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GROUP STRATEGIC REPORT

for the period ended 21 January 2024

Introduction

The Directors present the Strategic Report of the Group for the period ended 21 January 2024.

Business review Results

The key performance indicators for the Group are revenue, EBITDA, profit before tax, REVPAR and net debt.

The financial period ended 21 January 2024 included the sale of the Norfolk Royale in Bournemouth and the Midland Hotel in Bradford for a total consideration of £9,497,816 consequently leaving the Group debt free.

Hotel revenue decreased to £9,895,053 (2023: £12,895,099). The Group generated a gross loss before depreciation and Group administration expenses of £166,983 (2023: profit of £2,925,282), EBITDA has decreased to a loss of £1,079,196 (2023: profit of £2,147,320).

Profit before tax was a loss of £1,672,857 (2023: profit of £1,077,505). However, if the added costs of selling the two Hotels were stripped out of Group administration charges (£195,444) and ignoring the exceptional expenses and the profit on disposal, the Group was profitable.

REVPAR (accommodation revenue per available room) was up 9.9% with occupancy up 6.9% and average room rate up 2.9%.

Administration expenses increased 18.8% (added cost of selling hotels) and depreciation and amortisation decreased 28%.

Finance

As at 21 January 2024 net debt stood as a credit of £196,057 (2023: £5,809,393 debit) representing zero loans (2023: £6,076,019) less cash at bank and in hand £196,057 (2023: £266,626). Net debt decreased by £6,005,450 compared with the previous year.

King Malcolm Hotel, Dunfermline

The Group settled all future rent liability on the Hotel by paying the Landlord a sum of £2,500,000 which has significantly impacted on our results.

Capital expenditure

£845,201 was spent during the year (2023: £438,096). It should be noted £378,979 was applicable to the two Hotels that were sold.

We are proud to offer free electric charging points in all our Hotel's Car Parks and intend to expand these points in line with demand.

In addition to Capital Expenditure £355,987 (2023: £331,982) was spent on repair and renewals which help us to ensure that we are constantly and consistently maintaining and improving our product. Proof of which is the continuing improvements in rating of each hotel assessed by the Automobile Association, and the Caledonian Hotel in Newcastle achieving 4 star accreditation.

GROUP STRATEGIC REPORT

Principal risks and uncertainties

The Directors have set in place a thorough risk management process that identifies the key risks faced by the Group and ensures that processes are adopted to monitor and mitigate such risks.

The Group settled all future rent liability on the King Malcolm Hotel by paying the Landlord a sum of £2,500,000. Discussions are ongoing re the Strathdon Hotel and appropriate provision for this year has been made.

The principal non financial risk affecting the business relates to the fact that the market in which the Group operates is highly competitive, with constant pressure on rates in the provincial marketplace. The Group seeks to mitigate this by ensuring its product offering is maintained to a high standard, via a programme of on going refurbishment to maintain competitiveness.

The principal financial risks affecting the business are currency risk, credit risk and liquidity risk.

All the Group's sales and purchases are made in sterling, therefore the Group is not exposed to any significant currency risks.

The Directors are satisfied that the credit risk is adequately managed and the level of bad debt is consistent with the nature of the industry.

Liquidity needs are managed by regular review of the timing of expected receivables and payments (including capital payments required on the bank and other loans) and the availability of facilities and levels of cash on deposit via the preparation of cash flow forecasts.

Directors' statement of compliance with duty to promote the success of the Group

The Directors believe in building long term, strong and sustainable relationships with our customers and suppliers. This approach has enabled us to win long term contracts of supply with our customers. The company's hotels play an active part within their local communities as it aims to employ local people and utilise the services of local companies where possible. The Directors are committed to employees' health, wellbeing and training. Engaging with specialists for external training and providing in house sessions where required.

This report was approved by the board and signed on its behalf.

REG Peel

Director

Date: 24 July 2024

DIRECTORS' REPORT

for the period ended 21 January 2024

The directors present their report and the financial statements for the period ended 21 January 2024.

Directors' responsibilities statement

The directors are responsible for preparing the Group strategic report, the Directors' report and the consolidated 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 applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. 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 the Group and of the profit or loss of the Group for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group 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 the Group and to 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 the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Results and dividends

The loss for the period, after taxation, amounted to £1,816,410 (2023 - profit £704,585). The Directors recommend that no dividend be paid (2023 - £Nil).

Executive Directors

Robert Peel was appointed on 25 November 1997. Nicholas Parrish was appointed on 19 October 2012.

Non-executive Directors

Haydn Fentum was appointed on 22 July 2016. All Directors served throughout the year.

The Directors are not aware of any persons, other than Robert Peel and his brother Charles Peel, who directly or indirectly, jointly or severally, exercise control over the Company.

DIRECTORS' REPORT

Land and buildings

The Directors are of the opinion, that the market value of the land and buildings is not materially different to their balance sheet values.

Future developments

We are clear in our strategy which is to recover our EBITDA lost to Covid and thereafter sell down a proportion of our assets to become debt free in the future. We have exceeded our own trading expectations in the current financial year and have become debt free in April 2023.

Directors' and Officers' liability insurance

The Group has purchased Directors' and Officers liability insurance.

Engagement with suppliers, customers and others

We have been extremely sensitive to the problems our guests have faced in terms of reorganising reservations and claiming back deposits. The fact that we encourage telephonic activity in our hotels and at our London office ensures personal and friendly communication rather than computerised communication and this greatly helps our clients, in particular the older ones.

We are very aware of the economic misery caused by the impact from Covid that has occurred with many of our smaller suppliers and we have ensured that our payments are speedy. In the times when we too, were suffering, we have ensured that we communicated with our suppliers, letting them know precisely when they could expect payment, giving them certainty and confidence in their own cash planning.

Disabled employees

The Group gives full consideration to applications for employment from disabled persons where the requirements of the job can be adequately fulfilled by such persons. Where existing employees become disabled, it is the Group's policy wherever possible to provide continuing employment under normal terms and conditions and to provide training and career development and promotion wherever appropriate.

Matters covered in the Group strategic report

Information is not shown in the Director's Report because it is shown in the Strategic Report under s414C(11). The Strategic Report includes a business review, principal risks and uncertainties, information on the Group's key performance indicators and the Director's statement of compliance with their duty to promote the success of the Group.

DIRECTORS' REPORT

Disclosure of information to auditor

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company and the Group's auditor is unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company and the Group's auditor is aware of that information.

Auditor

The auditor, Armstrong Watson Audit Limited, will be deemed reappointed in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.

Things Company Secretarial Limited

Secretary

Date: 24 July 2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PEEL HOTELS LIMITED

Opinion

We have audited the financial statements of Peel Hotels Limited (the 'parent Company') and its subsidiaries (the 'Group') for the period ended 21 January 2024, which comprise the Consolidated statement of income and retained earnings, the Consolidated statement of financial position, the Company statement of financial position, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent Company's affairs as at 21 January 2024 and of the Group's loss for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's report thereon. The directors are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PEEL HOTELS LIMITED

explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Group strategic report and the Directors' report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Group strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and the parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group strategic report or the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the Directors' responsibilities statement set out on page 4, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group's and the parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PEEL HOTELS LIMITED

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Group financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the hotel and hospitality sector;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management override of controls, we:

- performed analytical procedures to identify unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether the judgements and assumptions made in determining the accounting estimates set out in Note 3 were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- enquiring of the Company's solicitors as to actual and potential litigation and claims.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PEEL HOTELS LIMITED

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. 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.

Simon Turner (Senior statutory auditor)
for and on behalf of

Armstrong Watson Audit Limited

Chartered Accountants

Statutory Auditor

Leeds

Date: 24 July 2024

CONSOLIDATED STATEMENT OF INCOME AND RETAINED EARNINGS FOR THE PERIOD ENDED 21 JANUARY 2024

	Note	Continuing operations Period ended 21 January 2024 £	Discontin'd operations Period ended 21 January 2024 £	Total Period ended 21 January 2024 £	Continuing operations Period ended 22 January 2023 £	Discontin'd operations Period ended 22 January 2023 £	Total Period ended 22 January 2023 £
Turnover	4	9,250,626	644,427	9,895,053	8,516,039	4,379,060	12,895,099
Cost of sales		(7,862,606)	(770,368)	(8,632,974)	(7,584,202)	(3,797,334)	(11,381,536)
Gross profit		1,388,020	(125,941)	1,262,079	931,837	581,726	1,513,563
Administrative expenses		(702,658)	–	(702,658)	(767,962)	–	(767,962)
Exceptional expenses	5	(2,758,743)	–	(2,758,743)	(516,554)	–	(516,554)
Other operating income		–	–	–	1,928,273	–	1,928,273
Profit on disposal		1,120,126	–	1,120,126	–	–	–
Depreciation		(475,202)	–	(475,202)	(463,476)	(199,784)	(663,260)
Operating (loss)/profit	7	(1,428,457)	(125,941)	(1,554,398)	1,112,118	381,942	1,494,060
Interest receivable and similar income	11	1,212	–	1,212	757	–	757
Interest payable and similar expenses	12	(119,671)	–	(119,671)	(417,312)	–	(417,312)
(Loss)/profit before tax		(1,546,916)	(125,941)	(1,672,857)	695,563	381,942	1,077,505
Tax on (loss)/profit	13	(143,553)	–	(143,553)	(372,920)	–	(372,920)
(Loss)/profit after tax		(1,690,469)	(125,941)	(1,816,410)	322,643	381,942	704,585

Retained earnings at the beginning of the period		2,979,511	2,274,926
		2,979,511	2,274,926
(Loss)/profit for the period attributable to the owners of the parent		(1,816,410)	704,585
Retained earnings at the end of the period		1,163,101	2,979,511

Non-controlling interest at the end of the year

The notes on pages 16 to 31 form part of these financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 21 JANUARY 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	14	14,910,469	22,918,160
		<u>14,910,469</u>	<u>22,918,160</u>
Current assets			
Stocks	16	76,573	136,773
Debtors: amounts falling due within one year	17	325,519	450,809
Cash at bank and in hand	18	196,057	266,626
		<u>598,149</u>	<u>854,208</u>
Creditors: amounts falling due within one year	19	(2,535,755)	(8,551,957)
Net current liabilities		<u>(1,937,606)</u>	<u>(7,697,749)</u>
Total assets less current liabilities		12,972,863	15,220,411
Creditors: amounts falling due after more than one year	20	(194,000)	–
Provisions for liabilities			
Deferred taxation	23	(471,053)	(1,096,191)
Net assets		<u>12,307,810</u>	<u>14,124,220</u>
Capital and reserves			
Called up share capital	24	1,401,213	1,401,213
Share premium account	25	9,743,496	9,743,496
Profit and loss account	25	1,163,101	2,979,511
Equity attributable to owners of the parent Company		<u>12,307,810</u>	<u>14,124,220</u>
		<u>12,307,810</u>	<u>14,124,220</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

R E G Peel

Director

Date: 24 July 2024

The notes on pages 16 to 31 form part of these financial statements.

COMPANY STATEMENT OF FINANCIAL POSITION AS AT 21 JANUARY 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	14	13,507,728	21,529,075
Investments	15	1	1
		<u>13,507,729</u>	<u>21,529,076</u>
Current assets			
Stocks	16	56,853	122,597
Debtors: amounts falling due within one year	17	244,557	372,941
Cash at bank and in hand	18	185,451	251,301
		<u>486,861</u>	<u>746,839</u>
Creditors: amounts falling due within one year	19	(3,779,493)	(9,704,566)
Net current liabilities		<u>(3,292,632)</u>	<u>(8,957,727)</u>
Total assets less current liabilities		<u>10,215,097</u>	<u>12,571,349</u>
Creditors: amounts falling due after more than one year	20	(194,000)	—
Provisions for liabilities			
Deferred taxation	23	(450,250)	(1,081,097)
Net assets		<u>9,570,847</u>	<u>11,490,252</u>
Capital and reserves			
Called up share capital	24	1,401,213	1,401,213
Share premium account	25	9,743,496	9,743,496
Profit and loss account brought forward		345,543	(249,579)
(Loss)/profit for the period		(1,919,405)	595,122
Profit and loss account carried forward		<u>(1,573,862)</u>	<u>345,543</u>
		<u>9,570,847</u>	<u>11,490,252</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

R E G Peel

Director

Date: 24 July 2024

The notes on pages 16 to 31 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 21 JANUARY 2024

	2024 £	2023 £
Cash flows from operating activities		
(Loss)/profit for the financial period	(1,816,410)	704,585
Adjustments for:		
Depreciation of tangible assets	475,202	663,260
Interest paid	119,671	417,312
Interest received	(1,212)	(757)
Profit of disposal of tangible fixed assets	(1,120,126)	–
Taxation charge	143,553	372,920
Decrease/(increase) in stocks	60,200	(51,163)
Decrease/(increase) in debtors	125,290	(56,504)
(Decrease) in creditors	(378,448)	(30,156)
Corporation tax (paid)/received	(136,426)	180,639
Net cash generated from operating activities	(2,528,706)	2,200,136
Cash flows from investing activities		
Purchase of tangible fixed assets	(845,201)	(438,096)
Proceeds from sale of tangible fixed assets	9,497,816	–
Interest received	1,212	757
Net cash from investing activities	8,653,827	(437,339)
Cash flows from financing activities		
Repayment of loans	(6,076,019)	(1,449,550)
Interest paid	(119,671)	(417,312)
Net cash used in financing activities	(6,195,690)	(1,866,862)
Net (decrease) in cash and cash equivalents	(70,569)	(104,065)
Cash and cash equivalents at beginning of period	266,626	370,691
Cash and cash equivalents at the end of period	196,057	266,626
Cash and cash equivalents at the end of period comprise:		
Cash at bank and in hand	196,057	266,626
	196,057	266,626

The notes on pages 16 to 31 form part of these financial statements.

**CONSOLIDATED ANALYSIS OF NET DEBT FOR THE
PERIOD ENDED 21 JANUARY 2024**

	At 22 January 2023 £	Cash flows £	At 21 January 2024 £
Cash at bank and in hand	266,626	(70,569)	196,057
Debt due within 1 year	(6,076,019)	6,076,019	—
	(5,809,393)	6,005,450	196,057

The notes on pages 16 to 31 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE PERIOD ENDED 21 JANUARY 2024

1. General information

Peel Hotels Limited is a private company limited by shares incorporated in the United Kingdom. The company's registered office address is c/o Thrings LLP, 6 Drakes Meadow, Penny Lane, Swindon, SN3 3LL.

The principal activity of the company is the operation of hotels.

These financial statements have been presented in Pound Sterling as this is the currency of the primary economic environment in which the company operates.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgement in applying the Group's accounting policies (see note 3).

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of income and retained earnings in these financial statements.

The following principal accounting policies have been applied:

2.2 Basis of consolidation

The consolidated financial statements present the results of the Company and its own subsidiaries ("the Group") as if they form a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the Statement of financial position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the consolidated statement of income and retained earnings from the date on which control is obtained. They are deconsolidated from the date control ceases.

In accordance with the transitional exemption available in FRS 102, the Group has chosen not to retrospectively apply the standard to business combinations that occurred before the date of transition to FRS 102.

2.3 Going concern

The directors are mindful that the UK leisure and tourism sector has faced adverse pressures due to the pandemic over the last two years with the current cost of living crisis likely to extend that pressure in the form of restrictions to consumer disposable income and the cost of heating and fuelling hotel estates. Whilst those parameters exist the directors remain confident over the financial sustainability and future of the Group as:

- The Group has successfully cleared itself of all its external debt in April 2023, via the sale of two hotels for the total sum of £9,497,816, leaving them with a significant cash reserve that will significantly boost their ability to manage cashflow and ensure greater efficiencies are introduced.

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The impact of which are that the Group will have sufficient cash inflows to meet all of its financial obligations, including the settlement of scheduled bank indebtedness, for at least 12 months from the approval of these financial statements. On that basis the directors have prepared the financial statements on a going concern basis.

2.4 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, Value Added Tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Sale of goods

Revenue from the sale of goods is recognised when all of the following conditions are satisfied:

- the Group has transferred the significant risks and rewards of ownership to the buyer;
- the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the Group will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

The Group has a number of different revenue streams. Revenue from room and inclusive breakfast revenue is recognised at the end of the financial day when the Company has delivered its obligations to its customers. All other revenue such as bar and restaurant takings are recognised at the point of sale, and is shown net of Value Added Tax.

The difference between the amount of income recognised and the amount invoiced on a particular contract is included in the statement of financial position as deposits, within accruals and deferred income. Amounts included in accruals in respect of deposits taken are expected to be recognised within one year and are included within current liabilities.

2.5 Operating leases: the Group as lessee

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

The Group has taken advantage of the optional exemption available on transition to FRS 102 which allows lease incentives on leases entered into before the date of transition to the standard 24 January 2022 to continue to be charged over the period to the first market rent review rather than the term of the lease.

2.6 Interest income

Interest income is recognised in profit or loss using the effective interest method.

2.7 Finance costs

Finance costs are charged to profit or loss over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are

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initially recognised as a reduction in the proceeds of the associated capital instrument.

2.8 Borrowing costs

All borrowing costs are recognised in profit or loss in the period in which they are incurred.

2.9 Pensions

Defined contribution pension plan

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the statement of financial position. The assets of the plan are held separately from the Group in independently administered funds.

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the statement of income and retained earnings when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of financial position. The assets of the plan are held separately from the Company in independently administered funds.

2.10 Current and deferred taxation

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the Company and the Group operate and generate income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the reporting date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits;
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- Where they relate to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures and the Group can control the reversal of the timing differences and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

NOTES

2.11 Exceptional items

Exceptional items are transactions that fall within the ordinary activities of the Group but are presented separately due to their size or incidence.

2.12 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

The estimated useful lives range as follows:

Plant, fixtures and fittings, and equipment	-	10 years
Soft furnishings	-	8 years
Office equipment	-	5 years
Computer equipment	-	3 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.13 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

2.14 Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each reporting date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.15 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.16 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the consolidated statement of cash flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Group's cash management.

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2.17 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.18 Provision for liabilities

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to profit or loss in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the reporting date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of financial position.

2.19 Financial instruments

The Group only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

3. Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of financial statements, in conformity with FRS102, requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates, and associated assumptions, are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision effects only that period, or in the period of the revision and future periods if the revision effects both current and future periods.

The Directors consider that the key judgements and sources of estimation made in preparation of the financial statements are:

NOTES

The key judgement and level of uncertainty within the financial statements is with regards the carrying value of tangible fixed assets. During the year all of the hotels had been placed for sale, allowing the group to determine the realisable value of all its hotels, all of the hotels had been valued in excess of the carrying value, and the offers received and accepted on some hotels have been for in excess of the carrying value of the hotels at the year end, in turn allowing them to determine that the carrying value of the hotels at the year end is not impaired. In determining the potential impairment the directors have considered the following:

- Consideration for the hotels when placed on the market for sale
- The offers made by the market for the acquisition of its assets
- The net book value of the assets held at the year end

In doing so the directors assessed the carrying value of assets have either been below the value deemed appropriate by the market and potential buyers, or in line with market expectations. The Directors have not identified any reasons for there to be a further impairment in the current year.

4. Turnover

The whole of the turnover is attributable to the principal activity of the Group.

All turnover arose within the United Kingdom.

5. Exceptional items

	Period ended 21 January 2024 £	Period ended 22 January 2023 £
Relating to settlement of future rent liability re King Malcolm Hotel	2,535,010	—
Provision for unpaid rent payable Strathdon and King Malcolm Hotels	14,178	516,554
Loss on disposal of fixed assets	195,444	—
Insurance income proceeds deficit re Caledonian Hotel	14,111	—

The exceptional costs relate to a provision for unpaid rent on dissolved group entities.

6. Other operating income

	Period ended 21 January 2024 £	Period ended 22 January 2023 £
Insurance claims receivable	—	1,928,273
	—	1,928,273

NOTES

7. Operating (loss)/profit

The operating (loss)/profit is stated after charging:		
	Period ended 21 January 2024 £	Period ended 22 January 2023 £
Depreciation	475,202	663,260
Repairs and renewals - hotels	315,255	331,982
Repairs and renewals - other	—	19,206
Lease payments - land and buildings	—	348,278
Lease payments - plant and equipment	—	67,196

8. Auditor's remuneration

	Period ended 21 January 2024 £	Period ended 22 January 2023 £
Fees payable to the Group's auditor and its associates for the audit of the Group's annual financial statements	25,000	25,000

Fees payable to the Group's auditor and its associates in respect of:

All other services	3,000	3,000
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9. Employees

Staff costs, including directors' remuneration, were as follows:

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Wages and salaries	4,136,668	5,113,615	3,143,268	4,206,969
Cost of defined contribution scheme	100,604	108,276	100,604	108,276
	4,237,272	5,221,891	3,243,872	4,315,245

The average monthly number of employees, including the directors, during the period was as follows:

	Group 2024 No.	Group 2023 No.	Company 2024 No.	Company 2023 No.
Directors	3	3	3	3
Other employees	221	296	159	238
	224	299	162	241

NOTES

10. Directors' remuneration

	Period ended 21 January 2024 £	Period ended 22 January 2023 £
Directors' emoluments	156,144	156,981
Company contributions to defined contribution pension schemes	6,750	6,480
	162,894	163,461

During the period retirement benefits were accruing to 1 director (2023 - 1) in respect of defined contribution pension schemes.

11. Interest receivable

	Period ended 21 January 2024 £	Period ended 22 January 2023 £
Other interest receivable	1,212	757
	1,212	757

12. Interest payable and similar expenses

	Period ended 21 January 2024 £	Period ended 22 January 2023 £
Interest on long term bank loan	86,571	362,047
Bank charges, fees and instrument costs	33,100	55,265
	119,671	417,312

NOTES

13. Taxation

	Period ended 21 January 2024 £	Period ended 22 January 2023 £
Corporation tax		
Current tax on profits for the year	761,511	136,502
Adjustments in respect of previous periods	7,180	(76)
	768,691	136,426
Total current tax	768,691	136,426
Deferred tax		
Origination and reversal of timing differences	(627,946)	248,613
Adjustment in respect of prior periods	2,808	(12,119)
Total deferred tax	(625,138)	236,494
Taxation on profit on ordinary activities	143,553	372,920

Factors affecting tax charge for the period

The tax assessed for the period is the same as (2023 - the same as) the standard rate of corporation tax in the UK of 19% (2023 - 19%) as set out below:

	Period ended 21 January 2024 £	Period ended 22 January 2023 £
(Loss)/profit on ordinary activities before tax	(1,672,857)	1,077,505
(Loss)/profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2023 - 19%)	(399,463)	204,726
Effects of:		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	8,495	111,506
Fixed asset differences	17,740	9,500
Additional deduction for land remediation expenditure	(822)	(284)
Marginal relief	(71)	–
Adjustments to tax charge in respect of prior periods	7,180	(76)
King Malcolm lease liability release	605,338	–
Hotel disposals	(69,497)	–
Adjustment to deferred tax in respect of prior periods	3,740	(12,119)
Effect of rate change	(29,087)	59,667
Total tax charge for the period	143,553	372,920

NOTES

14. Tangible fixed assets

Group	Land and Building £	Plant and machinery £	Fixtures, fittings & equipment £	Total £
Cost or valuation				
At 22 January 2023	29,595,023	2,774,009	4,051,733	36,420,765
Additions	345,123	193,937	306,141	845,201
Disposals	(12,931,811)	(740,277)	(901,947)	(14,574,035)
At 21 January 2024	17,008,335	2,227,669	3,455,927	22,691,931
Depreciation				
At 22 January 2023	9,750,592	1,049,483	2,702,530	13,502,605
Charge for the period on owned assets	74,191	169,947	231,064	475,202
Disposals	(4,748,855)	(703,685)	(743,805)	(6,196,345)
At 21 January 2024	5,075,928	515,745	2,189,789	7,781,462
Net book value				
At 21 January 2024	11,932,407	1,711,924	1,266,138	14,910,469
At 22 January 2023	19,844,431	1,724,526	1,349,203	22,918,160

The capital additions total of £845,201 includes £378,979 that relates to the two hotels sold in April 2023.

Company

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Total £
Cost or valuation				
At 22 January 2023	26,691,941	2,200,239	3,259,549	32,151,729
Additions	345,123	90,041	270,853	706,017
Disposals	(12,931,811)	(740,277)	(901,947)	(14,574,035)
At 21 January 2024	14,105,253	1,550,003	2,628,455	18,283,711
Depreciation				
At 22 January 2023	7,981,128	781,397	1,860,129	10,622,654
Charge for the period on owned assets	24,661	142,053	182,960	349,674
Disposals	(4,748,855)	(703,685)	(743,805)	(6,196,345)
At 21 January 2024	3,256,934	219,765	1,299,284	4,775,983
Net book value				
At 21 January 2024	10,848,319	1,330,238	1,329,171	13,507,728
At 22 January 2023	18,710,813	1,418,842	1,399,420	21,529,075

The Company sold the Norfolk Royale Hotel and the Midland Hotel for £9.5million. The profit before tax that these hotels generated during the year amounted to £1,120,127.

NOTES

15. Fixed asset investments

Company	Investments in subsidiary companies £
Cost or valuation	
At 22 January 2023	1
At 21 January 2024	1

Subsidiary undertaking

The following was a subsidiary undertaking of the Company:

Name	Registered office	Class of shares	Holding
Crown & Mitre (Carlisle) Limited	c/o Thrings LLP, 6 Drakes Meadow, Penny Lane, Swindon SN3 3LL	Ordinary	100%

The aggregate of the share capital and reserves as at 21 January 2024 and the profit or loss for the period ended on that date for the subsidiary undertakings were as follows:

Name	Aggregate of share capital and reserves £	Profit/(Loss) £
Crown & Mitre (Carlisle) Limited	2,786,762	159,793

16. Stocks

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Finished goods and goods for resale	76,573	136,773	56,853	122,597
	76,573	136,773	56,853	122,597

The difference between purchase price or production cost of stocks and their replacement cost is not material.

NOTES

17. Debtors

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Trade debtors	64,956	61,509	43,117	45,062
Other debtors	66,497	63,532	66,497	63,532
Prepayments and accrued income	194,066	325,768	134,943	264,347
	325,519	450,809	244,557	372,941

18. Cash and cash equivalents

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Cash at bank and in hand	196,057	266,626	185,451	251,301
	196,057	266,626	185,451	251,301

19. Creditors: Amounts falling due within one year

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Bank loans	—	6,076,019	—	6,076,019
Trade creditors	371,388	576,884	248,875	489,718
Amounts owed to group undertakings	—	—	1,465,113	1,336,905
Corporation tax	768,691	136,426	739,696	100,999
Other taxation and social security	429,534	172,810	416,859	157,802
Other creditors	42,420	44,739	40,893	44,575
Accruals and deferred income	923,722	1,545,079	868,057	1,498,548
	2,535,755	8,551,957	3,779,493	9,704,566

The following liabilities were secured:

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Bank loans	—	6,076,019	—	6,076,019
	—	6,076,019	—	6,076,019

Details of security provided:

The bank loan is secured by a debenture over all the assets of the Group.

NOTES

20. Creditors: Amounts falling due after more than one year

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Accruals and deferred income	194,000	—	194,000	—
	194,000	—	194,000	—

21. Loans

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Amounts falling due within one year				
Bank loans	—	6,076,019	—	6,076,019
	—	6,076,019	—	6,076,019

NOTES

22. Financial instruments

The Group has exposure to the following risks from its use of financial instruments:

- credit risk
- interest rate risk
- market risk

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital. Further qualitative disclosures are included throughout these financial statements.

The Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer, or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers, investment securities and cash holdings.

Trade and other receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the Group's customer base, including the default risk of the industry and country, in which customers operate, has less of an influence on credit risk.

The Group establishes an allowance for impairment that represents its estimate of losses in respect of trade and other receivables and investments. The main components of this allowance are a specific loss component that relates to individually significant exposures, and a collective loss component established for groups of similar assets in respect of losses that have been incurred but not yet identified. The collective loss allowance is determined based on historical data of payment statistics for similar financial assets.

Interest rate risk

Given the current market expectations as to the movement in SONIA, in the short to medium term, it is not the Group's intention to enter into any financial instruments to manage its interest rate risk. This policy will be kept under regular review. The Group is not materially exposed to changes in interest rates at 21 January 2024.

Currency risk

The Group has no material foreign currency risk.

Fair values of non-derivative financial instruments

The carrying value of the Group's financial instruments (trade and other receivables, cash and bank balances, bank overdrafts, trade and other payables and borrowings) approximate to their fair value.

Market rate risk

The Group was exposed to market rate risk through exposure of their base rate loans.

NOTES

23. Deferred taxation

Group

	2024 £	2023 £
At beginning of year	(1,096,191)	(859,697)
Credit to profit or loss	625,138	(236,494)
At end of year	(471,053)	(1,096,191)

Company

	2024 £	2023 £
At beginning of year	(1,081,097)	(841,517)
Credit to profit or loss	630,847	(239,580)
At end of year	(450,250)	(1,081,097)

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Accelerated capital allowances	471,053	1,096,191	450,250	1,081,097
	471,053	1,096,191	450,250	1,081,097

24. Share capital

	21 January 2024 £	22 January 2023 £
Allotted, called up and fully paid		
14,012,130 (2023 - 14,012,130) Ordinary shares shares of £0.10 each	1,401,213	1,401,213

25. Reserves

Share premium account

This reserve represents the amount above the nominal value received for issues of share capital, less transaction costs.

Profit and loss account

This reserve represents cumulative profits and losses.

26. Contingent liabilities

The Group is currently in negotiations over a historic long term lease on the now dissolved Strathdon Hotel, Nottingham. The liability is unconfirmed at the year end, however should the group become liable, the value is material. As at the year end date, the group has a short term agreement in place, for which the full liability has been accrued for in full.

NOTES

27. Pension commitments

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £100,604 (2023 - £108,276). Contributions totalling £3,071 (2023 - £3,777) were payable to the fund at the reporting date and are included in creditors.

28. Commitments under operating leases

At 21 January 2024 the Group and the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	Group Period ended 21 January 2024 £	Group Period ended 22 January 2023 £	Company Period ended 21 January 2024 £	Company Period ended 22 January 2023 £
Not later than 1 year	331,566	522,307	111,153	304,554
Later than 1 year and not later than 5 years	780,000	1,202,004	—	422,004
Later than 5 years	585,000	4,050,531	—	3,270,531
	1,696,566	5,774,842	111,153	3,997,089

The leases over land and buildings have rent review clauses within them for rentals to be amended to market rent every 5-10 years.

29. Transactions with directors

Included within debtors, amounts falling due within one year, is £34,944 (2023 - £46,750) amount due from Director and shareholder Robert Peel.

30. Related party transactions

During the year insurance premiums of £200,626 (2023 - £244,902) were paid to T L Dallas & Co Ltd in which Robert Peel is a shareholder. At the year end there was a balance due to the company of £35,337 (2023 - £19,222 due from the company).

The Group pays rent on the London property used as its Head Office, which is owned by Robert Peel. The passing rent is £43,610 per annum.

The Group received a loan of £400,000 from Joyce Simpson (wife of Robert Peel) which accrued £40,000 interest. Both the loan and the interest were repaid in the year.

The company has taken advantage of exemption contained within Section 33 of FRS102 “Related Party Disclosures” from disclosing transactions with entities which are part of the group, since 100% of the voting rights in the company are controlled within the group and the company is included within the group accounts which are publicly available.

31. Controlling party

The immediate and ultimate controlling party is the director Robert Peel, by virtue of majority shareholding.

HOTEL DIRECTORY



PEEL HOTELS LTD

19 WARWICK AVENUE LONDON W9 2PS
TELEPHONE: 020 7266 1100 FAX: 020 7289 5746

Location	Hotel	Rating	Rooms	Telephone	Facsimile
Carlisle	Crown & Mitre Hotel	★ ★ ★	91	01228 525491	01228 514553
Newcastle upon Tyne	Caledonian Hotel	★ ★ ★ ★	89	0191 2817881	0191 2816241
Peterborough	Bull Hotel	★ ★ ★ ★	118	01733 561364	01733 557304
Wallingford	George Hotel	★ ★ ★	39	01491 836665	01491 825359
Total of 4 Hotels			337		

For reservations at any Peel Hotel call **0207 266 1100**

or log onto our web site on **www.peelhotels.co.uk**

e-mail – info@peelhotel.com