REPORT AND ACCOUNTS

53 WEEKS ENDED 7TH JUNE 1992

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OFFICERS AND ADVISERS

Directors

T Ingram Hill, F.H.C.I.M.A. - Chairman & Managing

A L Cooper, M.B.I.A.T.

E C McVay, D.M.S., M.H.C.I.M.A., Dip M.

T Redman, M.H.C.I.M.A.

C M J Szymanska, B.Sc., A.C.A.

P J West, D.M.S., M.H.C.I.M.A.

Secretary

C M J Szymanska, B.Sc., A.C.A.

Registered Office

Imperial Chambers

41/47 Longsmith Street

Gloucester GL1 2HJ

Auditors

Edmund Gibbs 46 St Giles' Oxford

OXIOTA

Bankers

Barclays Bank PLC

1 Pall Mall East

London SW1Y 5AX

Solicitors

Crawfords Berwald

21 Bentinck Street

London WIM 5RL

McGrigor Donald Pacific House

70 Wellington Street

Glasgow G2 6SB

Valuers

Dron & Wright

Chartered Surveyors St George's House 12a St George Street

London W1R 9DE

DIRECTORS' REPORT

The directors present their report, together with the audited accounts of the company for the 53 weeks ended 7th June 1992.

Principal activities

The principal activity of the company is the operation of motorway service areas.

Results and dividends

A summary of the results of the trading is given on Page 5. The directors do not recommend the payment of a final dividend.

Business review

Despite the prolonged recession in consumer spending in the United Kingdom, the company has achieved a profit on ordinary activities before tax for the period of £1,650,930 (1991: £1,150,691) an increase of 43%.

The trading in the year fully benefitted from the review of costs carried out by senior management which, together with the fall in interest rates, combined to produce this strong performance.

In March 1992, the company completed all the arrangements for the financing, construction and future operation of the new motorway service area at Clacket Lane on the M25. This major project, scheduled to commence trading in Summer 1993, will provide long term security for the company, and ensure a profitable future.

The leisure and retail sectors continue to be affected by difficult trading conditions, and the current period has not experienced any increase in volumes. The directors expect to report a reduction in profits for the year to June 1993.

Directors and directors' interests

The following directors served during the period under review:

		<u>9</u>	rdinary Shares in Ultimate Holding Company	
			07.06.92	At 02.06.91 or date of appointment
M	L Cooper J Edgington Ingram Hill	(resigned 8th June 1992)	298,500 1,062,380 2,286,800	282,000 1,060,000 2,284,000
E T C	C McVay Redman M J Szymanska J West	(appointed 3rd June 1991) (appointed 3rd June 1991) (appointed 10th April 1992) (appointed 3rd June 1991)	5,000 49,800	5,000 47,000 2,000 32,000

In accordance with the articles of association A L Cooper and E McVay retire from the board by rotation, and C M J Szymanska retires from the board having been appointed during the period, and all being eligible, offer themselves for re-election at the forthcoming annual general meeting.

DIRECTORS' REPORT (Continued)

Pixed assets

All acquisitions and disposals during the period are detailed in note 9 to the accounts.

On 7th June 1992 the directors revalued certain of the company's leasehold and freehold properties in accordance with professional valuations prepared for bank security purposes by Dron & Wright, Chartered Surveyors. The surplus of £12,963,394 has been credited to the reserves in the period.

On 4th May 1992 construction of the M25 service area commenced, and costs amounting to £1,216,060 are included in leasehold additions for the work carried out to 7th June 1992. The company's total capital commitment to this development is detailed in note 25.

Employee involvement

The company pursues an active policy to encourage all members of staff to participate in the effective running and development of the business.

The six monthly newsletter forms a key part of the company's communications programme. This publication is, where possible, presented personally by senior management to all staff. This, together with the corporate brochure, bulletins and ESOP publications, ensures the company's aims and philosophy are effectively communicated to all staff.

The company places considerable emphasis on training, organising regular internal and external courses, in addition to a structured training programme for all staff. The company also operates an additional incentive training scheme known as the "5 Star Award" to ensure a continuing programme of skills improvement.

Disabled persons

The company continues to recognise its social and statutory duty to employ disabled persons and pursues a policy of providing, where possible, the same employment opportunities to disabled persons as to others.

Charitable and political donations

The company made charitable donations of £7,880 (1991 : £5,639). There were no political payments.

Auditors

A resolution to re-appoint Edmund Gibbs as auditors to the company and to authorise the directors to fix their remuneration will be proposed at the annual general meeting.

By order of the board

Chantal M J Szymbiaka

Secretary

17th September 1992

AUDITORS' REPORT

TO THE MEMBERS OF ROADCHEF LIMITED

We have audited the accounts on Pages 5 to 16 in accordance with Auditing Standards.

In our opinion the accounts give a true and fair view of the state of the affairs of the company at 7th June 1992 and of the profit and cash flows for the period then ended and have been properly prepared in accordance with the Companies Act 1985.

Idmund Gibbs

EDMUND GIBBS Certified Accountants Registered Auditors

46 St Giles'
Oxford
OX1 3LT

17th September 1992

PROFIT AND LOSS ACCOUNT FOR THE 53 WEEKS ENDED 7TH JUNE 1992

	Notes		52 weeks ended 2nd June 1991
		£	£
Turnover	2	74,852,771	67,644,323
Cost of sales		(57,680,877)	(51,418,244)
Gross profit		17,171,894	16,226,079
Administrative expenses		(14, 189, 210)	(13,594,117)
Operating profit		2,982,684	2,631,962
Capital grants	3	37,725	37,725
Interest receivable		53,635	56,868
Interest payable	4	(1,423,114)	(1,575,864)
Profit on ordinary activities before taxation	s 5	1,650,930	1,150,691
	_		
Taxation	6	(591,473)	<u>(471,787)</u>
Profit on ordinary activities after taxation	S	1,059,457	678,904
area canaczon		2,000,400	070,704
Extraordinary item	7	-	(2,611,764)
Profit/(loss) for the finance	ial period	1,059,457	(1,932,860)
Dividend	8	-	(500,000)
Profit/(loss) retained	18	1,059,457	(2,432,860)

BALANCE SHEET AT 7TH JUNE 1992

	** - 4	£	£	£	2nd June 1991 £
Fixed assets	Notes				
Tangible assets	9		53,138,691		39,306,649
Investments	10		721,600		700
Current assets			53,860,291		39,307,349
Stock	11	1,867,242		1,835,777	
Debtors	12	2,199,842		2,335,141	
Cash at bank and in hand		597,566 4,664,650		40,882 4,211,800	•
Creditors - amounts falling due within one year	13	(12,786,534)		(9,991,758	<u>)</u>
Net current liabilities			(8,121,884)		(5,779,958)
Total assets less current liabilities			45,738,407		33,527,391
Greditors - amounts falling due after more than one year	14		9,139,496		10,913,606
Provisions for liabilities and charges	15		354,000		354,000
Deferred income	16		123,137		160,862
Capital and reserves					
Called up share capital	17	1,045,000		1,045,000	
Share premium account	18	16,667		16,667	
Revaluation reserve	18	32,116,394		19,153,000	
Profit and loss account	18	2,943,713		1,884,256	
			36,121,774 45,738,407		22,098,923 33,527,391

Approved by the board on 17th September 1992

T Ingram Hill

C M J Szymanska)

CASH FLOW STATEMENT FOR THE 53 WEEKS ENDED 7TH JUNE 1992

				52 weeks
				ended 2nd June
				2nd June 1991
				~~~~
			£	£
		Notes		
Net	cash inflow from operating activities	19	5,546,767	2,464,325
Reti	urns on investments and servicing of fina	nce		
	Interest received		51 015	
	Interest paid			52,914
	-		(1,340,883)	(1,449,361)
Net	cash outflow from returns on investment	and		
serv	vicing of finance		(1,294,642)	(1,396,447)
<b>/</b> 11	ation		<del></del>	337
raxa	acion			
	Corporation tax paid		(004 04-1	•
	Torporation the para		(386,342)	(582,417)
Inve	esting activities			
	Loan to fellow subsidiary (Roadchef Din	ers Limited)	(720 000)	
	Payments to acquire fixed assets	crs nimited)	(720,900) (2.197.567)	(2,682,473)
	Receipts from sales of fixed assets		59,825	24,070
	(Increase)/decrease in group balances		88,324	2,556,902
	Cancellation of intercompany debt		-	(2,611,764)
	Dividend paid		-	(500,000)
Net	cash outflow from investing activities		(0.000.000)	
****	cash outliow from investing activities		(2,770,318)	(3,213,265)
Net	cash inflow/(outflow) before financing		1 005 465	(2 727 004)
			1,095,405	(2,727,804)
Fina	ncing			
	Marie I. d. a.			
	New hire purchase finance New loans		118,565	187,151
	Bills of exchange payable			3,600,000
	Repayment of hire purchase		500,000	- (170 70-)
	Repayment of loans		(150,162)	(172,535)
			(1,748,802)	(1,493,349)
Net	cash (outlfow)/inflow from financing	20	(1,280,399)	2,119,267
-				=,==,,
Decr	ease in cash and cash equivalents	21	(184,934)	(608,537)

#### NOTES TO THE ACCOUNTS

#### 1. Accounting policies

The following specific accounting policies have been selected and consistently applied in order to present fairly the results and financial position of the company.

### (a) Basis of accounting

The accounts have been prepared in accordance with applicable accounting standards and under alternative accounting rules set out in the fourth Schedule to the Companies Act 1985, being prepared under the historical cost convention adjusted by the revaluation of certain leasehold and freehold properties.

### (b) Fixed assets

Excluding freehold land and buildings on which no depreciation is charged, depreciation is provided to write off the cost or revaluation of the fixed assets over their expected useful lives at the following rates:-

leasehold property - unexpired period of the lease

fixtures and fittings - 4% - 20% per annum

motor vehicles - 25% per annum

All depreciation is calculated on a straight line basis except for leasehold property which is calculated in accordance with actuarial tables which write off the lease at an increasing level each year over its remaining term.

### (c) Stock

Stock is consistently valued at the lower of cost and net realisable value. The cost of goods for resale other than fuel is computed by deducting the gross profit margin from the selling value of stock.

#### (d) Deferred taxation

Provision is made in respect of timing differences to the extent that such liabilities are expected to become payable in the foreseeable future. No provision is made for taxation liabilities on capital gains which might arise from the sale of properties at values at which they are stated in the balance sheet.

#### (e) Pension scheme

The company pension scheme is a defined benefit scheme which is administered by Scottish Widows Fund and Life Assurance Limited. The charge in the financial accounts is the total contributions due in accordance with the actuarial valuations. Independent actuarial valuations on a going concern basis are carried out every three years. The information required by the Statement of Standard Accounting Practice Number 24 is given in note 26 to the accounts.

#### 2. Turnover

Turnover consists of the amounts receivable from customers after the deduction of value added tax.

#### NOTES TO THE ACCOUNTS

### 3. Capital grants

Capital grants are amounts received towards the development costs of the company's motorway service areas. The total received is being credited to the profit and loss account over the period of the agreements and the balance is carried forward as deferred income.

### 4. Interest payable

1992	1991 £
£	£
243,238	295,472
-	139,964
1,179,876	1,140,428
1,423,114	1,575,864
	£ 243,238 - 1,179,876

Overdraft interest includes commission and discount paid on a revolving acceptance credit facility from J Henry Schroder Wagg & Co Ltd.

### 5. Profit on ordinary activities

This is stated after charging/(crediting) the following:

	1992 £	1991 £
Depreciation (Profit)/loss on sale of fixed assets Auditors remuneration	1,271,770 (2,676) 24,500	1,183,599 19,386 21,500
Directors remuneration	447,125	231,617
Payment to former director Management fees Contributions to employee share ownership plan	6,667 375,000 190,000	50,000 250,000 150,000

### 6. Taxation

The charge on the profit for the period consists of:	1992 £	1991 £
Corporation tax at 33% (1991: 33.83%)	606,500	410,000
Deferred taxation	-	61,000
Prior year adjustments	(15,027)	787

#### NOTES TO THE ACCOUNTS

### 7. Extraordinary item (1991)

This represents the write off of the complete amount due from a fellow subsidiary company, Roadchef Diners Limited, at 2nd June 1991.

#### 8. Dividend (1991)

As part of an internal re-organisation of the capital structure of the group, a dividend was paid to Roadchef Holdings Limited. This was paid without the payment of Advance Corporation Tax in accordance with an election agreed under Section 247 of the I.C.T.A.1988.

#### 9. Fixed assets

	Freehold	Short leasehold	Fixtures		
	land and	land and	and	Motor	
	buildings	buildings	fittings	vehicles	Total
	£	£	£	£	£
Cost or valuation					
At 2nd June 1991	2,501,194	33,078,964	8,845,855	402,997	44,829,010
Adjustments	(850)	(35,972)	(24,234)	<u>-</u>	(61,056)
Disposals	(41,800)	-	-	(103,661)	(145,461)
Group transfers in			-	4,423	4,423
Additions	13,587	1,432,210	682,367	129,268	2,257,432
Revaluation	492,820	12,054,575			12,547,395
At 7th June 1992	2,964,951	46,529,777	<u>9,503,988</u>	433,027	<u>59,431,743</u>
Depreciation					
At 2nd June 1991	-	609,394	4,720,577	192,390	5,522,361
Disposals	-	-	-	(88,312)	(88,312)
Group transfers in	1 -	106 054	-	3,232	3,232
Charge for period	-	196,354	967,113	108,303	1,271,770
Revaluation		(415,999)	<del></del>	<del></del>	(415,999)
At 7th June 1992		389,749	<u>5,687,690</u>	215,613	6,293,052
Net book values	0 064 061	// 1/0 000	2 016 000	017 616	E2 120 (A)
At 7th June 1992	2,964,951	46,140,028	3,816,298	217,414	53,138,691
				-10 60-	00 004 440
At 2nd June 1991	2,501,194	<u>32,469,570</u>	4,125,278	210,607	39,306,649
Freehold and lease	ehold property £	included at va	luation compr	ises:	
Cost	1,212,131	18,165,202			
Revaluations:	1,212,101	10,105,101			
1984-86	1,127,000	8,712,000			
1989	133,000	7,598,000			
1992	492,820	12,054,575			
1774					
	2,964,951	46,529,777			

At 7th June 1992 certain of the Company's leasehold and freehold properties having a net book value of £27,531,606 have been revalued at £40,495,000. These values are in accordance with open market existing use valuations provided by Dron & Wright, Chartered Surveyors.

#### NOTES TO THE ACCOUNTS

### 9. Fixed assets (contd.)

Fixed assets include assets held under hire purchase contracts with a net book value of £264,158 (1991: £281,525). The depreciation charge for the period on these assets was £71,266 (1991: £72,394).

#### 10. Investments

	<u>1992</u> £	1991 E
Investment in subsidiaries Loan to fellow subsidiary	700	700
(Roadchef Diners Limited)	$\frac{720,900}{721,600}$	700

The company's subsidiaries which are all wholly owned and non-trading are listed below. All companies are incorporated in England, and the shareholdings are in ordinary shares.

Roadchef (Hamilton) Limited Roadchef (Harthill) Limited Roadchef (Killington) Limited Roadchef (Pont Abraham) Limited Roadchef (Rownhams) Limited Roadchef (Sandbach) Limited Roadchef (Taunton) Limited

In the opinion of the directors, the value of the company's interest in its subsidiaries is not less than the original cost as stated in the balance sheet.

#### 11. Stock

		1992 £	1991 £
	Raw materials and consumables Goods for resale	237,005 1,630,237 1,867,242	224,168 1,611,609 1,835,777
1.2.	Debtors	1992 E	<u>1991</u>
	Owed by fellow subsidiary Trade debtors Other debtors Prepayments	693,053 875,035 217,495 414,259 2,199,842	637,722 923,228 506,435 267,756 2,335,141

### NOTES TO THE ACCOUNTS

#### 13. Creditors

Amounts falling due within one year

Amounts owed to subsidiaries 700 700 Amount owed to fellow subsidiary 95,207 Trade creditors (secured) 1,949,786 1,816,104 Trade creditors (unsecured) 2,637,432 2,510,705 Other creditors 1,234,819 564,249 Taxes and social security 597,508 680,038 Accruals 984,328 622,115 Bank overdraft 1,459,735 1,218,117 Bills of exchange payable (secured) 500,000 Proportion of long term loans 2,258,925 1,748,802 Hire purchase accounts 101,403 117,815 Corporation tax 606,500 401,370	Amounts railing due within one year	1992 £	1991 £
12,780,334 9,991,738	Amounts owed to subsidiaries Amount owed to fellow subsidiary Trade creditors (secured) Trade creditors (unsecured) Other creditors Taxes and social security Accruals Bank overdraft Bills of exchange payable (secured) Proportion of long term loans Hire purchase accounts	700 95,207 1,949,786 2,637,432 1,234,819 597,508 984,328 1,459,735 500,000 2,258,925 101,403	311,743 700 - 1,816,104 2,510,705 564,249 680,038 622,115 1,218,117 - 1,748,802 117,815 401,370 9,991,758

The bank overdraft is secured by inter-company cross guarantees given by Roadchef Holdings Limited and its other subsidiary companies and by a fixed charge on certain assets of the company.

#### NOTES TO THE ACCOUNTS

### 14. Creditors

Amounts falling due after more than one year 1992 1991 Barclays Bank PLC 1990/2000 - Average interest rate 12.95% 8,833,000 9,620,500 Other loans 1984/94 236,221 345,246 1986/96 479,400 601,800 1990/2000 1,702,083 1,917,083 1991/96 82,033 96,910 11,332,737 12,581,539 Less payable within one year 2,258,925 1,748,802 9,073,812 10,832,737 Hire purchase accounts(payable within five years) 65,684 80,869 9,139,496 10,913,606

The Barclays Bank loan is secured by inter-company cross guarantees given by Roadchef Holdings Limited and its other subsidiary companies.

In addition all loans except the 1991/96 loan are secured by fixed charges on certain assets of the company.

## 15. Provisions for liabilities and charges

### - deferred taxation

	<u>1992</u>		1991	
	Amount Provided E	Amount Unprovided £	Amount Provided £	Amount Unprovided £
Accelerated capital Allowances Revaluation of leasehold and freehold property	354,000	86,000	354,000	164,000
	354,000	9,950,000 10,036,000	E 354,000	6,150,000 £6,314,000

Deferred taxation is calculated at 33% (1991: 33%)

In the opinion of the directors, any capital gains tax arising on disposal of freehold and leasehold properties would be deferred by rollover relief.

### NOTES TO THE ACCOUNTS

### 16. Deferred income

	1992 £	1991 £
Balance brought forward Credited to profit and loss account	160,862	198,587
in the period Balance carried forward	$\frac{(37,725)}{123,137}$	$\frac{(37,725)}{160,862}$

### 17. Share capital

			<u>1992</u> €	1991 £
Authorised	:	2,500,000 ordinary shares of £1 each	2,500,000	2,500,000
Issued	t	1,045,000 ordinary shares of £1 each	1,045,000	1,045,000

### 18. Reserves

	Share premium account	Revaluation reserve £	Profit & loss account E	Total E
At 2nd June 1991 Profit for the period Revaluation	16,667	19,153,000 - 12,963,394	1,884,256 1,059,457	21,053,923 1,059,457 12,963,394
At 7th June 1992	16,667	32,116,394	2,943,713	35,076,774

### 19. Reconciliation of operating profit to net cash inflow from operating activities.

	<u>1992</u> £	1991 £
Operating profit	2,982,684	2,631,962
Depreciation	1,271,770	1,183,599
(Profit)/loss on disposal of fixed assets	(2,676)	19,586
(Increase)/decrease in stock	(31,465)	(233,513)
(Increase)/decrease in debtors	120,138	(591,310)
Increase/(decrease) in creditors	1,206,316	(545,999)
Net cash inflow from operating activities	5,546,767	2,464,325

### NOTES TO THE ACCOUNTS

## 20. Analysis of changes in financing during the year.

	1992 £	1991 E
Balance at 2nd June 1991 Cash (outflow)/inflows from financing	12,780,223 (1,280,399)	10,660,956 2,119,267
Balance at 7th June 1992	11,499,824	12,780,223

# 21. Analysis of the balances of cash and cash equivalents as shown in the balance sheet.

	7th June <u>1992</u> £	2nd June 1991 £	3rd June 1990 £	Change in 1992 £	Change in 1991 E
Cash at bank and in hand Overdrafts	597,566 (1,959,735)	40,882 (1,218,117)	37,130 (605,828)	556,684 (741,618)	3,752 (612,289)
	$\frac{(1,362,169)}{}{}$	(1,177,235)	(568,698)	(184,934)	(608,537)

### 22. Staff numbers and costs

The average number of persons employed by the company (including directors) during the period was 970 (1991: 1028).

The aggregate payroll costs of these persons were as follows:

	<u>1992</u> £	1991 £
Wages and salaries Social security costs Other pension costs	7,402,512 626,842 221,256 8,250,610	6,762,213 586,264 189,187 7,537,664

### 23. Directors remuneration

Excluding pension contributions, the remuneration of the chairman, who was also the highest paid director, during the period was £103,017 (1991: £69,445).

The remuneration of the other directors was within the following ranges:

		1992 Number	1991 Number
£15,001	- £20,000	1	_
£30,001	- £35,000	- -	1
£40,001	- £45,000	3	٠ -
£45,001	- £50,000	<u>.</u>	1
£50,001	- £55,000	-	1
£65,001	- £70,000	1	r
£85,001	- £90,000	î	_
-	•	<del></del>	

#### NOTES TO THE ACCOUNTS

### 24. Ultimate holding company

The company is a wholly owned subsidiary of Roadchef Holdings Limited, a company incorporated in England. As provided by section 229 (2) of the Companies Act 1985, group accounts have not been prepared.

### 25. Capital commitments

### Existing sites

Future capital expenditure authorised by the Board at 7th June 1992 amounted to £1,007,408 (1991: £1,343,540) against which contracts amounting to £103,130 (1991: £552,975) had been placed.

### New motorway service area - M25, Clacket Lane

Capital expenditure authorised and committed by the board at 7th June 1992 was £29,696,392 (1991: Nil) with a further £2,695,000 authorised but not yet committed.

Loan facilities totalling £23.3 million have been arranged by the company in order to finance the project. Since 7th June 1992 the company has drawn £8.5 million of these facilities.

#### 26. Pension scheme

The company participates in the group pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the company, being invested with an insurance company. Contributions to the scheme are charged to the profit and loss account so as to spread the cost of pensions over employees' working lives with the company. The contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. The most recent valuation was at 1st June 1989. The assumptions which have the most significant effect on the results of the valuation are those relating to the rate of return on investment its and the rates of increase in salaries. It was assumed that the investment returns would be 8½% per annum and that salary increases would average 7½% per annum.

The pension charge for the period was £221,256 (1991: £189,187).

The most recent actuarial valuation showed that the market value of the scheme's assets was £420,200 and that the actuarial value of those assets is sufficient to meet in full the liabilities of the scheme.

The total contributions of the company, with effect from 1st June 1992, will remain at 14.2% of declared earnings. The employee contributions are 3.5% of declared earnings.

### 27. Contingent Liability

At 7th June 1992 a contingent liability of £1,500,000 (1991 : £1,310,000) existed in respect of loans advanced by Unity Trust Bank Plc to the trustees of the Employee Benefits Trust.