DIRECTORS' REPORT AND ACCOUNTS

31ST DECEMBER, 1988

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#### THE DORCHESTER LIMITED

#### DIRECTORS' REPORT

The directors present their report together with the audited financial statements for the year ended 31st December, 1988.

#### RESULTS AND DIVIDENDS

The consolidated loss on ordinary activities after taxation is £10,086,789 (1987: profit £1,258,116).

The directors do not recommend the payment of a dividend (1987:£nil).

#### REVIEW OF THE BUSINESS AND FUTURE PROSPECTS

The group continues to own the Dorchester Hotel, Park Lane, London.

The directors announced on 17th May, 1988 the details of a major refurbishment plan for the hotel estimated to cost about £72 million. Following the announcement, the hotel undertook a progressive closure programme in October 1988 which culminated in the temporary closure of the hotel as from 23rd December, 1988.

The hotel will re-open for business in the Spring of 1990, with improved facilities to include an Oriental restaurant, night club, health club and conference facilities, improved standard of decoration in the rooms, suites and public areas and upgraded electrical and plumbing installations, kitchen equipment and staff facilities.

Generous redundancy payments were made to some 518 members of staff following the temporary closure of the hotel.

The loss for the year includes a charge of £7,711,515 in respect of direct expenses arising out of the temporary closure of the hotel. For further details refer to note 5.

With due regard to the aforementioned events, the directors consider the trading results for the year to be satisfactory.

#### DIRECTORS

The names of the present directors are:

M. Al Fayed

Lord Bramall (Chairman)

C. Hanbury

F.J. Klein

R. Obertelli (appointed 17th March, 1989)

A. Tanna

A. Versolato

The directors do not have any beneficial interests in the share capital of the company.

# DIRECTORS' REPORT (continued)

#### SHARE CAPITAL

As of 29th June, 1988, the authorised share capital of the company was increased from £1,000,000 to £14,000,000.

During the year, 11,000,000 ordinary shares of fl each were issued as fully paid in order to fund the refurbishment of the Dorchester Hotel currently owned by Dorchester Hotel Limited, a subsidiary of The Dorchester Limited. A further 2,000,000 ordinary shares of fl each were issued as fully paid in January, 1989.

#### EMPLOYEE INVOLVEMENT

The board and management of The Dorchester Limited recognise the importance of good communications and industrial relations and many efforts were directed in 1988 to the furtherance of these objectives.

In addition to the formal Negotiating Committee Meetings with the recognised trade unions on pay and benefits, the company has consulted employee representatives on many issues including redundancies and pensions.

#### DISABLED PERSONS

The company's policy is to give fair consideration to the employment of disabled persons having regard to their particular aptitude. If any existing employee became disabled, every effort would be made to ensure continuity of employment and appropriate training would be given.

#### DONATIONS

During the year the group donated £1,643 (1987:£3,586) for charitable purposes. There were no political donations.

#### AUDITORS

A resolution for the re-appointment of Peat Marwick McLintock as auditors of the company is to be proposed at the forthcoming Annual General Meeting.

By order of the board

Secretary

# AUDITORS' REPORT TO THE MEMBERS OF THE DORCHESTER LIMITED

We have audited the financial statements on pages 4 to 16 in accordance with Auditing Standards.

In our opinion the financial statements give a true and fair view of the state of affairs of the company and the group at 31st December, 1988 and of the loss and source and application of funds of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

London

16th. oddler, 1989

Lear Marwich Molitoria.
Chartered Accountants

# CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31ST DECEMBER, 1988

		Note	1988 £	1987 Ž
TURNOVER		2	19,696,083	23,630,543
Cost of sales	,	,	(12,024,643)	(12,315,569)
GROSS PROFIT	,		7,671,440	11,314,974
Administrative costs			(5,623,711)	(5,567,068)
OPERATING PROFIT			2,047,729	5,747,906
Interest receivable Interest payable Exceptional items		4 5	241,801 (4,430,304) (7,946,015)	100,987 (4,311,813) (213,892)
(LOSS)/PROFIT ON ORD ACTIVITIES BEFORE	INARY TAXATION	6	(10,086,789)	1,323,188
Taxation	,	7	-	(65,072)
(LOSS)/PROFIT FOR TH	E FINANCIAL YEAR	8.	(10,086,789)	1,258,116
Deficit brought forw	vard		(2,838,673)	(4,096,789)
DEFICIT CARRIED FORM	JARD		(12,925,462)	(2,838,673)

The notes on pages 8 to 16 form part of these accounts.

#### CONSOLIDATED BALANCE SHEET AT 31ST DECEMBER, 1988

	Note	£ 1988 £	£ 1987
FIXED ASSETS Tangible fixed assets Investments	. 9 .10	50,706,642 193 50,706,835	51,253,809 193 51,254,002
CURRENT ASSETS Stocks Debtors Investments Bank and cash balances	11 12	337,179 1,851,387 18,746 4,711,182 6,918,494	555,306 2,058,310 15,259 555,876 3,184,751
CREDITORS: amounts falling due within one year	13	( <u>3,274,139</u> )	(3,401,621)
NET CURRENT ASSETS/ (LIABILITIES)		3,644,355	(216,870)
TOTAL ASSETS LESS CURRENT LIABILITIES	,	54,351,190	51,037,132
CREDITORS: amounts falling due after more than one year	14	(55,276,652)	(52,875,805)
NET LIABILITIES		(925,462)	(1,838,673)
CAPITAL AND RESERVES Called up share capital Profit and loss account	15	12,000,000 (12,925,462) (925,462)	1,000,000 (2,838,673) (1,838,673)

These accounts were approved by the board of directors on 16 October 1989

Directors

The notes on pages 8 to 16 form part of these accounts.

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#### BALANCE SHEET AT 31ST DECEMBER, 1988

	Note	£	1988 £	£ 1	987 £
FIXED ASSETS Investments	D 10		19,139,920 <sup>©</sup>		8,139,920
CURRENT ASSETS Debtors Investments Bank and cash balances	. 12	641 18,746 19,684 39,071		462 15,259 20,261 35,982	
CREDITORS: amounts falling due within one year	13	(1,084,086)	)	(1,084,086)	
NET CURRENT LIABILITIES			(1,045,015)	,	(1,048,104)
TOTAL ASSETS S CURREN	T		18,094,905		7,091,816
CREDITORS: amounts falling due after more than one year	14	, •	(8,336,743)	.>	(8,336,743)
NET ASSETS/(LIABILITIES)	,		9,758,162		(1,244,927)
OLDINAL AND DECEDIVES					*
CAPITAL AND RESERVES Called up share capital Profit and loss account	15		12,000,000 (2,241,838)		1,000,000 (2,244,927)
, .	,	. "	9,758,162		(1,244,927)

The accounts were approved by the board of directors on 16 pc-toper 1789

) Directors

The notes on page of to 16 form part of these accounts.

#### THE DORCHESTER LIMITED

# CONSOLIDATED SOURCE AND APPLICATION OF FUNDS FOR THE YEAR ENDED 31ST DECEMBER, 1988

	£	1988 £	£	1987 £
SOURCE OF FUNDS (Loss)/profit on ordinary activities before taxation Adjustment for items not involving the movement		(10,086,789)	_	1,323,188
of funds: Depreciation Loss/(profit) on disposal of fixed assets	1,100,412 3,120,095		1,121,653 (91,067)	
Loss/(gain) on translation of foreign currency loan	7,026		(127,359)	
Profit on disposal of investments	(913)		(133)	
		4,226,620		903,094
FUNDS (ABSORBED BY)/GENERATED FROM OPERATIONS		(5,860,169)		2,226,282
FUNDS FROM OTHER SOURCES Increase in share capital Sale of tangible fixed	11,000,000		,	
ssets San from fellow subsidiary	28,694 2,393,821		190,785	
Sale of stock	16,172		10,296	
		13,438,687		201,081
APPLICATION OF FUNDS Additions to fixed assets Purchase of investments Repayment of loans Tax paid	(3,702,034) (18,746) - (57,242)		(1,420,036) - (2,247,350) (76,650)	2,427,363
•	<u></u>	(3,778,022)	<del></del>	(3,744,036)
		3,800,496		(1,316,673)
INCREASE/(DECREASE) IN WORKING CAPITAL Stocks	(218,127)	ı	31,223	
Debtors Creditors	(206,923) 		106,536 (499,811)	(362,052)
Movement in net liquid funds: Bank and cash balances		4,155,306		(954,621)
		3,800,496		(1,316,673) w hater three less less less

The notes on pages  $\boldsymbol{8}$  to  $\boldsymbol{16}$  form part of these accounts.

#### NOTES TO THE ACCOUNTS

#### 1. ACCOUNTING POLICIES

#### Consolidation

The consolidated financial statements incorporate the financial statements of the company and its subsidiaries made up to the end of the financial year, and have been prepared under the historical cost rules.

#### Turnover

Turnover represents amounts invoiced to outside customers excluding value added tax.

#### Depreciation

Prior to the closure of the hotel in refurbishment it has been the group's practice to maintain freehold property, which comprises the Dorchester Hotel in a continual state of sound repair and to extend and improve it from time to time. The cost of all repairs is charged in the profit and loss account. The directors consider the residual value of the hotel building to be at least equal to its book value and accordingly no provision for depreciation is made.

The group has applied the following policy to the hotel's major refurbishment programme:

Freehold property has been reclassified as Freehold property in the course of construction. The cost of the refurbishment will be included within freehold property in the course of construction and re-allocated between plant and equipment and freehold property when the work is complete.

Plant and equipment which is to be replaced will be written off.

Fixed assets will be carried at cost to the group subject to a professional valuation which the group proposes will be undertaken as at 31st December, 1990.

The cost of long leasehold property is written off in equal annual instalments over the period of the leases.

Depreciation is provided to write off the cost of all other tangible fixed assets over their expected useful lives in equal annual instalments at the following rates:

Long leasehold improvements - 25%

Plant and equipment - 10% to 20%

Motor vehicles - 25

#### Stocks

Stocks are valued at the lower of cost and net realisable value. Cost is calculated using the average purchase price method.

#### THE DORCHESTER LIMITED

#### NOTES TO THE ACCOUNTS

#### 1. ACCOUNTING POLICIES (continued)

#### Foreign currency

Transactions denominated in foreign currencies are translated into sterling and recorded at the rate of exchange ruling at the date of the transaction. Balances denominated in a foreign currency are translated into sterling at the exchange rate ruling on the balance sheet date.

#### Deferred taxation

Provision is made for deferred taxation expected to become payable in the foreseeable future using the liability method.

#### TURNOVER AND PROFIT

All the group's turnover and profit on ordinary activities before taxation is derived from the operation of the Dorchester Hotel, London and therefore arose within the United Kingdom.

#### 3. DIRECTORS AND EMPLOYEES

(a) Excluding pension contributions, the emoluments of the chairman were £21,454 (1987:£10,000); the emoluments of the highest paid director were £71,938 (1987:£46,343); the emoluments of the other directors were within the following ranges:

	1900	1,0,
£nil	1	3
£1 - £ 5,000	2	-
£10,001 - £15,000	<del></del>	1
	1	_
£25,001 - £30,000	_	1
£30,001 - £35,000		**
		32,54

(b) The number of employees whose emoluments, excluding pension contributions, fell within the following range were:

	1988	1987
£35,001 - £40,000	2	1
£40,001 - £45,000	1	3
£55,001 - £60,000	1	-
£60,001 - £65,000	2	-
£70,001 - £75,000	1	-
<i></i>	===	===

- (c) The average number of persons employed by the group during the year was 569 (1987:580).
- (d) The aggregate remuneration of all employees of the group comprised:

	1988 £	1987 £
Wages and salaries Social security costs Other pension costs	7,337,570 587,826 346,812	6,756,676 528,893 317,638
	8,272,2°8	7,603,207

#### NOTES TO THE ACCOUNTS

4. INTEREST PAYABLE	1988 £	<u>1987</u>
Interest payable on bank and other borrowings repayable within five years Interest payable to fellow subsidiary company	1,173 4,429,131 4,430,304	1,085 4,310,728 4,311,813
5. EXCEPTIONAL ITEM	1988	1987 £
Profit on disposal of long leasehold properties Additional provisions made as a result of a	-	(93,563)
reassessment of employees' remuneration package (see note 17) Ex gratia payment to former employee	177,000 57,500	307,455 -
Expenses attributable to temporary closure of hotel:		
Redundancy payments Disposal of fixed assets Other	4,017,361 3,133,964 560,190	- - -
	7,946,015	213,892

# 6. (LOSS)/PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION

The (loss)/profit on ordinary activities before taxation is stated after charging/(crediting) the following:

· · · · · · · · · · · · · · · · · · ·	Note	<u>1988</u> £	1987 £
Depreciation Auditors' remuneration Hire of plant and machinery Foreign exchange losses/(gains) on loans Directors emoluments Employment costs	3 3	1,100,412 19,800 132,386 6,820 129,777 8,142,431	1,121,653 22,700 92,587 (127,359) 98,247 7,504,960

#### THE DORCHESTER LIMITED

#### NOTES TO THE ACCOUNTS

#### 7. TAXATION

	1988 £	<u>1987</u>
Taxation based on the results for the year of the company and its subsidiaries:		
Corporation tax at 35% (1987: 35%) Underprovision in previous year	-	65,072
		65,072

No provision has been made for deferred taxation. The full potential liability to deferred taxation is as follows:

	Amount provided £ 1000	Full potential liability/ (asset) £'000	Amount provided	Full potential liability/ (asset) £'000
Accelerated capital allowances Short term timing differences	1,215 (1,215)	1,215 (3,309)	1,721 (1,721)	1,721 (2,473)
		(2,094)		(752)

# 8. (LOSS)/PROFIT FOR THE FINANCIAL YEAR

A profit for the financial year after taxation dealt with within the accounts of the parent company amounted to £3,089 (1987:£1,616). A separate profit and loss account for the company is not presented.

#### NOTES TO THE ACCOUNTS

9. TANGIBLE FI	XED ASSETS			Freehold	
Group		•	Plant	property in the	•
	Freehold property £	Long leasehold property £	equipment and <u>vehicles</u> £	course of construction	Total
Cost or valuation: At 1st January, 1988 Additions Transfers Disposals	46,292,995 - (45,488,093) (804,902)	181,209 - - -	6,819,250 206,338 149,290 (6,169,227)	1,144,189 3,495,696 45,338,803	54,437,643 3,702,034 (6,974,129)
At 31st December, 1988		181,209	1,005,651	49,978,688	51,165,548
Depreciation: At lst January, 1988 Charge for the year Disposals		1,715	3,183,728 1,098,697 (3,825,340)	- 4 -	3,183,834 1,100,412 (3,825,340)
At 31st December, 1988	-	1,821	457,085	-	458,906
Net book value: At 31st December, 1988		179,388	548,566	49,978,688	50,706,642
At 31st December, 1987	46,292,995	181,103		1,144,189	51,253,809

In July 1984, the Dorchester Hotel was revalued to £45m which approximates to the amount arrived at by a valuation of the hotel by Pannell Kerr Forster Associates calculated on an open market value basis having regard to the trading potential of the property. Subsequent additions to freehold property are included at cost.

The net book value of fixed assets at 31st December, 1988 using the historical cost basis unadjusted by revaluations would be as follows:

	Freehold property £	Long leasehold property £	Plant equipment and <u>vehicles</u>	Property in the course of construction	Total £
Net book value: 31st December, 1988 31st December, 1987	14,301,703	179,388	548,566 ===================================		18,715,350 19,262,517

A tax liability of approximately £10.4 million could arise if the freehold property were disposed of at its book value. However, since there is no intention to dispose of the property, this liability is unlikely to arise and no provision has been made in these accounts.

#### Company

The company has no tangible fixed assets.

# NOTES TO THE ACCOUNTS

10.	INVESTMENTS

Cost	Group £	Company f
Investment in subsidiary company Other investments:		19,139,920
Unquoted shares	193	-
	193	19,139,920

# The company's subsidiaries are:

Company name	Country of incorporation	Shares and proportion held
Dorchester Hotel Limited Pageguide Limited	United Kingdom United Kingdom	Ordinary shares 100% Ordinary shares 100% Preference shares 100%
Dorchester Jewellers Limited New London Dorchester Jewellers Limited	United Kingdom United Kingdom	Ordinary shares 100% Ordinary shares 100%

#### 11. STOCKS

Group

	1988 £	1987 £
Food and beverage Consumable stock	101,168 236,011	283,859 271,447
	337,179	555,306

### Company

The company has no stocks.

# NOTES TO THE ACCOUNTS

12. DEBTORS	1,7	
Group	1988 £	1987
Trade debtors Other debtors Prepayments and accrued income	1,328,105 122,005 401,277	1,786,358 114,046 157,906
	1,851,387	2,058,310
Company	,	
Prepayments and accrued income	641	462
	641	462
13. CREDITORS: AMOUNTS FALLING DUE WITHIN	ONE YEAR	
Group	1988 £	1987 £
Trade creditors Other creditors including taxation and social security	928,637 1,613,639	1,477,876
Accruals and deferred income	731,863	185,732
	3,274,139	3,401,621
Other creditors including taxation and social se	curity:	
Other taxation Social security Other creditors	627,069 189,104 797,466	920,865 98,589 718,559
	1,013,639	1,738,013
Company	£	£
Trade creditors Amounts owed to subsidiary company	1,000 1,083,086	1,000 1,083,086
	1,084,086	1,084,086

### NOTES TO THE ACCOUNTS

# 14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

Loans at 31st December, 1988 were as follows:

Group		1988 £	1987 £
Subordinated loan	from holding company (unsecured) subsidiary (unsecured)	8,336,743 46,939,909	8,336,743 44,539,062
		55,276,652	52,875,805
Company Subordinated loan	from holding company (unsecured)	8,336,743	8,336,743

The subordinated loan from the holding company is interest free and is not repayable before 1995.

Loans from the follow subsidiaries are at the following interest rates:

	1988 £	1987 £
Floating rate 9% fixed 13% fixed	32,000,000 4,960,000 514,294	32,000,000 4,960,000 507,268
Accrued interest	37,474,924 9,465,615	37,467,268 7,071,794
	46,939,909	44,539,062

The interest on the floating rate loan of £32,000,000 is related to prevailing market rates. At 31st December, 1988, the interest rate on this loan was 15.125% (1987:10.625%).

No interest is charged on the accrued interest.

# THE DORCHESTER LIMITED

#### NOTES TO THE ACCOUNTS

#### 15. CALLED UP SHARE CAPITAL

Authorised:
Ordinary shares of £1 each

14,000,000
1,000,000

At the AGM held on 29th June, 1988 the authorised share capital of the company was increased to 14,000,000 ordinary shares of £1 each.

Allotted and fully paid:
Ordinary shares of fl each 12,000,000 1,000,000

A further 2,000,000 ordinary shares of fl each were issued fully paid in January 1989.

#### 16. CAPITAL COMMITMENTS

Group	1988 E	1987 £
Contracted but not provided	11,092,221	35,101
Authorised but not contracted	51,653,454	629,400

#### Company

The company has no capital commitments.

#### 17. PENSION SCHEME

The group operates a pension scheme covering certain employees. Contributions to the fund, which are charged against profit, are based upon actuarial advice, following the most recent valuation of the fund.

Pension benefits of certain long serving employees were improved during 1987 for which an additional final provision of £177,000 has been made in the 1988 accounts (note 5).

The latest valuation of the fund showed that the scheme is fully funded.

#### 18. POST BALANCE SHEET EVENT

During January 1989, the company issued a further 2,000,000 ordinary shares of fl each, bringing the total issued share capital to 14,000,000 ordinary shares of fl each.

#### 19. ULTIMATE HOLDING COMPANY

The company's ultimate holding company is Azim Investment Establishment, a company incorporated in Liechtenstein.