



Kwik-Fit Holdings plc

Group Operations 1999



“At Kwik-Fit, our aim is 100% Customer Delight and all Kwik-Fit people are committed to exceeding their customer’s expectations. The famous Kwik-Fit Fitters are the all important contact with the customer and they continue to benefit from the best training and personal development programmes in the business. Our ambition is to make Kwik-Fit the Company that everyone wants to be part of and deal with.”

Sir Tom Farmer CBE KCSG
Chairman and Chief Executive

Contents

- 2 Chairman's Overview
- 4 Kwik-Fit Holdings
- 4 Kwik-Fit Group Operations in the UK
 - 4 Kwik-Fit GB
 - 8 Kwik Fit Fleet and Kwik-Fit Mobile
 - 10 Kwik-Fit Insurance Services & Telemarketing Centre
 - 12 Apples Car Clinics & Hometune Motoring Services
 - 14 Tyre Plus Autoservice
 - 14 Preston Paints
- 16 Kwik-Fit Group Operations in Europe
 - 17 Kwik-Fit Netherlands and USN/Centuri
 - 18 Speedy and Pit-Stop
- 20 Kwik-Fit Group Board of Directors



"The Kwik-Fit Group is now one of the largest independent automotive parts repair and replacement specialists in the world"

The first Kwik-Fit Centre was opened in McDonald Road in Edinburgh in 1971. Today the Kwik-Fit Group is operating from 1,907 service points across Europe with plans to open further centres in other countries. Our aim from the outset was, and remains, to deliver 100% customer *delight*. This, together with the commitment and expertise of all Kwik-Fit people has resulted in the Kwik-Fit Group expanding to become one of the world's largest independent automotive parts repair and replacement specialists.

Over 9,500 Kwik-Fit people, in England, Scotland, Wales, Ireland, Holland, France, Belgium, Germany and Spain now service the needs of almost 7.5 million motorists a year. No other organisation in the car repair industry can rival the achievements of the Kwik-Fit Group and of Kwik-Fit people.

In January of this year Kwik-Fit completed the acquisition of Speedy and Pit-Stop in Europe. Speedy operates 411 company owned and franchised centres in France, Belgium, Spain and Switzerland. Pit-Stop operates through 163 centres in Germany. Speedy is the market leader in

France and Pit-Stop is growing its market share in Germany. Both companies specialise in exhausts, brakes, suspension, tyres and lubrication services. The Speedy and Pit-Stop operations are a perfect fit for the existing Kwik-Fit centres in Holland and Belgium, and the Group now has one of the most extensive European coverages in the automotive repair business.

In the UK, the Group acquired the remaining 75% of Apples Car Clinics who specialise in car servicing and mechanical repairs. Also, the acquisition of our joint-venture partner's 50% interest in Northern Ireland now brings this operation fully under Kwik-Fit management control.

Kwik-Fit Insurance Services which now employs over 1,000 people continued to expand their operations with the development of a second call centre facility adjacent to the existing operation, based in Tannochside near Glasgow. From this telemarketing call centre Kwik-Fit conducts one of the largest on-going customer surveys in the world and also provides Kwik-Fit branded motor insurance on behalf of a panel of leading insurance companies.

Kwik-Fit (GB), Kwik-Fit Fleet and Kwik-Fit Mobile have continued to increase market share as have the Kwik-Fit operations in Holland and Belgium.

The Kwik-Fit Group will continue to invest substantially in the training and development of all our people, as they are the first and most important contact with our customers. There are now four purpose-built training schools, including a high-tech facility in Paris and the multi-media Kwik-Fit Training Academy at Tannochside in Scotland.

Kwik-Fit people's contribution to the growth and expansion of the Group is well recognised through our remuneration packages and our profit share schemes. Through the Share Scheme for Kwik-Fit people, everyone who has completed three years service is eligible for shares in the Company. In excess of 2,500 Kwik-Fit people are now members of this scheme.

Kwik-Fit will continue to build on its success and will continue to identify new opportunities to build customer loyalty, to delight our customers and to ensure that all Kwik-Fit people share in the success that they help to create.

Kwik-Fit will maximise the efficiencies and opportunities that arise from the new enlarged Group. The vision of 2,000 service points by the year 2000 will be realised as we continue to drive expansion programmes in all the countries in which we trade to bring the benefits of dealing with Kwik-Fit to more and more motorists.

Our aim has always been, and will continue to be, to be **the** Company that everyone wants to deal with and to be part of.



Sir Tom Farmer CBE KCSG
Chairman and Chief Executive

Kwik-Fit Holdings

Through the Central Services unit based in Murrayfield, Edinburgh, Kwik-Fit Holdings provides support to all Kwik-Fit Group companies. Main Board Executive Directors and senior executives have responsibility for the implementation of policies and programmes for expansion; for financial forecasting and reporting; for supplier relations and central buying policies, and for the development of the Kwik-Fit brand together with the identification, introduction and promotion of new products and services.

Kwik-Fit Properties is responsible for ensuring that uniform policies are adopted throughout the Group's operations, and for managing the UK property portfolio. This includes the maintenance and repair of properties, the purchase and development of new sites, the letting and sale of surplus premises as well as the collection of internal and external rents. Kwik-Fit Properties' prime objective is to ensure that the Group's property assets are managed in such a way as to maximise the return to the Group.

Kwik-Fit's Information Technology division is responsible for the provision and development of all computerised information systems for the Group's operating divisions including the point-of-sale terminals installed in the trading outlets and the timely processing of management information.

The Management Board comprising the Main Board Executive Directors and the Managing Directors of the Group's operating divisions provides for a strong, unified management structure and resource.

Kwik-Fit Group Operations in the UK

UK Operating Divisions



PRESTON PAINTS LIMITED



The Kwik-Fit Group's services are provided through eight operating divisions in the UK, each one focused on the achievement of 100% customer delight.

Today, there are over 26 million licensed cars on UK roads – an increase of nearly two million over the last five years – and it is forecast that this could increase by another two million cars by 2002. It is further estimated that 77% of UK-licensed cars are over three years old. This average age is expected to

lengthen, leading to an increase in the value of the UK aftermarket.

This means continued growth opportunities for Kwik-Fit, which remains the market leader in the UK car aftermarket, currently valued at approximately £12.2 billion.



Above: Kwik-Fit Centre in Wednesbury, opened July 1998

Kwik-Fit GB Management

Business Development Director	– John Clark	Marketing Director	– Doug McKenzie
National Operations Director	– Mike Craddock	Financial Director	– George Middlemiss
Training & Development Director	– Simon Dawson	Commercial Director	– Les Morton
Operations Support Director	– Desmond Farmer	Customer Services Director	– David White

At the year end Kwik-Fit GB was trading through 644 specialist tyre, exhaust and brake fitting Centres in the UK and Ireland. 22 new Centres were opened in 1998/99 and a further 21 were upgraded in order to improve the facilities for our customers.

Kwik-Fit's success is built on a strong retail identity which our customers equate with quality service, professionalism and convenience. Sited on main traffic routes close to work, shops and home and open 363 days a year, Kwik-Fit Centres offer clean, comfortable customer reception and waiting areas with modern, well-equipped fitting bays.

Kwik-Fit aims to achieve high throughput on these dedicated sites in order to minimise site costs. On-site stocking and direct 'just-in-time' replenishment by suppliers further improves efficiency and profitability.



Comprehensive stocks and automatic re-ordering from our suppliers means that we are able to meet the demands of almost every motorist immediately. The variations in tyre tread patterns, speed ratings and profiles has continued to evolve in line with the vehicle manufacturers' original equipment specifications. During the year, a specialist technical advice and supply centre, Kwik-Fit Tyre Source, was established which

Above: Kwik-Fit GB's Management Board and Divisional Directors – Front row, left to right: Des Farmer; George Middlemiss; Doug McKenzie; Simon Dawson; Mike Craddock; Jeff Goodacre; David White. Second row: Ivan Holloway; John Clark; Paul Boulton; Mark Harley; Les Morton; Dave Turner



Left: Greg Dolan, Director of Kwik-Fit Ireland with Brendan Callan, Master Manager, Omni Park Centre, Dublin

sources any tyre that a Kwik-Fit Centre does not hold as part of its core stock. Within 24 hours, the located tyre is delivered to the Centre, allowing us to increase our ability to meet the growing demand for specialist tyres in the high performance and 4x4 vehicle market.

Skilled teams

Kwik-Fit Master Managers and their teams of Kwik-Fit fitters are responsible for day-to-day operations within their Centres. They are supported by Kwik-Fit Partners, who, in turn, are each responsible for groups of three Centres. Six Divisional Support Centres ensure that each Centre is able to maximise its performance.

Our people's commitment to delivering 100% customer delight ensures that each Centre is run by a motivated and skilled team. Kwik-Fit's policy of promoting from within offers everyone the same opportunities to progress up a well-structured career ladder. Within five years, a Kwik-Fit fitter demonstrating talent and enthusiasm can expect to become a Kwik-Fit Master Manager. Those Master Managers showing exceptional leadership skills, coupled with achieving consistent growth for their Centres, are appointed Kwik-Fit Partners.

As a recognised Investor in People, Kwik-Fit is committed to four basic principles:

- We regularly review the training and development needs of all Kwik-Fit people;
- We continually evaluate our investment in the training and development of our people;
- We take action to train and develop our people throughout their employment;
- We are committed at all levels to developing Kwik-Fit people to achieve our business objectives.

Kwik-Fit people benefit from comprehensive training programmes throughout their career. Covering all the practical aspects of their work, customer care and general management techniques, the training balances on-the-job learning with courses conducted at one of Kwik-Fit's two central training centres and six divisional facilities in the UK. During the year, over 11,500 training days were completed on 1,900 different training courses within these facilities.

All Kwik-Fit trainees are given the opportunity to work towards nationally recognised qualifications including City & Guilds Qualification in Automotive Parts and Fitting Skills and the National Vocational Qualification in Automotive Service and Parts Replacement. As part of their training and personal development, all Kwik-Fit people are encouraged to participate in local community projects. Our commitment to the Prince's Trust Volunteers allows graduates of the Kwik-Fit



Top: Kwik-Fit Centre at Donnybrook in Dublin

Middle: The Mayor of Rainham opening our new Kwik-Fit Centre at Rainham

Bottom: Meyboob Hussain, Supervisor at Old Street, London

Apprenticeship Programme the opportunity to take part in initiatives that benefit both themselves and their communities.

Kwik-Fit is a Charter Founder Member of The Duke of Edinburgh's Award Scheme. Designed to broaden young people's horizons, to encourage teamwork and self-development, the Scheme and its Members co-ordinate a structured programme of assignments and challenges for people aged 16-25.

Kwik-Fit encourages all eligible Kwik-Fit people to take part in the Scheme and also promotes the Award Scheme to local businesses. The challenge and adventure of the Award benefits the individual, local community and employers.

Sharing in success

We believe that Kwik-Fit people are the best and reward their commitment with job security and a remuneration programme which enables all Kwik-Fit Partners, Kwik-Fit Master Managers and Kwik-Fit fitters to share in the profits that they help to create. This is in addition to their basic salary and is part of the Company's unique 'Branchise Programme' that rewards the achievement of service and performance standards.

Other benefits include participation in the Government approved Profit Related Pay Plan which enables Kwik-Fit people to receive a proportion of their earnings free of

income tax. In addition, everyone who has completed more than three years' service is allocated Kwik-Fit shares as part of The Share Scheme for Kwik-Fit people. In 1998/99, more than 2,150 people each received shares then worth £1 million in total.

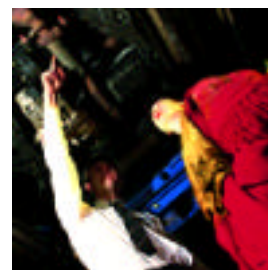
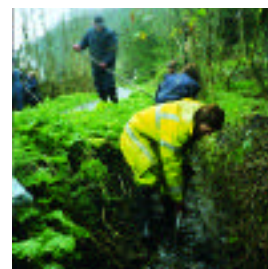
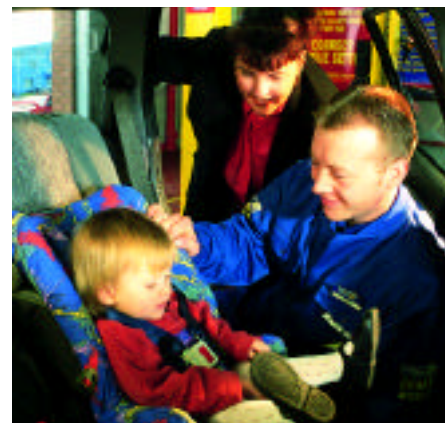
Listening to the customer

By listening to our customers, we can measure our performance. In every Kwik-Fit Centre, customers are offered a reply-paid questionnaire to comment on the service they experienced or, if they prefer, they can contact us on our freephone helpline, open 24 hours a day. In addition, our Kwik-Fit Customer Survey Unit allows us to make contact with over 5,000 customers a day, within 72 hours of their visit to a Kwik-Fit Centre. This year, over 1.2 million customers were contacted, with 98.2% confirming their satisfaction with our service. More importantly, this enables us to identify any customer who is not completely satisfied with our service and allows us to take appropriate action.

Kwik-Fit prides itself on customer care. By talking to the customer, we are able continually to improve our service, which is essential to sustained business growth.

Kwik-Fit in Ireland offers the same products and services as Kwik-Fit GB. There are 31 Kwik-Fit Centres in Ireland: 18 in Eire and 13 in

Northern Ireland. The acquisition of our joint-venture partner's 50% interest in Northern Ireland in December 1998 allows us to bring these operations fully under Kwik-Fit management. We plan to develop our services to the motorist in Ireland and to increase the number of Centres.



Top: Stephen Loundes, Supervisor at Wédnesbury fits a car seat for Jade, watched by her mother Amanda Wootton

Middle: Prince's Trust Volunteers team working on The Water of Leith, Edinburgh

Bottom: Master Manager of the Wédnesbury Centre, Martin Pugh with a customer

Kwik-Fit Fleet:	Managing Director Sales & Marketing Financial Controller	– Ron Bambra – Simon Roper – Simon Latham
Kwik-Fit Mobile:	Managing Director	– Ann Shankland

Delighting the corporate customer

The UK is one of the largest company car markets in Europe with 3.2 million vehicles registered, accounting for almost 60% of all new car purchases in this country. Kwik-Fit Fleet provides a comprehensive range of services to meet the needs of this important market, promoting Kwik-Fit's extensive network of Centres and Kwik-Fit Mobile's fleet of tyre fitting vehicles. Last year, Kwik-Fit Fleet helped maintain over two million vehicles for 12,000 customer account holders.

Managing your motoring

The Kwik-Fit Fleet service is designed to make vehicle management simpler and more efficient. Fleet operators benefit from the Kwik-Fit guarantee of quality service and the cost savings that arise from our ability to offer a range of motoring products at the best prices. Fleet customers benefit from the services of the Kwik-Fit GB Centres and Kwik-Fit Mobile as well as Apples Car Clinics and Hometune's mobile servicing. Centralised invoicing provides efficient and straightforward billing, wherever the work was carried out in the Kwik-Fit Group, while seven day opening allows the work to be completed at a time convenient for the company car driver.

Kwik-Fit Fleet helps maintain the vehicles of the country's largest fleet operators, including Cendant,

Dial Contracts, Highway Vehicle Leasing, Capital Bank, Swan National and FCM.

Major customers have also chosen to have the expertise of a Kwik-Fit Fleet tyre line controller to oversee all of their contract hire, fleet management and leasing services.

Operating from a 24-hour control centre based in the Kwik-Fit Telemarketing Centre in Tannochside near Glasgow, Kwik-Fit Fleet Tyre Management offers a risk-free solution to large fleet operators who require fixed costs for tyre replacement based on specific vehicle model and tyre size. Over 200,000 fleet vehicles operated by Lex Vehicle Leasing, Arriva and Autolease are currently on this programme with tyre replacement being authorised by Kwik-Fit Fleet's own tyre line controllers.

In addition, Kwik-Fit Fleet offers outsourcing to those fleet customers who wish to pass their authorisation and invoice checking procedures to this control centre. Outsourcing is expected to grow rapidly as fleet operators benefit from increased controls and reduced administration costs. Customers presently using this system include Tesco, Legal & General, First Mutual Contracts, Hartwell Motor Contracts, Jessups and N G Bailey.



Above: Ron Bambra, Managing Director, Kwik-Fit Fleet with Mick Gant, National Accounts Director



The Kwik-Fit Business Drive Card is designed to make company car costs easier to monitor and covers most of the motoring expenditure a company can expect to incur over the course of a year. Managers of fleets totalling less than 25 cars find the Business Drive Card particularly useful. Welcomed at over 12,000 fuel outlets throughout the UK, the Card can also be used in every UK Kwik-Fit Centre, and Kwik-Fit associated companies, as well as service outlets, car hire companies and other services dedicated to the motorist's needs, some at discounted prices.

Coming to your assistance

Working in association with Kwik-Fit Fleet is Kwik-Fit Mobile, a service that comes to the motorist's assistance at home or office, with 166 specially equipped mobile tyre fitting vehicles.

In order to further improve efficiency and meet the increased demand for the Kwik-Fit Mobile service, each fitter is equipped with a hand-held computer which provides a direct link to regional control and UK Kwik-Fit Centres, enabling them to quickly check stock availability.

Award-winning service

Since its launch in 1987, Kwik-Fit Fleet has set some of the highest standards of service in the fleet industry. In twelve years of business, Kwik-Fit's service to Fleet customers has won 22 major awards and in 1998 was presented with three of the top awards from Fleet News, including the 'Best Fast-Fit Company', 'Best Customer Service' award and 'Best Quality Company' of any in the fleet industry. Kwik-Fit was also awarded the Institute of Transport Managers' 'Award for Innovation' and the award for 'Best Fast-Fit Company.'



Top of page: Steven Smith, Kwik-Fit Mobile fitter

Above : Ann Shankland, Managing Director, Kwik-Fit Mobile, with Carl Atkinson, Mobile Controller

With the company car market forecast to reach 3.4 million vehicles by 2002, Kwik-Fit will continue to strengthen its position in the industry by focussing on quality service, innovative products and award-winning service.

Managing Director	– Ron Hewitt
Training & Development Director	– Martin Houston
Information Services Director	– Ian Mackay
Financial Director	– Martin Oliver

Developing customer loyalty



Kwik-Fit's sophisticated Telemarketing Centre at Tannochside, near Glasgow, is the base for the Kwik-Fit Customer Care Survey Unit and Kwik-Fit Insurance Services.

Increasing customer loyalty is crucial to the Kwik-Fit Group's continued success. Over 5,000 Kwik-Fit customers a day are called by the Kwik-Fit Customer Survey Unit within 72 hours of visiting a Kwik-Fit Centre. Valuable information on the standards of service provided is collected, and customers are advised of new products and services.

Since its introduction three years ago, Kwik-Fit Insurance Services has grown to be a leading provider of motor insurance policies, through a panel of leading insurance companies.

Kwik-Fit's day-to-day contact with motorists means marketing costs are kept to a minimum, providing a competitive advantage in a price-competitive industry.

With an increasing number of Kwik-Fit customers wishing to receive a quotation when their car insurance falls due for renewal, a new 50,000 sq.ft building is being developed next to the existing facility in Tannochside. Kwik-Fit Insurance Services now employs over 1,000 specially trained people.

Kwik-Fit Insurance policyholders benefit from competitive premiums, personal 365 day a year service and a range of benefits that come from being a part of the Kwik-Fit Group. Every Kwik-Fit Insurance policyholder receives a free Kwik-Fit AutoSave Card, which entitles them to a 10% discount on purchases for the insured vehicle at any Kwik-Fit Centre, Apples Car Clinic or mobile Hometune operator. All fully comprehensive policyholders are entitled to a courtesy car for as long as their own vehicle is off the road in the event of a claim.

In response to customer enquiries, Kwik-Fit developed a number of new insurance products in 1998. Highly competitive travel insurance, offering



Top: Ron Hewitt, Managing Director, Kwik-Fit Insurance Services, with Madelene Browne, trainee insurance consultant

Above: The Kwik-Fit Telemarketing Centre at Tannochside



coverage for a single trip or a whole year's travel, has been launched to existing customers, as has an innovative policy which covers the motorist against unexpected costs as a result of an MOT failure. For a one-off premium, and provided the policy is taken out more than three months before the MOT is due, the car owner can claim on any specified MOT work up to the value of £350.

The Kwik-Fit Training Academy is also based in Tannochside and allows all Kwik-Fit people access to this state-of-the-art facility. Offering a mix of lecture-based training and self-help learning, the Training Academy is in daily use. This facility is also available for use by schools, hospitals, care groups and community organisations.

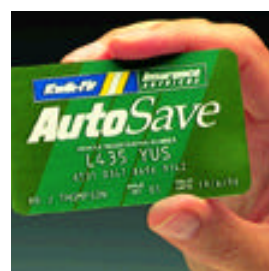
Keeping in touch

The Kwik-Fit Insurance service is founded on the quality of our people, but we also invest substantially in the systems that enable them to do their job efficiently. Our technologically advanced telephone and computer

system allows us to deal with all customer enquiries quickly and efficiently, directing all calls to the person best placed to help. It greatly simplifies information gathering, allowing us to instantly see customer details and identify the best policy for each customer.

Personal Service

To ensure we provide the most efficient personal service for our customers, Kwik-Fit Insurance introduced a number of new working practices during the year. Our dedicated claims division enables a customer to receive the personal attention of one consultant throughout their claim. The Kwik-Fit code of conduct ensures that we are in contact with the customer at least once every three days, until their claim has been settled.



Top of page: Kwik-Fit Insurance Services at Tannochside

Top: Anton Manley handles customer enquiries

Middle: Kwik-Fit people celebrating their success

Bottom: The Kwik-Fit AutoSave card

Apples Car Clinics:

Managing Director	– Gwyn Jones
Sales & Marketing Director	– Archie Currie
Personnel & Training Director	– Brian Wilson
Operations Director	– Rob Warburton

Hometune Motoring Services:

Managing Director	– Tony Kenny
Operations Director	– Brian Keenan

Thriving on successful servicing

Apples Car Clinics

Operating from 70 centres, Apples Car Clinics provide a full range of technical services to motorists, including servicing, engine tuning, MOT testing, clutch and brake replacement as well as tyres, exhausts and vehicle alarm systems. Kwik-Fit made an initial 25% investment in Apples in December 1994. In December 1998, the remaining 75% was acquired. Apples Car Clinics complement the existing specialist

tyre, exhaust and brake centres very well providing an important and cost-effective service. We shall concentrate on further improving customer service, increasing sales and profitability of existing Clinics and we will drive an expansion programme to achieve UK wide coverage. A recent move into the company car market has seen Apples working closely with Kwik-Fit Fleet, providing fleet operators with the benefits of centralised invoicing.



Above: Gwyn Jones, Managing Director of Apples Car Clinics

Right: Apples Car Clinic, Walsall





Through these successful operations, Kwik-Fit is able to offer its customers a broad range of value-added services that further complement the Group's core activities.

Mobile servicing

Kwik-Fit holds a 33% share in **Hometune**

Motoring Services, the UK's largest mobile servicing company with 92 vehicles operating across the country. Hometune offers the private or fleet motorist a range of specialist motoring services, all with

the convenience of home or office appointments.



Equipped with the latest in hand-held computer technology, every Hometune engineer offers full car servicing, engine tuning and fuel injection expertise.

Customers can either make appointments directly with their local Hometune operator or by calling a special freephone number at the company's central offices in Cheshire.



Left: : Brian Keenan, Operations Director and Tony Kenny, Managing Director of Hometune

Above: Stuart Morrice, Hometune operator

Managing Director	– Brian Kidd
Financial Controller	– Robert Russell
General Manager (Tyre Sales)	– Colin Evans
General Manager (Ebley)	– Glen Baxter



Local branding grows market share



Top: Brian Kidd, Managing Director of Tyre Plus with Craig Glowienko, Budget Exhausts & Tyres, Livingston

Tyre Plus is a group of 145 autoservice centres, trading under their own local brand names, located in key urban areas throughout the UK. These centres enable the Kwik-Fit Group to increase market share in major towns and cities and provide a competitive alternative to local motoring repair and replacement operations.

With the same focus on customer care found across the whole Kwik-Fit Group, Tyre Plus provides a full service offering across its 145 different outlets. Tyre and exhaust repair and replacement forms the

core of the Tyre Plus service, which is able to offer its customers best value through the Group's buying power, centralised technology systems and property management expertise.

Strengthening the Group

The number of Tyre Plus outlets increased by 12 during the year, including the acquisition of the Taunton-based Tyres & Exhausts 'R' Us which operates eight depots in the South and West of England. The expansion of Tyre Plus will continue with the opening of new centres and the acquisition of other local operations.

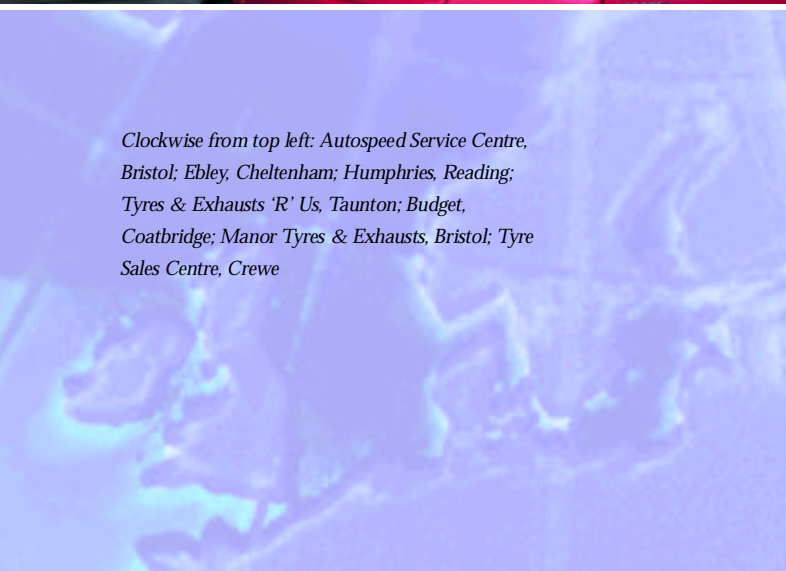
Preston Paints



Above: Bob Billington (on right), Managing Director of Preston Paints with Terence Garrity, Technical Service Manager

Preston Paints specialise in the production of top quality refinish products and consumables and is a leading supplier to the automotive refinishing industry in the Lancashire

area. Additional services include body shop design and the implementation of computerised body shop activities and paint mixing systems.



Clockwise from top left: Autospeed Service Centre, Bristol; Ebley, Cheltenham; Humphries, Reading; Tyres & Exhausts 'R' Us, Taunton; Budget, Coatbridge; Manor Tyres & Exhausts, Bristol; Tyre Sales Centre, Crewe

Driving forward across Europe



Above: Stephan Limdinger fitting an exhaust at Kwik-Fit Houten, with Manager Joop van den Brink

The value of the European fast-fit market has grown steadily over the last five years. This growth has reflected the emergence of the fast-fit sector in many EU countries and the development of fast-fit chains taking a greater share of the aftermarket. The UK fast-fit sector holds the largest share of the aftermarket followed by France and Germany.

Kwik-Fit is already the market leader in the Netherlands. The Kwik-Fit Group's acquisition in January 1999, of Speedy Europe, now comprising the 574 European automotive parts repair and replacement centres, trading as Speedy in France, Belgium, Spain and Switzerland, and Pit-Stop in Germany, provides considerable opportunities for growth.

The people at Speedy and Pit-Stop bring their own dedication to customer service and a wealth of local market knowledge. Their current training programmes are already in line with the Kwik-Fit aim of achieving 100% customer delight.

The complementary mix of skills and locations make Kwik-Fit, Speedy and Pit-Stop an ideal partnership. The well-established strengths of Speedy and Pit-Stop, especially in brake services, complement Kwik-Fit in the development of its tyre, exhaust and other services in the UK and the Netherlands, and provide the ideal opportunity for further expansion in Europe.

The Kwik-Fit Group's services in mainland Europe are provided through three retail operating Divisions – Kwik-Fit Netherlands, Speedy and Pit-Stop – and a wholesale Division, Uitlaatservice Nederland and Centuri Snelservice.

European Divisions



Kwik-Fit Netherlands

Management

Managing Director	– Carel Bikkers
Sales Director	– Peter Wierikx
Personnel & Training Director	– Michael Verweij
Property Director	– Dries van Beek

Kwik-Fit Netherlands operates through 180 specialist tyre, exhaust and brake fitting Centres in Holland and the northern part of Belgium. An important additional market for Kwik-Fit Netherlands is the supply and fitting of tow bars to meet the demands of caravan and trailer owners.

The introduction of Kwik-Fit Fleet and Kwik-Fit Mobile to the Dutch market in 1997 has strengthened the Kwik-Fit customer offering and these specialist services open up further opportunities for market growth.

Our success comes from a combination of Kwik-Fit's industry-leading business strategies, the local market expertise of our Dutch and Belgian management team and our dedication to achieving 100% customer delight. Since our first Centre opened in 1984, the Kwik-Fit brand has become well-established as we continually seek to meet the demands of our customers with quality service and a commitment to providing the best products at the best value prices.

Investing in our people

Last year, Kwik-Fit Netherlands became the first automotive company in continental Europe to receive the 'Investors in People Award'. In a ceremony in Amsterdam on 11 November, Mme Jorritsma-Lebbink, the Dutch Minister of Economics and Deputy Prime Minister, presented the award to Kwik-Fit in recognition of our commitment to people development. A year-round training programme ensures our teams of Kwik-Fit fitters and Master Managers are able to maintain the highest levels of service to the customer and, during the year, almost 2,000 training places were taken-up by Kwik-Fit people in Holland and Belgium.

The Kwik-Fit business in Holland and Belgium has shown consistent growth since its formation fifteen years ago, expanding its business profitably from both new and existing Centres. In the year ahead, 15 new Centres are planned as we look to achieve our aim of having a Kwik-Fit Centre in every Dutch community with 20,000 or more people.



Top: Assistant Manager of Kwik-Fit Lelystad, Roel van der Velde

Above: Mme Jorritsma-Lebbink, Deputy Prime Minister of Holland, presenting Carel Bikkers with the Investors in People Award



Above: Frans Kerssens, Managing Director of USN, with Erik Brandhoff, manager of Centuri SnelSERVICE, Heerhugowaard

USN/Centuri

Management

Managing Director	– Frans Kerssens
Sales Director, USN	– Johan van den Hoeven

Centuri operates 29 distribution centres in Holland and Belgium. It supplies parts to all Kwik-Fit Centres and more than 250 independent outlets

throughout Holland and Belgium. Uitlaatservice Nederland (USN) is an importer and wholesaler of exhausts, brakes, batteries and shock absorbers.

Speedy and Pit-Stop

Management

Speedy:	Managing Director Financial Director Information Services Director Operations Director Marketing Director	– Gilles Chauveau – Alastair Symers – Patrice Delmas – José Garcia – Marc de la Croix-Vaubois
Pit-Stop:	Managing Director Financial Controller Marketing Director	– Bahman Anzalichi – Matthias Wierling – Martin John



Left: Gilles Chauveau,
Managing Director of Speedy

Right: Bahman Anzalichi,
Managing Director of Pit-Stop

Below: Pit-Stop Centre at Eberswalde, Germany



Right: Speedy fitters at work

Above: Speedy Centre at Chrissier, Switzerland

The Kwik-Fit Group already has market leading positions both in the UK and Holland; the acquisition of Speedy Europe brings similar leading positions in France, Germany and Belgium, and a springboard for growth in the Spanish market where Speedy currently has 11 centres in the Barcelona area. The overall European market is in aggregate four times the size of that of the UK and is less developed in terms of the fast-fit share of the total aftermarket.

Speedy Europe specialises in car parts repair and replacement services for the private motorist. Trading under the brand name Speedy, it operates from 375 centres in France, including 87 franchises, 25 centres in Belgium and 11 in Spain. There are 163 centres in Germany trading under the Pit-Stop name.

Joining forces

The Speedy and Pit-Stop concept is very similar to that of Kwik-Fit in the UK and the Netherlands. However, there are a number of differences in the way the respective

companies operate which have proved to be successful, and which can be shared for the benefit of the Group.

For example, in Germany, Pit-Stop operate sites with varying stock profiles according to their location, and are supplied by local factors on a just-in-time basis.

Speedy and Pit-Stop's emphasis has always been on the mechanical business in terms of exhausts and brakes, whereas Kwik-Fit's strength has been tyres and exhausts. This

complementary mix of skills will

enable Kwik-Fit, Speedy

and Pit-Stop to benefit

from each other's specialist expertise.

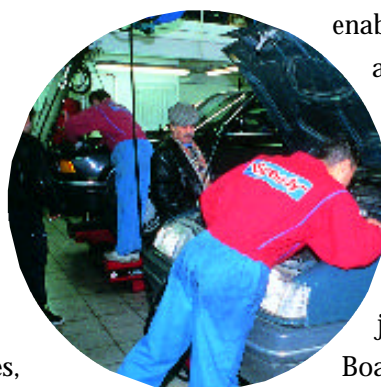
The Managing Directors of Speedy and Pit-Stop have

joined the Management

Board and they will have

a key role to play in the future

development of our European business.



Speedy and Pit-Stop have strong, well-established brands across their major markets, with a reputation for service and value. The combination of Kwik-Fit, Speedy and Pit-Stop gives the Kwik-Fit Group a substantial platform on which to



expand further within Europe, building on the current centre network running from Inverness in Scotland to Barcelona in Spain.

Welcoming our new people

As part of a larger group with complementary entrepreneurial management style, people motivation skills, proven systems

and established supplier relationships, both Speedy and Pit-Stop will benefit by offering customers an enhanced service and greater value for money. It also provides the opportunity to develop the Kwik-Fit Fleet business in Europe.

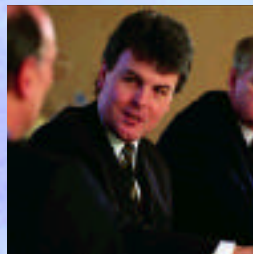
Top of page: Speedy Centre, Paris

Above: Pit-Stop Centre, Zwickau, Germany

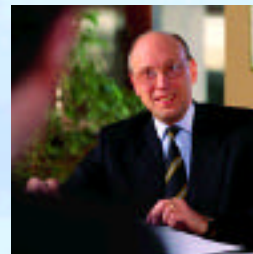
Group Board of Directors



Sir Tom Farmer CBE KCSG
Chairman and Chief Executive



Graeme Bissett
Group Director of Finance



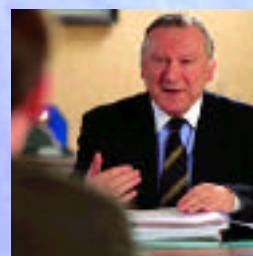
Peter Holmes
Group Director of Marketing



John Houston
Group Director of Strategy and Development



Professor Neil Hood
Non-Executive Director



Ervin Landau
Non-Executive Director



Ian McIntosh
Non-Executive Director



John Padget
Non-Executive Director



Ken McGill
Company Secretary



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