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CHAIRMAN'S STATEMENT

Results

2011/2012 Financial Year was the toughest encountered thus far in the Group's history. We were never going to be able to claw back the additional 2.5% Value Added Tax and this, together with severe discounting in the provinces, cut backs in Government spending, increased energy costs and the disproportionate costs in relation to a Rent Review at the Crown and Mitre Hotel in Carlisle, have resulted in reporting a pre-tax Loss of £227,802.

Like for like hotel revenues fell by 4% to £14,647,126 (2011: £15,263,682) and like for like hotel profits before depreciation and Group administration costs decreased by 24.5% to £2,258,536 (2011: £2,992,613). REVPAR (accommodation revenue per available bedroom) decreased by 1.8% in the year with occupancy down 1.9% and average room rate up 0.1%.

The pre-tax result before the profit on disposal of a staff house in Wallingford and the fair value movement on the swap was a loss of £586,375 (2011: Profit £61,699). Tax has been provided at a rate of 26%, less the discount on deferred tax liabilities, giving an effective rate of 25% less allowances and producing a credit of £229,590. Earnings per share on basic and diluted basis were 0.01p (2011: 3.6p).

In view of the very high operational gearing of hotels a comparatively modest decline in turnover translates into a substantial decline in profitability. This was compounded in the year through our inability to achieve the normal margins of profit on our food and liquor sales, in simple terms we were unable to pass on the substantial increases in the cost of food and liquor products.

Finance

As at 5 February 2012 net debt stood at £12,843,559 representing loans totalling £11,973,659 and an overdraft of £912,429 less £42,529 cash at bank. Gearing on Shareholders' funds was 58.8% with interest covered 0.4 times. Net debt decreased by £600,163 compared with the previous year. Shareholders should note that in spite of disappointing trading results and an onerous fixed interest swap at 5.83% plus margin of 2.5% on the majority of our debt we have managed to decrease our overall debt level over the last two years by £1,916,010.

We sold 21/23 The High Street, the staff house for the George Hotel in Wallingford for a consideration of £470,000 giving rise to a profit of £232,766, the proceeds from this disposal were used to make additional payments of part of the Group's bank loan over and above the semi annual repayment instalments of £223,000.

The cost of buying out our swap at the year end was £806,441 and the Board's view is still that it would make little economic sense. However they continue to monitor the situation closely. In any event the cost of buying out the swap will lessen as we approach the maturity of the swap on 11 April 2014.

Capital Expenditure

£568,441 was spent in the year, and as has been mentioned in previous Reports, expenditure has been slowed down but not to a point that would jeopardise our strategy of improving Automobile Association Product and Service Percentages on each property each year.

Apart from the total renovation of the swimming pool and leisure facilities at the Crown and Mitre Hotel in Carlisle, the majority of the capital expenditure was spent on upgrading bedrooms at the Bull Hotel in Peterborough, the Midland Hotel in Bradford, the Crown and Mitre in Carlisle and the King Malcolm in Dunfermline.

In addition to such capital expenditure a further £541,381 (2011: £570,154) was expensed in the year on repairs and renewals which clearly demonstrates our commitment to maintaining and improving the quality of our Estate.

Shareholders

Regrettably we are still unable to recommend a dividend for the year ended 5 February 2012.

We are always delighted to welcome Shareholders to our Hotels where they can see for themselves the progress we continue to make, whilst enjoying a beneficial discount. The discount for Shareholders is 50% of our rack rate tariff using the special reservations number 0207 266 1100 or e-mail info@peelhotel.com. Shareholders can also keep in touch with progress in the Group and various promotional activities by visiting our website www.peelhotels.co.uk.

The Future

The first quarter of the new financial year has been encouraging with sales growth of 5.1% and we believe there is a degree of optimism, that in provincial terms, the 'bottom of the cycle' has been reached. However we need to contain our costs against inflationary pressures in order to improve our profits in the current year and thereby gradually getting into a position that will enable us to return to paying dividends to our Shareholders.

The fact that we have maintained the quality of our product and not been tempted to slash staff costs throughout the recession, we believe, will stand us in good stead going forward to increase market share and drive our sales growth.

Robert Peel

Chairman

8 June 2012

DIRECTORS AND ADVISERS

Directors

Robert Edmund Guy Peel	Executive Chairman
Clement John Govett	Non-executive Director
Keith Peter Benham	Non-executive Director
Norbert Paul Gottfried Petersen	Chief Operating Officer

Secretary
Thrings LLP
Kinnaird House, 1 Pall Mall East, London SW1Y 5AU

Registered Office
5th Floor, Kinnaird House, 1 Pall Mall East, London SW1Y 5AU

Company registration number 3473990

Auditor
Grant Thornton UK LLP
No. 1 Whitehall Riverside, Leeds, LS1 4BN

Bankers
Royal Bank of Scotland Plc
280 Bishopsgate, London EC2M 4RB

Registrars
Computershare Services Plc
PO Box No 82, The Pavilions, Bridgewater Road, Bristol BS99 7NH

Solicitors
Thrings LLP
Kinnaird House, 1 Pall Mall East, London SW1Y 5AU

Stockbroker
Peel Hunt LLP
Moor House, 120 London Wall, London EC2Y 5ET

DIRECTORS' REPORT

The Directors present their report and the financial statements of the Group for the year ended 5 February 2012.

Principal activity

The principal activity of the Group is the operation of hotels in the United Kingdom.

Review of the business and future prospects

A review of the Group's performance in the year and of its position at the year end is given in the Chairman's statement, together with an indication of likely future developments.

Results and dividends

The profit for the year after tax amounted to £1,788 (2011: £499,978). The Directors recommend that no dividend be paid (2011: £nil).

Executive Directors

Robert Peel, age 65, was appointed on 25 November 1997.

Norbert Petersen, age 65, was appointed on 11 September 1998.

Both of the above individuals held executive positions in the hotel industry for more than 20 years before joining Peel Hotels.

Non-executive Directors

John Govett, age 68, appointed on 23 February 1998, was formerly chairman of Schroder Investment Management.

Keith Benham, age 69, appointed on 23 February 1998, was formerly a senior partner at Linklaters.

Directors' interests

	5 February 2012		6 February 2011	
	Shares Number	**Options Number**	Shares Number	Options Number
Robert Peel	**5,496,900**	**–**	5,496,900	–
Norbert Petersen	**41,830**	**50,000**	41,830	50,000
John Govett	**350,000**	**–**	350,000	–
Keith Benham	**168,801**	**–**	168,801	–

All of the Directors served throughout the year.

Substantial shareholdings

Save for the interests of Robert Peel, which are set out above, the Directors are aware of the following who were interested, directly or indirectly, in 3 percent or more of the Company's shares as at 5 February 2012.

	Number of Shares	Percentage of share capital
Charles Peel	3,291,972	23.5%
J.P. Morgan Fleming Asset Management	1,239,838	8.9%
David Urquhart	564,752	4.0%
NCL Smith & Williamson	443,013	3.2%

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.

Property, plant and equipment

Movements on property, plant and equipment are set out in note 12 to the financial statements.

Charitable and political contributions

During the year there were no charitable or political contributions (2011: £nil).

Employees

Every effort is made to keep staff informed of and involved in the operation and progress of the Group. The policy of the Group for the employment of disabled persons is to give them equal opportunities with other employees to train for and attain any position in the Group having regard to the maintenance of a safe working environment and the constraints of their disabilities. Close attention is given to employees' health and safety with particular regard to the requirements of the Health and Safety at Work legislation.

Policy on payment to creditors

Whilst there is no formal creditor payment policy, it is the policy of the Group to settle the terms of payment with all suppliers when agreeing the terms for the transaction as a whole and to abide by such terms.

The Group's outstanding creditor days at the end of the year were 25.8 days (2011: 23.1).

Statement of Directors' responsibilities

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union. 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 and profit or loss of the Company and Group for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable IFRSs 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 enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DIRECTORS' REPORT

The Directors confirm that:

- so far as each Director is aware, there is no relevant audit information of which the Group's auditor is unaware; and
- the Directors have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Directors' and Officers' liability insurance

The Group has purchased Directors' and Officers' liability insurance.

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 principal risk affecting the business (apart from the financial risks noted below) 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 and also by looking to expand its operations into hotel management contracts.

Financial risk management

The Directors are confident that the banking and other borrowing facilities currently in place are more than adequate for the Group's working capital requirements in light of the forecasts prepared by the Group. For this reason, the Directors have concluded that there are no material uncertainties and that the going concern basis should be adopted in preparing these financial statements. During the year the Group was financed via a long term loan facility and overdraft from its bankers and a short term, unsecured loan from its majority shareholder.

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.

Interest rate risk is dealt with in note 20 to the financial statements.

Annual General Meeting

The notice convening the Annual General Meeting to be held at the Norfolk Royale Hotel on 12 July 2012 at 12 noon is enclosed with this report.

DIRECTORS' REPORT

Annual General Meeting resolutions

A resolution will be proposed at the Annual General Meeting, to authorise the Directors, generally and unconditionally, to allot ordinary shares up to an aggregate nominal amount of £585,800 for the period from June 2012 to the conclusion of the Group's 2013 Annual General Meeting.

A resolution will be proposed, as a special resolution, authorising the Directors to allot ordinary shares for cash other than in accordance with section 561 of the Companies Act 2006. Section 561(1) provides pre-emption rights for Shareholders when shares are issued for cash. The number of shares that may be so allotted will be restricted to 1,401,200 being 10% of the current issued share capital. The disapplication of Section 561 of the Companies Act 2006 will be limited in time and will expire at the same time as the authority to allot.

The usual ordinary business will be considered, including receipt of the Group's Report and Financial Statements and re-appointing Grant Thornton UK LLP as auditor. A resolution will be proposed to re-elect John Govett, who retires by rotation in accordance with the Company's Articles of Association and who, being eligible, offers himself for re-election.

Directors' recommendation

The Directors believe that all the resolutions being proposed are in the best interests of the Group, its Shareholders and employees. They recommend Shareholders to vote in favour of the resolutions, as they intend to do in respect of the shares beneficially owned by them. When considering what action to take, Shareholders are advised to consult a stockbroker, bank manager, solicitor, accountant or other financial adviser authorised under the Financial Services and Markets Act 2000.

Auditor

The auditor, Grant Thornton UK LLP, has indicated a willingness to be re-appointed and a resolution will be proposed at the Annual General Meeting to re-appoint Grant Thornton UK LLP and to authorise the Directors to fix the auditor's remuneration.

Registered Office
5th Floor
Kinnaird House, 1 Pall Mall East
London SW1Y 5AU

By order of the Board
Thrings LLP
Secretary
8 June 2012

CORPORATE GOVERNANCE

Peel Hotels Plc is listed on AIM and is not subject to the requirements of the UK Corporate Governance Code June 2010 on corporate governance, nor is it required to disclose its specific policies in relation to corporate governance. However, the Directors are committed to delivering high standards of corporate governance to the Company's Shareholders and other stakeholders including employees.

Directors

The Board currently comprises two Executive and two Non-executive Directors and meets regularly throughout the year. It leads and controls the Group by taking responsibility for overall projects and consideration of significant financing matters. It reviews the strategic direction of operations and annual budgets, progress towards achievement of those budgets and the longer-term strategies.

The Board is chaired by Robert Peel who also acts as the Group's Chief Executive. Robert Peel was appointed at the incorporation of the Company. Due to the size of its business, the Group has not segregated the position of Chairman and Chief Executive. The Board believes that the presence of strong Non-executives make this position appropriate for the business at this time. All other Board members were appointed during the first fully reported financial period to 21 February 1999. Although the Board presently has only two Non-executive Directors, they have, between them, considerable and varied experience in the business world and the City. Non-executive Directors are appointed for successive 12 month terms, renewable at the invitation of the Board, and are subject to re-election by Shareholders in accordance with the Company's Articles of Association. Their objective views and sound advice carry considerable weight in relation to all matters considered at Board meetings. Between formal meetings the Chief Executive remains in touch with the Non-executives, consulting them on appropriate issues and updating them on the Group's progress. The responsibility has been shared and neither of the Non-executive Directors has assumed the role of senior independent Director.

The Board meets regularly (meeting on 7 occasions in the financial period to 5 February 2012). Prior to each Board meeting and at the end of each of the Group's four weekly accounting periods, every member of the Board is supplied with a full set of management accounts together with a summary of the key features of the Group's performance overall. This includes an analysis of the performance against the original budget for the year and the previous year's performance. The Board papers also include other documents which relate to matters included in the agenda, as appropriate, in order to ensure that members of the Board are given the fullest opportunity for consideration of matters to be discussed at meetings.

The Board has determined that it is appropriate for matters which would normally be delegated to a nomination committee to be referred to the full Board. The Board, acting as a nomination committee, meets at least once a year to carry out the selection process for new Board members and to propose any new appointments to the Board, whether Executive or Non-executive.

The Articles of Association of the Company require that all Directors submit themselves for re-election and that in any given year the number to retire is not less than one third of the Directors, being those who have been in office for the longest period of time.

CORPORATE GOVERNANCE

There are agreed procedures by which Directors are able to take independent professional advice on matters relating to their duties, if necessary, at the expense of the Company. The Board has also resolved that any question of removal from office of the Company Secretary is a matter to be considered by the Board as a whole.

The Group uses external services provided by Thrings LLP, the Group's solicitors, for Company secretarial matters. All Directors have access to the Company Secretary.

Directors' remuneration

The Group believes, and seeks to ensure, that the remuneration packages it offers its Executive Directors are fair. Other elements of the remuneration package offered to Directors include benefits in kind and share options. Further details of the Group's remuneration policy are contained in the Directors' Remuneration Report.

Relations with shareholders

The Chief Executive is always available to meet with key institutional Shareholders. In addition, the Company uses the Annual General Meeting to provide private investors with an update on the Group's progress and strategy. Shareholders are encouraged to attend the Annual General Meeting when members of the Board would be delighted to answer questions.

Accountability and audit

The Board seeks to ensure that its Annual Report and Financial Statements and other public financial statements provide a balanced and understandable assessment of the Group's position.

The Audit Committee consists of both Non-executive Directors under the Chairmanship of John Govett. The Audit Committee meets at least twice a year. The Committee provides a forum for reporting by the Group's external and internal auditors. Meetings are also attended, by invitation, by Robert Peel.

The Group has an established internal audit function whose primary responsibility is to formalise internal audit procedures and to provide continuous independent review of the Group's internal controls and business practices. The internal audit function reports to the Audit Committee on a regular basis.

Internal controls

The Board is responsible for reviewing the effectiveness of the system of internal control. The Board has delegated to executive management the implementation of the systems of internal control.

Such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The following processes take place on an ongoing basis.

- Review of reports prepared throughout the year by the internal auditor.
- Weekly and monthly reporting of financial information including profit and loss accounts, balance sheets, cash flow statements and other key performance indicators.

- Regular reporting to the Board on certain specific matters including treasury management, insurances, legal and health and safety issues.
- The Chairman of the Audit Committee reports the outcome of audit meetings to the full Board of Directors.

Senior management from all key disciplines have been involved in the process of risk assessment in order to identify and assess objectives, key issues and controls. Further review has been performed to identify those risks relevant to the Group and to manage operational, compliance, financial and business risk.

The key procedures that have been established and are designed to provide effective internal control are:

Financial information

Detailed annual budgets are prepared in advance of each financial year. These are reviewed and agreed by the Board with subsequent actual monthly performance reported against these budgets, updated forecasts and prior year comparatives. In addition, separate regular reviews of the overall profitability of the individual hotels are performed and monitored by the Chief Executive.

Quality and integrity of personnel

All members of management responsible for staff recruitment are made aware of the levels of experience and expertise required.

Operating unit financial controls

Key controls over major financial risks include reviews against performance indicators and exception reporting. The operating units make regular assessments of their exposure to major financial risks and the extent to which these risks are controlled, which are considered during internal audit visits.

Computer system

The Group has established controls and procedures over the security of data held on computer systems. The arrangements are tested regularly and reviewed by the Group's management.

Controls over central functions

A number of the Group's key functions, including treasury and taxation, are dealt with centrally. Each of these functions is required to report to the Board on a regular basis. These central functions are also subject to self-assessment and review by the Group's internal auditor.

The Board has conducted a review of the system of internal control for the year ended 5 February 2012 and up to the date of this report.

DIRECTORS' REMUNERATION REPORT

Composition of the Remuneration Committee

The Remuneration Committee ('the Committee') is comprised solely of the Non-executive Directors, John Govett and Keith Benham. The Committee makes its decisions following consultation with the Chief Executive and has access to professional advice from outside the Group. The remuneration of the Executive Chairman is set by the Non-executives.

Remuneration policy for Executive Directors

The Group wishes to attract and retain senior management of the highest quality. Accordingly, its policy, in a competitive market, is to design remuneration packages which, through an appropriate combination of basic salary and share options, reward senior managers fairly and responsibly for their individual contributions.

Basic salary

An individual's basic salary is reviewed and determined by the committee annually, taking into account his or her performance and responsibilities within the Group. In deciding the appropriate level, the Committee has access to external research and information on a range of peer companies.

Share options

The Committee believes that share ownership by Executive Directors and senior management also helps to strengthen the link between their personal interests and the longer term interests of the Company's Shareholders. Grants of options are based on performance and are reviewed annually. Exceptionally, grants may be awarded on appointment.

Movements in share options are detailed in note 18.

Pension arrangements

The Group operates an approved money purchase pension scheme for Executive Directors and certain other members of staff. Members of the scheme contribute 5% of their salary, and the Group contributes 9%.

The Group has complied with statutory requirements regarding stakeholder pensions.

Non-executive Directors' remuneration

Fees payable to Non-executive Directors are determined by the Board of Directors, other than the Non-executive Directors, within the limits set by the Articles of Association.

Service contracts and re-election to the Board

At the Annual General Meeting, one third of the Directors will retire by rotation and, if eligible, may offer themselves for re-election. All Executives and Non-executive Directors have notice periods or unexpired terms not greater than twelve months.

Executive Directors' other appointments

Executive Directors are not permitted to hold any other Executive positions but, subject to Board approval, may hold Non-executive Directorships.

DIRECTORS' REMUNERATION REPORT

Directors' remuneration

	Current contractual annual salary/fees £	Salary/fees £	Other benefits £	**52 weeks 5 February 2012 £**	52 weeks 6 February 2011 £
Executive					
R E G Peel	50,000	–	1,054	**1,054**	20,221
N P G Petersen	85,000	45,769	1,454	**47,223**	27,544
Non-executive					
C J Govett	20,000	20,000	–	**20,000**	20,000
K P Benham	20,000	20,000	–	**20,000**	20,000
Total	175,000	85,769	2,508	**88,277**	87,765

Other benefits consist of private health and life insurance.

Directors' pension arrangements

A contributory money purchase pension scheme is in operation and the amounts paid by the Group were:

	52 weeks 5 February 2012 £	52 weeks 6 February 2011 £
Executive		
R E G Peel	**–**	–
N P G Petersen	**6,923**	9,000
Total	**6,923**	9,000

Share options granted to Directors

	Date of grant	Number of options granted	Exercise price per share (pence)	Earliest exercise date	Expiry date
Executive					
N P G Petersen	16.05.02	50,000	87.5	16.05.05	15.05.12
Total		50,000			

The market price of the shares at 5 February 2012 was 38 pence and the range during the year was 72.5 pence to 29.5 pence.

By order of the Board
Keith Benham
John Govett
Non-executive Directors

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

We have audited the financial statements of Peel Hotels Plc for the year ended 5 February 2012 which comprise the Group Statement of Comprehensive Income, the Group and Parent Company Statements of Changes in Equity, the Group and Parent Company Balance Sheets, the Group and Parent Company Statements of Cash Flow and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union and as regards the Parent Company financial statements, as applied in accordance with the provisions of the Companies Act 2006.

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.

Respective responsibilities of directors and auditor

As explained more fully in the Directors' Responsibilities Statement, set out on pages 6 and 7, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on financial statements

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 5 February 2012 and of the Group's profit for the year then ended;
- the Group financial statements have been properly prepared in accordance with IFRSs as adopted by the European Union;
- the Parent Company financial statements have been properly prepared in accordance with IFRSs as adopted by the European Union and as applied in accordance with the provisions of the Companies Act 2006; and
- the financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where 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.

Paul Houghton
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
Sheffield

GROUP STATEMENT OF COMPREHENSIVE INCOME

for the year ended 5 February 2012

	Note	2012 £	2012 £	2011 £	2011 £
Revenue			**14,647,126**		15,263,682
Cost of sales			**(12,388,590)**		(12,271,069)
Gross profit			**2,258,536**		2,992,613
Administration expenses		**(700,881)**		(657,721)	
Depreciation	12	**(1,192,025)**		(1,239,991)	
Total administration expenses			**(1,892,906)**		(1,897,712)
Operating profit			**365,630**		1,094,901
Profit on disposal of property			**232,766**		203,775
Finance income	6		**21**		406
Finance expense	7		**(952,026)**		(1,033,608)
Fair value movement on derivative	20		**125,807**		289,855
(Loss)/profit before tax			**(227,802)**		555,329
Income tax	8		**229,590**		(55,351)
Profit and total comprehensive income for the period attributable to owners			**1,788**		499,978
Earnings per share					
Basic & diluted (pence)			**0.01**		3.6

GROUP STATEMENT OF CHANGES IN EQUITY
for the years ended 5 February 2012

Year ended 5 February 2012

	Share Capital £	Share premium account £	Profit and loss account £	Total £
Balance brought forward at 7 February 2011	1,401,213	9,743,495	10,902,946	22,047,654
Employee share options	–	–	–	–
Transactions with owners	–	–	–	–
Profit and total comprehensive income for the period	–	–	1,788	1,788
Balance at 5 February 2012	1,401,213	9,743,495	10,904,734	22,049,442

Year ended 6 February 2011

	Share Capital £	Share premium account £	Profit and loss account £	Total £
Balance brought forward at 8 February 2010	1,401,213	9,743,495	10,401,199	21,545,907
Employee share options	–	–	1,769	1,769
Transactions with owners	–	–	1,769	1,769
Profit and total comprehensive income for the period	–	–	499,978	499,978
Balance at 6 February 2011	1,401,213	9,743,495	10,902,946	22,047,654

COMPANY STATEMENT OF CHANGES IN EQUITY

for the years ended 5 February 2012

Year ended 5 February 2012

	Share Capital £	Share premium account £	Profit and loss account £	Total £
Balance brought forward at 7 February 2011	1,401,213	9,743,495	10,902,946	22,047,654
Employee share options	–	–	–	–
Transactions with owners	–	–	–	–
Profit and total comprehensive income for the period	–	–	126,517	126,517
Balance at 5 February 2012	1,401,213	9,743,495	11,029,463	22,174,171

Year ended 6 February 2011

	Share Capital £	Share premium account £	Profit and loss account £	Total £
Balance brought forward at 8 February 2010	1,401,213	9,743,495	10,401,199	21,545,907
Employee share options	–	–	1,769	1,769
Transactions with owners	–	–	1,769	1,769
Profit and total comprehensive income for the period	–	–	499,978	499,978
Balance at 6 February 2011	1,401,213	9,743,495	10,902,946	22,047,654

GROUP BALANCE SHEET
at 5 February 2012

	Note	2012 £	2011 £
Assets			
Non-current assets			
Property, plant and equipment	12	**37,735,319**	38,583,903
Deferred tax asset		**201,610**	251,707
Total non-current assets		**37,936,929**	38,835,610
Current assets			
Inventories	13	**102,306**	106,788
Trade and other receivables	14	**1,215,163**	1,244,761
Current tax asset		**39,537**	–
Cash at bank and in hand		**42,529**	111,186
Total current assets		**1,399,535**	1,462,735
Total assets		**39,336,464**	40,298,345
Equity and liabilities			
Equity attributable to owners of the parent			
Share capital	19	**1,401,213**	1,401,213
Share premium		**9,743,495**	9,743,495
Retained earnings		**10,904,734**	10,902,946
Total equity		**22,049,442**	22,047,654
Liabilities			
Non-current			
Borrowings	16	**9,762,605**	10,663,422
Deferred tax liabilities		**1,417,523**	1,618,568
Derivative financial instruments	20	**483,865**	665,892
Non-current liabilities		**11,663,993**	12,947,882
Current			
Trade and other payables	15	**2,176,970**	2,023,531
Borrowings	16	**3,123,483**	2,891,486
Current tax liabilities		**–**	121,436
Derivative financial instruments	20	**322,576**	266,356
Current Liabilities		**5,623,029**	5,302,809
Total liabilities and equity		**39,336,464**	40,298,345

The accompanying accounting policies and notes form an integral part of these financial statements.

Approved by the Board 8 June 2012
Robert Peel, Director
Norbert Petersen, Director

COMPANY BALANCE SHEET
at 5 February 2012

	Note	2012 £	2011 £
Assets			
Non-current assets			
Property, plant and equipment	12	**34,549,659**	38,583,903
Deferred tax asset		**201,610**	251,707
Amounts owed by Group undertakings		**3,683,222**	–
Investments	11	**3**	3
Total non-current assets		**38,434,494**	38,835,613
Current assets			
Inventories	13	**76,661**	106,785
Trade and other receivables	14	**824,631**	1,244,761
Current tax asset		**39,537**	-
Cash at bank and in hand		**27,486**	111,186
Total current assets		**968,315**	1,462,732
Total assets		**39,402,809**	40,298,345
Equity and liabilities			
Equity attributable to owners of the parent			
Share capital	19	**1,401,213**	1,401,213
Share premium		**9,743,495**	9,743,495
Retained earnings		**11,029,463**	10,902,946
Total equity		**22,174,171**	22,047,654
Liabilities			
Non-current			
Borrowings	16	**9,762,605**	10,663,422
Deferred tax liabilities		**1,442,843**	1,618,568
Derivative financial instruments	20	**483,865**	665,892
Non-current liabilities		**11,689,313**	12,947,882
Current			
Trade and other payables	15	**2,093,266**	2,023,531
Borrowings	16	**3,123,483**	2,891,486
Current tax liabilities		**–**	121,436
Derivative financial instruments	20	**322,576**	266,356
Current Liabilities		**5,539,325**	5,302,809
Total liabilities and equity		**39,402,809**	40,298,345

The accompanying accounting policies and notes form an integral part of these financial statements.

Approved by the Board 8 June 2012
Robert Peel, Director
Norbert Petersen, Director

GROUP CASH FLOW STATEMENT
for the year ended 5 February 2012

	2012 £	2011 £
Cash flows from operating activities		
Profit for the year	**1,788**	499,978
Adjustments for:		
Equity settled share-based payment expenses	**–**	1,769
Financial income	**(21)**	(406)
Financial expense	**952,026**	1,033,608
Fair value movement on derivative	**(125,807)**	(289,855)
Income tax income	**(229,590)**	55,351
Profit on sale of property	**(232,766)**	(203,775)
Depreciation	**1,192,025**	1,239,991
	1,557,655	2,336,661
Operating profit before changes in working capital and provisions		
UK corporation tax (paid)/received	**(82,331)**	100,706
Decrease/(increase) in trade and other receivables	**13,770**	(68,504)
Increase in trade and other payables	**190,200**	109,360
Decrease in inventories	**4,482**	6,052
Net cash from operating activities	**1,683,776**	2,484,275
Cash flows from investing activities		
Interest paid	**(1,004,935)**	(1,063,907)
Acquisition of property, plant and equipment	**(568,441)**	(515,102)
Sale of property, plant and equipment	**462,927**	408,776
Net cash from investing activities	**(1,110,449)**	(1,170,233)
Cash flows from financing activities		
New loans	**300,000**	500,000
Loan repayments	**(908,981)**	(861,105)
Net cash from financing activities	**(608,981)**	(361,105)
Net (decrease)/increase in cash and cash equivalents	**(35,654)**	952,937
Cash and cash equivalents at the beginning of the period	**(834,246)**	(1,787,183)
Cash and cash equivalents at the end of the period	**(869,900)**	(834,246)
For the purposes of the cash flow statement, cash and cash equivalents comprise:		
Cash and bank balances	42,529	111,186
Bank overdrafts	(912,429)	(945,432)

COMPANY CASH FLOW STATEMENT
for the year ended 5 February 2012

	2012 £	2011 £
Cash flows from operating activities		
Profit for the year	**126,517**	499,978
Adjustments for:		
Equity settled share-based payment expenses	**–**	1,769
Financial income	**(21)**	(406)
Financial expense	**952,026**	1,033,608
Fair value movement on derivative	**(125,807)**	(289,855)
Income tax income	**(204,269)**	55,351
Profit on sale of property	**(232,766)**	(203,775)
Depreciation	**992,405**	1,239,991
	1,508,085	2,336,661
Operating profit before changes in working capital and provisions		
UK corporation tax (paid)/received	**(82,331)**	100,706
Increase in trade and other receivables	**(122,445)**	(68,504)
Increase in trade and other payables	**190,615**	109,360
Decrease in inventories	**5,603**	6,052
Net cash from operating activities	**1,499,525**	2,484,275
Cash flows from investing activities		
Interest paid	**(1,011,943)**	(1,063,907)
Acquisition of property, plant and equipment	**(372,024)**	(515,102)
On transfer of trades	**(15,040)**	–
Sale of property, plant and equipment	**457,766**	408,776
Net cash from investing activities	**(941,241)**	(1,170,233)
Cash flows from financing activities		
New loans	**300,000**	500,000
Loan repayments	**(908,981)**	(861,105)
Net cash from financing activities	**(608,981)**	(361,105)
Net (decrease)/increase in cash and cash equivalents	**(50,697)**	952,937
Cash and cash equivalents at the beginning of the period	**(834,246)**	(1,787,183)
Cash and cash equivalents at the end of the period	**(884,943)**	(834,246)
For the purposes of the cash flow statement, cash and cash equivalents comprise:		
Cash and bank balances	27,486	111,186
Bank overdrafts	(912,429)	(945,432)

NOTES
(forming part of the financial statements)

1 Accounting policies

Significant accounting policies

Peel Hotels Plc (the "Company") is a public limited company incorporated in the UK.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements. Consolidated financial statements have been prepared for the first time this year.

Basis of preparation

The financial statements have been prepared and approved by the Directors in accordance with International Financial Reporting Standards as adopted by the EU ("Adopted IFRSs"). The financial statements have been prepared under the historical cost convention, except for derivatives carried at fair value.

The financial statements are presented in sterling.

Significant judgements and estimates

The preparation of financial statements in conformity with IFRS requires management to make judgements, estimates and assumptions that affect 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 affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

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

Property, plant and equipment: The assessment of the useful economic lives requires judgement in order that depreciation can be charged over the life selected. This also includes the assessment of the level of residual value that will be attributed to assets. Also, judgement is required in determining whether the carrying values of the assets have any indication of impairment and, if so, whether these values can be supported by the net present value of future cash flows to be derived from the asset. This forecast involves estimates of cash flows and selection of an appropriate discount rate.

The following principal accounting policies have been applied consistently to all periods presented in these financial statements.

Standards and interpretations in issue not yet effective

The following relevant standards and interpretations have been issued, but are not effective, for the year ended 5 February 2012:

- IFRS 7 (amendment) 'Financial Instruments: Disclosures' (effective 1 July 2011). The amendment clarifies the disclosure of transfers of financial assets.

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- IAS 12 (amendment) 'Income Taxes' (effective 1 January 2012). The amendment clarifies the recovery of underlying assets within deferred tax.
- IAS 1 (amendment) 'Presentation of Financial Statements' (effective 1 July 2012). The amendment clarifies the presentation of items of other comprehensive income.
- IFRS 7 (amendment) 'Financial Instruments: Disclosures' (effective 1 January 2013). The amendment clarifies the disclosure required when offsetting financial assets and financial liabilities.
- IFRS 10 'Consolidated Financial Statements' (effective 1 January 2013).
- IFRS 11 'Joint Arrangements' (effective 1 January 2013).
- IFRS 12 'Disclosure of Interests in Other Entities' (effective 1 January 2013).
- IFRS 13 'Fair Value Measurement' (effective 1 January 2013).
- IAS 19 (revised) 'Employee Benefits' (effective 1 January 2013).
- IAS 27 (revised) 'Separate Financial Statements' (effective 1 January 2013).
- IAS 28 (revised) 'Investments in Associates and Joint Ventures' (effective 1 January 2013).
- IAS 32 (amendment) 'Financial Instruments: Presentation' (effective 1 January 2014). The amendment clarifies the accounting treatment of offsetting financial assets and financial liabilities.
- IFRS 7 and IFRS 9 (amendment) 'Financial Instruments' (effective 1 January 2015). Mandatory effective date and transition disclosures.
- IFRS 9 'Financial Instruments' (effective 1 January 2015).

In all instances, the Board will consider the impact that these standards may have on the Group's 4 February 2013 financial statements.

The effect of the adoption of these new standards is expected to be presentational only

Revenue recognition

Revenue comprises revenue from the sale of goods and the rendering of services.

Revenue is measured by reference to the fair value of consideration received or receivable by the Group for goods supplied and services provided, excluding sales tax, rebates, and trade discounts.

Room and inclusive breakfast revenue is recognised at the end of the financial day. All other revenue such as bar and restaurant takings are recognised at the point of sale.

Any deposits received are included in other creditors and are utilised at check-in.

Basis of consolidation

A business combination is recognised where separate entities or businesses have been brought together within the Group. Subsidiaries are all entities over which the Group has the power to govern the financial and operating policies so as to obtain benefits from its activities, generally accompanying a shareholding of more than 50% of the voting rights. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases. All subsidiaries share the same reporting date, 5 February, as the Company.

The purchase method of accounting is used to account for business combinations made by the Group. The cost of a business combination is measured as the fair value of the assets acquired, equity instruments issued and liabilities incurred or assumed at the date of exchange.

Identifiable assets, liabilities and contingent liabilities acquired in the business combination are measured initially at their fair values at the acquisition date. The excess of the cost of acquisition over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets acquired, the difference is credited to profit or loss in the period of acquisition.

All transactions and balances between Group Companies are eliminated on consolidation, including unrealised gains and losses on transactions between Group Companies. Where unrealised losses on intra-Group asset sales are reversed on consolidation, the underlying asset is also tested for impairment from a Group perspective. Amounts reported in the financial statements of subsidiaries have been adjusted where necessary to ensure consistency with the accounting policies adopted by the Group.

Business combinations

Business combinations occurring on or after 9 February 2009 are accounted for using the acquisition method under the revised IFRS 3 Business Combinations (IFRS 3R). The consideration transferred by the Company to obtain control of a subsidiary is calculated as the sum of the acquisition-date fair values of assets transferred, liabilities incurred and the equity interests issued by the Company, which includes the fair value of any asset or liability arising from a contingent consideration arrangement. Acquisition costs are expensed as incurred.

The Group recognises identifiable assets acquired and liabilities assumed, including contingent liabilities, in a business combination regardless of whether they have been previously recognised in the acquiree's financial statements prior to the acquisition. Assets acquired and liabilities assumed are generally measured at their acquisition-date fair values.

Goodwill is stated after separate recognition of identifiable intangible assets. It is calculated as the excess of the sum of a) fair value of consideration transferred, b) the recognised amount of any non-controlling interest in the acquiree and c) acquisition-date fair value of any existing equity interest in the acquiree, over the acquisition-date fair values of identifiable net assets. If the fair values of identifiable net assets exceed the sum calculated above, the excess amount (ie gain on a bargain purchase) is recognised in profit or loss immediately.

Assets transferred between Group Companies are transferred at their net book value.

Property, plant and equipment

It is the Group's policy to maintain its properties to a high standard in order to protect its trade.

Depreciation is charged on properties, excluding freehold land, at a rate calculated to write off the cost, less residual value, on a straight line basis, over 50 years.

On other assets depreciation is charged to write off their costs by equal annual instalments over their estimated useful lives, which are considered to be:

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

Material residual value estimates are updated as required, but at least annually, whether or not the asset is revalued.

Impairment

The carrying amount of the Group's non-financial assets, are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised whenever the carrying amount of an asset, or its cash generating unit, exceeds its recoverable amount. Impairment losses are recognised in profit and loss.

An impairment loss is recognised for the amount by which the carrying amount exceeds its recoverable amount. The recoverable amount is the higher of the asset's fair value less costs to sell and the value in use. For the purposes of assessing impairments, assets are grouped at the lowest levels for which there are identifiable cash flows.

Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to cash-generating units (group of units) and then, to reduce the carrying amount of the other assets of the unit (group of units) on a pro-rata basis.

For goodwill, assets that have an indefinite useful life and intangible assets that are not yet available for use, the recoverable amount is estimated at each balance sheet date.

Financial instruments

Non-derivative financial instruments comprise trade and other receivables, intra-Group receivables, cash and cash equivalents, loans and borrowings, and trade and other payables.

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, any directly attributable transaction costs, except as described below. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

A financial instrument is recognised when the Group becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the Group's contractual rights to the cash flows from the financial assets expire or if the Group transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Regular way purchases and sales of financial assets are accounted for at trade date, i.e. the date that the Group commits itself to purchase or sell the asset. Financial liabilities are derecognised if the Group's obligations specified in the contract expire or are discharged or cancelled.

Cash and cash equivalents comprise cash balances and call deposits.

Derivative financial instruments (being interest rate swap agreements) are accounted for at fair value through profit or loss.

Trade and other receivables

Trade receivables are initially recognised at fair value and are subsequently carried at amortised cost. Where debtor balances are considered to be irrecoverable an impairment charge is recognised in profit or loss.

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Intra-Group receivables

Intra-Group receivables are initially recognised at fair value and are subsequently carried at amortised cost. Where debtor balances are considered to be irrecoverable an impairment charge is recognised in profit or loss. No interest is charged on these amounts.

Trade payables

Trade payables are not interest bearing and are stated at their fair value, net of direct issue costs, and are subsequently measured at amortised cost.

Post retirement benefits

The Group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The amount charged to profit or loss represents the contributions payable to the scheme in respect of the accounting period.

Taxation

Tax on the profit or loss for the year comprises current and deferred tax. Current tax is recognised in profit or loss except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity and tax relating to items recognised in other comprehensive income is recognised in other comprehensive income.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted, or substantively enacted, at the balance sheet date, and any adjustment to tax payable in previous years.

Deferred tax is provided using the balance sheet liability method (using rates enacted at the balance sheet date), providing for temporary differences between carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which an asset can be utilised. However, deferred tax is not provided on the initial recognition of goodwill, nor on the initial recognition of an asset or liability unless the related transaction is a business combination or affects tax or accounting profit. Deferred tax on temporary differences associated with shares in subsidiaries and joint ventures is not provided if reversal of these temporary differences can be controlled by the Group and it is probable that reversal will not occur in the foreseeable future. In addition, tax losses available to be carried forward, as well as other income tax credits to the Group, are assessed for recognition as deferred tax assets.

Changes in deferred tax assets or liabilities are recognised as a component of tax expense in profit or loss except where they relate to items that are charged or credited directly to equity in which case the related deferred tax is also charged or credited directly to equity and deferred tax relating to items recognised in other comprehensive income is recognised in other comprehensive income.

Leases

All leases are treated as operating leases. Payments on operating lease agreements are recognised as an expense on a straight-line basis over the lease term. Associated costs, such as maintenance and insurance, are expensed as incurred.

Inventories

Inventories are stated at the lower of cost and net realisable value. Costs of ordinarily interchangeable items are assigned using the first in, first out cost formula. Net realisable value is the estimated selling price in the ordinary course of business less any applicable selling expenses.

Equity settled share based payments

The fair value of awards to employees, that take the form of shares or rights to shares, is recognised as an employee expense with a corresponding increase in equity. The fair value is measured at grant date using an option pricing model. If vesting periods or other non-market vesting conditions apply, the expense is allocated over the vesting period, based on the best available estimate of the number of share options expected to vest. Estimates are subsequently revised if there is any indication that the number of share options expected to vest differs from previous estimates. Any cumulative adjustment prior to vesting is recognised in the current period. No adjustment is made to any expense recognised in prior periods if share options ultimately exercised are different to that estimated on vesting.

Upon exercise of share options the proceeds received, net of attributable transaction costs, are credited to share capital, and where appropriate share premium.

Equity

Equity comprises the following:

- "Share capital" represents the nominal value of equity shares.
- "Share premium" represents the excess over nominal value of the fair value of consideration received for equity shares, net of expenses of the share issue.
- "Profit and loss reserve" represents retained profits.

2 Segment analysis

All revenue and operating profit is derived from the main activity of the Group.

Each hotel is considered to be a separate operating segment of the Group based on the information provided to the Chief Operating Decision Maker (considered to be the Board of Directors). These segments are aggregated for the purposes of disclosure as the aggregation criteria of International Financial Reporting Standard 8 are considered to be met.

All non-current assets are located in the UK.

3 Expenses and auditor's remuneration

Included in profit/loss are the following:

	2012	2011
	£	£
Depreciation	**1,192,025**	1,239,991
Repairs and renewals - hotels	**544,205**	582,127
Repairs and renewals - other	**18,271**	19,022
Lease payments - land and buildings	**606,680**	589,492
Lease payments - plant and equipment	**171,056**	173,481

Auditor's remuneration:

	2012	2011
	£	£
Auditor's remuneration for audit services	**29,900**	29,000
Other services	**–**	5,900
Auditor's remuneration for tax compliance services	**6,500**	8,900
Audit - Group pension scheme	**650**	585

4 Staff numbers and costs

The average number of persons employed by the Group (including Directors) during the year, analysed by category, was as follows:

	Number of employees	
	2012	2011
Directors	4	4
Other employees	441	452
	445	456

The aggregate payroll costs of these persons were as follows:

	2012	2011
	£	£
Wages and salaries	**5,191,650**	5,209,102
Share based payments (See note 18)	**–**	1,769
Social security costs	**336,610**	367,685
Pension costs	**59,238**	56,006
	5,587,498	5,634,562

5 Remuneration of Directors

	2012 £	2011 £
Directors' emoluments	**88,277**	87,765
Group contributions to money purchase pension schemes	**6,923**	9,000
	95,200	96,765

The aggregate of emoluments of the highest paid Director was £47,223 (2011: £27,544) and Company pension contributions of £6,923 (2011: £9,000) were made to a personal pension scheme on his behalf. The total employers national insurance paid in respect of Directors was £9,297 (2011: £7,437).

There were no (2011: nil) members of key management other than the Directors of the Group.

6 Finance income

Recognised in profit or loss

	2012 £	2011 £
Interest receivable	**21**	406

7 Finance expense

Recognised in profit or loss

	2012 £	2011 £
Interest on long term bank loan	**798,565**	834,263
Interest on other Directors' loans	**44,876**	42,453
Interest on other bank borrowings	**30,809**	35,610
Bank charges, fees and instrument costs	**77,776**	121,282
	952,026	1,033,608

8 Income tax expense

Recognised in profit or loss

	2012 £	2011 £
Current tax expense		
Current year	**(39,538)**	121,436
Adjustments for prior years	**(39,104)**	(3,324)
	(78,642)	118,112
Deferred tax expense		
Origination and reversal of temporary differences	**(104,218)**	(112,000)
Adjustments for prior years	**2,500**	2,000
Movement on deferred tax asset relating to derivative	**50,097**	90,482
Effect of rate change	**(99,327)**	(43,243)
	(150,948)	(62,761)
Total tax in profit or loss	**(229,590)**	55,351

Reconciliation of effective tax rate

	2012 £	2011 £
(Loss)/profit before tax for the period	(227,802)	555,329
Tax using the UK corporation tax rate of 26% (2011: 28%)	(59,229)	155,492
Non-deductible expenses	(36,740)	(29,612)
Other short term temporary differences	–	(8,400)
Rate difference	2,310	(17,562)
Change in tax rates	(99,327)	(43,243)
Over provided in prior years	(36,604)	(1,324)
Total tax (credit)/expense	(229,590)	55,351

9 Earnings per share

Basic earnings per share

The calculation of basic earnings per share at 5 February 2012 was based on the profit attributable to ordinary shareholders of £1,788 (2011: £499,978) and a weighted average number of ordinary shares outstanding of 14,012,123 (2011: 14,012,123). No shares were issued in 2012 or 2011.

Diluted earnings per share

There were no potentially dilutive options in issue in 2012 and 2011 and consequently there is no difference between basic and diluted earnings per share.

10 Dividends

The aggregate amount of dividends proposed and not recognised as liabilities as at the year end is nil p per share.

11 Fixed asset investments

	Shares in Group undertakings £
Cost and net book value	
At start and end of year	3

The Company's principal subsidiary undertakings, each of whom are all wholly owned, are as follows:

	Principal activity	*Country of registration*
Crown & Mitre (Carlisle) Limited	*Operation of hotel*	*England and Wales*
Strathdon (Nottingham) Limited	*Operation of hotel*	*England and Wales*
King Malcolm (Dunfermline) Limited	*Operation of hotel*	*England and Wales*

As a consolidated statement of comprehensive income is published, a separate statement of comprehensive income for the Parent Company is omitted from the Group financial statements by virtue of section 408 of the Companies Act 2006. The profit dealt with in the financial statements of the Parent Company was £126,517 (2011: £499,978).

12 Property, plant and equipment

Group

	Land and buildings £	Plant and Machinery £	Furniture, furnishings and equipment £	Total £
Cost				
Balance at 7 February 2010	33,718,165	5,239,755	6,734,127	**45,692,047**
Additions	150,436	85,972	278,694	**515,102**
Disposals	(180,000)	–	(25,000)	**(205,000)**
Fully depreciated items	–	–	(1,843,319)	**(1,843,319)**
Balance at 6 February 2011	33,688,601	5,325,727	5,144,502	**44,158,830**
Additions	104,558	155,178	308,705	**568,441**
Disposals	(200,000)	–	(25,000)	**(225,000)**
Fully depreciated items	–	–	(829,635)	**(829,635)**
Balance at 5 February 2012	33,593,159	5,480,905	4,598,572	**43,672,636**
Depreciation				
Balance at 7 February 2010	553,374	2,877,304	2,747,577	**6,178,255**
Provision for the year	105,296	524,468	610,227	**1,239,991**
Fully depreciated items	–	–	(1,843,319)	**(1,843,319)**
Balance at 6 February 2011	658,670	3,401,772	1,514,485	**5,574,927**
Provision for the year	106,207	539,986	545,832	**1,192,025**
Fully depreciated items	–	–	(829,635)	**(829,635)**
Balance at 5 February 2012	764,877	3,941,758	1,230,682	**5,937,317**
Net book value				
At 7 February 2010	33,164,791	2,362,451	3,986,550	**39,513,792**
At 6 February 2011	**33,029,931**	**1,923,955**	**3,630,017**	**38,583,903**
At 5 February 2012	**32,828,282**	**1,539,147**	**3,367,890**	**37,735,319**

The bank loan and overdraft are secured by a debenture dated 6 March 1998 over all the Group's properties.

NOTES

Company

	Land and buildings £	Plant and Machinery £	Furniture, furnishings and equipment £	Total £
Cost				
Balance at 7 February 2010	33,718,165	5,239,755	6,734,127	**45,692,047**
Additions	150,436	85,972	278,694	**515,102**
Disposals	(180,000)	–	(25,000)	**(205,000)**
Fully depreciated items	–	–	(1,843,319)	**(1,843,319)**
Balance at 6 February 2011	33,688,601	5,325,727	5,144,502	**44,158,830**
Transfers to subsidiary Companies	(2,684,026)	(255,858)	(1,032,430)	**(3,972,314)**
Additions	67,370	82,118	222,536	**372,024**
Disposals	(200,000)	–	(25,000)	**(225,000)**
Fully depreciated items	–	–	(823,682)	**(823,682)**
Balance at 5 February 2012	30,871,945	5,151,987	3,485,926	**39,509,858**
Depreciation				
Balance at 7 February 2010	553,374	2,877,304	2,747,577	**6,178,255**
Provision for the year	105,296	524,468	610,227	**1,239,991**
Fully depreciated items	–	–	(1,843,319)	**(1,843,319)**
Balance at 6 February 2011	658,670	3,401,772	1,514,485	**5,574,927**
Transfers to subsidiary Companies	(267,975)	(94,747)	(420,729)	**(783,451)**
Provision for the year	57,438	516,426	418,541	**992,405**
Fully depreciated items	–	–	(823,682)	**(823,682)**
Balance at 5 February 2012	448,133	3,823,451	688,615	**4,960,199**
Net book value				
At 7 February 2010	33,164,791	2,362,451	3,986,550	**39,513,792**
At 6 February 2011	**33,029,931**	**1,923,955**	**3,630,017**	**38,583,903**
At 5 February 2012	**30,423,812**	**1,328,536**	**2,797,311**	**34,549,659**

NOTES

13 Inventories

Inventories comprise food and liquor.

The cost of inventories recognised as an expense and included in cost of sales is £1,931,524 (2011: £1,905,808).

14 Trade and other receivables

	Group 2012 £	Group 2011 £	**Company 2012 £**	Company 2011 £
Trade receivables	**446,983**	449,692	**329,126**	449,692
Prepayments and accrued income	**768,180**	795,069	**495,505**	795,069
	1,215,163	1,244,761	**824,631**	1,244,761

15 Trade and other payables

	Group 2012 £	Group 2011 £	**Company 2012 £**	Company 2011 £
Trade payables	**574,285**	483,963	**574,928**	483,963
Social security and other taxes	**524,309**	519,895	**524,309**	519,895
Accruals and deferred income	**1,078,376**	1,019,673	**995,029**	1,019,673
	2,176,970	2,023,531	**2,093,266**	2,023,531

16 Borrowings

	Group 2012 £	Group 2011 £	**Company 2012 £**	Company 2011 £
Financial liabilities measured at amortised cost:				
Current				
Bank overdrafts	**912,429**	945,432	**912,429**	945,432
Bank loans	**446,054**	446,054	**446,054**	446,054
Directors' loans	**1,765,000**	1,500,000	**1,765,000**	1,500,000
Total current	**3,123,483**	2,891,486	**3,123,483**	2,891,486
Non-current				
Bank loans	**9,762,605**	10,663,422	**9,762,605**	10,663,422
Total	**12,886,088**	13,554,908	**12,886,088**	13,554,908

17 Deferred tax

	Group 2012 £	Group 2011 £	Company 2012 £	Company 2011 £
Deferred tax asset				
At start of year	**251,707**	342,189	**251,707**	342,189
Income statement charge:				
Origination and reversal of temporary differences	**(50,097)**	(81,160)	**(50,097)**	(81,160)
Changes in rates	**–**	(9,322)	**–**	(9,322)
At end of year	**201,610**	251,707	**201,610**	251,707
Deferred tax liability				
At start of year	**1,618,568**	1,771,811	**1,618,568**	1,771,811
Income statement charge:				
Origination and reversal of temporary differences	**(101,718)**	(110,000)	**(76,398)**	(110,000)
Changes in rates	**(99,327)**	(43,243)	**(99,327)**	(43,243)
At end of year	**1,417,523**	1,618,568	**1,442,843**	1,618,568

18 Share options

The Company has granted share options to employees of the Company. Such options are exercisable at a price established at the date the option is granted. The vesting period is three years. If the options remain unexercised after a period of ten years from the date of grant, the options expire. Options are forfeited if the employee leaves the Company before the options vest.

Date granted	No. of shares	Exercise price	Exercise dates From	Exercise dates To
16 May 2002	53,000	87.5p	16 May 2005	15 May 2012
14 April 2004	47,000	88.5p	14 April 2007	13 April 2014
31 May 2005	166,000	102.0p	31 May 2008	31 May 2015
23 May 2007	28,000	163.5p	23 May 2010	22 May 2017
	294,000			

The number and weighted average exercise prices of share options are as follows:

	2012 Weighted Average Exercise price (pence)	2012 Number of options	2011 Weighted Average Exercise price (pence)	2011 Number of options
Outstanding at start of year	103.1	294,000	103.3	342,000
Lapsed during the year	–	–	104.3	(48,000)
Outstanding at end of year	103.1	294,000	103.1	294,000
Exercisable at end of year	103.1	294,000	103.1	294,000

19 Share capital

	2012 £	2011 £
Authorised - 25,000,000 ordinary shares of 10p each	**2,500,000**	2,500,000
Allotted, called up and fully paid - 14,012,123 ordinary shares of 10p each	**1,401,213**	1,401,213

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company.

20 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 quantitative 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 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 incurred 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.

Capital management

The Board's policy is to maintain a strong capital base (by consideration of ongoing dividend policy) so as to maintain investor, creditor and market confidence and to sustain future development of the business and also the ensure that gearing and interest cover is maintained at suitable levels. The Board of Directors monitors both the demographic spread of shareholders, as well as the return on capital and the level of dividends to ordinary shareholders.

There were no changes in the Group's approach to capital management during the year and the fact that no dividends were paid in the year was based on the Group results for the current year and the availability of available reserves with which to make such transactions.

The Group is not subject to externally imposed capital requirements.

Financial assets and liabilities

Summary of financial assets and liabilities by category:

Loans and other receivables measured at amortised cost

	Group 2012 £	Group 2011 £	**Company 2012 £**	Company 2011 £
Cash and cash equivalents	**42,529**	111,186	**27,486**	111,186
Trade and other receivables excluding prepayments	**446,983**	449,682	**329,126**	449,682
Amounts owed by Group undertakings	**–**	–	**3,683,222**	–
	489,512	560,868	**4,039,834**	560,868
Financial liabilities measured at amortised cost				
Current				
Trade and other payables	**574,285**	483,963	**574,928**	483,963
Borrowings	**3,123,483**	2,891,486	**3,123,483**	2,891,486
Non-current				
Borrowings	**9,762,605**	10,663,422	**9,762,605**	10,663,422
	13,460,373	14,038,871	**13,460,016**	14,038,871
Financial liabilities at fair value through profit and loss				
Derivative financial instruments	**806,441**	932,248	**806,441**	932,248

Credit risk

Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

	Group Carrying amount		Company Carrying amount	
	2012	2011	**2012**	2011
	£	£	**£**	£
Cash and cash equivalents	**42,529**	111,186	**27,486**	111,186
Trade and other receivables excluding prepayments	**446,983**	449,682	**329,126**	449,682
	489,512	560,868	**356,612**	560,868

All of the Group's trade and other receivables have been reviewed for indicators of impairment. An impairment provision of £nil (2011: £nil) has been made against specific balances.

In addition, some of the unimpaired trade receivables are past due as at the reporting date. The age of the trade receivables past due but not impaired are as follows:

	Group	Group	Company	
	2012	2011	**2012**	2011
	£	£	**£**	£
Not past due	**251,178**	255,131	**194,028**	255,131
Past due 0-30 days	**131,209**	113,158	**90,812**	113,158
Past due 31-120 days	**41,727**	44,808	**21,989**	44,808
Past due 120 days+	**22,869**	36,595	**22,297**	36,595
	446,983	449,692	**329,126**	449,692

Liquidity risk

The following are the contractual maturities of the Group's non-derivative financial liabilities, including interest payments and excluding the impact of netting agreements:

Group

5 February 2012

	Current On demand £	Current Within 6 months £	Current Within 6-12 months £	Non-current 1 to 5 years £
Trade and other payables	**–**	**539,285**	**–**	**–**
Bank overdrafts	**912,429**	**–**	**–**	**–**
Bank loans	**–**	**223,087**	**223,087**	**9,762,605**
Directors loans	**1,765,000**	**–**	**–**	**–**
Derivative liabilities	**–**	**161,288**	**161,288**	**483,865**

6 February 2011

	Current On demand £	Current Within 6 months £	Current Within 6-12 months £	Non-current 1 to 5 years £
Trade and other payables	–	483,963	–	–
Bank overdrafts	945,432	–	–	–
Bank loans	–	422,458	418,699	11,311,982
Directors loans	1,500,000	–	–	–
Derivative liabilities	–	133,178	133,178	665,892

Company
5 February 2012

	Current On demand £	Current Within 6 months £	Current Within 6-12 months £	Non-current 1 to 5 years £
Trade and other payables	**–**	**538,928**	**–**	**–**
Bank overdrafts	**912,419**	**–**	**–**	**–**
Bank loans	**–**	**223,087**	**223,087**	**9,762,605**
Directors loans	**1,765,000**	**–**	**–**	**–**
Derivative liabilities	**–**	**161,288**	**161,288**	**483,865**

6 February 2011

	Current On demand £	Current Within 6 months £	Current Within 6-12 months £	Non-current 1 to 5 years £
Trade and other payables	–	483,963	–	–
Bank overdrafts	945,432	–	–	–
Bank loans	–	422,458	418,699	11,311,982
Directors loans	1,500,000	–	–	–
Derivative liabilities	–	133,178	133,178	665,892

Liquidity needs are managed by regular review of the timing of expected receivables and the availability of facilities and levels of cash on deposit via the preparation of cash flow forecasts. The interest payable on the bank loan is fixed by the interest rate swap agreement.

The amount on which the derivative financial instrument is fixed decreases from £10,034,700 at 12 October 2009 by £492,270 every six months until maturity on 11 April 2014.

Interest rate risk

The Group manages the majority of its interest rate risk via the use of an interest rate swap agreement. Borrowings not covered by this agreement have interest rates payable at between 2.5% and 4% over six month LIBOR.

The Group entered into a GBP roller coaster callable interest rate swap agreement which commenced on 11 April 2003 and ends on 11 April 2014 with an option for the Royal Bank of Scotland to terminate the agreement from 11 October 2009. Under terms of this agreement the Group fixed its interest payments on £3,526,970 of the loan until 12 October 2009, increasing on that date to £10,034,700. This amount decreases by £492,270 every six months until 11 April 2014.

Under the fixed interest swap the Group pays 5.83% plus margin of 2.5% on these amounts.

An increase in interest rates of 1% would have an adverse impact on the result for the year of £34,000 (2011: £34,000)

Currency risk

The Group has no material foreign currency risk.

Fair values of derivative financial instruments

The fair value of this financial instrument is classified within level 2 of the IFRS 7 fair value hierarchy (as prices are not quoted on an active market). Derivatives are classified as fair value through profit and loss under IAS 39.

The gain recognised in profit and loss for the year ended 5 February 2012 was £125,807 (2011: £289,855). This is disclosed separately on the face of the statement of comprehensive income.

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 is exposed to market rate risk through its use of derivatives whose value will fluctuate depending on a number of market conditions. The Directors constantly monitor the value of the derivative and whether its current market value may make it advantageous in the future to buy itself out of the commitments. There is only one such instrument in issue at the year end.

Operating leases

The minimum operating lease payments are as follows:

Group

	2012 Land and buildings £	2011 Land and buildings £	**2012 Plant and machinery £**	2011 Plant and machinery £
Within one year	**594,707**	592,852	**171,056**	173,481
Within one to five years	**2,190,368**	2,204,048	**171,056**	173,481
After five years	**21,990,967**	22,535,139	**–**	–
	24,776,042	25,332,039	**342,112**	346,962

Company

	2012 Land and buildings £	2011 Land and buildings £	2012 Plant and machinery £	2011 Plant and machinery £
Within one year	**141,900**	592,852	**134,482**	173,481
Within one to five years	**379,140**	2,204,048	**134,482**	173,481
After five years	**3,745,965**	22,535,139	**-**	-
	4,267,005	25,332,039	**268,964**	346,962

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

21 Capital commitments

Amounts contracted for but not provided in these financial statements amounted to £32,000 (2011: £48,250)

22 Related parties

During the year insurance premiums of £151,441 (2011: £48,657) were paid to T L Dallas & Co Ltd in which Robert Peel is a shareholder, and there is a £124,971 outstanding balance at the year end (2011: £108,728).

There were no other significant transactions between these parties during the year.

The Group pays rent on the London property used as its Head Office, which is owned by Robert Peel. The passing rent is £36,855 per annum.

The Director's loan of £1,500,000 due to R Peel is unsecured and is repayable on demand. The loan bears interest at 2.5% over base rate.

The second Director's loan of £265,000 due to R Peel is unsecured and is repayable on demand. The loan bears interest at 4.5% over base rate.

On 7 February 2011 the trade and assets of the Strathdon Hotel were transferred from Peel Hotels Plc to Strathdon (Nottingham) Limited (a wholly owned subsidiary of Peel Hotels Plc). The assets were transferred at their book value.

On 7 February 2011 the trade and assets of the Crown & Mitre Hotel were transferred from Peel Hotels Plc to Crown & Mitre (Carlisle) Limited (a wholly owned subsidiary of Peel Hotels Plc). The assets were transferred at their book value.

On 7 February 2011 the trade and assets of the King Malcolm Hotel were transferred from Peel Hotels Plc to King Malcolm (Dunfermline) Limited (a wholly owned subsidiary of Peel Hotels Plc). The assets were transferred at their book value.

Amounts owed by subsidiary companies to Peel Hotels Plc are detailed on page 20. No interest is paid on these amounts.

HOTEL DIRECTORY

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

Location	Hotel	Rating	Rooms	Telephone	Facsimile
Bournemouth	Norfolk Royale	★★★★	95	01202 551521	01202 299729
Bradford	Midland Hotel	★★★★	90	01274 735735	01274 720003
Carlisle	Crown & Mitre Hotel	★★★★	94	01228 525491	01228 514553
Dunfermline	King Malcolm Hotel	★★★★	48	01383 722611	01383 730865
Leeds	Cosmopolitan Hotel	★★★★	89	0113 2436454	0113 2429327
Newcastle upon Tyne	Caledonian Hotel	★★★★	91	0191 2817881	0191 2816241
Nottingham	Strathdon Hotel	★★★★	68	0115 9418501	0115 9483725
Peterborough	Bull Hotel	★★★★	118	01733 561364	01733 557304
Wallingford	George Hotel	★★★★	39	01491 836665	01491 825359
	Total of 9 Hotels		732		

For reservations at any Peel Hotel call **020 7266 1100**
or log onto our web site on **www.peelhotels.co.uk**
e-mail – info@peelhotel.com

SHAREHOLDER INFORMATION

Financial calendar

Results announced	8 June 2012
Interim results	October 2012
Final results	April 2013

Annual General Meeting

At 12 noon on 12 July 2012
The Norfolk Royale Hotel
Richmond Hill
Bournemouth
Dorset
BH2 6EN

Registrar

Enquiries concerning holdings of the Company's shares and notification of a holder's change of address should be addressed to:

Computershare Services PLC
PO Box No 82
The Pavilions
Bridgewater Road
Bristol BS99 7NH