items</b>                                    |      |                |                |
| Contingent liabilities - guarantees                        | 22   | 1,310          | 340            |
| Commitments - other                                        | 23   | 53,078         | 40,979         |

Approved by the Board of Directors on 22nd September, 1995

H. G. Ashton }  
R. D. Kent } Directors

*H. S. Ashton.*

## COMPANY BALANCE SHEET

At 31st July, 1995

|                                                         | Note | 1995<br>£'000 | 1994<br>£'000 |
|---------------------------------------------------------|------|---------------|---------------|
| Fixed assets                                            |      |               |               |
| Investments in subsidiaries                             | 26   | 74,162        | 63,303        |
| Tangible fixed assets                                   | 12   | 907           | 838           |
| Equity shares                                           | 11   | 5,323         | —             |
|                                                         |      | <u>80,392</u> | <u>64,141</u> |
| Current assets                                          |      |               |               |
| Debtors                                                 | 27   | 20,973        | 24,097        |
| Creditors: Amounts falling due within one year          | 28   | <u>12,088</u> | <u>10,856</u> |
| Net current assets                                      |      | <u>8,885</u>  | <u>13,241</u> |
| Total assets less current liabilities                   |      | <u>89,277</u> | <u>77,382</u> |
| Creditors: Amounts falling due after more than one year | 29   | 19,173        | 23,173        |
| Deferred taxation                                       | 18   | <u>15</u>     | <u>23</u>     |
|                                                         |      | <u>70,089</u> | <u>54,186</u> |
| Capital and reserves                                    |      |               |               |
| Share capital                                           | 20   | 23,884        | 22,600        |
| Reserves                                                | 21   | <u>46,205</u> | <u>31,586</u> |
| Total equity shareholders' funds                        |      | <u>70,089</u> | <u>54,186</u> |

Approved by the Board of Directors on 22nd September, 1995

H. G. Ashton

R. D. Kent

} Directors

H. G. Ashton

[Signature]



## Close Brothers

### STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES

| For the year ended 31st July, 1995                | 1995          | 1994          |
|---------------------------------------------------|---------------|---------------|
|                                                   | £'000         | £'000         |
| Profit attributable to shareholders               | 21,089        | 19,855        |
| Net investment profit for the year after taxation | 172           | 2,547         |
| Exchange adjustment                               | (78)          | (60)          |
|                                                   | <u>21,183</u> | <u>22,342</u> |

### CONSOLIDATED CASH FLOW STATEMENT

For the year ended 31st July, 1995

|                                                                       | Note  | 1995            | 1994           |
|-----------------------------------------------------------------------|-------|-----------------|----------------|
|                                                                       |       | £'000           | £'000          |
| Net cash inflow from operating activities                             | 30(a) | <u>55,913</u>   | <u>77,976</u>  |
| Returns on investments and servicing of finance:                      |       |                 |                |
| Ordinary dividends paid                                               |       | (7,281)         | (5,697)        |
| Dividends paid to minority shareholders in subsidiaries               |       | —               | (640)          |
| Net cash outflow from returns on investments and servicing of finance |       | <u>(7,281)</u>  | <u>(6,337)</u> |
| Taxation:                                                             |       |                 |                |
| UK corporation tax paid                                               |       | <u>(12,396)</u> | <u>(8,645)</u> |
| Investing activities:                                                 |       |                 |                |
| Investments in subsidiaries                                           | 30(b) | (12,002)        | (2,324)        |
| Purchase of a subsidiary                                              | 30(c) | (2,158)         | —              |
| Purchase of tangible fixed assets                                     |       | (3,515)         | (4,276)        |
| Sale of tangible fixed assets                                         |       | 537             | 479            |
| Purchase of equity shares held for investment purposes                |       | (2,145)         | (880)          |
| Sale of equity shares held for investment purposes                    |       | <u>3,438</u>    | <u>1,559</u>   |
| Net cash outflow from investing activities                            |       | <u>(15,845)</u> | <u>(5,442)</u> |
| Net cash inflow before financing                                      |       | 20,391          | 57,552         |
| Financing:                                                            |       |                 |                |
| Share capital (including premium)                                     | 30(d) | 10,194          | 2,718          |
| Subordinated loan capital                                             | 30(d) | <u>21,937</u>   | —              |
| Increase in cash and cash equivalents                                 | 30(e) | <u>52,522</u>   | <u>60,270</u>  |

In the directors' view cash and cash equivalents are an integral part of the operating activities of the group, since they are a bank's stock in trade. Nevertheless as required by Financial Reporting Statement No. 1 cash and cash equivalents are not treated as cash flow from operating activities but are required to be shown separately in accordance with the format above.

## THE NOTES TO THE FINANCIAL STATEMENTS

1. Accounting policies
  - (a) Format of financial statements  
The group financial statements are prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to banking groups and those of the company in accordance with section 226 of, and Schedule 4 to, the Companies Act 1985. The financial statements are prepared in accordance with applicable accounting standards.
  - (b) Accounting convention  
The financial statements have been prepared under the historical cost convention, modified by the revaluation of equity shares, gilts and investment properties.
  - (c) Fees and commissions receivable  
Fee and commission income are taken to the profit and loss account when invoiced except for fees from certain monitoring and administration services which accrue on a day to day basis and are invoiced in arrears.
  - (d) Net dealing income  
Net dealing income includes the net profit arising from both buying and selling securities and from positions held in securities.
  - (e) Loans and advances  
Loans and advances are stated net of provisions against doubtful debts which are made on the basis of regular review by management.
  - (f) Finance leases and instalment finance  
Finance leases are recognised as loans at the minimum lease payments receivable less finance charges. Finance charges on both hire purchase obligations and leases are taken to income in proportion to the net funds invested after deducting, where applicable, a fixed percentage in respect of set-up costs. Rental costs under operating leases are charged to the profit and loss account in equal annual amounts over the period of the leases.
  - (g) Equity shares and gilts  
The long and short positions in equity shares and gilts represent the aggregate of trading positions in individual securities arising respectively from a not bought and not sold position and are valued at the dealers' bid and offer prices respectively at the close of business on the balance sheet date. Equity shares held for investment purposes are included in the balance sheet at middle market values if listed other than shares held by the employee benefit trust which are shown at cost, and at directors' valuation if unlisted. Realised surpluses and losses on the group's investment portfolio held by Safeguard Investments plc, an investment company as defined by section 266 of the Companies Act 1985, are taken to realised reserves. Unrealised appreciation and depreciation is dealt with through unrealised reserves.
  - (h) Investments in subsidiaries  
Investments in subsidiaries are stated at cost less provision for permanent diminution in value.
  - (i) Depreciation  
The provision for depreciation on premises and equipment is calculated to write off the cost of fixed assets over their estimated useful lives by equal annual instalments as follows:—
 

|                                      |                              |
|--------------------------------------|------------------------------|
| Freehold and long leasehold property | 2.5%                         |
| Office machinery and furniture       | 10%—20%                      |
| Motor vehicles                       | 25%                          |
| Short leasehold property             | over the length of the lease |

 No depreciation is provided in respect of freehold investment properties. Such properties are revalued annually by the directors and any adjustment below cost is transferred to the profit and loss account.
  - (j) Foreign currencies  
Foreign currency deposits and advances are translated into sterling at the rates of exchange ruling at the balance sheet date. Translation differences are taken to the profit and loss account. Differences on exchange, arising from the translation of the opening net investment in the overseas subsidiary and from the translation of the results of that company at an average rate, are taken to reserves.
  - (k) Deferred taxation  
Deferred taxation is provided in full in respect of unrealised appreciation of investments held at the year end at the anticipated rates of taxation and on material timing differences arising from the inclusion of items of income and expenditure in taxation computations covering periods different from those for which they are included in financial statements, to the extent that it is probable that a liability or asset will crystallise in the future.
  - (l) Goodwill  
Goodwill arising on the acquisition of business assets, representing the excess of the purchase consideration over the fair value ascribed to the net tangible assets, is written off to reserves in the year of acquisition.
  - (m) Pensions  
The cost of providing pensions is charged to the profit and loss account so as to spread the cost over the anticipated service lives of employees in the schemes.



## Close Brothers

### THE NOTES

|                               |               |               |
|-------------------------------|---------------|---------------|
| 2. Administrative expenses    | 1995          | 1994          |
|                               | £'000         | £'000         |
| Staff costs:                  |               |               |
| Wages and salaries            | 19,308        | 20,106        |
| Social security costs         | 2,034         | 1,981         |
| Other pension costs           | 1,549         | 1,379         |
|                               | <u>22,891</u> | <u>23,466</u> |
| Other administrative expenses | 12,758        | 14,018        |
|                               | <u>35,649</u> | <u>37,484</u> |

The average number of persons employed by the group during the year was 491 (1994 — 445).

|                                        |              |              |
|----------------------------------------|--------------|--------------|
| 3. Information regarding directors     | 1995         | 1994         |
|                                        | £'000        | £'000        |
| Directors' emoluments:                 |              |              |
| Fees of directors                      | 54           | 95           |
| Salaries                               | 1,046        | 964          |
| Other benefits                         | 42           | 27           |
| Annual performance related payments    | 305          | 340          |
| Long term performance related payments | —            | —            |
| Company pension contributions          | 237          | 222          |
|                                        | <u>1,684</u> | <u>1,648</u> |

The following table shows a breakdown of the remuneration of individual directors for the year ended 31st July, 1995:—

|                 | Gsalaries<br>and<br>fees | Benefits  | Performance related<br>payments |              | Total        |              | Company<br>pension<br>contributions |            |
|-----------------|--------------------------|-----------|---------------------------------|--------------|--------------|--------------|-------------------------------------|------------|
|                 | £'000                    | £'000     | Annual                          | Long<br>term | 1995         | 1994         | 1995                                | 1994       |
|                 | £'000                    | £'000     | £'000                           | £'000        | £'000        | £'000        | £'000                               | £'000      |
| Executive:      |                          |           |                                 |              |              |              |                                     |            |
| R.D. Kent       | 285                      | 7         | 100                             | —            | 392          | 391          | 67                                  | 62         |
| P.J. Stone      | 268                      | 9         | 70                              | —            | 347          | 347          | 63                                  | 60         |
| J.G.T. Thornton | 188                      | 12        | 65                              | —            | 265          | 255          | 44                                  | 40         |
| P.L. Winkworth  | 268                      | 8         | 70                              | —            | 346          | 339          | 63                                  | 60         |
| Non-Executive:  |                          |           |                                 |              |              |              |                                     |            |
| H.G. Ashton     | 40                       | 6         | —                               | —            | 46           | 44           | —                                   | —          |
| Lord Cobbold    | 17                       | —         | —                               | —            | 17           | 11           | —                                   | —          |
| A.H. Farley     | 17                       | —         | —                               | —            | 17           | 15           | —                                   | —          |
| M.H.F. Morley   | 17                       | —         | —                               | —            | 17           | 16           | —                                   | —          |
|                 | <u>1,100</u>             | <u>42</u> | <u>305</u>                      | <u>—</u>     | <u>1,447</u> | <u>1,418</u> | <u>237</u>                          | <u>222</u> |

Messrs D.G. Hardisty, S.R. Hodges, C.D. Keogh and B.M. Winterlood were appointed directors on 1st August, 1995, following the year end, and no emoluments are shown for them.

Income in respect of executive directors' external non-executive directorships is paid to the company.

During the year Messrs R.D. Kent and P.L. Winkworth exercised options and realised gains of respectively £227,000 and £113,000, and Mr. J.G.T. Thornton received value of £298,000 in respect of his interest in the partnerships constituting The Close Investment 1988 Fund.

## THE NOTES

### 3. Information regarding directors *continued*

Annual performance related payments include allocations under Inland Revenue approved profit related pay and profit sharing schemes and also include amounts awarded by the Remuneration Committee on a discretionary basis. Long term performance related payments are partially discretionary and partially linked to upward movement in the company's share price over an extended period. The linked element is based upon a notional number of ordinary shares which were allocated to the executive directors in 1993 at a price of 150p per share as follows:

|                 |           |
|-----------------|-----------|
| R.D. Kent       | 1,000,000 |
| P.J. Stone      | 650,000   |
| J.G.T. Thornton | 200,000   |
| P.L. Winkworth  | 450,000   |

Long term performance related emoluments will not become payable, if at all, until after 30th September, 1996 and will be included within the disclosed remuneration of directors when paid. Accumulated provisions of £2,441,000 were made in previous periods. Material additional payments, if any, would be made either by distribution or from the sale of shares from the employee benefit trust and would not therefore result in a charge to profit and loss account.

#### Directors' share options:

Unexercised options over ordinary shares held by directors under the company's sharesave, executive and senior bank executive share option schemes were as follows:

|                 | 1st August,<br>1994 | Granted<br>during the<br>year | Exercised<br>during the<br>year | 31st July,<br>1995 | Weighted<br>average<br>exercise<br>price | Market<br>price at<br>date of<br>exercise |
|-----------------|---------------------|-------------------------------|---------------------------------|--------------------|------------------------------------------|-------------------------------------------|
| R.D. Kent       | 1,382,536           | —                             | (200,000)                       | 1,182,536          | 105.68p                                  | 229p                                      |
| P.J. Stone      | 1,332,254           | —                             | —                               | 1,332,254          | 105.73p                                  | —                                         |
| J.G.T. Thornton | 232,130             | —                             | —                               | 232,130            | 107.87p                                  | —                                         |
| P.L. Winkworth  | 1,332,254           | 9,857                         | (100,000)                       | 1,242,111          | 103.22p                                  | 229p                                      |

The directors appointed on 1st August, 1995 have the following unexercised options over ordinary shares under the company's sharesave, executive and senior bank executive share option schemes:

|                 | 1st August,<br>1995 | Weighted<br>average<br>exercise<br>price |
|-----------------|---------------------|------------------------------------------|
| D.G. Hardisty   | —                   | —                                        |
| S.R. Hodges     | 423,156             | 128.72p                                  |
| C.D. Keogh      | 614,392             | 120.03p                                  |
| B.M. Winterlood | 9,374               | 184.00p                                  |

The exercise price of options granted during the year, which were under the sharesave scheme, was 175.00p. No options lapsed during the year. On 22nd September, 1995 options were exercised by Mr. S.R. Hodges (274,524), Mr. R.D. Kent (980,866), Mr. C.D. Keogh (462,010), Mr. P.J. Stone (1,150,583), Mr. J.G.T. Thornton (80,000) and Mr. P.L. Winkworth (1,050,583), all of which were sold except for 187,486 retained by Mr. C.D. Keogh. Save for this the interests of directors in options have remained unchanged since 31st July, 1995. The mid-market price of the company's shares at 31st July, 1995 was 307p and the range during the year was 204p to 307p.



## Close Brothers

### THE NOTES

|                                                                                                                                                                                                                                                                                             |                |                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
| 4. Profit on ordinary activities before taxation                                                                                                                                                                                                                                            | 1995           | 1994           |
|                                                                                                                                                                                                                                                                                             | £'000          | £'000          |
| The profit on ordinary activities before taxation is stated after crediting:                                                                                                                                                                                                                |                |                |
| Income from listed investments                                                                                                                                                                                                                                                              | 57             | 24             |
| and after charging:                                                                                                                                                                                                                                                                         |                |                |
| Auditors' remuneration:                                                                                                                                                                                                                                                                     |                |                |
| Audit fees                                                                                                                                                                                                                                                                                  | 232            | 228            |
| Other fees                                                                                                                                                                                                                                                                                  | 127            | 133            |
| Operating lease rentals payable                                                                                                                                                                                                                                                             | 1,687          | 1,207          |
| Aggregate rentals received in respect of finance leases and hire purchase contracts amounted to £141,173,000 (1994 — £116,406,000).                                                                                                                                                         |                |                |
| Substantially all of the group's activities are located in the UK. The directors are of the opinion that merchant banking activities account for over 90% of the group profits and net assets. Accordingly segmental reporting does not apply.                                              |                |                |
| 5. Taxation on profit on ordinary activities                                                                                                                                                                                                                                                | 1995           | 1994           |
|                                                                                                                                                                                                                                                                                             | £'000          | £'000          |
| Corporation tax at 33% (1994 — 33%)                                                                                                                                                                                                                                                         | 12,510         | 12,680         |
| Tax deducted at source on franked investment income                                                                                                                                                                                                                                         | 107            | 36             |
| Overseas taxation                                                                                                                                                                                                                                                                           | —              | (120)          |
| Deferred taxation                                                                                                                                                                                                                                                                           | (627)          | (1,571)        |
| Prior year adjustment                                                                                                                                                                                                                                                                       | (196)          | (36)           |
|                                                                                                                                                                                                                                                                                             | <u>11,794</u>  | <u>10,989</u>  |
| The taxation charge is high in relation to profits owing to the inclusion in the profit and loss account of items of expenditure which are not allowable for taxation purposes.                                                                                                             |                |                |
| 6. Profit of parent company                                                                                                                                                                                                                                                                 |                |                |
| As permitted by section 230 of the Companies Act 1985, the profit and loss account of the parent company is not presented as part of these financial statements. The parent company's profit for the financial year, before dividends payable, amounted to £14,263,000 (1994 — £3,715,000). |                |                |
| 7. Loans and advances to banks                                                                                                                                                                                                                                                              | 1995           | 1994           |
|                                                                                                                                                                                                                                                                                             | £'000          | £'000          |
| Repayable:                                                                                                                                                                                                                                                                                  |                |                |
| On demand                                                                                                                                                                                                                                                                                   | 4,656          | 3,030          |
| Within three months                                                                                                                                                                                                                                                                         | 188,433        | 191,846        |
| Between three months and one year                                                                                                                                                                                                                                                           | 1,000          | —              |
|                                                                                                                                                                                                                                                                                             | <u>194,089</u> | <u>194,876</u> |



## THE NOTES

| 8. Loans and advances to customers  | 1995           | 1994           |
|-------------------------------------|----------------|----------------|
|                                     | £'000          | £'000          |
| Loans and advances comprise:        |                |                |
| Loans and advances to customers     | 197,145        | 166,471        |
| Hire purchase agreement receivables | 229,773        | 182,837        |
| Finance lease receivables           | 64,766         | 56,229         |
|                                     | <u>491,684</u> | <u>405,537</u> |

Loans and advances are stated net of provisions.

The aggregate cost of assets acquired for the purpose of letting under finance leases and hire purchase agreements was £567,635,000 (1994 — £391,561,000).

|                                   | 1995           | 1994           |
|-----------------------------------|----------------|----------------|
|                                   | £'000          | £'000          |
| Loans and advances are repayable: |                |                |
| On demand or at short notice      | 50,555         | 40,871         |
| Within three months               | 95,012         | 69,517         |
| Between three months and one year | 137,376        | 120,296        |
| Between one and five years        | 204,569        | 167,556        |
| After five years                  | 13,740         | 16,674         |
| Provisions                        | (9,568)        | (9,377)        |
|                                   | <u>491,684</u> | <u>405,537</u> |

| 9. Provisions for bad and doubtful debts | 1995         | 1994         |
|------------------------------------------|--------------|--------------|
|                                          | £'000        | £'000        |
| At 1st August, 1994                      | 9,377        | 9,211        |
| Charge for the year                      | 3,028        | 4,846        |
| Acquisition of subsidiary                | 342          | —            |
| Amounts written off                      | (3,142)      | (4,673)      |
| Exchange adjustment                      | (38)         | (7)          |
| At 31st July, 1995                       | <u>9,568</u> | <u>9,377</u> |

| 10. Debt securities        | 1995   | 1994   |
|----------------------------|--------|--------|
|                            | £'000  | £'000  |
| Held for trading purposes: |        |        |
| Certificates of deposit    | 62,918 | 10,007 |
| Gilts long positions       | 22,728 | —      |

Gilts long positions are accounted for on the basis outlined in note 1(g) and comprise UK gilt edged securities held by Winterflood Gilts Limited. £605,000 were due to mature within one year and £22,123,000 were due to mature in one year and over. That company's gilts short positions, which are shown in the consolidated balance sheet, are £23,053,000 (1994 — £Nil).

At both 31st July, 1995 and 1994 the certificates of deposit were issued by banks, were due to mature within one year and were unlisted.



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#### 11. Equity shares

|                                 | Trading       |               | Investment   |              |               | Total         |
|---------------------------------|---------------|---------------|--------------|--------------|---------------|---------------|
|                                 | 1995          | 1994          | 1995         | 1994         | 1995          | 1994          |
|                                 | £'000         | £'000         | £'000        | £'000        | £'000         | £'000         |
| Group                           |               |               |              |              |               |               |
| Listed on London Stock Exchange | 14,262        | 14,022        | 5,984        | 1,280        | 20,246        | 15,302        |
| Unlisted                        | —             | —             | 3,801        | 4,537        | 3,801         | 4,537         |
|                                 | <u>14,262</u> | <u>14,022</u> | <u>9,785</u> | <u>5,817</u> | <u>24,047</u> | <u>19,839</u> |
| Company                         |               |               |              |              |               |               |
| Listed on London Stock Exchange | —             | —             | 5,323        | —            | 5,323         | —             |

Equity shares are accounted for on the basis outlined in note 1(g).

All trading shares are held by Winterflood Securities Limited and form that company's long positions. Its short positions, which are shown in the consolidated balance sheet, are £8,015,000 (1994 — £7,984,000).

The historical cost of equity shares held for investment purposes is as follows:

|                                 | Group        |              | Company      |          |
|---------------------------------|--------------|--------------|--------------|----------|
|                                 | 1995         | 1994         | 1995         | 1994     |
|                                 | £'000        | £'000        | £'000        | £'000    |
| Listed on London Stock Exchange | 8,137        | 835          | 5,323        | —        |
| Unlisted                        | 2,163        | 2,611        | —            | —        |
|                                 | <u>8,290</u> | <u>3,446</u> | <u>5,323</u> | <u>—</u> |

The movement on equity shares held for investment purposes is as follows:

|                                   | Group<br>1995 | Company<br>1995 |
|-----------------------------------|---------------|-----------------|
| At 1st August, 1994               | £'000         | £'000           |
| Reclassifications                 | 5,817         | —               |
| Additions                         | 5,323         | 5,323           |
| Disposals                         | 2,145         | —               |
| Unrealised deficit on revaluation | (3,438)       | —               |
|                                   | <u>(62)</u>   | <u>—</u>        |
| At 31st July, 1995                | <u>9,785</u>  | <u>5,323</u>    |

Statutory information relating to holdings in excess of 10% is shown in note 34.

The equity shares held by the company relate to the company's ordinary shares held by the employee share benefit trust.

## THE NOTES

### 12. Tangible fixed assets

|                                                     | Land<br>and<br>buildings | Office<br>machinery<br>and furniture | Motor<br>vehicles | Total   |
|-----------------------------------------------------|--------------------------|--------------------------------------|-------------------|---------|
|                                                     | £'000                    | £'000                                | £'000             | £'000   |
| Group                                               |                          |                                      |                   |         |
| Cost or valuation                                   |                          |                                      |                   |         |
| At 1st August, 1994                                 | 2,605                    | 6,256                                | 2,811             | 11,672  |
| Additions                                           | 688                      | 1,325                                | 1,438             | 3,451   |
| Acquisition of subsidiary                           | —                        | 27                                   | 64                | 91      |
| Disposals                                           | —                        | (211)                                | (1,167)           | (1,378) |
| Exchange adjustment                                 | (8)                      | (19)                                 | (2)               | (29)    |
| At 31st July, 1995                                  | 3,285                    | 7,378                                | 3,144             | 13,807  |
| Depreciation                                        |                          |                                      |                   |         |
| At 1st August, 1994                                 | 98                       | 3,340                                | 1,068             | 4,506   |
| Charge for the year                                 | 75                       | 1,067                                | 698               | 1,840   |
| Acquisition of subsidiary                           | —                        | 16                                   | 11                | 27      |
| Disposals                                           | —                        | (158)                                | (683)             | (841)   |
| Exchange adjustment                                 | (1)                      | (8)                                  | (1)               | (10)    |
| At 31st July, 1995                                  | 172                      | 4,257                                | 1,093             | 5,522   |
| Net book value at 31st July, 1995                   | 3,113                    | 3,121                                | 2,051             | 8,285   |
| Net book value at 31st July, 1994                   | 2,507                    | 2,916                                | 1,743             | 7,166   |
| Company                                             |                          |                                      |                   |         |
| Cost or valuation                                   |                          |                                      |                   |         |
| At 1st August, 1994                                 | 502                      | 336                                  | —                 | 838     |
| Additions                                           | 53                       | 50                                   | —                 | 103     |
| Transfer from subsidiary                            | —                        | 105                                  | —                 | 105     |
| Disposals                                           | —                        | —                                    | —                 | —       |
| At 31st July, 1995                                  | 555                      | 491                                  | —                 | 1,046   |
| Depreciation                                        |                          |                                      |                   |         |
| At 1st August, 1994                                 | —                        | —                                    | —                 | —       |
| Charge for the year                                 | 37                       | 48                                   | —                 | 85      |
| Transfer from subsidiary                            | —                        | 54                                   | —                 | 54      |
| Disposals                                           | —                        | —                                    | —                 | —       |
| At 31st July, 1995                                  | 37                       | 102                                  | —                 | 139     |
| Net book value at 31st July, 1995                   | 518                      | 389                                  | —                 | 907     |
| Net book value at 31st July, 1994                   | 502                      | 336                                  | —                 | 838     |
| The net book value of land and buildings comprises: |                          |                                      |                   |         |
|                                                     | Group                    |                                      | Company           |         |
|                                                     | 1995                     | 1994                                 | 1995              | 1994    |
|                                                     | £'000                    | £'000                                | £'000             | £'000   |
| Investment properties at valuation:                 |                          |                                      |                   |         |
| Freehold                                            | 815                      | 815                                  | —                 | —       |
| Other properties at cost:                           |                          |                                      |                   |         |
| Freehold                                            | 1,254                    | 831                                  | —                 | —       |
| Long leasehold                                      | 205                      | 211                                  | —                 | —       |
| Short leasehold                                     | 839                      | 650                                  | 518               | 502     |
|                                                     | 3,113                    | 2,507                                | 518               | 502     |

Freehold investment properties were valued on an investment basis by the directors on 31st July, 1995. The historical cost of such properties was £865,000.



## Close Brothers

### THE NOTES

|                                            |                |                |
|--------------------------------------------|----------------|----------------|
| 13. Deposits by banks                      | 1995           | 1994           |
|                                            | £'000          | £'000          |
| Repayable:                                 |                |                |
| On demand                                  | 600            | 3,240          |
| Within three months                        | 77,509         | 46,814         |
| Between three months and one year          | 21,309         | 27,500         |
| Between one and five years                 | 1,000          | 1,000          |
|                                            | <u>100,418</u> | <u>78,554</u>  |
| 14. Customer accounts                      | 1995           | 1994           |
|                                            | £'000          | £'000          |
| Repayable:                                 |                |                |
| On demand                                  | 14,224         | 10,472         |
| Within three months                        | 140,091        | 107,307        |
| Between three months and one year          | 19,839         | 45,758         |
|                                            | <u>173,954</u> | <u>163,537</u> |
| 15. Bank loans and overdrafts              | 1995           | 1994           |
|                                            | £'000          | £'000          |
| Repayable:                                 |                |                |
| On demand                                  | 4,117          | 3,860          |
| Within three months                        | 24,803         | 2,795          |
| Between three months and one year          | 100,402        | 47,389         |
| Between one and two years                  | 42,866         | 100,000        |
| Between two and five years                 | 113,147        | 52,600         |
|                                            | <u>285,135</u> | <u>206,544</u> |
| 16. Debt securities in issue -- loan notes | 1995           | 1994           |
|                                            | £'000          | £'000          |
| Notes repayable after one year             | <u>54,422</u>  | <u>54,422</u>  |

The notes, which are U.S.\$ denominated and which have been hedged under an exchange rate and interest rate contract, are repayable in three equal annual instalments between 9th June, 2000 and 12th June, 2002 and arose from a private placement with a group of U.S. insurance companies.

## THE NOTES

| 17. Other liabilities                           | 1995          | 1994          |
|-------------------------------------------------|---------------|---------------|
|                                                 | £'000         | £'000         |
| Current corporation tax                         | 12,739        | 12,641        |
| Proposed dividend                               | 5,793         | 4,520         |
| Loans from money brokers against stock advanced | 21,984        | —             |
| Other liabilities                               | 24,250        | 25,817        |
|                                                 | <u>64,766</u> | <u>42,778</u> |

| 18. Provisions for liabilities and charges - deferred taxation | 1995         | 1994         |
|----------------------------------------------------------------|--------------|--------------|
| Group                                                          | £'000        | £'000        |
| Capital allowances                                             | 3,115        | 3,753        |
| Short term and other timing differences                        | (488)        | (510)        |
| Advance corporation tax recoverable                            | (1,448)      | (1,130)      |
|                                                                | <u>1,179</u> | <u>2,113</u> |
| Company                                                        |              |              |
| Short term timing differences                                  | 39           | 68           |
| Advance corporation tax recoverable                            | (24)         | (45)         |
|                                                                | <u>15</u>    | <u>23</u>    |

Full provision has been made for deferred taxation since the timing differences may not continue in the future.

| 19. Subordinated loan capital  | 1995   | 1994  |
|--------------------------------|--------|-------|
|                                | £'000  | £'000 |
| Subordinated loan capital 2010 | 21,937 | —     |

The subordinated loan capital was issued by Close Brothers Limited on 28th July, 1995 and is initially denominated in sterling, converting in the year 2005 to U.S. dollars 35,000,000. The final maturity date is 28th July, 2010 and there is an option in favour of Close Brothers Limited to prepay the sterling amount in the year 2005. Interest is payable in sterling at a fixed rate of 10.07% p.a. until July 2005; thereafter interest is payable at a margin over the 5 year U.S. Treasury rate, payable in U.S. dollars. There are no circumstances in which early repayment can be demanded other than upon the passing of a winding up order in respect of Close Brothers Limited, in which case the subordinated loan capital is subordinated to the claims of all unsubordinated creditors, including depositors. The subordinated loan capital is guaranteed by the company.



## Close Brothers

### THE NOTES

| 20. Share capital              | 1995    |        | 1994    |        |
|--------------------------------|---------|--------|---------|--------|
|                                | No.'000 | £'000  | No.'000 | £'000  |
| Authorised                     |         |        |         |        |
| Ordinary shares of 25p each    | 150,000 | 37,500 | 150,000 | 37,500 |
| Alotted, issued and fully paid |         |        |         |        |
| At 1st August, 1994            | 90,398  | 22,600 | 44,059  | 11,015 |
| Issued during the year         | 4,189   | 1,047  | 45,576  | 11,394 |
| Exercise of options            | 947     | 237    | 763     | 191    |
| At 31st July, 1995             | 95,534  | 23,884 | 90,398  | 22,600 |

The following options to subscribe for ordinary shares have been granted under the sharesave, executive and senior bank executive share option schemes to 130 employees:—

| Year of grant | Exercise period                          | Exercise price per share | 1995 Number | 1994 Number |
|---------------|------------------------------------------|--------------------------|-------------|-------------|
| 1987          | 2nd November, 1990 to 1st November, 1997 | 108.99p                  | 70,650      | 141,300     |
| 1987          | 2nd November, 1992 to 1st November, 1997 | 108.99p                  | 1,189,690   | 1,255,292   |
| 1988          | 11th October, 1993 to 10th October, 1998 | 90.17p                   | 889,522     | 990,450     |
| 1989          | 20th October, 1994 to 19th October, 1999 | 123.85p                  | 490,588     | 611,630     |
| 1990          | 28th September, 1994 to 30th July, 1999  | 106.51p                  | 1,041,813   | 1,639,074   |
| 1990          | 31st July, 1995 to 30th July, 1999       | 106.51p                  | 1,039,074   | 1,639,074   |
| 1990          | 31st July, 1996 to 30th July, 1999       | 106.51p                  | 819,544     | 819,544     |
| 1990          | 16th October, 1993 to 15th October, 2000 | 114.94p                  | 4,036       | 4,036       |
| 1990          | 16th October, 1995 to 15th October, 2000 | 114.94p                  | 181,668     | 181,668     |
| 1993          | 29th October, 1996 to 28th October, 2003 | 224.00p                  | 141,000     | 141,000     |
| 1993          | 29th October, 1998 to 28th October, 2003 | 224.00p                  | 564,000     | 564,000     |
| 1993          | 1st February, 1999 to 31st July, 1999    | 184.00p                  | 385,064     | 404,560     |
| 1994          | 4th November, 1997 to 3rd November, 2004 | 236.00p                  | 78,000      | -           |
| 1994          | 4th November, 1999 to 3rd November, 2004 | 236.00p                  | 312,000     | -           |
| 1994          | 1st December, 1999 to 1st May, 2000      | 175.00p                  | 119,844     | -           |
| 1995          | 17th March, 1998 to 16th March, 2005     | 244.00p                  | 33,000      | -           |
| 1995          | 17th March, 2000 to 16th March, 2005     | 244.00p                  | 77,000      | -           |
|               |                                          |                          | 8,044,293   | 8,391,028   |

On 22nd September, 1995 the company announced an underwritten one for five rights issue of 20,018,104 new ordinary shares of 25p each at a price of 275p per share to raise approximately £53.4 million after expenses, and options over 4,556,153 shares were exercised at an average price of 106.33p per share.

## THE NOTES

### 21. Reserves

|                                                                                | Share<br>premium<br>account | Other reserves |          | Profit<br>and loss<br>account |
|--------------------------------------------------------------------------------|-----------------------------|----------------|----------|-------------------------------|
|                                                                                |                             | Unrealised     | Realised |                               |
| Group                                                                          | £'000                       | £'000          | £'000    | £'000                         |
| At 1st August, 1994                                                            | 31,163                      | 1,856          | 2,149    | 40,454                        |
| Retained profit for the year                                                   | —                           | —              | —        | 12,535                        |
| Net investment profit/(loss) for the year after tax                            | —                           | (55)           | 227      | —                             |
| Exchange adjustment                                                            | —                           | (78)           | —        | —                             |
| Shares issued for cash on additional<br>investment in a subsidiary             | 8,145                       | —              | —        | —                             |
| Shares issued for cash net of expenses                                         | 765                         | —              | —        | —                             |
| Goodwill arising on acquisitions and changes<br>in investments in subsidiaries | —                           | —              | (3,157)  | (5,822)                       |
| Transfer from unrealised to realised reserves                                  | —                           | (781)          | 781      | —                             |
| At 31st July, 1995                                                             | <u>40,073</u>               | <u>942</u>     | <u>—</u> | <u>47,167</u>                 |

The cumulative goodwill written off against reserves since the formation of the group is £27,819,000 (1994 — £18,840,000).

|                                                                    | Share<br>premium<br>account | Distributable<br>reserves | Total         |
|--------------------------------------------------------------------|-----------------------------|---------------------------|---------------|
| Company                                                            | £'000                       | £'000                     | £'000         |
| At 1st August, 1994                                                | 31,085                      | 501                       | 31,586        |
| Retained profit for the year                                       | —                           | 5,709                     | 5,709         |
| Shares issued for cash on additional<br>investment in a subsidiary | 8,145                       | —                         | 8,145         |
| Shares issued for cash net of expenses                             | <u>765</u>                  | <u>—</u>                  | <u>765</u>    |
| At 31st July, 1995                                                 | <u>39,995</u>               | <u>6,210</u>              | <u>46,205</u> |

| Reconciliation of movement in shareholders' funds          | 1995           | 1994           |
|------------------------------------------------------------|----------------|----------------|
|                                                            | £'000          | £'000          |
| Profit for the financial year                              | 21,089         | 19,855         |
| Dividends                                                  | <u>(8,554)</u> | <u>(6,780)</u> |
|                                                            | 12,535         | 13,075         |
| Other recognised gains and losses relating to the year     | 94             | 2,487          |
| Shares issued for cash net of expenses                     | 10,194         | 2,718          |
| Goodwill arising on changes in investments in subsidiaries | <u>(8,979)</u> | <u>(1,509)</u> |
| Net addition to shareholders' funds                        | 13,844         | 16,771         |
| Opening shareholders' funds                                | <u>98,222</u>  | <u>81,451</u>  |
| Closing shareholders' funds                                | <u>112,066</u> | <u>98,222</u>  |



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#### 22. Contingent liabilities

##### Memorandum Items:

There are group contingent liabilities in respect of guarantees arising in the normal course of business amounting to £1,310,000 (1994 — £340,000). All of these guarantees are recoverable from other parties.

##### Other contingent liabilities:

The company has given guarantees in respect of amounts drawn under subsidiaries' bank facilities amounting to £281,623,000 (1994 — £202,870,000). In addition, the company has given guarantees in respect of U.S.\$ loan notes issued by a subsidiary of £54,422,000 (1994 — £54,422,000), subordinated loan capital issued by a subsidiary of £21,937,000 (1994 — £nil) and interest rate contracts entered into by subsidiaries with an interest liability of £16,500 (1994 — £250,000) at 31st July, 1995.

The company or, where relevant, Close Brothers Limited is committed to purchase on demand all minority shareholdings in its subsidiaries at an agreed fair valuation at varying dates in the period to October, 2003.

| 23. Commitments                                                | 1995          | 1994          |
|----------------------------------------------------------------|---------------|---------------|
|                                                                | £'000         | £'000         |
| Memorandum Items:                                              |               |               |
| Undrawn facilities, credit lines and other commitments to lend |               |               |
| — Within one year                                              | 51,917        | 40,671        |
| — After one year                                               | 1,161         | 308           |
|                                                                | <u>53,078</u> | <u>40,979</u> |

##### Other commitments:

Subsidiaries had contracted capital commitments relating to capital expenditure of £239,000 (1994 — £89,000) and authorised commitments not contracted for of £394,000 (1994 — £430,000).

Annual commitments under non-cancellable operating leases at 31st July, 1995 were as follows:

|                          | Promises     |
|--------------------------|--------------|
|                          | £'000        |
| Expiring:                |              |
| Within one year          | 51           |
| Within two to five years | 522          |
| After five years         | 1,164        |
|                          | <u>1,737</u> |

| 24. Interest rate and exchange rate contracts | 1995    | 1994    |
|-----------------------------------------------|---------|---------|
|                                               | £'000   | £'000   |
| Interest rate contracts:                      |         |         |
| Contract amount                               | 209,780 | 199,277 |
| Credit risk weighted amount                   | 400     | 641     |
| Exchange rate contracts:                      |         |         |
| Contract amount                               | 73,428  | 81,249  |
| Credit risk weighted amount                   | 734     | 812     |

Interest rate and exchange rate contracts are entered into for hedging purposes.

The credit risk weighted amounts have been prepared in accordance with Bank of England principles and are intended to give an indication of credit risk.



## THE NOTES

### 25. Assets and liabilities in foreign currencies

The aggregate amounts of assets and liabilities denominated in foreign currencies were as follows:

|             | 1995   | 1994   |
|-------------|--------|--------|
|             | £'000  | £'000  |
| Assets      | 95,450 | 82,672 |
| Liabilities | 95,224 | 80,533 |

Due to exchange rate contracts the above does not represent the group's exposure to foreign exchange rate movements.

| 26. Investments in subsidiaries               | 1995          | 1994          |
|-----------------------------------------------|---------------|---------------|
|                                               | £'000         | £'000         |
| Company                                       |               |               |
| Investments in direct subsidiaries:           |               |               |
| Business Advisory Services (Holdings) Limited | 6,096         | 6,221         |
| Close Brothers Holdings Limited               | 528           | 528           |
| Close Brothers Limited                        | 18,742        | 18,742        |
| Close Brothers Trust Limited                  | 4             | 4             |
| Close Fund Management Limited                 | 920           | —             |
| Close Investment Management Limited           | 996           | 402           |
| Close Properties Limited                      | 5,000         | 5,000         |
| Safeguard Investments plc                     | 17,885        | 17,885        |
| Winterlood Securities Limited                 | 23,993        | 14,523        |
|                                               | <u>74,162</u> | <u>63,303</u> |

The company's principal subsidiaries at 31st July, 1995, all of which are registered in England and Wales and operate in Great Britain, with the exception of Prompt Finance Incorporated which is registered and operates in the United States of America, were:

| Name of company                               | Principal activity                     | Percentage of equity held |
|-----------------------------------------------|----------------------------------------|---------------------------|
| Close Brothers Limited                        | Merchant banking                       | 100                       |
| Air and General Finance Limited               | Aircraft financing                     | 100                       |
| Business Advisory Services (Holdings) Limited | Credit management and debt collection  | 99                        |
| Close Asset Finance Limited                   | Asset financing                        | 95                        |
| Close Brothers Investment Limited             | Personal investment products           | 87                        |
| Close Consumer Finance Limited                | Car financing                          | 92                        |
| Close Fund Management Limited                 | Structured investment funds            | 100                       |
| Close Investment Management Limited           | Development capital                    | 95                        |
| Close Invoice Finance Limited                 | Debt factoring and invoice discounting | 96                        |
| Prompt Finance Incorporated                   | Insurance premium financing            | 95                        |
| Safeguard Investments plc                     | Investment company                     | 100                       |
| Winterlood Securities Limited                 | Market-making                          | 99                        |



## Close Brothers

### THE NOTES

#### 26. Investments in subsidiaries *continued*

During the year the company acquired additional issued share capital in the following subsidiaries:

|                                     | Percentage of<br>equity acquired | Consideration<br>£'000 |
|-------------------------------------|----------------------------------|------------------------|
| Close Investment Management Limited | 3.50                             | 594                    |
| Winterflood Securities Limited      | 16.34                            | 9,470                  |

Also during the year the company acquired a 100 per cent. equity interest in Close Fund Management Limited by the acquisition of ordinary shares for a cash consideration of £920,000, in addition Business Advisory Services (Holdings) Limited redeemed £125,000 of subordinated loan capital.

The goodwill arising from the additional investment in subsidiaries amounting to £8,650,000 was charged to reserves.

In April 1995 the group acquired 100 per cent. of the issued ordinary share capital of TIL (Finance) Limited for a consideration including acquisition costs of £166,000.

The goodwill arising on the acquisition has been written off to reserves.

The book and fair value of the net liabilities were the same and comprised:

|                                    |             |
|------------------------------------|-------------|
|                                    | £'000       |
| Tangible fixed assets              | 64          |
| Loans and advances to customers    | 1,843       |
| Prepayments and accrued income     | 7           |
|                                    | <hr/> 1,914 |
| Bank loans and overdrafts          | 2,002       |
| Other liabilities                  | 8           |
| Accruals and deferred income       | 76          |
| Deferred taxation                  | 1           |
|                                    | <hr/> 2,087 |
| Net liabilities acquired           | 173         |
| Consideration:                     |             |
| Cash (including acquisition costs) | <hr/> 156   |
| Goodwill transferred to reserves   | <hr/> 329   |

Also during the year the group acquired a further 1.73 per cent. equity interest in Close Asset Finance Limited for a consideration of £704,000.

## THE NOTES

|                                                                |               |               |
|----------------------------------------------------------------|---------------|---------------|
| 27. Debtors                                                    | 1995          | 1994          |
|                                                                | £'000         | £'000         |
| Company                                                        |               |               |
| Amounts falling due within one year:                           |               |               |
| Amounts owed by subsidiaries                                   | 16,559        | 15,431        |
| Prepayments and accrued income                                 | 297           | 345           |
| Advance corporation tax recoverable                            | 1,791         | 1,410         |
| Corporation tax recoverable                                    | 878           | 506           |
|                                                                | <u>19,525</u> | <u>17,692</u> |
| Amounts falling due after one year:                            |               |               |
| Other debtors                                                  | —             | 5,275         |
| Advance corporation tax recoverable                            | 1,448         | 1,130         |
|                                                                | <u>1,448</u>  | <u>6,405</u>  |
|                                                                | <u>20,973</u> | <u>24,097</u> |
| <hr/>                                                          |               |               |
| 28. Creditors: Amounts falling due within one year             | 1995          | 1994          |
|                                                                | £'000         | £'000         |
| Company                                                        |               |               |
| Taxation and social security                                   | 1,448         | 1,130         |
| Amounts owed to subsidiaries                                   | 1,145         | 1,424         |
| Accruals and deferred income                                   | 3,702         | 3,782         |
| Proposed dividend                                              | 5,793         | 4,520         |
|                                                                | <u>12,088</u> | <u>10,856</u> |
| <hr/>                                                          |               |               |
| 29. Creditors: Amounts falling due after more than one year    | 1995          | 1994          |
|                                                                | £'000         | £'000         |
| Company                                                        |               |               |
| Loan from subsidiary                                           | <u>19,173</u> | <u>23,173</u> |
| <hr/>                                                          |               |               |
| The loan is interest-free and carries no fixed repayment date. |               |               |
| <hr/>                                                          |               |               |



# Close Brothers

## THE NOTES

|                                                                                                                  |                      |          |
|------------------------------------------------------------------------------------------------------------------|----------------------|----------|
| 30. Consolidated cash flow statement                                                                             | 1995                 | 1994     |
| (a) Reconciliation of profit on ordinary activities before taxation to net cash inflow from operating activities | £'000                | £'000    |
| Profit on ordinary activities before taxation                                                                    | 33,956               | 33,055   |
| Increase in interest receivable and prepaid expenses                                                             | (4,828)              | (1,026)  |
| Increase/(decrease) in interest payable and accrued expenses                                                     | 3,053                | (1,977)  |
| Net increase in settlement accounts                                                                              | (7,119)              | (741)    |
| Net increase in equity shares held for trading purposes                                                          | (209)                | (1,951)  |
| Net gifts held for trading purposes                                                                              | 325                  | —        |
| Depreciation and amortisation                                                                                    | 1,840                | 1,546    |
| Exchange adjustment                                                                                              | 19                   | 3        |
| Net cash inflow from trading activities                                                                          | 27,037               | 28,909   |
| Net increase in loans and advances to customers                                                                  | (86,147)             | (76,500) |
| Net increase in deposits by banks                                                                                | 21,864               | 18,387   |
| Net increase in customer accounts                                                                                | 10,417               | 61,130   |
| Net increase in debt securities in issue—loan notes                                                              | —                    | 54,422   |
| Net increase/(decrease) in bank loans and overdrafts                                                             | 80,593               | (10,192) |
| Net decrease in other assets and liabilities                                                                     | 2,227                | 2,394    |
| Exchange adjustment                                                                                              | (78)                 | (60)     |
| Non cash movements                                                                                               | —                    | (514)    |
| Net cash inflow from operating activities                                                                        | 55,913               | 77,976   |
| (b) Analysis of net outflow of cash and cash equivalents in respect of investments in subsidiaries               |                      |          |
| Subordinated loan capital redeemed                                                                               | 125                  | —        |
| Shares acquired for cash                                                                                         | (920)                | —        |
| Minority interests acquired for cash                                                                             | (2,823)              | (2,324)  |
| Minority interests acquired for shares issued                                                                    | (8,145)              | —        |
| Business acquired for cash                                                                                       | (439)                | —        |
|                                                                                                                  | (12,002)             | (2,324)  |
| (c) Analysis of net outflow of cash and cash equivalents in respect of the purchase of a subsidiary              |                      |          |
| Cash consideration                                                                                               | (156)                | —        |
| Bank overdraft acquired                                                                                          | (2,002)              | —        |
|                                                                                                                  | (2,158)              | —        |
| (d) Analysis of changes in financing                                                                             |                      |          |
| Share capital (including premium):                                                                               |                      |          |
| At 1st August, 1994                                                                                              | 53,763               | 51,045   |
| Shares issued for cash                                                                                           | 10,194               | 2,718    |
| Subordinated loan capital issued                                                                                 | 21,937               | —        |
| At 31st July, 1995                                                                                               | 85,894               | 53,763   |
|                                                                                                                  | Movement in the year |          |
|                                                                                                                  | 1995                 | 1994     |
|                                                                                                                  | £'000                | £'000    |
| (e) Analysis of cash and cash equivalents as shown on the balance sheet                                          |                      |          |
| Cash and balances at central banks                                                                               | 398                  | 994      |
| Loans and advances to banks                                                                                      | (787)                | 596      |
| Debt securities—certificates of deposit                                                                          | 52,911               | 194,876  |
|                                                                                                                  | 52,522               | 10,007   |
|                                                                                                                  | 258,001              | 205,479  |

## THE NOTES

## 31. Pensions

The group operates a defined contribution and a defined benefits pension scheme for directors and employees respectively and in addition a subsidiary operates its own defined benefit scheme.

Assets of all schemes are held separately from those of the group.

The pension charge for the period was £1,549,000 (1994 — £1,379,000).

Contributions of the group defined benefits scheme are determined by an independent qualified actuary based on triennial valuations using the aggregate cost method. The most recent actuarial valuation was at 31st July, 1994, when the market value of the assets of this scheme was £3,708,000 representing 103% of the benefits accrued to members allowing for future earnings increases. Future contributions to be made by the company under actuarial advice will meet all pension obligations. A 1% per annum differential between investment returns and salary increases, and a 3% per annum increase in pensions in payment, are assumed.

## 32. Earnings per share

The calculation of earnings per share is based on profit after taxation of £21,089,000 (1994 — £19,855,000) and on 93,462,000 ordinary shares being the weighted average number of shares in issue during the year (1994 — 89,791,000 shares).

## 33. Transactions with directors

Close Brothers Limited (an authorised institution under the Banking Act 1987) has made loans and overdraft facilities to certain directors of the company on normal commercial terms. The aggregate amount outstanding at 31st July, 1995 in respect of such loans was £6,000 (1994 — £4,000) and the number of directors was 4 (1994 — 3).

During the year Safeguard Investments plc paid a management fee to Close Investment Management Limited of £14,000 (1994 — £30,000). A director, Mr J.G.T. Thornton, is also a minority shareholder in Close Investment Management Limited and on 17th July, 1995 he disposed of 40% of his holdings in that company for a consideration of £306,000 satisfied by the issue of 110,469 ordinary shares in the company.

None of the other directors had an interest in any contracts entered into by the company during the year.

## 34. Additional information on investments

The group has a 10% or more interest in the equity share capital of System Offices Group Limited which is incorporated in Great Britain.



## Close Brothers

### PRINCIPAL OPERATING COMPANIES

#### City Merchant Banking

##### Close Brothers Limited

*Corporate Finance  
Commercial Lending  
Treasury*

12 Appold Street  
London EC2A 2AA  
Telephone: 0171 426 4000  
Fax: 0171 426 4044

##### *Executive Directors:*

C. D. Keogh — Chief Executive  
S. R. Hodges — Managing  
T. D. Cansick  
J. A. B. Kelly  
H. A. Lloyd  
D. C. Pusinelli  
P. H. Reeve  
R. D. Sellers  
S. C. Willos  
P. N. Williamson

##### *Senior Management:*

M. I. Dack  
M. J. Darroch-Thompson  
J. McTaggart  
M. Napier  
R. H. Norman  
M. H. Orkin — Treasurer  
M. G. Wright

#### Insurance Premium Financing

##### PROMPT UK

12 Appold Street  
London EC2A 2AA  
Telephone: 0171 426 0610  
Fax: 0171 426 4008

##### *Senior Management:*

S. R. Robinson — Managing  
R. M. Darling  
K. R. Barnes  
Miss M. Ely  
Mrs L. A. Mooney

##### Prompt Finance Inc.

30 Monument Square  
P.O. Box 9119  
Concord MA 01742 U.S.A.  
Telephone: 001 508 369 4700  
Fax: 001 508 371 7134

##### *Executive Directors:*

E. N. Wickfield — President  
Ms. S. E. Callahan  
M. E. Stryczek  
Ms. L. W. Willingham

#### Investment Management

##### Close Investment Management Limited

*Development Capital*  
12 Appold Street  
London EC2A 2AA  
Telephone: 0171 426 4000  
Fax: 0171 426 4004

##### *Executive Directors:*

J. G. T. Thornton — Chairman  
J. T. Snook — Managing  
N. MacNay  
N. J. Murphy

##### *Senior Management:*

W. E. Davis  
G. McConnell  
S. R. Wildig

##### Close Brothers Investment Limited

*Personal Investment Products*  
12 Appold Street  
London EC2A 2AA  
Telephone: 0171 426 4000  
Fax: 0171 426 4040

##### *Executive Directors:*

C. V. Reader — Managing  
R. H. Bruce  
P. D. Roscrow

##### *Senior Management:*

N. A. Cook  
D. E. Sherman

##### Close Fund Management Limited

*Structured Investment Funds*  
12 Appold Street  
London EC2A 2AA  
Telephone: 0171 426 4000  
Fax: 0171 426 4024

##### *Executive Directors:*

M. Gordon — Managing  
R. L. Bolchover — Deputy Managing  
R. A. J. Kitson

##### *Senior Management:*

N. R. Barratt  
M. E. Chadney

## PRINCIPAL OPERATING COMPANIES

### Credit Management

**Close Invoice Finance Limited**  
*Debt Factoring and Invoice Discounting*  
 Southbrook House, 25 Bartholomew Street  
 Newbury RG14 5LL  
 Telephone: 01635 31517  
 Fax: 01635 31703

*Executive Directors:*  
 L. M. Bland — Managing  
 L. P. Newsome  
 R. A. Walker  
 J. M. Yates

*Senior Management:*  
 Ms. S. J. Harsant  
 M. J. Klein  
 Ms. C. M. Langron  
 F. Nonco  
 Ms. J. S. Seymour  
 P. J. Shaughnessy

### Business Advisory Services (Holdings) Limited

*Debt Collection Agency*  
 Longley Hall, Longley Lane  
 Sheffield S5 7FB  
 Telephone: 0114 242 6628  
 Fax: 0114 256 1793

*Executive Directors:*  
 R. Mountain — Managing  
 R. Brown  
 M. R. Smith

*Senior Management:*  
 P. L. Butt  
 D. D. McQuinn

### Market-Making

**Winterflood Securities Limited**  
*Market-Making*  
 Walbrook House, 23-29 Walbrook  
 London EC4N 8LA  
 Telephone: 0171 621 0004  
 Fax: 0171 623 9482

*Executive Directors:*  
 B. M. Winterflood — Managing  
 M. A. Hines  
 D. J. Macnamara  
 S. A. Myers  
 J. S. Palfreyman  
 G. P. Russell  
 I. A. Throssell

A. M. V. Ireland — Gills  
 B. R. Pearl — Gills  
*Senior Management:*  
 N. D. Feeny

### Asset Finance

#### Close Asset Finance Limited

*Asset Financing*  
 Tolworth Tower  
 Ewell Road  
 Tolworth, Surbiton  
 Surrey KT6 7EL  
 Telephone: 0181 390 8201  
 Fax: 0181 390 6168

*Executive Directors:*  
 D. G. Hardisty — Managing  
 M. Booker  
 I. McDonald  
 N. G. Poxon  
 R. H. Stone  
*Senior Management:*  
 P. E. Curtis  
 N. T. Hamilton  
 J. W. C. Rendall  
 K. F. Spratt

#### Air and General Finance Limited

*Aircraft Financing*  
 Tolworth Tower  
 Ewell Road  
 Tolworth, Surbiton  
 Surrey KT6 7EL  
 Telephone: 0181 390 9444  
 Fax: 0181 390 8211

*Executive Directors:*  
 V. L. Carnock — Chairman  
 D. G. Hardisty — Managing  
 R. P. Kearsey  
 A. F. Smith

#### Close Consumer Finance Limited

*Car Financing*  
 Britannia House  
 70/72 Silver Street  
 Doncaster DN1 1HT  
 Telephone: 01302 738822  
 Fax: 01302 760399

*Executive Directors:*  
 J. Lewis — Managing  
 S. P. Wozniak



## Close Brothers

### ADDITIONAL INFORMATION

#### Calendar

|                                 |                      |
|---------------------------------|----------------------|
| Annual General Meeting          | 3rd November, 1995   |
| Payment of final dividend       | 6th November, 1995   |
| Announcement of interim results | Early March, 1996    |
| Payment of interim dividend     | Mid April, 1996      |
| Announcement of final results   | Late September, 1996 |

#### Capital Gains Tax

For the purposes of Capital Gains Tax the market value of the company's shares at 31st March, 1982, adjusted to take account of subsequent share issues, up to 31st July, 1995, was 25.02p.

#### Registrars

Independent Registrars Group Limited  
 Grosvenor House  
 Newlands Drive, Witham  
 Essex CM8 2UL  
 Telephone: 01376 515755  
 Fax: 01376 510000

#### Company Communication

Registered Office: 12 Appold Street  
 London EC2A 2AA  
 Telephone: 0171 426 4000  
 Fax: 0171 426 4044  
 Company No. 520241

#### Share Price

