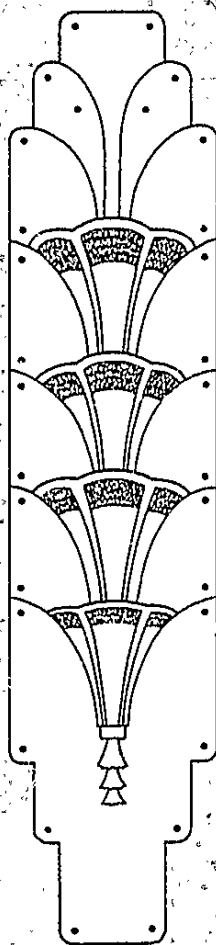


*The Park Lane Hotel*  
PICCADILLY



A N N U A L   R E P O R T   1 9 9 2

## DIRECTORS, REGISTERED OFFICE & ADVISERS

### DIRECTORS

Ch'ce E B L Carr (Chairman and managing director)  
Richard C L Carr  
Frederick W Davis  
Carol Gault  
Paul H T Hanson  
Lady Bracewell Smith

### AUDITORS

Wm. Robertshaw & Myers  
Chartered Accountants  
York Buildings  
18 Cooke Street  
Keighley  
West Yorkshire BD21 3NP

### SECRETARY

G B Baker FSCA

### SOLICITORS

Radcliffes & Co  
5 Great College Street  
Westminster  
London SW1P 3SJ

### REGISTERED OFFICE

49 Brick Street  
London W1Y 8EB

### REGISTERED NUMBER

158092

### REGISTRARS

Barclays Registrars Limited  
Bourne House  
34 Beckenham Road  
Beckenham  
Kent BR3 4TU



## CHAIRMAN'S STATEMENT

### TRADING IN 1992

In my statement last year I said that the first quarter of 1992 had been dominated by the general worldwide recession but thereafter there were signs of increased trading activities. London, as a "destination", was severely affected by bomb explosions and the hoped for trading recovery receded. The remainder of the year produced uneven trading patterns and whilst certain sections of our business improved, others found it more difficult. The continuing recession had its effect on the use of hotels by businesses. Individuals were also cautious concerning the use of their disposable income. The combination of these adverse conditions produced a very difficult trading year and despite our best efforts resulted in a decrease in profits. However, given the circumstances, I still believe the outcome was a considerable achievement.

It is particularly pleasing that United Kingdom related business increased for 1992 in comparison with the previous year with room nights up 5.7%. Major catering outlets all showed improvements with banqueting having a record year. The main decreases were guests from Japan, Italy and Spain where, of course, there was the counter attraction of the World Fair in Seville.

Turnover, at £11,482,000, was slightly ahead of the previous year and the profit before taxation was £1,036,000. After a taxation credit of £242,000 the amount available for distribution was £1,278,000 of which £626,000 is being recommended for dividends and £652,000 for transfer to shareholders funds.

### DIVIDENDS

An interim dividend of 3 pence per ordinary share was paid on 7th December 1992. Your Board is recommending a final dividend of 12 pence per ordinary share which, together with the interim dividend, would make a total of 15 pence for the year.

### DEVELOPMENT

Due to the uncertainties of trading we again restricted our capital expenditure projects. The major proportion was expended on rooms in keeping with our policy of continuously refurbishing a percentage of our rooms every year. Further expenditure was also incurred on air conditioning.

During 1993 a major step is being taken in our air conditioning scheme with 64 further rooms in the west wing being connected to our existing central chiller plant. With the addition of these rooms, we will have a total of 179 air conditioned rooms. In August of this year, we will be installing a final chiller plant which will increase our capacity to cater for all our foreseeable needs.

Further distribution from our chillers will be a continuing feature of our capital expenditure over the next few years. Whilst this contract is taking place in the west wing, we will take the opportunity to enhance a considerable number of rooms by the introduction of separate walk-in showers.

### REPRESENTATION

You will be aware that the hotel has been a member of Steigenberger Reservation Service for a number of years. This is a prestigious organisation with hotels and associates throughout the world and we enjoy a good working relationship.

With effect from 1st January 1993 we have entered into similar representation arrangements with Occidental Hotels whose head office is in Spain but who have hotels and associate members throughout the world. We feel sure that our existing and new representative arrangements will be of continuing and increasing benefit to the hotel.

### TRADING IN 1993

It is difficult to make any forecast with regard to the current year. Whilst there is comment from some quarters of industry that economic recovery has

begun, our results for the first quarter do not indicate that this has reflected through to London hotels. We continue, therefore, to be most cautious as we are also faced with unavoidable and substantial increased costs, such as in our insurance cover. However, we believe we will be well placed to take advantage of the hoped for improvement in trading within our own industry.

#### DIRECTORS

It is with deep regret that I report the death of my mother, Mrs Eileen Armstrong, on 12th July 1992. She was a young girl when her father, Sir Bracewell Smith, constructed and eventually opened The Park Lane Hotel in 1927 and she continued to be associated with it throughout her life. Her contribution to the hotel and its development was very considerable and her attention to detail on design matters and standards of service was legendary within the hotel. On her appointment to the Board in 1976, her advice and knowledge of the hotel were great assets at Board meetings and her contributions were much appreciated by her colleagues. She will be very sadly missed by all.

On 21st October 1992, Mr Richard Carr and Lady Bracewell Smith accepted invitations to join the Board of Directors.

Mr Richard Carr is a Barrister and a Director of several companies including Arsenal Football Club. Lady Bracewell Smith has considerable personal knowledge and experience of the hotel industry.

I have no doubt that these two new appointments will further enhance the strength of your Board.

#### SHAREHOLDERS DISCOUNTS

Many shareholders have taken advantage of their honorary membership of our highly successful Directors Club. Membership attracts various discounts and special room rates which are fully available to all shareholders.

#### STAFF

Our policy is to keep all staff as fully informed as practicable concerning the activities of the company. To ensure that we conformed to current practices, we consulted with CENTEC, an organisation largely funded by the Department of Employment. Under the auspices of CENTEC we engaged consultants to review the training and development needs of all employees to achieve the Company's business objectives with particular emphasis on training. It is our intention to meet all the criteria involved and achieve the designation "Investor in People".

#### PERSONNEL

Throughout a very difficult year, our staff have worked extremely well and I continue to receive many complimentary letters concerning their friendliness and helpfulness. These letters reflect the high level of morale which has been maintained. It is our practice to elect "Employees of the Year" and for 1992, these were:

Mr David Newton - Reservations

Mr Jon Tindall - Bracewells Head Chef

Mr Finbar Conboy - Striker in Banqueting

This year we have made presentations to the following long serving members of staff:-

Demitri Atteshis - Kitchen Steward, 29 years

Robert Weedon - Painter, 26 years

Eileen Attinger - Room Maid, 26 years

Ieuan Thomas - Garage Manager, 25 years

Maureen Watters - Lounge Supervisor, 23 years

Helmi Vali - Garden Room Waitress,  
23 years

Our thanks are due to all our staff for their continuing efforts during these adverse trading conditions and I am sure that shareholders will wish to join me in congratulating them on their achievements.

Clive E B L Carr  
Chairman

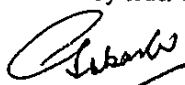
## NOTICE OF MEETING

NOTICE IS HEREBY GIVEN that the seventy-fourth Annual General Meeting of the company will be held at The Park Lane Hotel, Piccadilly, London W1Y 8BX, on 8th June 1993 at 12.30pm for the following purposes:-

1. To receive and adopt the directors' report and financial statements for the year ended 31st December 1992.
2. To declare a dividend of 10.5 pence per share on the 10.5% second preference shares.
3. To declare a final dividend of 12 pence per share on the ordinary shares of the company.
4. To re-elect Mr P H T Hanson, a director retiring by rotation.
5. To elect Mr R C L Carr as a director.
6. To elect Lady Bracewell Smith as a director.
7. To re-appoint Wm. Robertshaw & Myers as auditors until the next annual general meeting and to authorise the directors to fix their remuneration.

49 Brick Street  
London W1Y 8EB  
7th May 1993

By order of the Board



G B Baker  
Secretary

A member of the Company entitled to attend and vote at the meeting is entitled to appoint a proxy or proxies to attend and, on a poll, vote instead of him. A proxy need not be a member of the Company.

Financial statements are sent to all members of the Company but only ordinary shareholders are entitled to attend and vote at this meeting.

# DIRECTORS' REPORT

The directors present their annual report together with the financial statements of the company for the year ended 31st December 1992.

## RESULTS AND DIVIDENDS

The profit on ordinary activities before taxation for the year is £1,036,000 and details are contained in the profit and loss account on page 6. The retained profit for the year is £652,000.

The dividend on the 5.6% cumulative preference shares of £1 each was paid on 1st January 1993.

The directors recommend the payment of 10.5 pence per share on the 10.5% second preference shares of £1 each.

An interim dividend of 3 pence per share on the ordinary 25 pence shares was paid on 7th December 1992. The directors recommend the payment of a final dividend of 12 pence per share making 15 pence per share for the year compared with 15.5 pence per share for 1991. This recommended dividend will, if approved, be paid on 1st July 1993 to shareholders registered on 4th June 1993.

## STATE OF AFFAIRS

The directors consider that the state of the company's affairs is satisfactory.

## PRINCIPAL ACTIVITY

The principal activity of the company continues to be the operation of The Park Lane Hotel.

## BUSINESS REVIEW

A review of the company's business during the financial year, of the position at the end of the year and of future prospects, is given in the statement by the Chairman on pages 2 and 3.

## MARKET VALUE OF LAND AND BUILDINGS

The directors are unable to express an opinion on the market value of the company's properties since this is dependent on factors outside their control.

## FIXED ASSETS

Additions to tangible fixed assets were £935,000 and further details are shown in note 6 to the financial statements.

## DIRECTORS

The names of the directors are shown on page 1.

Mr P H T Hanson is the director to retire by rotation and, being eligible, offers himself for re-election.

Mr R C L Carr and Lady Bracewell Smith were appointed directors of the company on 21st October 1992. In accordance with the Articles of Association they will retire at the Annual General Meeting and, being eligible, will offer themselves for re-election.

The directors of the company who served during the year ended 31st December 1992 and their interests in the shares of the company are shown in note 2 to the financial statements.

Mrs E Armstrong died on 12th July 1992 and your directors wish to place on record their appreciation of her services to the company over many years.

During the year the company purchased liability insurance for certain of its directors and officers.

## DONATIONS

Donations to charitable organisations amounted to £1,085 (1991-£3,564). There were no political contributions during the year (1991-£nil).

## EMPLOYEE INVOLVEMENT

In accordance with company policy all employees are kept as fully informed as practicable concerning the activities of the company.

## EMPLOYMENT OF DISABLED PERSONS

Applications for employment by disabled persons are always fully considered, bearing in mind the respective aptitudes and abilities of the applicant concerned. All disabled employees are eligible for training and promotion and, within the limits of their disabilities, given equal consideration with other applicants.

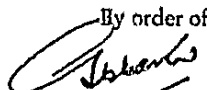
## CLOSE COMPANY STATUS

The close company provisions of the Income and Corporation Taxes Act 1988 apply to the company.

## AUDITORS

Wm. Robertshaw & Myers have expressed their willingness to continue in office as auditors and a resolution will be proposed at the Annual General Meeting for their re-appointment as auditors and also to authorise the directors to fix their remuneration.

49 Brick Street  
London W1Y 8EB  
7th May 1993

By order of the Board  
 G B Baker  
Secretary

# PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31ST DECEMBER 1992

	<i>Note</i>	1992 £'000	1991 £'000
Turnover	1	11,482	11,226
Cost of sales		(8,435)	(8,003)
Gross profit		3,047	3,223
Administrative expenses		(2,125)	(1,969)
Operating profit	2	922	1,254
Income from investments and deposits	3	114	126
Profit on ordinary activities before taxation		1,036	1,380
Taxation on profit on ordinary activities	4	242	(371)
Profit for the financial year		1,278	1,009
Dividends	5	(626)	(646)
Retained profit for the financial year	13	652	363

The notes referred to above form part of these financial statements.

# BALANCE SHEET

AT 31ST DECEMBER 1992

	Note	1992 £'000	1991 £'000
Fixed assets			
Tangible assets	6	12,857	13,116
Investments	7	21	6
		<u>12,878</u>	<u>13,122</u>
Current assets			
Stocks	8	736	702
Debtors	9	1,834	1,567
Short term deposits		1,550	750
Cash at bank and in hand		123	406
		<u>4,243</u>	<u>3,425</u>
Creditors			
Amounts falling due within one year	10	(2,343)	(2,421)
Net current assets		<u>1,900</u>	<u>1,004</u>
Net assets		<u>14,778</u>	<u>14,126</u>
Capital and reserves			
Called up share capital	12	1,320	1,320
Profit and loss account	13	13,458	12,806
		<u>14,778</u>	<u>14,126</u>

These financial statements were approved by the Board of Directors on 7th May 1993 and were signed on its behalf by:

Directors: C E R L Carr

F W Davis

*C. E. R. L. Carr*  
*F. W. Davis*

The notes referred to above form part of these financial statements.



## CASH FLOW STATEMENT

FOR THE YEAR ENDED 31ST DECEMBER 1992

	Note	1992 £'000	1991 £'000
Net cash inflow from operating activities	14	2,202	2,574
Returns on investments and servicing of finance			
Interest received		114	126
Dividends paid		(626)	(906)
Net cash outflow from returns on investments and servicing of finance		(512)	(780)
		1,690	1,799
Taxation			
UK corporation tax paid		(199)	(856)
		1,491	943
Investing activities			
Purchase of tangible fixed assets		(984)	(1,217)
Proceeds of sale of tangible fixed assets		10	7
Net cash outflow from investing activities		(974)	(1,210)
Increase/(decrease) in cash and cash equivalents	15	517	(257)

The notes referred to above form part of these financial statements.

# 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:

## A. ACCOUNTING CONVENTION

The financial statements are prepared under the historical cost convention and in accordance with applicable accounting standards.

## B. STOCKS

Stocks are valued at the lower of cost and net realisable value.

## C. DEPRECIATION

Up to 1st January 1977, expenditure was shown at original cost and any renewals or replacements were charged to profit and loss account.

Expenditure on land and buildings and plant and equipment made after 1st January 1977 is shown as additions to fixed assets. Depreciation is provided on a straight line basis to write off the cost of tangible fixed assets over their estimated useful lives as follows:

- Short leasehold land and buildings - within the unexpired term of the lease.
- Plant and equipment - 4 to 25 years.

No depreciation is provided on freehold land and buildings as it is the company's policy to maintain its properties in good condition which prolongs their useful life and any depreciation involved would not be material.

## D. DEFERRED TAXATION

Deferred taxation is provided using the liability method in respect of all material timing differences, to the extent that it is probable that liabilities will crystallise in the foreseeable future.

## E. ADVANCE CORPORATION TAX

Advance corporation tax is carried forward to the extent that it is considered to be recoverable in the foreseeable future.

## F. LEASING COMMITMENTS

Rentals paid under operating leases are charged to income as incurred.

## G. REPAIRS

Repairs are charged to income as incurred.

## H. PENSION COSTS

The company operates a number of defined benefit pension schemes administered by trustees, the funds of which are separate from those of the company. Sufficient contributions are paid to the trustees on a regular basis to secure the benefits provided under the rules of the schemes and to maintain at least 100% funding levels. Contributions are charged against income and are included in payroll costs.

## I. TURNOVER

Turnover represents the amount receivable for goods sold and services provided, in the ordinary course of business, net of value added tax.

## J. OVERSEAS CURRENCIES

Assets and liabilities have been translated at the rate of exchange ruling at the balance sheet date. All other exchange differences are dealt with through the profit and loss account.

## K. CAPITAL EXPENDITURE

Major refurbishments of the leasehold property are treated as additions to short leasehold land and buildings.

## NOTES TO THE FINANCIAL STATEMENTS

## 1 TURNOVER

Turnover arises from sales made within the United Kingdom.

	1992 £'000	1991 £'000
2 OPERATING PROFIT IS STATED AFTER CHARGING/(CREDITING)		
Depreciation of tangible fixed assets	1,194	1,127
Profit on sale of tangible fixed assets	(10)	(3)
Directors' emoluments:		
As directors	46	41
Remuneration as executives (including pension contributions)	360	332
Hire of plant and machinery	3	8
Operating lease costs:		
Ground rent	13	13
Plant and machinery	70	64
Auditors' remuneration		
KPMG Peat Marwick	- audit	19
	- other services	4
Wm. Robertshaw & Myers	- audit	—
	- other services	—
	<hr/>	<hr/>

## DIRECTORS

*Emoluments*

The emoluments, excluding pension contributions, of the Chairman, who is also the highest paid director, were.

195	179
<hr/>	<hr/>

The emoluments, excluding pension contributions, of the directors were within the following ranges:

	Number	Number
£0 - £5,000	2	—
£5,001 - £10,000	3	2
£10,001 - £15,000	—	1
£15,001 - £20,000	—	—
£20,001 - £25,000	1	1
£175,001 - £180,000	—	1
£190,001 - £195,000	1	—

£'000	£'000
9	8
<hr/>	<hr/>

One director waived fees amounting to:

## 2 OPERATING PROFIT IS STATED AFTER CHARGING/(CREDITING) (CONTINUED)

*Directors' Shareholdings*

The interests of the directors, who served during the year, in the shares of the company were:

	31st December 1992			1st January 1992 (or date of appointment, if later)		
	Ordinary	Preference	Second Preference	Ordinary	Preference	Second Preference
C E B L Carr	155,158	17,602	2,573	152,658	17,602	2,573
R C L Carr	908,602	17,292	17,282	912,217	17,292	17,299
F W Davis	1,324,633	11,978	49,237	1,316,633	11,978	49,237
Mrs C Gault	164,884	152	2,699	164,884	152	2,699
P H T Hanson	447,325	7,203	30,921	447,325	5,803	30,921
Lady Bracewell Smith	747,257	17,292	15,285	747,257	17,292	15,285

Mrs E Armstrong was a director until her death on 12th July 1992.

Certain of the holdings include the same shares more than once in relation to non-beneficial holdings.

	1992	1991
<b>EMPLOYEES</b>		
The average number of staff, including directors, employed by the company during the year was:	255	254
	£'000	£'000
The aggregate payroll costs of all employees were:		
Wages and salaries	3,714	3,394
Social security costs	332	302
Other pension costs	211	223
	4,257	3,919
<b>3 INCOME FROM INVESTMENTS AND DEPOSITS</b>		
Short term deposits	114	126
<b>4 TAXATION ON PROFIT ON ORDINARY ACTIVITIES</b>		
UK corporation tax at 33% (1991-33.25%) on the profit for the year	275	445
Deferred taxation	5	(8)
Corporation tax overprovided in earlier years	(522)	(66)
	(242)	371

The overprovision for corporation tax relates to the acceleration of tax relief in respect of refurbishment expenditure.

		1992 £'000	1991 £'000
5	DEVIDENDS		
	5.6% cumulative preference - proposed	9	9
	10.5% second preference - proposed	17	17
	Ordinary - first interim - paid	120	140
	- second interim - proposed	—	400
	- final - proposed	480	—
		<u>626</u>	<u>566</u>

## 6 TANGIBLE FIXED ASSETS

	Land and buildings		Plant and	
	Freehold	Short Leasehold	Equipment	Total
	£'000	£'000	£'000	£'000
Cost				
1st January 1992	34	9,583	11,941	21,558
Additions	—	294	641	935
Disposals	—	—	(27)	(27)
31st December 1992	<u>34</u>	<u>9,877</u>	<u>12,555</u>	<u>22,466</u>
Depreciation				
1st January 1992	—	2,000	6,442	8,442
Current year charge	—	276	918	1,194
Eliminated on disposals	—	—	(27)	(27)
31st December 1992	<u>—</u>	<u>2,276</u>	<u>7,333</u>	<u>9,609</u>
Net book amount				
31st December 1992	<u>34</u>	<u>7,601</u>	<u>5,222</u>	<u>12,857</u>
31st December 1991	<u>34</u>	<u>7,583</u>	<u>5,499</u>	<u>13,116</u>

## 7 INVESTMENTS

	Listed £'000	Unlisted £'000	Total £'000
Cost			
1st January 1992	1	80	81
Additions	—	15	15
31st December 1992	1	95	96
Provision for diminution in value			
1st January 1992 and 31st December 1992	—	75	75
Net book amount			
31st December 1992	1	20	21
31st December 1991	1	5	6
	1992 £'000	1991 £'000	
Valuation at 31st December 1992:			
Listed - market value	7	8	
Unlisted - directors' valuation	20	5	
	27	13	

The listed investments are quoted on The International Stock Exchange.

At 31st December 1992 unlisted investments include a holding of 15.0% (1991: 16.0%) of the issued ordinary share capital of Daniele Ryman Limited, a company registered in England and Wales.

## 8 STOCKS

Raw materials and consumables	736	702
-------------------------------	-----	-----

## 9 DEBTORS

Trade debtors	757	862
Other debtors	91	108
Prepayments and accrued income	565	511
Advance corporation tax (see note 11)	59	86
Corporation tax recoverable (see note 4)	362	—
	1,834	1,567

With the exception of advance corporation tax all debtors fall due for payment within one year.

# THE PARK LAND HOTEL PLC

	1992 £'000	1991 £'000
<b>10 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		
Trade creditors	691	634
Advance corporation tax	187	216
Corporation tax	66	143
Other taxes and social security	440	445
Accruals and deferred income	453	471
Proposed dividends	506	506
	<u>2,343</u>	<u>2,421</u>
<b>11 PROVISIONS FOR LIABILITIES AND CHARGES</b>		
<b>DEFERRED TAXATION</b>		
Movement in provision:		
1st January 1992	(86)	(164)
Profit and loss account	5	(8)
Advance corporation tax	22	86
	<u>(59)</u>	<u>(86)</u>
31st December 1992 (see note 9)		
The amounts provided for deferred taxation and the amounts unprovided at 33% (1991 - 33%) are set out below:		
Provided:		
Short term timing difference	88	83
Advance corporation tax recoverable	(147)	(169)
	<u>(59)</u>	<u>(86)</u>
31st December 1992 (see note 9)		
Unprovided:		
Capital allowances	2,366	1,799
	<u>2,366</u>	<u>1,799</u>
<b>12 SHARE CAPITAL</b>		
Authorised:		
160,000 5.6% cumulative preference shares of £1 each	160	160
160,000 10.5% second preference shares of £1 each	160	160
8,000,000 ordinary shares of 25 pence each	2,000	2,000
	<u>2,320</u>	<u>2,320</u>
Allotted, called up and fully paid:		
160,000 5.6% cumulative preference shares of £1 each	160	160
160,000 10.5% second preference shares of £1 each	160	160
4,000,000 ordinary shares of 25 pence each	1,000	1,000
	<u>1,320</u>	<u>1,320</u>

	1992 £'000	1991 £'000	
13 PROFIT AND LOSS ACCOUNT			
1st January 1992	12,806	12,443	
Retained profit for the financial year	652	363	
31st December 1992	13,458	12,806	
14 RECONCILIATION OF OPERATING PROFIT TO CASH FLOW FROM OPERATING ACTIVITIES			
Operating profit	922	1,254	
Depreciation	1,194	1,127	
Profit on sale of tangible fixed assets	(10)	(3)	
(increase)/decrease in stocks	(34)	81	
Decrease in debtors	68	87	
Increase in creditors	62	33	
Net cash inflow from operating activities	2,202	2,579	
15 RECONCILIATION OF MOVEMENTS IN CASH AND CASH EQUIVALENTS WITH BALANCE SHEET ITEMS			
Cash and cash equivalents at 31st December 1991	1,156	1,423	
Net cash inflow/(outflow)	517	(267)	
Cash and cash equivalents at 31st December 1992	1,673	1,156	
	1992 £'000	1991 £'000	Change in year £'000
Cash at bank and in hand	123	406	(283)
Short term deposits	1,550	750	800
Cash and cash equivalents	1,673	1,156	517
	1992 £'000	1991 £'000	
16 CAPITAL COMMITMENTS			
Contracted	199	433	
Authorised but not contracted for	1,625	1,167	
	1,824	1,600	



	1992 £'000	1991 £'000
<b>17 OPERATING LEASE COMMITMENTS</b>		
Annual commitments payable under leases expiring:		
Plant and machinery in two to five years	56	56
Land and buildings after five years	13	13

**18 PENSIONS**

The company operates a number of pension schemes providing benefits based on final pensionable pay. The assets of the schemes are held separately from those of the company, being invested with insurance companies. Contributions to the schemes are charged to the profit and loss account so as to spread the cost of pensions over employees' working lives with the company. Contributions to the principal schemes are determined by actuaries on the basis of triennial valuations whereby the future expected income and outgoings are projected over 20 years. The most recent valuation of the principal scheme was carried out on 1st December 1992. The assumptions which have the most significant effect on the results of the valuation are those relating to the rate

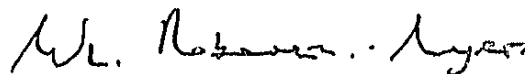
of return on investments and the rates of increase in salaries and pensions. It was assumed that the investment return would be 9.0% per annum, salaries would increase by 7.5% per annum and pensions would increase by 3.0% per annum. The most recent actuarial valuation of the asset was £1,483,000 which represented 1.2% of the benefits that had accrued to members, after allowing for expected future increases in earnings. The pension charge for the year was £211,000 (1991 - £223,000) and the contributions of the company and employees were approximately 7.9% and 5% of earnings respectively. Included in debtors is an amount prepaid of £248,000 (1991 - £239,000) in respect of pension contributions.

## REPORT OF THE AUDITORS

TO THE MEMBERS OF THE PARK LANE HOTEL PLC

We have audited the financial statements set out on pages 6 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 at 31st December 1992 and of the profit and cash flows of the company for the year then ended and have been properly prepared in accordance with the Companies Act 1985.



18 Cooke Street  
Keighley, West Yorkshire BD21 3NP  
7th May 1993

Wm. Robertshaw & Myers  
Chartered Accountants  
Registered Auditors



## TEN YEAR STATISTICS

(£'000)

	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983
Turnover	11,482	11,226	13,671	13,717	11,651	10,961	9,127	10,280	8,323	6,238
Profit before tax	1,036	1,380	2,645	3,068	2,280	2,268	1,803	2,606	1,782	965
Dividends	626	646	1,046	1,026	716	666	546	516	326	176
Shareholders' funds	14,778	14,126	13,763	12,540	11,433	10,667	9,859	9,186	7,939	6,671
Earnings per ordinary share (pence)	31.3	24.6	43.3	52.7	36.4	36.2	29.8	43.4	39.2	21.6
Dividends per ordinary share (pence)	15.0	15.5	25.5	25.0	17.3	16.0	13.0	12.3	7.5	3.75