

**Holland House Hotels (Cardiff) Limited**

Directors' report and financial statements

Registered number 4607925

28 September 2006



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## Directors and advisers

<b>Directors</b>	RG Fraser DA Guile PJ McCarthy MD McCarthy
<b>Secretary</b>	RG Fraser
<b>Registered office</b>	1 St Paul's Church Yard London EC4M 8SH
<b>Auditors</b>	KPMG LLP Saltire Court 20 Castle Terrace Edinburgh EH1 2EG
<b>Solicitors</b>	Stephenson Harwood 1 St Paul's Church Yard London EC4M 8SH  Capital Law Discovery House Scott Harbour Cardiff Bay CF10 4HA
<b>Bankers</b>	Allied Irish Bank 2 Callaghan Square Cardiff CF10 5BT

## Directors' report

The directors present their report and the audited financial statements for the year ended 28 September 2006

### Principal activities

The company's principal activity during the year was that of a joint venture vehicle between Macdonald Hotels (UK) Limited and Rightacres Property Company Limited for the development and operation of hotels

### Review of business and future developments

The principal risks and uncertainties affecting the business include the following

- **Debtors** the company maintains strong relationships with each of its key customers and has established credit control parameters. Appropriate credit terms are agreed with key customers and these are closely monitored
- **Competitive risk** the company operates in competitive markets. Product development by competitors could adversely affect the company. The company's focus on quality and standards reduces the possible effect of action by any single competitor

The company also works continually to ensure that its cost base remains under control

- **Industry conditions** the company operates in an industry which is impacted by travel industry conditions. We operate in a variety of markets including corporate, leisure, conference and functions which provides us with adequate sheltering from the impact of any detrimental events to affect the travel industry

Key areas of strategic development and performance of the business include

- **Sales and marketing** significant investment is being made to develop our brand and ensure new business is being won continually, new markets have been developed in line with the company's strategy, key customer relationships are monitored on a regular basis
- **Competitive advantage** the company focuses on areas where it has a competitive advantage including quality and value and the development of its people which places it well in terms of superior long term income/cash flow growth potential

Key financial performance indicators include the monitoring of the management of profitability and working capital

	2006	2005	Measure
<b>Financial</b>			
Gross profit %	18.0	15.5	Gross profit/turnover*100
Stock turnover	94	103	Turnover/stock
Debtors days	25	27	Trade debtors/turnover*365
Creditors days	18	14	Trade creditors/cost of sales*365

The company notes an improvement in gross profit percentage of 2.5% and are satisfied that working capital is being properly managed in terms of stock, debtors and creditors utilisation

## Director's report *(continued)*

### Review of business and future developments *(continued)*

Key non-financial performance indicators include

- The monitoring of the company's environmental impact and energy consumption The directors are satisfied with the progress the company has made during the year and will continue to focus on limiting the company's environmental impact and energy consumption
- The monitoring of quality A key indicator used to monitor food quality is the number of AA Rosette's held by the company During the year the company was awarded a second AA Rosette The company also operates a number of quality monitors such as guest questionnaires and mystery shopper programme

### Results and dividends

The company's profit for the year is £230,000 (2005 loss £333,000) The directors do not recommend payment of a final dividend (2005 £Nil)

### Market value of land and buildings

The directors believe that the difference between market value and net book value is more than enough to cover the net liability shown on the balance sheet

### Directors and directors' interests

The directors who held office during the year are given on page 1

No director had any disclosable interest in the shares of the company The directors interests in the shares of the two shareholder companies are disclosed in the accounts of those companies

### Disclosure of information to auditors

The directors who held office at the date of approval of this directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director to make himself aware of any relevant audit information and to establish that the Company's auditors are aware of that information

### Auditors

In accordance with Section 384 of the Companies Act 1985, a resolution for the re-appointment of KPMG LLP as auditors of the company is to be proposed at the forthcoming Annual General Meeting

By order of the board



RG Fraser  
Secretary

1 St Paul's Church Yard  
London  
EC4M 8SH

12 December 2006

## **Statement of directors' responsibilities in respect of the Directors' Report and the financial statements**

The directors are responsible for preparing the Directors' 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 they have elected to prepare the financial statements in accordance with UK Accounting Standards.

The financial statements are required by law to 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 estimates that are reasonable and prudent,
- state whether applicable accounting standards have 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 proper accounting records that 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 1985. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.



## KPMG LLP

Saltire Court  
20 Castle Terrace  
Edinburgh  
EH1 2EG

### **Independent auditors' report to the members of Holland House Hotels (Cardiff) Limited**

We have audited the financial statements of Holland House Hotels (Cardiff) Limited for the year ended 28 September 2006 which comprise the Profit and Loss Account, the Balance Sheet, the cash flow statement and the related notes. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of directors and auditors**

As described in the Statement of Directors' Responsibilities on page 4, the company's directors are responsible for the preparation of the financial statements in accordance with applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you whether in our opinion the information given in the Directors' Report is consistent with the financial statements. We also report to you if, in our opinion, the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed.

We read the Directors' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

#### **Basis of audit opinion**

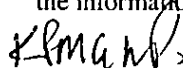
We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, 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, in accordance with UK Generally Accepted Accounting Practice, of the state of the company's affairs as at 28 September 2006 and of its profit for the year then ended,
- the financial statements have been properly prepared in accordance with the Companies Act 1985, and
- the information given in the Directors' Report is consistent with the financial statements.

  
KPMG LLP  
Chartered Accountants  
Registered Auditor

12 December 2006

**Profit and loss account**  
*for the year ended 28 September 2006*

	<i>Note</i>	<b>2006</b> <b>£000</b>	<b>2005</b> <b>£000</b>
<b>Turnover</b>	<i>1</i>	<b>8,456</b>	<b>7,006</b>
Cost of sales		<b>(6,933)</b>	<b>(5,922)</b>
<b>Gross profit</b>		<b>1,523</b>	<b>1,084</b>
Administrative expenses		<b>(216)</b>	<b>(234)</b>
<b>Operating profit</b>		<b>1,307</b>	<b>850</b>
Net interest payable and similar charges	<i>6</i>	<b>(1,424)</b>	<b>(1,183)</b>
<b>Loss on ordinary activities before taxation</b>	<i>3</i>	<b>(117)</b>	<b>(333)</b>
Tax on loss on ordinary activities	<i>7</i>	<b>347</b>	<b>-</b>
<b>Profit/(loss) for the financial year</b>	<i>16</i>	<b>230</b>	<b>(333)</b>

All items dealt with in arriving at operating profit above relate to continuing operations

The company has no recognised gains and losses other than the profit above and therefore no separate statement of total recognised gains and losses has been presented

There is no difference between the loss on ordinary activities before taxation and the profit for the financial year stated above and their historical cost equivalent

**Balance sheet**  
*at 28 September 2006*

	<i>Note</i>	<b>2006</b>	<b>2005</b>
		<b>£000</b>	<b>£000</b>
<b>Fixed assets</b>			
Tangible assets	8	22,990	23,540
<b>Current assets</b>			
Stocks	9	90	68
Debtors	10	1,330	604
Cash at bank and in hand		7	5
		<u>1,427</u>	<u>677</u>
<b>Creditors</b> amounts falling due within one year	11	<b>(2,892)</b>	<b>(2,064)</b>
<b>Net current liabilities</b>		<b>(1,465)</b>	<b>(1,387)</b>
<b>Total assets less current liabilities</b>		<b>21,525</b>	<b>22,153</b>
<b>Creditors</b> amounts falling due after more than one year	12	<b>(22,743)</b>	<b>(23,686)</b>
<b>Accruals and deferred income</b>	14	<b>(443)</b>	<b>(460)</b>
<b>Deferred tax</b>	15	<b>(102)</b>	<b>-</b>
<b>Net liabilities</b>		<b>(1,763)</b>	<b>(1,993)</b>
<b>Capital and reserves</b>			
Called up share capital	16	319	319
Profit and loss account	17	(2,082)	(2,312)
<b>Shareholders' deficit</b>	18	<b>(1,763)</b>	<b>(1,993)</b>

These financial statements were approved by the board of directors on 12 December 2006 and were signed on its behalf by



**RG Fraser**  
*Director*

**Cash flow statement**  
*for the year ended 28 September 2006*

	Note	2006	2005
		£000	£000
Cash flow from operating activities	19	1,566	1,494
Returns on investments and servicing of finance			
Interest paid		(1,424)	(913)
Taxation		-	-
Capital expenditure and financial investment			
Purchase of tangible fixed assets		(71)	(6,050)
Cash inflow/(outflow) before management of liquid resources and financing		71	(5,469)
Financing			
Bank loans received		-	6,000
Repayment of bank loans		(258)	-
Other loans received		246	-
		(12)	6,000
Increase in cash in the period		59	531

**Reconciliation of net cash flow to movement in net debt (note 19)**  
*for the year ended 28 September 2006*

	2006	2005
	£000	£000
Net cash flow in the period	59	531
Cash outflow/(inflow) from decrease/(increase) in debt	12	(6,000)
Changes in net debt resulting from cash flows	71	(5,469)
Movement in net debt in the year	71	(5,469)
Net debt at 29 September 2005	(24,490)	(19,021)
Net debt at 28 September 2006	(24,419)	(24,490)

## Notes

*(forming part of the financial statements)*

### 1 Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements, except as noted below

In these financial statements the following new standards have been adopted for the first time

- FRS 21 'Events after the balance sheet date',
- the presentation requirements of FRS 25 'Financial instruments presentation and disclosure', and
- FRS 28 'Corresponding amounts'

None of the new standards have had a material effect on the financial statements

#### *Basis of preparation*

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost accounting rules

#### *Going concern*

The company made a profit for the financial year of £230,000 (2005 loss £333,000) and as at the balance sheet date had net liabilities of £1,763,000 (2005 £1,993,000) and its current liabilities exceed its current assets by £1,465,000 (2005 £1,387,000)

The company's prime sources of finance are overdraft and loan facilities provided by the company's bankers and long term debenture loans provided by the joint venture partners, Rightacres Property Company Limited and Macdonald Hotels (UK) Limited

All bank facilities are subject to annual review, with the next scheduled review being due on 30 September 2007 and are subject to, amongst other things, compliance with certain covenants in respect of bank interest cover, bank debt service cover, total debt service cover and fixed asset cover. Assessment of compliance with these covenants is based on the quarterly management accounts and annual audited accounts of the company

The financial statements have been prepared on a going concern basis which assumes that the company will continue in operational existence for the foreseeable future

The directors have prepared financial forecasts for the company for the twelve month period subsequent to the date of approval of these accounts and are satisfied that these support the assertion of the accounts being prepared under the going concern principle, subject to a satisfactory review of the bank facilities on 28 September 2007

If the company were unable to continue in operational existence for the foreseeable future, adjustments would have to be made to reduce the balance sheet values of assets to their recoverable amounts, to provide for further liabilities that might arise and to reclassify fixed assets and long term liabilities as current assets and liabilities

## Notes (continued)

### *Fixed assets and depreciation*

The cost of tangible fixed assets is their purchase cost, together with any incidental expenses of acquisition. Depreciation is provided to write down the assets to their residual value by equal instalments over their estimated useful lives as follows

Land	-	Not depreciated
Freehold hotel properties	-	50 years
Fixtures, fittings and equipment	-	4 to 10 years
Motor vehicles	-	4 years

Any impairment in the value of hotel property is charged to the profit and loss account or statement of total recognised gains and losses as appropriate, in the financial period in which it arises

### *Government grants*

Government grants are credited to deferred income when received. They are released to the profit and loss account over the useful lives of the assets to which they relate

### *Capitalised interest*

Interest charges incurred in the development of the hotel are capitalised up to the point of practical completion. All other interest is charged to the profit and loss account

### *Leases*

Operating lease rentals are charged to the profit and loss account on a straight line basis over the period of the lease

### *Stocks*

Stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in, first out basis. Where necessary, provision is made for obsolete and slow moving stocks

### *Turnover*

Turnover represents the invoiced value of goods and services supplied, excluding value added tax and trade discounts. Turnover is recognised when the goods or services are provided to the customer, which may differ from the actual invoice date

### *Foreign currencies*

Transactions in foreign currency are recorded using the rate of exchange ruling at the date of transaction

### *Taxation*

The charge for taxation is based on the profit or loss for the period and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting purposes

Deferred tax is recognised, without discounting, in respect of all timing differences between the treatment of certain items for taxation and accounting purposes which have arisen but not reversed by the balance sheet date, except as otherwise required by FRS 19

## Notes (continued)

### 2 Segmental reporting

The company's turnover and operating profit relate entirely to its principal activities and arise in the United Kingdom

### 3 Profit on ordinary activities before taxation

	2006 £000	2005 £000
<i>Profit on ordinary activities before taxation is stated after charging/(crediting)</i>		
Auditors' remuneration		
Audit	4	4
Other services	4	4
Depreciation of tangible fixed assets	621	640
Amortisation of government grants	(17)	(23)
	<hr/>	<hr/>

### 4 Remuneration of directors

The directors received no remuneration from the company in the current or preceding year

### 5 Staff numbers and costs

The average number of persons employed by the company (including directors) during the year, was 225 (2005/74)

The aggregate payroll costs of these persons were as follows

	2006 £000	2005 £000
Wages and salaries	2,516	2,096
Social security costs	178	146
Other pension costs	1	-
	<hr/>	<hr/>
	2,695	2,242
	<hr/>	<hr/>

### 6 Net interest payable and similar charges

	2006 £000	2005 £000
Interest receivable - other	-	(8)
Interest payable		
- bank loans and overdrafts	1,162	930
- other loans	262	261
	<hr/>	<hr/>
	1,424	1,183
	<hr/>	<hr/>

## Notes (continued)

### 7 Taxation

#### Analysis of charge in period

	2006 £000	£000	2005 £000	£000
<i>UK corporation tax</i>				
Current tax on income for the period	-		-	
Adjustments in respect of prior periods	(449)		-	
		(449)		-
<i>Deferred tax</i>				
Origination/reversal of timing differences		102		-
Tax on profit on ordinary activities		(347)		-

#### Factors affecting the tax charge for the current period

The current tax charge for the period is lower (2005 higher) than the standard rate of corporation tax in the UK (30%, 2005 30%). The differences are explained below

	2006 £000	2005 £000
<i>Current tax reconciliation</i>		
Loss on ordinary activities before tax	(117)	(333)
Loss on ordinary activities multiplied by the standard rate in the UK of 30% (2005 30%)	(35)	(100)
<i>Effects of</i>		
Expenses not deductible for tax purposes		-
Accelerated capital allowances and other timing differences	35	(392)
Losses carried forward		492
Adjustments to tax charge in respect of previous periods	(449)	-
Total current tax charge (see above)	(449)	-

## Notes (continued)

### 8 Tangible fixed assets

	Freehold land and buildings £000	Vehicles, fittings and fixtures £000	Assets under construction £000	Total £000
<b>Cost</b>				
At beginning of year	20,907	3,630	28	24,565
Additions	-	44	27	71
Transfers	-	43	(43)	-
At end of year	20,907	3,717	12	24,636
<b>Depreciation</b>				
At beginning of year	657	368	-	1,025
Charge for year	236	385	-	621
At end of year	893	753	-	1,646
<b>Net book value</b>				
At 28 September 2006	20,014	2,964	12	22,990
At 29 September 2005	20,250	3,262	28	23,540

Interest capitalised on freehold property included in additions during the year amounted to £nil (2005 £nil)

Freehold land and buildings includes land of £2.9 million (2005 £2.9 million included in assets under construction) which is not depreciated

The company has granted a 999 year lease on part of the hotel (see note 24 for further details). It is impractical to separate the cost and accumulated depreciation associated with this part of the hotel from the overall cost of the hotel and therefore no separate disclosure is made of these elements.

### 9 Stocks

	2006 £000	2005 £000
Goods for resale	90	68

## Notes (continued)

### 10 Debtors

	2006 £000	2005 £000
Trade debtors	581	515
Other debtors	230	69
Corporation tax	469	20
Prepayments and accrued income	50	-
	<u>1,330</u>	<u>604</u>

### 11 Creditors, amounts falling due within one year

	2006 £000	2005 £000
Bank overdraft (see note 13)	665	722
Other loans	1,018	87
Trade creditors	346	231
Taxation and social security	249	234
Other creditors	10	148
Accruals and deferred income	604	642
	<u>2,892</u>	<u>2,064</u>

### 12 Creditors amounts falling due after more than one year

	2006 £000	2005 £000
Debenture loans (see note 13)	3,246	3,000
Bank loans (see note 13)	19,497	20,686
	<u>22,743</u>	<u>23,686</u>

## Notes (continued)

### 13 Loans and other borrowings

	2006 £000	2005 £000
Debenture loans	3,246	3,000
Bank loans and overdrafts	21,180	21,495
	<u>24,426</u>	<u>24,495</u>
<b>Analysis of debt</b>		
	2006 £000	2005 £000
Debt can be analysed as falling due		
In one year or less, or on demand	1,683	809
Between one and two years	1,077	1,480
Between two and five years	3,627	4,440
In five years or more	18,039	17,766
	<u>24,426</u>	<u>24,495</u>
Amount repayable otherwise than by instalments after more than five years	<u>3,246</u>	<u>3,000</u>

The company has granted a mortgage debenture over the assets of the company, granted a first legal mortgage over the freehold property owned by the company and assigned the management contract for the operation of the hotel by Macdonald Hotels Limited as security in respect of monies owed to the bank

Capital repayments in respect of the bank loan are required quarterly over a period of 14 years and the debt will amortise on an annuity basis. This basis has been used as the basis for the analysis given in the above table

Interest is payable on all bank facilities at the rate of 1% over the base rate of Allied Irish Bank (GB)

Debenture loans represent loans advanced by the joint venture partners as follows

	2006 £000	2005 £000
Rightacres Property Company Limited	1,655	1,530
Macdonald Hotels (UK) Limited	1,591	1,470
	<u>3,246</u>	<u>3,000</u>

On 11 December 2003 £1,530,000 of loans due to Rightacres Property Company Limited and £1,470,000 of loans due to Macdonald Hotels (UK) Limited were converted to unsecured floating rate loan notes which mature at par on 30 June 2013. Interest is payable quarterly on these loans at 4% above base rate of Allied Irish Bank (GB). This debt is subordinate to borrowings due to the company's bankers

On 25 May 2006 a further £125,205 was provided by RPCL and £120,295 by MH(UK) Ltd. Interest is payable on the same basis as above

## Notes (continued)

### 14 Accruals and deferred income

	<b>Government grants £000</b>
At 29 September 2005	460
Credited to the profit and loss account	(17)
	<hr/>
<b>At 28 September 2006</b>	<b>443</b>
	<hr/>

Government grants represent an amount received from the Welsh Tourist Board in respect of capital expenditure incurred in the development of the hotel. It is being released to the profit and loss account over the lives of the assets to which it relates.

### 15 Deferred tax

	<b>Deferred taxation £000</b>
At beginning of year	-
Charge to the profit and loss for the year	102
	<hr/>
<b>At end of year</b>	<b>102</b>
	<hr/>

The elements of deferred taxation are as follows

	<b>2006 £</b>	<b>2005 £</b>
Difference between accumulated depreciation and amortisation and capital allowances	808	-
Tax losses	(706)	-
	<hr/>	<hr/>
	<b>102</b>	<b>-</b>
	<hr/>	<hr/>

## Notes (continued)

### 16 Called up share capital

	2006 £	2005 £
<i>Authorised</i>		
'A' shares of £1 each	294,000	294,000
'B' shares of £1 each	306,000	306,000
	<hr/>	<hr/>
	600,000	600,000
	<hr/>	<hr/>
<i>Allotted, called up</i>		
'A' ordinary shares of £1 each	156,181	156,181
'B' ordinary shares of £1 each	162,556	162,556
	<hr/>	<hr/>
	318,737	318,737
	<hr/>	<hr/>
<i>Allotted but not paid up</i>		
'A' shares of £1 each	-	-
'B' shares of £1 each	-	-
	<hr/>	<hr/>
	-	-
	<hr/>	<hr/>

The unpaid shares as at 29 September 2005 were fully paid during the year

The respective rights of the categories of shares in existence are as follows

#### *Increase in share capital and allotment of new shares*

The share capital of the company may not be increased and no unissued shares allotted without the consent of all members of the company. Unless all members consent, all new shares created shall be 'A' or 'B' £1 shares and shall be made in such a manner that at all times 49% of the share capital consists of 'A' shares and 51% consists of 'B' shares. 'A' shares can only be issued to 'A' shareholders and 'B' shares to 'B' shareholders.

#### *Transfer of shares*

Generally, no member may transfer any shares or any interest in shares without the written agreement of all members.

#### *Rights to distributions of dividends and/or capital upon a winding up of the company*

The 'A' and 'B' shares rank pari passu in this respect.

#### *Voting rights*

All 'A' shareholders shall have in aggregate one vote. Similarly, all 'B' shareholders shall have in aggregate one vote. Specific rights and restrictions exist in respect of the appointment of directors as outlined below.

#### *Appointment of directors*

The maximum number of directors permitted is 4. The holder or holders of a majority of 'A' shareholders are entitled to appoint not more than 2 directors (known as 'A' directors). The holder or holders of a majority of 'B' shareholders are also entitled to appoint not more than 2 directors (known as 'B' directors). The chair of the board shall rotate annually between the 'A' directors and the 'B' directors.

'A' shares do not confer the right to vote upon a resolution for the appointment or removal from office of any 'B' director. Similarly 'B' shares do not confer the right to vote upon a resolution for the appointment or removal from office of any 'A' director.

## Notes (continued)

### 17 Reserves

	Profit and loss account £000
At 30 September 2005	(2,312)
Retained profit for the year	230
	<hr/>
At 28 September 2006	(2,082)
	<hr/>

### 18 Reconciliation of movements in shareholders' deficit

	2006 £000	2005 £000
Profit/(loss) for the financial year	230	(333)
	<hr/>	<hr/>
Net change in shareholders' funds	230	(333)
Shareholders' funds as at 30 September 2005	(1,993)	(1,660)
	<hr/>	<hr/>
Shareholders' deficit as at 28 September 2006	(1,763)	(1,993)
	<hr/>	<hr/>

### 19 Reconciliation of operating profit to net cash flow from operating activities

	2006 £000	2005 £000
Continuing operations		
Operating profit	1,307	850
Depreciation	621	640
Amortisation of government grants	(17)	(23)
(Increase)/decrease in stocks	(22)	1
Increase in debtors	(277)	(18)
(Decrease)/increase in creditors	(46)	44
	<hr/>	<hr/>
Net cash flow from continuing operations	1,566	1,494
	<hr/>	<hr/>

## Notes (continued)

### 20 Analysis of changes in net debt

	At beginning of year £000	Cash flow £000	Other non cash changes £000	At end of year £000
Cash in hand, at bank	5	2	-	7
Overdrafts	(722)	57	-	(665)
	<u>(717)</u>	<u>59</u>	<u>-</u>	<u>(658)</u>
Debt due after one year	(23,686)	(246)	1,189	(22,743)
Debt due within one year	(87)	258	(1,189)	(1,018)
	<u>(24,490)</u>	<u>71</u>	<u>-</u>	<u>(24,419)</u>

### 21 Lease commitments

	Vehicles, plant and equipment 2006 £000	2005 £000
Within two to five years	19	15
After five years	3	-
	<u>22</u>	<u>15</u>

### 22 Financial commitments

The company has outstanding bank guarantees in favour of the City and County of Cardiff of £86,800 (2005 £86,800)

### 23 Pension scheme

The company operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the company to the fund and amounted to £nil (2005 £ nil)

Contributions outstanding at the year end were £nil (2005 £nil)

## Notes (continued)

### 24 Related party disclosures

During the year, the company entered into the following transactions with related parties

- (a) A management contract for a minimum period of 10 years with Macdonald Hotels Management Limited (a subsidiary company of Macdonald Hotels Limited) for the management and operation of the hotel. Macdonald Hotels Management Limited received £200,000 (2005 £200,000) in respect of fees due under this agreement
- (b) A 999 year lease with Rightacres Property Company Limited for the west wing of the 14<sup>th</sup> floor of the hotel property owned by the company. The company received £1 on the grant of this lease and is entitled to receive the sum of one peppercorn per annum (if demanded) in respect of rents from Rightacres Property Company Limited for the duration of the lease

In respect of the above transaction £nil (2005 £Nil) was due to Macdonald Hotels Management Limited as at 28 September 2006

Macdonald Hotels (UK) Limited is a related party by virtue of it holding the entire class of 'A' shares which represent 49% of the issued share capital of the company

Rightacres Property Company Limited is a related party by virtue of it holding the entire class of 'B' shares which represent 51% of the issued share capital of the company

Both Macdonald Hotels (UK) Limited and Rightacres Property Company Limited are holders of 2013 loan notes issued by the company. Interest payable during 2006 amounted to £263,000 (2005 £261,000) of which £263,000 (2005 £261,000) was outstanding at the year end