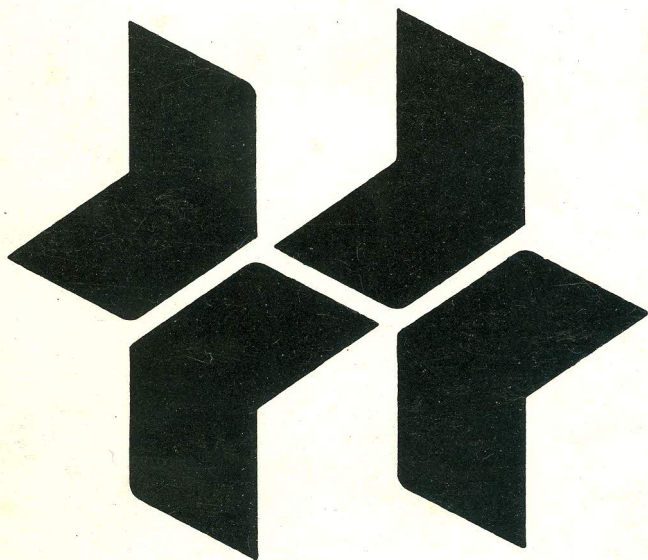
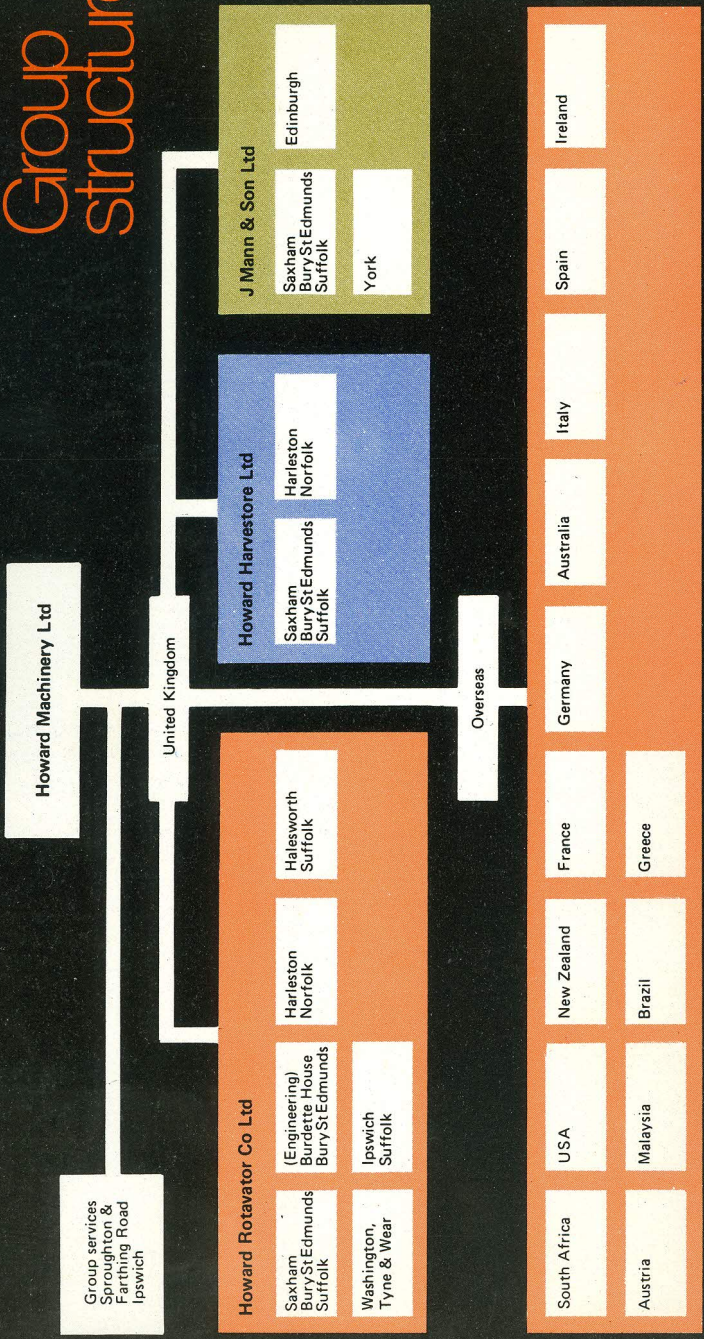


The Howard Group

An international organisation —
manufacturing and marketing agricultural
and horticultural equipment



Group structure



The Howard Group



- 1. Howard Machinery Ltd**
(formerly Rotary Hoes Ltd)
Number of employees
- Sproughton, Ipswich, Suffolk**
Holding Company
60 (approx.)
- a) Howard Rotavator Co. Ltd**
- Saxham, Bury St. Edmunds, Suffolk**
Administration and marketing
Harleston, Norfolk
Factory
Halesworth, Suffolk
Factory
Washington, Tyne & Wear
Factory
Ipswich, Suffolk
Factory
Number of employees **2000 (approx.)**
- b) Howard Harvestore Ltd**
- Saxham, Bury St. Edmunds, Suffolk**
Administration and marketing
Harleston, Norfolk
Factory
Number of employees **90 (approx.)**
- c) J. Mann & Son Ltd**
- Saxham, Bury St. Edmunds, Suffolk**
UK Distributor for Claas machinery
and main dealer for Ford industrial
engines
Edinburgh, Scotland
Warehouse
Number of employees **300 (approx.)**
- d) J. Mann & Son (York) Ltd.**
- Wilberfoss, York, North Yorkshire**
Marketing
Number of employees **15 (approx.)**
- 2 Howard Rotavator (Pty) Ltd**
- New Germany, South Africa**
Marketing
Number of employees **30 (approx.)**

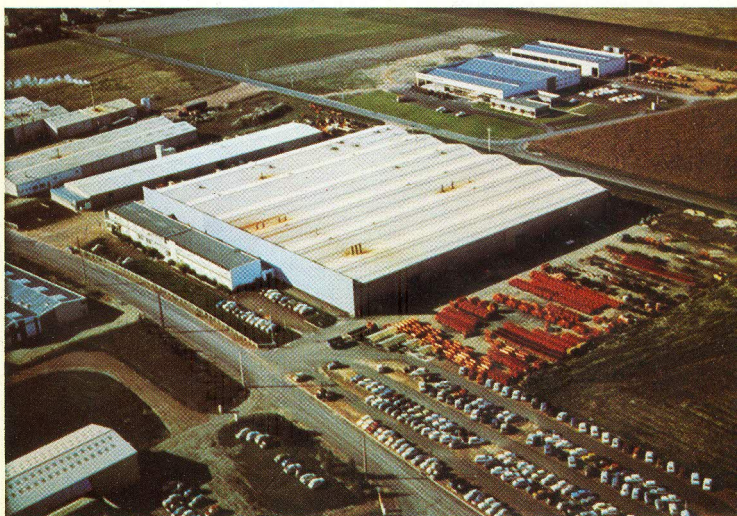


- | | | |
|----------|--|---|
| 3 | Howard Rotavator Co Inc | Harvard, Illinois, USA
Administration and marketing
Muscoda, Wisconsin
Factory
Sacramento, California
Warehouse
Savannah, Georgia.
Warehouse |
| | <i>Number of employees</i> | <i>75 (approx.)</i> |
| 4 | Howard Rotavator Co Ltd | Wellington, New Zealand
Assembly and marketing |
| | <i>Number of employees</i> | <i>20 (approx.)</i> |
| 5 | Howard Rotavator SA | Loudun, France
Factory and marketing |
| | <i>Number of employees</i> | <i>460 (approx.)</i> |
| 6 | Howard Rotavator
Maschinenfabrik GmbH | Michelstadt, West Germany

Factory and marketing |
| | <i>Number of employees</i> | <i>280 (approx.)</i> |
| 7 | Howard Rotavator (Pty) Ltd | Parramatta, New South Wales,
Australia.
Factory and marketing
Moss Vale, New South Wales
Factory
Acacia Ridge, Queensland
Warehouse
Mackay, Queensland
Warehouse |
| | <i>Number of employees</i> | <i>390 (approx.)</i> |
| 8 | Howard Rotavator SpA | Brescia, Italy
Factory and marketing |
| | <i>Number of employees</i> | <i>40 (approx.)</i> |



Howard Rotavator Co. Ltd., Washington, Tyne and Wear



Howard Rotavator Co. Ltd. Loudun, France



9	Howard Rotavator Iberica, S.A. <i>Number of employees</i>	Barcelona, Spain Factory and marketing <i>25 (approx.)</i>
10	Howard Rotavator (Ireland) Ltd <i>Number of employees</i>	Cork, Eire Assembly and marketing <i>20 (approx.)</i>
11	Howard Rotavator GmbH <i>Number of employees</i>	Korneuburg, Austria Marketing <i>25 (approx.)</i>
12	Howard Rotavator (Far East) Sdn Berhad <i>Number of employees</i>	Kuala Lumpur, Malaysia Marketing <i>12 (approx.)</i>
13	F.N.I. Howard SA <i>Number of employees</i>	Sao Paula, Brazil Factory and marketing <i>340 (approx.)</i>
14	Howard Rotavator Hellas SA <i>Number of employees</i>	Larissa, Greece Factory and marketing <i>80 (approx.)</i>

It should be noted that whilst the overseas companies are all shown as orange – because the bulk of their turnover is in orange machinery – some of them, notably France, Australia and Eire also handle Harvestore equipment.

The product range



The Group's principal products are given below. All Companies, except Howard Harvestore and J. Mann & Son sell agricultural ROTAVATORS, and other products are sold when appropriate to local conditions. Some products are manufactured by non-group Companies and in these cases the letter f (franchise) is shown after them. The numbers refer to the Companies on previous pages.

<i>Product</i>	<i>Manufactured by</i>
Agricultural Rotavator*	1a, 3, 4, 5, 6, 7, 8, 9, 13 and 14
Horticultural Rotavator	1a and 7
Rotaspreader*	1a
Rotaplanner*	1a
Bigbaler	1a
Howard* Bolens* (F)	1a
Rotaslasher*	5, 7 and 13
Howard 2000 (Garden tractor)	7
Harvestore* (Storage towers)	1b
Speedspreader* and other slurry equipment	1b
Combine Harvester (F)	1c
Forage Harvester (F)	1c
Baler (F)	1c
Power packs from Ford Industrial Engines	1c
Rotapress*	6
Chisel plough	3 and 7
Disc plough	13 and 14
Power arm (F)	3 and 7



Howard Rotaspikes



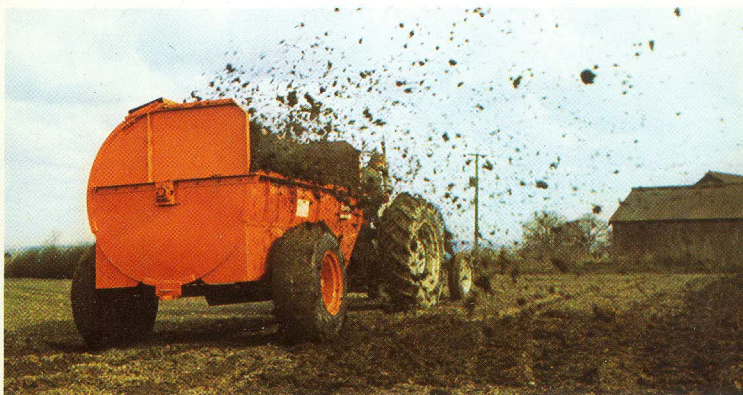
Howard Harvestore Storage Towers



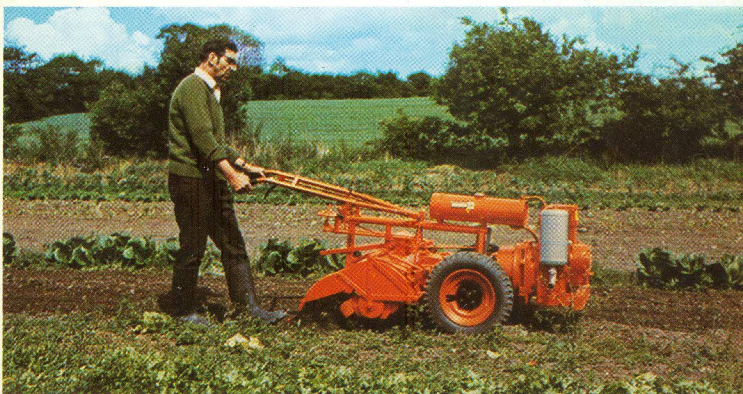
Howard Bigbaler



*Howard Semavator**



Howard Rotaspreeder



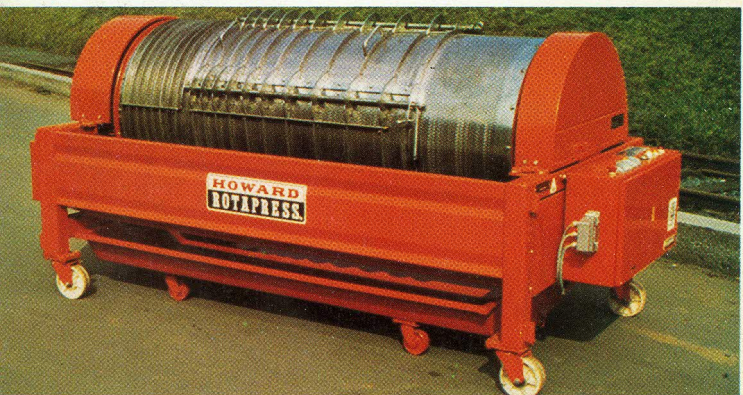
Howard Gem Rotavator*



J. Mann & Son — Claas Combine Harvester



Howard Rotaplanter



Howard Rotapress

Ten year summary of main financial features

Sales/£'000	16 months									
	6 months					16 months				
	June 1967	June 1968	June 1969	June 1970	June 1971	October 1971	October 1972	October 1973	October 1974	October 1975
Howard products in United Kingdom	1,463	3,518	3,595	3,516	5,241	5,510	8,179	11,012	10,053	11,535
Exports from United Kingdom	1,377	2,662	3,373	3,768	5,182	4,343	6,291	7,392	8,722	10,058
Abroad by overseas subsidiaries	1,648	4,363	5,047	7,042	11,433	10,784	16,087	20,272	22,270	32,129
	4,488	10,543	12,015	14,326	21,856	20,637	30,557	38,676	41,045	53,722
Merchanted products				3,061	5,179	5,300	7,789	14,503	13,195	15,620
Total	4,488	10,543	12,015	17,387	27,035	25,937	38,346	53,179	54,240	69,342
Profit before tax	476	1,276	1,425	1,667	1,409	1,666	2,755	4,646	2,026	3,258
Number of employees	2,577	2,729	2,836	3,367	3,542	3,537	3,991	4,389	4,287	4,203
Sales per employee/£'s	3,484 (b)	3,863	4,237	5,164	5,724 (b)	7,333	9,608	12,116	12,652	16,498
Trading profit per employee/£'s (a)	410 (b)	506	548	575	453 (b)	616	865	1,307	829	1,189

(a) excluding associated companies (b) calculated on a per annum basis



Howard Machinery Ltd.

Sproughton
Ipswich Suffolk IP8 3AE
Telephone Ipswich (0473) 48621/6
Telex 98110 Cables Howardmach

Directors: P Coleclough (Chairman) J A Howard J R O'N Martin
A McL Morrison J. Austin B H Moloney D J Palmer

Printed in England *Registered Trade Marks

Copyright Howard Machinery Ltd. March 1977 Form L738