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**Pillar (Dartford) Limited**

**Annual Report and Accounts**

**Year ended 31 March 2016**

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**Company number 02783384**

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**Pillar (Dartford) Limited**

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**for the year ended 31 March 2016**

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**Pillar (Dartford) Limited**  
**STRATEGIC REPORT**  
**for the year ended 31 March 2016**

The directors present their Strategic Report for the year ended 31 March 2016

**Principal activities**

Pillar (Dartford) Limited ("the company") is a wholly owned subsidiary of The British Land Company PLC and operates as a constituent of The British Land Company PLC group of companies ("the group")

The company has not traded in the current year, but was previously an investment holding company

**Business review**

As shown in the company's Profit and Loss Account on page 5, the company's turnover is £nil compared to a turnover of £nil in the prior year and profit on ordinary activities before taxation is £nil compared to a profit on ordinary activities before taxation of £nil over the prior year

Dividends of £nil (2015 £nil) were paid in the year

The balance sheet on page 7 shows that the company's financial position at the year end is, in net asset terms, consistent with the prior year

The Board uses total return to monitor the performance of the company. This is a measure of growth in total equity per share, adding back any current year dividend

The company is a subsidiary of The British Land Company PLC. The company's strategy is the same as the group's strategy – to deliver an above average annualised total return to shareholders, which is achieved by creating attractive environments in the right places focused around the people who work, shop and live in them

The expected future developments of the company are determined by the strategy of the group. There are no future developments outside of the company's current operations planned

For more information also see The British Land Company PLC group annual report

The performance of the group, which includes the company, is discussed in the group's annual report which does not form part of this report

**Principal risks and uncertainties**

This company is part of a large property investment group. As such, the fundamental underlying risks for this company are those of the property group as discussed below

The group generates returns to shareholders through long-term investment decisions requiring the evaluation of opportunities arising in the following areas

- demand for space from occupiers against available supply,
- identification and execution of investment and development strategies which are value enhancing,
- availability of financing or refinancing at an acceptable cost,
- economic cycles, including their impact on tenant covenant quality, interest rates, inflation and property values,
- legislative changes, including planning consents and taxation,
- engagement of development contractors with strong covenants,
- key staff changes,
- environmental and health and safety policies, and
- the period of uncertainty for the UK economy and real estate markets resulting from the decision on 23 June 2016 of the UK electorate to vote to leave the European Union

These opportunities also represent risks, the most significant being change to the value of the property portfolio. This risk has high visibility to directors and is considered and managed on a continuous basis. Directors use their knowledge and experience to knowingly accept a measured degree of market risk

The group's preference for prime assets and their secure long term contracted rental income, primarily with upward only rent review clauses, presents lower risks than many other property portfolios

Pillar (Dartford) Limited

**STRATEGIC REPORT (CONTINUED)**  
**for the year ended 31 March 2016**

The company has no third party debt. It therefore has no interest rate exposure.

The financial risks for the company are managed in accordance with the group financial risk management policy, as disclosed in the consolidated group accounts.

This report was approved by the Board on <sup>12 September</sup>~~2016~~ and signed by its order by

Director



C. MIDDLETON

**Pillar (Dartford) Limited**

**DIRECTORS' REPORT  
for the year ended 31 March 2016**

The directors present their annual report on the affairs of the company, together with the financial statements for the year ended 31 March 2016

**Environment**

Across the group, The British Land Company PLC recognises the importance of its environmental responsibilities, monitors its impact on the environment, and designs and implements policies to reduce any damage that might be caused by the group's activities. The company operates in accordance with group policies. The group's full sustainability report is available online at [www.britishland.com/sustainability/reports-and-publications/2016](http://www.britishland.com/sustainability/reports-and-publications/2016)

**Directors**

The directors who were in office during the year and up to the date of signing the financial statements were

P J Martin

B T Grose

J C McNuff (appointed 13 July 2016)

C J Middleton (appointed 13 July 2016)

**Directors' responsibilities statement**

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to

- select suitable accounting policies and then apply them consistently,
- make judgements and accounting estimates that are reasonable and prudent,
- state whether Financial Reporting Standard 101 Reduced Disclosure Framework has been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The company has indemnified its current directors. The indemnity arrangements are qualifying indemnity provisions under the Companies Act 2006 and are currently in force at the date of this Annual Report.

**Payments policy**

In the absence of dispute, amounts due to trade and other suppliers are settled as expeditiously as possible within their terms of payment. Payments are administered on a consistent basis throughout the group by The British Land Company PLC whose suppliers' days outstanding at 31 March 2016 were 34 (2015: 36).

**Subsequent events**

Details of significant events since the Balance Sheet date, if any, are contained in note 10.

**Going concern**

The directors consider the company to be a going concern and the accounts are prepared on this basis. Details of this are shown in note 1 of the financial statements. When assessing the company's going concern status the directors have taken into account the UK electorate's decision on 23 June 2016 to vote to leave the European Union, and the resulting period of uncertainty for the UK economy and real estate markets.

Pillar (Dartford) Limited

**DIRECTORS' REPORT (CONTINUED)**  
**for the year ended 31 March 2016**

**Audit Exemption taken for the year ended 31 March 2016**

The company is exempt from the requirements of the Companies Act 2006 relating to the audit of individual accounts by virtue of Section 479A of that Act, as disclosed on page 163 of The British Land Company PLC Annual Report and Accounts 2016. The ultimate holding company and controlling party is The British Land Company PLC.

This report was approved by the Board on **12 September** and signed by the order of the board by  
**2016**



Director

**C. MIDDLETON**

**Pillar (Dartford) Limited**

**PROFIT AND LOSS ACCOUNT**  
**for the year ended 31 March 2016**

	Note	2016 £	2015 £
Profit on ordinary activities before taxation		-	-
Tax on profit on ordinary activities	4	-	-
Profit for the financial year		-	-

Turnover and results are derived from continuing operations within the United Kingdom

**Pillar (Dartford) Limited**

**STATEMENT OF COMPREHENSIVE INCOME  
for the year ended 31 March 2016**

	<b>2016 £</b>	<b>2015 £</b>
<b>Profit for the financial year</b>	-	-
<b>Total comprehensive income for the year</b>	-	-

**Pillar (Dartford) Limited**

**BALANCE SHEET  
as at 31 March 2016**

	Note	2016 £	2015 £
<b>Current assets</b>			
Debtors	5	3,863,866	3,863,866
		<u>3,863,866</u>	<u>3,863,866</u>
<b>Creditors due within one year</b>	6	(3,763,865)	(3,763,865)
<b>Net current assets</b>		<u>100,001</u>	<u>100,001</u>
<b>Net assets</b>		<u>100,001</u>	<u>100,001</u>
<b>Capital and reserves</b>			
Called up share capital	7	100,001	100,001
Profit and loss account		-	-
<b>Total equity</b>		<u>100,001</u>	<u>100,001</u>

For the year ending 31 March 2016 the company was entitled to exemption from audit under Section 479A of the Companies Act 2006 relating to subsidiary companies

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

The financial statements of Pillar (Dartford) Limited, company number 02783384, on pages 5 to 12, were approved by the Board of Directors and authorised for issue on 12 September 2016 and signed on its behalf by

  
Director

C. MIDDLETON

Pillar (Dartford) Limited

**STATEMENT OF CHANGES IN EQUITY**  
**for the year ended 31 March 2016**

	<b>Called up share capital £</b>	<b>Profit and loss account £</b>	<b>Total equity £</b>
<b>Balance at 1 April 2014</b>	100,001	-	100,001
Profit for the financial year	-	-	-
<b>Total comprehensive income for the year</b>	-	-	-
<b>Balance at 31 March 2015</b>	100,001	-	100,001
Profit for the financial year	-	-	-
<b>Total comprehensive income for the year</b>	-	-	-
<b>Balance at 31 March 2016</b>	<b>100,001</b>	<b>-</b>	<b>100,001</b>

**Pillar (Dartford) Limited**

**NOTES TO THE ACCOUNTS  
for the year ended 31 March 2016**

**1 Accounting policies**

The principal accounting policies adopted by the directors are summarised below. They have all been applied consistently throughout the current year and previous year.

**Basis of preparation**

This company is incorporated and domiciled in the United Kingdom under the Companies Act. The address of the registered office is York House, 45 Seymour Street, London, W1H 7LX.

These financial statements were prepared in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101"). The amendments to FRS 101 (2013/14 Cycle) issued in July 2014 and effective immediately have been applied.

In preparing these financial statements, the company applies the recognition, measurement and disclosure requirements of International Financial Reporting Standards as adopted by the EU ("Adopted IFRSs"), but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of properties. Historical cost is generally based on the fair value of the consideration given in exchange for the assets.

These financial statements are separate financial statements. The company is exempt from the preparation of consolidated financial statements, because it is included in the group accounts of The British Land Company PLC. Details of the parent in whose consolidated financial statements the company is included in are shown in note 11 to the financial statements.

The company has taken advantage of the following disclosure exemptions under FRS 101:

- (a) The requirements of IAS 1 to provide a Balance Sheet at the beginning of the year in the event of a prior year adjustment,
- (b) The requirements of IAS 1 to provide a Statement of Cash flows for the year,
- (c) The requirements of IAS 1 to provide a statement of compliance with IFRS,
- (d) The requirements of IAS 1 to disclose information on the management of capital,
- (e) The requirements of paragraphs 30 and 31 of IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors to disclose new IFRSs that have been issued but are not yet effective,
- (f) The requirements in IAS 24 Related Party Disclosures to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member,
- (g) The requirements of paragraph 17 of IAS 24 Related Party Disclosures to disclose key management personnel compensation,
- (h) The requirements of IFRS 7 to disclose financial instruments, and
- (i) The requirements of paragraphs 91-99 of IFRS 13 Fair Value Measurement to disclose information of fair value valuation techniques and inputs.

Disclosure exemptions for subsidiaries are permitted where the relevant disclosure requirements are met in the consolidated financial statements. Where required, equivalent disclosures are given in the group accounts of The British Land Company PLC. The group accounts of The British Land Company PLC are available to the public and can be obtained as set out in note 11.

**Going concern**

The company has not traded in the current year. However, there are adequate resources within the company for it to continue in operation for the foreseeable future, with no external borrowings and the company is well placed to manage its business risks successfully in the current economic climate.

Accordingly, management continues to adopt the going concern basis in the preparation of the financial statements.

**Significant judgements and sources of estimation uncertainty**

There are no such relevant judgements or estimates.

Pillar (Dartford) Limited

**NOTES TO THE ACCOUNTS (CONTINUED)**  
**for the year ended 31 March 2016**

**1 Accounting policies (continued)**

**Taxation**

Current tax is based on taxable profit for the year and is calculated using tax rates that have been enacted or substantively enacted at the Balance Sheet date. Taxable profit differs from net profit as reported in the Profit and Loss Account because it excludes items of income or expense that are not taxable (or tax deductible).

Deferred tax is provided on items that may become taxable at a later date, on the difference between the Balance Sheet value and tax base value, on an undiscounted basis.

**2 Profit on ordinary activities before taxation**

**Auditors' remuneration**

No non-audit fees (2015: £nil) were paid to the group auditors during the year, in respect of this company.

**3 Staff numbers and costs**

No director received any remuneration for services to the company in either year. The remuneration of the directors were borne by another company within the group, for which no apportionment recharges were made.

Average number of employees, excluding directors, of the company during the year was nil (2015: nil).

**Pillar (Dartford) Limited**

**NOTES TO THE ACCOUNTS (CONTINUED)  
for the year ended 31 March 2016**

**4 Tax on profit on ordinary activities**

	2016 £	2015 £
<b>Current tax</b>		
UK corporation tax	-	-
	<hr/>	<hr/>
Total current tax charge	-	-
<b>Deferred tax</b>		
Origination and reversal of timing differences	-	-
	<hr/>	<hr/>
Total deferred tax charge	-	-
	<hr/>	<hr/>
<b>Tax on profit on ordinary activities</b>	-	-
	<hr/>	<hr/>
<b>Tax reconciliation</b>		
Profit on ordinary activities before taxation	-	-
	<hr/>	<hr/>
Tax on profit on ordinary activities at UK corporation tax rate of 20% (2015 21%)	-	-
	<hr/>	<hr/>
<b>Total tax expense</b>	-	-
	<hr/>	<hr/>

Reductions to the UK corporation tax rate from 20% to 19% (effective from 1 April 2017) and 18% (effective 1 April 2020) were substantively enacted on 26 October 2015. These rate reductions have been reflected in the calculation of deferred tax at the Balance Sheet date.

In the Budget on 16 March 2016, the Chancellor announced additional planned reductions to 17% effective from 1 April 2020. This will reduce the company's future current tax charge accordingly.

**5 Debtors**

	2016 £	2015 £
<b>Current debtors (receivable within one year)</b>		
Amounts owed by group companies - current accounts	3,863,866	3,863,866
	<hr/>	<hr/>
	3,863,866	3,863,866
	<hr/>	<hr/>

**6 Creditors due within one year**

	2016 £	2015 £
Amounts owed to group companies - current accounts	3,763,865	3,763,865
	<hr/>	<hr/>
	3,763,865	3,763,865
	<hr/>	<hr/>

Amounts owed to group companies are repayable on demand. There is no interest charged on these balances.

**Pillar (Dartford) Limited**

**NOTES TO THE ACCOUNTS (CONTINUED)  
for the year ended 31 March 2016**

**7 Called up share capital**

	2016 £	2015 £
<b>Issued share capital - allotted, called up and fully paid</b>		
<b>Ordinary shares of £1 00 each</b>		
Balance as at 1 April and 31 March 250,000 shares	<u>100,001</u>	<u>100,001</u>

**8 Capital commitments**

The company had capital commitments contracted as at 31 March 2016 of £nil (2015 £nil)

**9 Contingent liabilities**

The company is jointly and severally liable with BL Fund Management Limited and fellow subsidiaries for all monies falling due under the group VAT registration

**10 Subsequent events**

On 23 June 2016 the UK electorate voted to leave the European Union. This decision commences a process that is likely to take a minimum of two years to complete, and during this time the UK remains a member of the European Union. There will be a resulting period of uncertainty for the UK economy and real estate markets, with increased volatility expected in financial markets. This does not impact the fair value of assets and liabilities, including investment properties where relevant, reported at the balance sheet date of 31 March 2016.

**11 Immediate parent and ultimate holding company**

The immediate parent company is Pillar Property Group Limited

The British Land Company PLC is the smallest and largest group for which group accounts are available and which include the company. The ultimate holding company and controlling party is The British Land Company PLC. Group accounts for this company are available on request from York House, 45 Seymour Street, London, W1H 7LX.