REPORT AND ACCOUNTS 2021

RONTEC
ROADSIDE RETAIL®

Executive Directors
G.M. RONSON CBE HON, DCL (Chairman & Chief Executive)
G.N. TAYLOR (Managing Director)
I.S.G. POGUE (Group Finance Director)
M. LEVETT (Retail Director)
M. MENTESH (Morrisons Daily Director)
N.J. LOWE (Operations Director)
T.A. MOLONEY (Finance Director)
T.E. COOKSON (Fuels & I.T. Director)

Non-Executive Directors
A.I. GOLDMAN (Deputy Chairman)
A.R. BLOOM
DAME G. RONSON
L.D. ALTHASEN
N.J. RONSON ALLALOUF
W.J. AHEARN

Company Number
9129964

Registered Office
Acre House, 11/15 William Road,
London, NW1 3ER

Auditors
PricewaterhouseCoopers LLP
40 Clarendon Road, Watford,
Hertfordshire WD17 1JJ

Banks
Barclays Bank Plc
1 Churchill Place, London E14 5HP

National Westminster Bank Plc
250 Bishopsgate, London EC2M 4AA

Esso & Morrisons Daily, Hamilton

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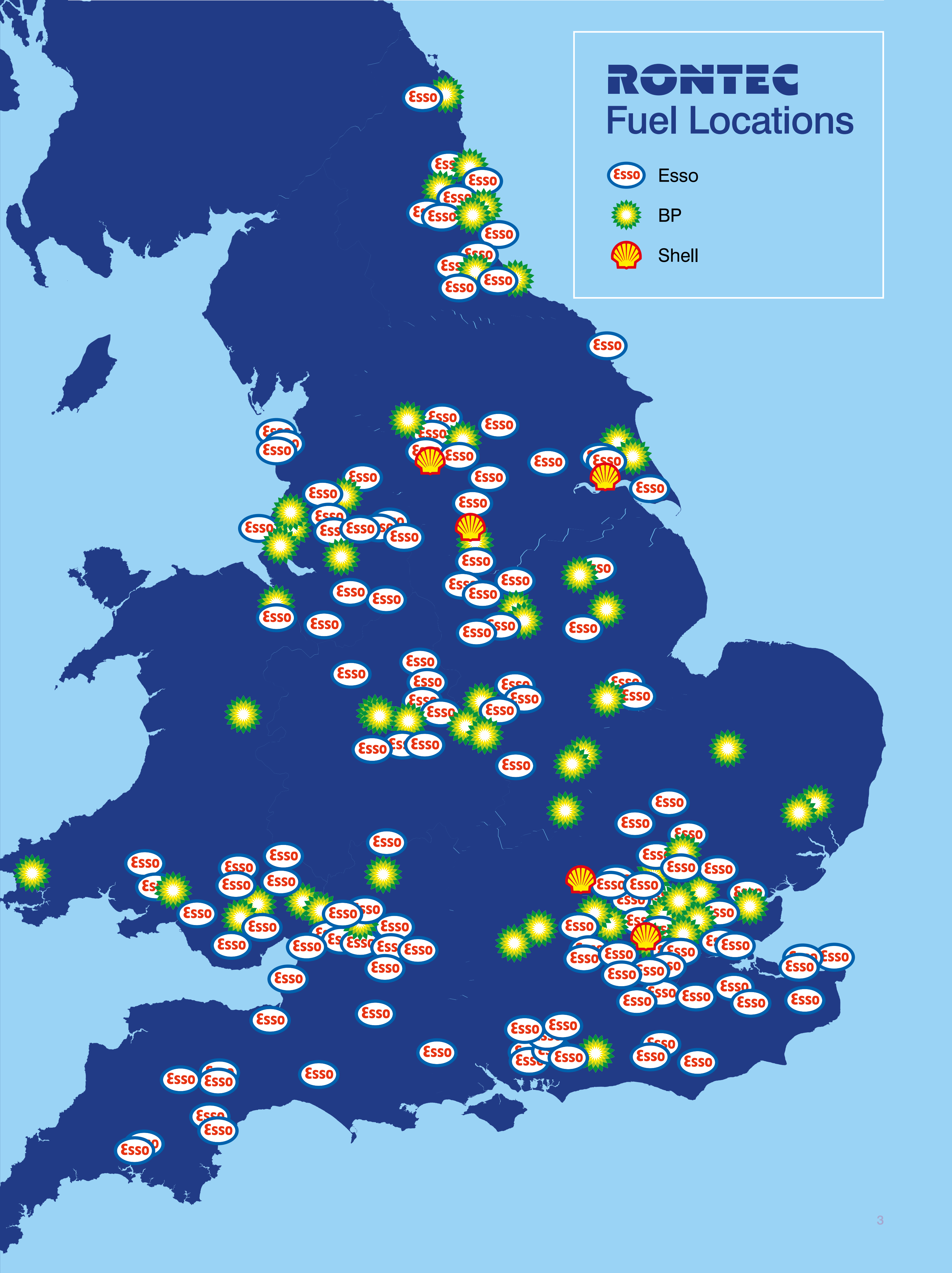

RONTEC
Fuel Locations
Esso
BP
Shell

CHAIRMAN'S STATEMENT

I am pleased to report on another successful year achieved against an unprecedentedly turbulent background.

The year began with national lockdowns as a result of the Covid 19 pandemic and ended with the panic buying of fuel. Despite these challenging circumstances our stores continued to trade with every effort being made to minimise the disruption to our customers. On behalf of the board, I would like to thank all the Rontec staff, customers, suppliers and, above all, our commission operators for their efforts and support during these difficult times.

Our operating profits increased by £23 million to £64 million and net worth grew by £131 million to £791 million. Our balance sheet remained strong with cash balances exceeding total bank debt by £86 million. Thus, the group remains in a very strong financial position to enhance and expand its network.

During the year, the group acquired the freeholds of 13 sites previously operated under leasehold arrangements. Six new to industry sites are due to come on-stream in 2022.

Our strong long-term ties with our fuel and retail partners continue. A new five year supply deal was concluded with Esso which has resulted in a further 17 sites being converted to their brand. The number of Morrison sites also continues to grow standing now at 78, up 16 from the previous year.

The demand for on-line shopping continues with significant growth in sales through Deliveroo, Uber Eats and Just Eat. The group has also installed Amazon lockers on 253 of its sites and InPost on 90 which provide another important service to our customers.

The environment and related issues are now at the forefront of the board's thinking. Whilst petrol and diesel continue to be the main fuels for cars and commercial vehicles, the proposed ban on sales of new internal combustion engine vehicles in 2030 makes it clear that these vehicles will be phased out over time. With this in mind, the group will be introducing EV charging on a number of sites and also monitoring other cleaner fuel initiatives such as hydrogen.

The group continues to explore other ways it can reduce its carbon footprint and trials are being conducted with specialist consultants to reduce our consumption of energy. Also, the group is participating in various schemes with its suppliers to reduce the amounts of waste generated by our operations.

The development and training of our staff continues to be a top priority and has been a major contributor to our success. Promotion from within is very much part of our strategy and with this in mind I would like to welcome to the board Mentesh Mentesh who manages our relationship with Morrisons Daily.

Our charitable efforts continue with Pennies. Despite everything that has happened the generosity of customers has resulted in £2 million being raised for our nominated charities. On behalf of the group, I would like to thank all our customers who have contributed and hope they will continue to do so to help our nominated charities for 2021/22 which include I CAN, Blood Cancer UK and The Royal Marsden Cancer Charity.

Gerald M Ronson CBE HON, DCL
Chairman
25 January 2022

STRATEGIC REPORT

FOR THE YEAR ENDED 30 SEPTEMBER 2021

The directors present the strategic report for the year ended 30 September 2021.

Strategy

The group's strategy is to continue to develop its core business, so it remains at the forefront of roadside retailing in the UK. This is done by competitively pricing its fuel and further enhancing its shop, food service and valet offerings. The commission operator model continues to be central to this and ensures that the highest quality standards are maintained.

Business review and principal activities

The consolidated profit and loss account is set out on page 31 and shows a profit before taxation of £66,068,000 (2020: £42,952,000).

During the year 262 freehold and leasehold properties were revalued by the directors at £907,999,000. The increase in valuation of £154,602,000 has been included in the financial statements. An additional deferred tax liability of £73,071,000 has been recognised as a result of the increase in valuation and the increase in the future corporation tax rate.

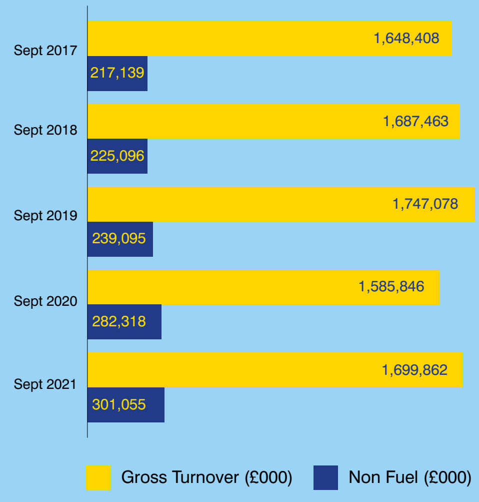
The consolidated profit for the financial year after taxation and minority interest of £43,785,000 (2020: £28,335,000) has been taken to reserves. After revaluation gains and deferred tax charges, total comprehensive income for the year attributable to the owners of the parent company was £110,900,000 (2020: £43,481,000). The net assets for the group are £790,601,000 (2020: £660,091,000).

Principal risks and uncertainties

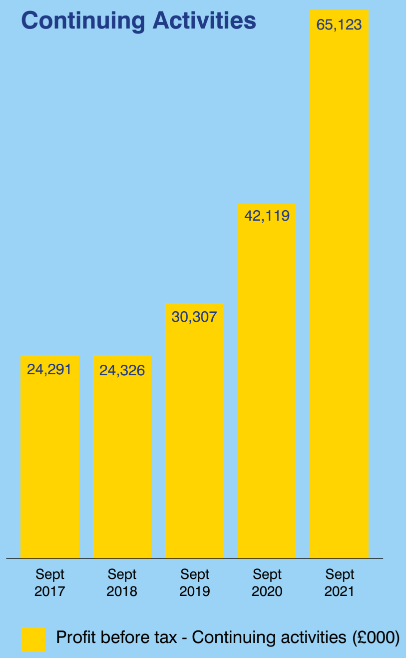
The management of the business and execution of the group's strategy are subject to a number of risks.

Whilst petrol and diesel will be the main fuel types for a number of years to come, the decision to ban the sale of new Internal Combustion Engine (ICE) vehicles in the UK from 2030 will present a major challenge in the medium to long term. Although the alternative solutions are still in the early stages of development it is clear that Electric Vehicles (EV) will form an important part of this change. With this in mind Rontec plans to introduce EV charging on some of its sites, whilst also keeping a close eye on alternative sources of fuel such as hydrogen.

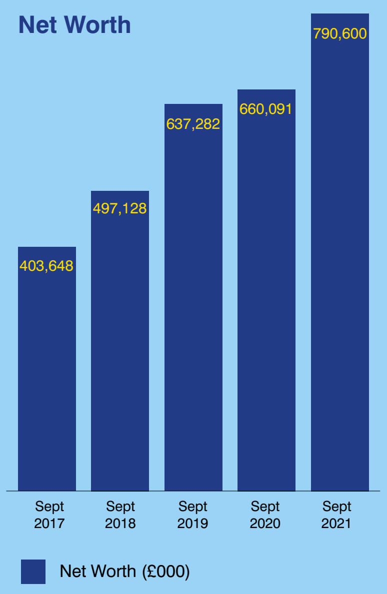
Turnover



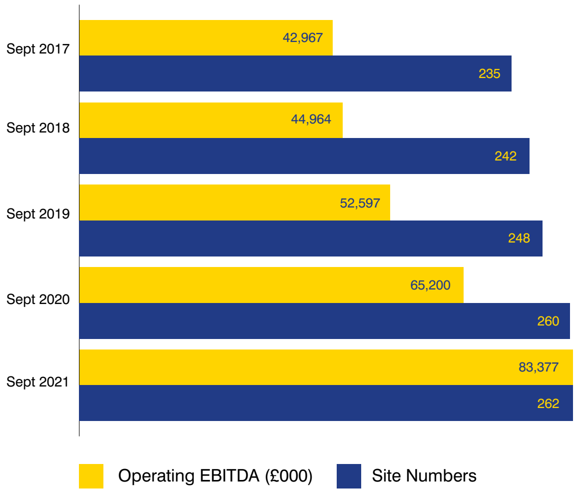
Profit Before Tax - Continuing Activities



Net Worth



Operating EBITDA



The shortage of HGV drivers was brought to the fore with the fuel delivery issues and panic buying towards the end of September. Rontec has been working closely with its supply chain partners to minimise any further disruption and inconvenience to its customers.

Future outlook

In addition to introducing EV charging, Rontec continues to increase its non-fuel income. Major refurbishment work has been undertaken on a number of sites to increase the retail space and the home delivery service has been increased. Food Service offerings have also expanded and discussions are being held to bring in new partners.

Valeting is another important service to motorist customers and a number of new car and jet washes have been installed and this will continue. These together with air and vac machines allow for contactless payments which again enhances customers' experience.

Moreover, during the year the company opened its first "new to industry" site for some time and will be opening a number of others in 2022.

The group continues to seek opportunities to expand its network and maximise future opportunities.

Key performance indicators (KPIs)

The group uses key performance indicators to manage the business, the most significant of which is the evaluation of fuel volumes and margins on a site by site basis.

S172 statement

S172 statement is presented on pages 8–9.

On behalf of the board

Giles N Taylor
Managing Director
25 January 2022

£1.4 BILLION
FUEL SALES

£271 MILLION
RETAIL SALES

£9 MILLION
FOOD SERVICE SALES

£10 MILLION
VALETING SALES

S172 STATEMENT

Directors are required to explain how they consider the interests of key stakeholders and the broader matters set out in section 172(1) (A) to (F) of the Companies Act 2006 ('S172') when performing their duty to promote the success of the company and the group under S172. This includes considering the interest of other stakeholders which will have an impact on the long-term success of the company and the group.

The S172 statement explains who the company's and the group's stakeholder groups are, their material issues and how the directors of Rontec Roadside Retail Limited engage with them on the principal decisions taken by the company and the group during the financial year. The S172 statement focuses on matters of strategic importance to Rontec Roadside Retail Limited, and the level of information disclosed is consistent with the size and the complexity of the business.

When making decisions, each director ensures that he/she acts in the way he/she considers, in good faith, would most likely promote the company's and the group's success for the benefit of its members as a whole, and in doing so have regard (among other matters) to:

1A The likely consequences of any decision in the long term:

The directors understand the evolving environment in which Rontec Roadside Retail's business operates, including the challenges of vehicle electrification and on-line retailing.

1B The interests of Rontec Roadside Retail's employees:

Rontec Roadside Retail's employees are core to the business and fundamental to its operational success. Significant efforts are made to ensure that Rontec Roadside Retail remains a responsible employer from pay and benefits to health, safety and workplace environment. The group invests in its employees through training both external and in-house and seeks to promote from within where possible.

1C The need to foster Rontec Roadside Retail's business relationships with suppliers, commission operators, customers and others:

Strong and mutually beneficial relationships with suppliers, commission operators, customers and governments are fundamental pillars for Rontec Roadside Retail's operational success. The group seeks the promotion and application of certain general principles in such relationships. The ability to promote these principles effectively is an important factor in the decision to enter into or remain in such relationships. In particular:

Customers

- Carrying out customer surveys to ensure their expectations are being met.
- Having regular promotions to give customers value for money.
- Giving customers the ability to order online.
- Loyalty schemes.

Governments and regulators

Maintaining regular dialogue with governments and engaging in policy debates that are of concern to Rontec Roadside Retail and the communities in which it operates.

Partners and suppliers

- Tendering to ensure equal opportunities for suppliers and best commercial outcome for the business.
- Health and Safety control programs to improve safety across the value chain.
- Supporting commission operators to ensure that both parties benefit from the arrangement.
- Ensuring all suppliers are paid on a timely basis.

Society

- Sponsoring charities throughout the "Pennies" programme.

1D The impact of Rontec Roadside Retail's operations on the community and the environment:

Rontec Roadside Retail is conscious of how its activities can affect both the community and environment at large. The group is committed to ensuring that any negative environmental consequences of its operations are kept to a minimum. It uses sophisticated fuel monitoring systems and is working closely with its retail partners to cut down on the amount of waste by taking part in such initiatives such as "Too Good To Go" and to reduce the amount of unnecessary packaging.

The amount of energy use in its operations is also being closely monitored. It has a comprehensive programme of installing LED lighting in all site forecourts and shop fixtures and is currently working with expert consultants to look at other areas of the operations where our emissions can be reduced.

Whilst it is clear that petrol and diesel will remain the main sources of fuel in the shorter term, the move away from hydrocarbon fuels will continue. With this in mind the group will be introducing EV charging on a number of sites as well as following closely the developments in other cleaner fuels such as hydrogen.

1E The desirability of Rontec Roadside Retail to maintain a reputation for high standards of business conduct:

The desirability of Rontec Roadside Retail to maintain its reputation for high standards of business conduct, translates to the board of directors' intention to behave responsibly and ensure that the business operates in a responsible manner within the highest standards of business conduct and good governance.

Regular communication amongst the board and employees and effective, formally recorded board meetings ensure such standards are maintained. Where appropriate, independent legal advice is obtained to support the decision-making process.

The Audit Committee, which is made up of experienced non-executive directors, plays a key role in the governance of the group. Its broad remit means that all aspects of the business can be scrutinised by it in order to ensure that the group is maintaining the highest standards in the way it operates.

1F The need to act fairly between members of the company and the group:

The directors are responsible for choosing the courses of action which enable Rontec Roadside Retail to achieve its long-term strategy, taking into consideration the impact on stakeholders. In doing so, the directors act fairly between the company's and the group's members but are not required to balance the business interest with those of other stakeholders, and this can sometimes mean that certain stakeholder interests may not be fully aligned.

EXECUTIVE DIRECTORS

Gerald M Ronson CBE HON, DCL
Chairman & Chief Executive

Giles Taylor
Managing Director

Ian Pogue
Group Finance Director

Mentesh Mentesh
Morrisons Daily Director

Michelle Levett
Retail Director

Nick Lowe
Operations Director

Tom Cookson
Fuels and IT Director

Tracy Moloney
Finance Director

Esso & Shop'N Drive, Leatherhead

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 SEPTEMBER 2021

The directors present their annual report and audited financial statements of the group for the year ended 30 September 2021.

Principal activities
The principal activity of the company and group continued to be the development, operation and investment in roadside retail and convenience stores.

Business review
Business review, future developments and risk management policies are discussed in the Chairman's Statement and the Strategic Report on pages 4 and 6–7.

Directors
The directors who held office during the year and up to the date of signature of the financial statements were as follows:

Mr G M Ronson
Mr A I Goldman
Mr G N Taylor
Mr I S G Pogue
Ms M Levett (Appointed 1 October 2020)
Mr M Mentesh (Appointed 1 October 2021)
Mr N J Lowe
Ms T A Moloney
Mr T E Cookson
Mr A R Bloom
Dame G Ronson
Ms L D Althasen
Ms N J Ronson Allalouf
Mr W J Ahearn

Results and dividends
The results for the year are set out on page 31.

No ordinary dividends were paid (2020: £nil). The directors do not recommend payment of a dividend.

Qualifying third party indemnity provisions
The ultimate parent company continues to maintain qualifying third party liability insurance for its directors and officers to indemnify the company's directors against any liability incurred in the course of their office to the extent permitted by law. These provisions remain in force at the reporting date.

Disabled persons
Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the group continues and that the appropriate training is arranged. It is the policy of the group that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Independent Auditors
The auditors, PricewaterhouseCoopers LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

NON-EXECUTIVE DIRECTORS

Alan Goldman
Deputy Chairman

Alan Bloom

Bill Ahearn

Dame Gail Ronson

Lisa Althasen

Nicole Ronson Allalouf

Esso & Morrisons, Taunton West

FOR THE YEAR ENDED 30 SEPTEMBER 2021

Statement of disclosure to independent auditors

In the case of each director in office at the date the directors' report is approved:

- so far as the director is aware, there is no relevant audit information of which the group and parent company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the group and parent company's auditors are aware of that information.

Statement of directors' responsibilities

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the group and parent company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law). 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 group and parent company and of the profit or loss of the group and parent company for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and parent company will continue in business.

The directors are also responsible for safeguarding the assets of the group and parent company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group and parent company's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent company and enable them to ensure that the financial statements comply with the Companies Act 2006.

On behalf of the board

Ian S G Pogue
Group Finance Director
25 January 2022

BP & Shop'N Drive, Holdingham

Shell & Morrisons Daily, Beverley

OUR FUEL PARTNERS

193

Esso & Morrisons Daily, Ripon

OUR RETAIL NETWORK

SHOP'N DRIVE

182

BP & Shop'N Drive, Wansford

Esso & Morrisons Daily, Whiddon Down

BP & Spar, Cardiff West


Drinks & Treats Menu
Breakfast Menu
£1.50
Morrisons
Daily Kitchen
£3


WEST CORNWALL PASTY Co
MADE IN CORNWALL
HANDMADE IN CORNWALL
FRESHLY BAKED
CORNISH & PROUD


MEAL DEALS
£4.79
HEROES
LEGENDS
ICONICS
COINS & NOTES CAN TRANSFER GERMS & VIRUSES.

OUR FOOD SERVICE PARTNERS

Morrisons
Daily Kitchen

832,000
PASTY SALES

WEST CORNWALL PASTY CO

636,000
PASTY SALES

COSTA

7.5M
CUP SALES

SUBWAY

1M
SUB SALES

VALETING

JETWASH
138
IN NETWORK


STOP
carwash
139
IN NETWORK


CREDIT REMAINING
NO CASH
KEPT HERE
OVERNIGHT
Vac
RONTEC
ROADSIDE RETAIL


Air
Water
RONTEC

cashzone there where you need us	248
THE NATIONAL LOTTERY®	262

Collection Sites

InPost	amazon
90	253

Home Delivery Sites

deliveroo	Uber Eats	JUST EAT
145	130	17

OTHER SERVICES

OUR CHARITY PARTNERS

Rontec - there for young people

On behalf of The Prince's Trust, I would like to thank everyone at Rontec for being there for young people during one of the most challenging years in living memory.

Our programmes help young people at risk of exclusion to stay in school and continue to learn; they develop the confidence and motivation of unemployed young people to turn their lives around; and they support young people to develop their skills to find work or start their own business.

With your support, last year we helped 46,834 young people to raise their aspirations and move forward with their lives. We could not have done it without you.

Thank you.

Frances Milner
Director of Fundraising & Marketing

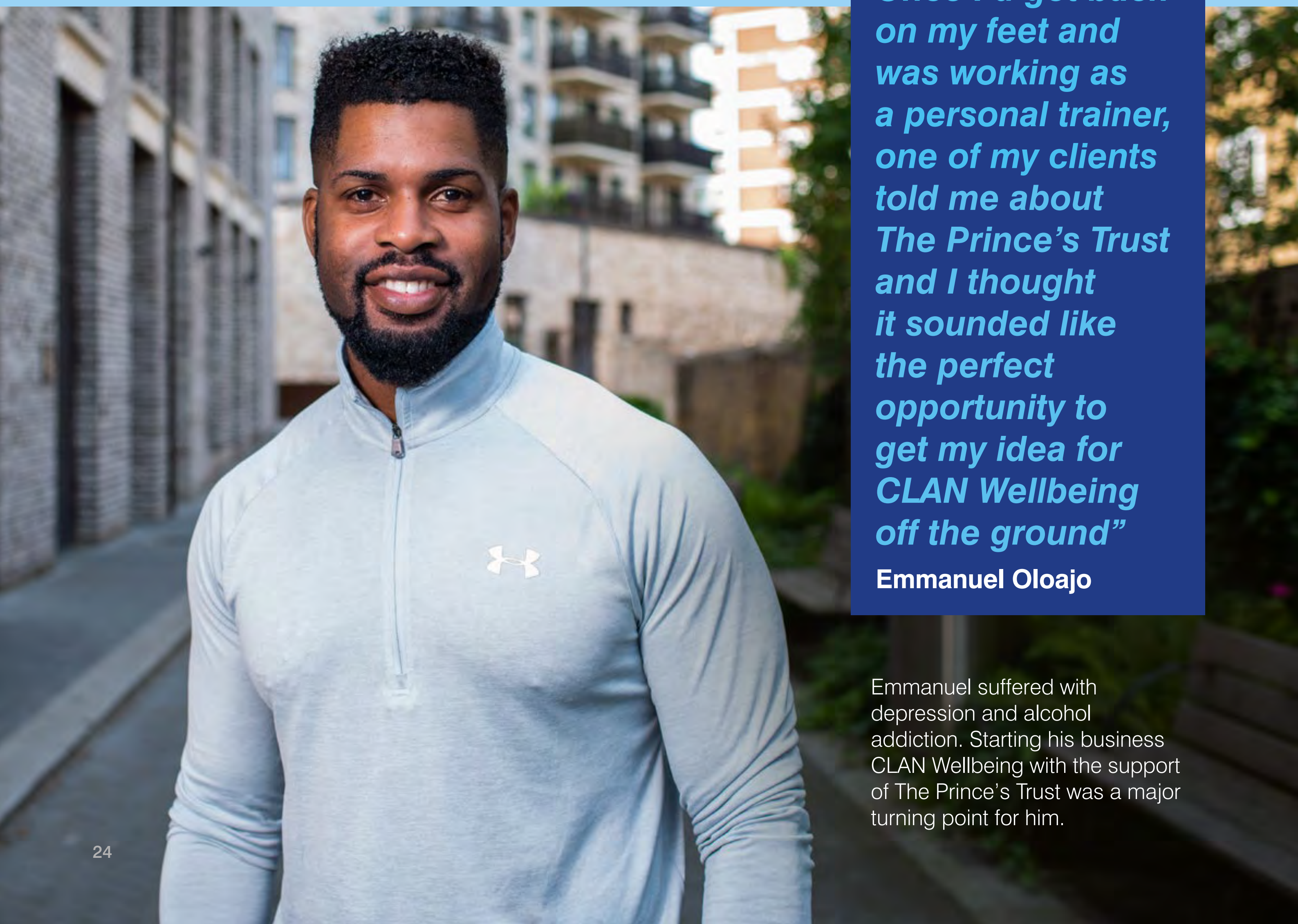
Our current 2021 charity partnerships

Prince's Trust | British Heart Foundation

£210,124
DONATED IN 2021

"Once I'd got back on my feet and was working as a personal trainer, one of my clients told me about The Prince's Trust and I thought it sounded like the perfect opportunity to get my idea for CLAN Wellbeing off the ground"

Emmanuel Oloajo



Emmanuel suffered with depression and alcohol addiction. Starting his business CLAN Wellbeing with the support of The Prince's Trust was a major turning point for him.

£2M DONATED TO DATE

Esso & Morrisons Daily, Willowtree

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF RONTEC ROADSIDE RETAIL LIMITED

Report on the audit of the financial statements

Opinion

In our opinion, Rontec Roadside Retail Limited's group financial statements and parent company financial statements (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 30 September 2021 and of the group's profit and the group's cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: the group and company balance sheets as at 30 September 2021; the group profit and loss account and the group statement of comprehensive income, the group statement of cash flows, and the group and company statements of changes in equity for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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 and the parent company'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.

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.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's and the parent company's ability to continue as a going concern.

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

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, 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 audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. 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 based on these responsibilities.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF RONTEC ROADSIDE RETAIL LIMITED (CONTINUED)

Reporting on other information (Continued)
With respect to the Strategic report and Directors' report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

Strategic report and Directors' report
In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' report for the year ended 30 September 2021 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the group and parent company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' report.

Responsibilities for the financial statements and the audit

Responsibilities of the directors for the financial statements
As explained more fully in the Statement of directors' responsibilities, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they 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.

Auditors' 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 auditors' 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 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.

Based on our understanding of the group and industry, we identified that the principal risks of non-compliance with laws and regulations related to the petroleum licenses, environment protection, food safety and safety at work place, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006, income taxes, indirect taxes and payroll taxes. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to financial reporting fraud and misappropriation of assets facilitated through the posting of fraudulent journal entries. Audit procedures performed by the engagement team included:

- inspecting the minutes of meetings of the Board of Directors to determine if there were any discussions involving actual frauds or alleged frauds, or non-compliance with laws and regulations;
- performing inquiries of management to determine if they were aware of any actual frauds, alleged frauds or non-compliance with laws or regulations;
- performing testing of journal entries using a risk based criteria to determine if any unusual journal entries had been posted that would have had the impact of overstating turnover or concealing the misappropriation of cash at bank and in hand; and
- performing certain procedures on an unpredictable basis including assessing if employees and suppliers had common bank accounts for an unexplained reason.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF RONTEC ROADSIDE RETAIL LIMITED (CONTINUED)

Auditors' responsibilities for the audit of the financial statements (Continued)

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Use of this report

This report, including the opinions, has been prepared for and only for the parent company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Companies Act 2006 exception reporting

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- 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
- certain disclosures of directors' remuneration specified by law are not made; or
- the parent company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

David Beer (Senior Statutory Auditor)
For and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Watford
26 January 2022

GROUP PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Note	2021 £'000	2020 £'000
Turnover	3	1,214,348	1,127,925
Cost of sales		(1,083,516)	(1,011,187)
Gross profit		130,832	116,738
Administrative expenses		(69,310)	(74,783)
Profit/(loss) on revaluation of tangible fixed assets		2,626	(493)
Operating profit	4	64,148	41,462
Dividend income		945	903
Other income	7	619	509
Loss on disposal of tangible fixed assets		-	(70)
Interest receivable and similar income	8	1,327	1,773
Interest payable and similar expenses	9	(971)	(1,625)
Profit before taxation		66,068	42,952
Tax on profit	10	(14,463)	(10,241)
Profit for the financial year		51,605	32,711
Profit for the financial year is attributable to:			
- Owners of the parent company		43,785	28,335
- Minority interests of related parties	25	5,775	3,761
- Other minority interests	25	2,045	615
		51,605	32,711

The profit and loss account has been prepared on the basis that all operations are continuing operations.

GROUP STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	2021	2020
	£'000	£'000
Profit for the financial year	51,605	32,711
Other comprehensive income		
Revaluation of tangible fixed assets	151,976	35,177
Tax relating to other comprehensive income	(73,071)	(18,080)
Other comprehensive income for the year	78,905	17,097
Total comprehensive income for the year	130,510	49,808
Total comprehensive income for the year is attributable to:		
- Owners of the parent company	110,900	43,481
- Minority interests of related parties	14,439	5,391
- Other minority interests	5,171	936
	130,510	49,808

GROUP BALANCE SHEET

AS AT 30 SEPTEMBER 2021

		2021		2020	
	Note	£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11		224		297
Tangible assets	12		909,586		730,158
Investments	13		587		587
			910,397		731,042
Current assets					
Stocks	16	5,713		9,255	
Debtors	17	89,323		86,176	
Cash at bank and in hand		117,804		69,669	
		212,840		165,100	
Creditors: amounts falling due within one year	18	(112,586)		(83,733)	
Net current assets			100,254		81,367
Total assets less current liabilities			1,010,651		812,409
Creditors: amounts falling due after more than one year	19		(25,000)		(31,785)
Provisions for liabilities	22		(195,050)		(120,533)
Net assets			790,601		660,091
Capital and reserves					
Share capital	24		26,667		26,667
Revaluation reserve			251,927		184,812
Profit and loss reserve			381,154		337,369
Equity attributable to owners of the parent company			659,748		548,848
Minority interests of related parties	25		95,933		81,493
Other minority interests	25		34,920		29,750
Total equity			790,601		660,091

The notes on pages 38–58 are an integral part of these financial statements.

The financial statements were approved by the board of directors and authorised for issue on 25 January 2022 and are signed on its behalf by:

Mr G M Ronson
Chairman
Company Registration No. 9129964

COMPANY BALANCE SHEET

AS AT 30 SEPTEMBER 2021

		2021		2020	
	Note	£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11		36		36
Tangible assets	12		1,220		1,407
			1,256		1,443
Current assets					
Debtors	17	101,899		101,491	
Cash at bank and in hand		40,007		20,040	
		141,906		121,531	
Creditors: amounts falling due within one year	18	(101,075)		(73,103)	
Net current assets			40,831		48,428
Total assets less current liabilities			42,087		49,871
Creditors: amounts falling due after more than one year	19		(25,000)		(31,785)
Provisions for liabilities	22		(85)		(70)
Net assets			17,002		18,016
Capital and reserves					
Share capital	24		26,667		26,667
Profit and loss reserve			(9,665)		(8,651)
Total equity			17,002		18,016

As permitted by s408 Companies Act 2006, the company has not presented its own profit and loss account and related notes. The company's loss for the year was £1,014,000 (2020: £1,553,000).

The notes on pages 38–58 are an integral part of these financial statements.

The financial statements were approved by the board of directors and authorised for issue on 25 January 2022.

Mr G M Ronson
Chairman
Company Registration No. 9129964

GROUP STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Share capital	Revaluation reserve	Profit and loss reserve	Total	Minority interests	Total equity
	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 October 2019	26,667	169,666	309,034	505,367	131,916	637,283
Year ended 30 September 2020:						
Profit for the financial year	-	-	28,335	28,335	4,376	32,711
Other comprehensive income:						
Revaluation of tangible fixed assets	-	30,911	-	30,911	4,266	35,177
Tax relating to other comprehensive income	-	(15,765)	-	(15,765)	(2,315)	(18,080)
Total comprehensive income for the year	-	15,146	28,335	43,481	6,327	49,808
Disposal of non-controlling interests	-	-	-	-	(27,000)	(27,000)
Balance at 30 September 2020	26,667	184,812	337,369	548,848	111,243	660,091
Year ended 30 September 2021:						
Profit for the financial year	-	-	43,785	43,785	7,820	51,605
Other comprehensive income:						
Revaluation of tangible fixed assets	-	129,285	-	129,285	22,691	151,976
Tax relating to other comprehensive income	-	(62,170)	-	(62,170)	(10,901)	(73,071)
Total comprehensive income for the year	-	67,115	43,785	110,900	19,610	130,510
Balance at 30 September 2021	26,667	251,927	381,154	659,748	130,853	790,601

COMPANY STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Share capital	Profit and loss reserve	Total equity
	£'000	£'000	£'000
Balance at 1 October 2019	26,667	(7,098)	19,569
Year ended 30 September 2020:			
Loss and total comprehensive income for the year	-	(1,553)	(1,553)
Balance at 30 September 2020	26,667	(8,651)	18,016
Year ended 30 September 2021:			
Loss and total comprehensive income for the year	-	(1,014)	(1,014)
Balance at 30 September 2021	26,667	(9,665)	17,002

GROUP STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

	Note	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Cash flows from operating activities					
Cash generated from operations	27		104,750		50,984
Interest paid			(971)		(1,658)
Income taxes paid			(16,104)		(9,593)
Net cash inflow from operating activities			87,675		39,733
Investing activities					
Purchase of intangible assets		(71)		(141)	
Purchase of tangible fixed assets		(40,445)		(29,976)	
Purchase of minority interests		-		(27,000)	
Interest received		31		704	
Dividends received from associates		945		903	
Net cash used in investing activities			(39,540)		(55,510)
Financing activities					
Proceeds from borrowings		-		24,596	
Repayment of borrowings		-		(60,000)	
Net cash used in financing activities			-		(35,404)
Net increase/(decrease) in cash and cash equivalents			48,135		(51,181)
Cash and cash equivalents at beginning of year			69,669		120,850
Cash and cash equivalents at end of year			117,804		69,669

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

1 Accounting policies

General information

Rontec Roadside Retail Limited ("the company") is a private company limited by shares domiciled and incorporated in England and Wales. The registered office is Acre House, 11-15 William Road, London, United Kingdom, NW1 3ER.

The group consists of Rontec Roadside Retail Limited and all of its subsidiaries.

1.1 Statement of compliance

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

1.2 Accounting convention

The financial statements have been prepared on a going concern basis, under the historical cost convention, modified to include the revaluation of freehold properties and certain financial instruments at fair value. The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated, and are set out below.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £'000.

As a qualifying entity, the company has taken advantage of the following exemptions:

- from preparing a statement of cash flows, on the basis that it is a qualifying entity and the consolidated statement of cash flows, included in these financial statements, includes the company cash flows.

As permitted by s408 Companies Act 2006, the company has not presented its own profit and loss account and related notes. The company's loss for the year was £1,014,000 (2020: £1,553,000).

1.3 Basis of consolidation

The consolidated financial statements incorporate those of Rontec Roadside Retail Limited and all of its subsidiaries (i.e. entities that the group controls through its power to govern the financial and operating policies so as to obtain economic benefits).

All financial statements are made up to 30 September 2021. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Entities other than subsidiary undertakings, in which the group has a participating interest and over whose operating and financial policies the group exercises a significant influence, are treated as associates. In the group financial statements, associates are accounted for using the equity method.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

1 Accounting policies (Continued)

1.4 Going concern

At the time of approving the financial statements, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

1.5 Turnover

Turnover represents sales of goods from retail operations and the services provided from those outlets. It is recognised in the period for which the retail services are provided and is measured at the fair value of the consideration received or receivable, net of rebates allowed by the group and value added taxes.

Other operating income

Other operating income relates to rent received from third parties, other commission based services and government grants.

Government grants are recognised at their fair value where there is a reasonable assurance that the grant will be received and the group will comply with all attached conditions.

Accrued income

Accrued income is recognised on the balance sheet reflecting amounts due to be received in respect of the current financial period.

1.6 Intangible fixed assets - goodwill

Goodwill represents the excess of the cost of acquisition of a business over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life. The expected life is reviewed annually based on its appropriateness to the ongoing business.

Goodwill is tested for impairment annually.

1.7 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets acquired on business combinations are recognised separately from goodwill at the acquisition date where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the fair value of the asset can be measured reliably; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computer software	over 3 to 5 years
Other intangible assets	over 3 to 5 years

1.8 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

1 Accounting policies (Continued)

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold land and buildings	not depreciated
Leasehold properties	over the life of the lease
Plant and machinery	over 3 to 10 years
Fixtures and fittings	over 3 to 10 years
Computer hardware	over 3 to 5 years
Other tangible assets	over 3 to 10 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the profit and loss account.

Properties whose fair value can be measured reliably are held under the revaluation model and are carried at a revalued amount, being their fair value at the date of valuation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. The fair value of the land and buildings is usually considered to be their market value.

The freehold and leasehold properties (including all assets) are revalued by an external valuer at least every three years. The surplus or deficit on revaluation is recognised in other comprehensive income. In the intervening period, the directors will review the fair value by applying similar methodology as the independent valuations experts and make necessary adjustments to the financial statements to ensure the value reflected remains appropriate.

1.9 Fixed asset investments

An associate is an entity, being neither a subsidiary nor a joint venture, in which the company holds a long-term interest and where the company has significant influence. The group considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

Investments in associates are initially recognised at the transaction price (including transaction costs) and are subsequently adjusted to reflect the group's share of the profit or loss, other comprehensive income and equity of the associate using the equity method.

1.10 Impairment of fixed assets

At each reporting period end date, the group reviews the carrying amounts of its tangible and intangible assets for indicators of impairment. If any such indicators exist, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease. If the impairment exceeds the previous revaluation the balance is charged to profit or loss.

Recognised impairment losses are reversed if the reasons for the impairment loss have ceased to apply.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

1 Accounting policies (Continued)

1.11 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell. Stocks are recognised as an expense in the period in which the revenue is recognised.

Cost is determined by using the first-in, first-out (FIFO) method.

At the end of each reporting period stocks are assessed for impairment. If an item of stock is impaired, the identified stock is reduced to its selling price and an impairment charge is recognised in the profit and loss account. Where a reversal of the impairment is required the impairment charge is reversed, up to the original impairment loss, and is recognised as a credit in the profit and loss account.

1.12 Cash at bank and in hand

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

1.13 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's balance sheet when the group becomes party to the contractual provisions of the instrument.

Basic financial assets

Basic financial assets, including trade and other receivables, amounts owed by group undertakings cash and bank balances are recognised at transaction price

Other financial assets

Other financial assets, including investments in equity instruments which are not in subsidiaries, associates or joint ventures, are initially measured at transaction price and subsequently carried at fair value with the changes in fair value recognised in profit or loss.

Impairment of financial assets

The group makes an estimate of the recoverable value of trade and other debtors. Where necessary an impairment provision is made.

Classification of financial liabilities

Basic financial liabilities, including trade and other creditors, bank loans and loans from fellow group companies are recognised at transaction price.

Derecognition of financial liabilities

Financial liabilities are derecognised when the group's contractual obligations expire or are discharged or cancelled.

1.14 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are shown as a deduction, net of tax, from the proceeds.

Distributions to equity holders

Dividends and other distributions to the company's shareholders are recognised as a liability in the financial statements in the period in which the dividends and other distributions are approved.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

1 Accounting policies (Continued)

1.15 Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

Current tax

The tax currently payable is based on the taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

Deferred tax

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax able profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that have been enacted or substantially enacted. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset if, and only if, there is a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

1.16 Provisions

Provisions are recognised when the group has a legal or constructive present obligation as a result of a past event, it is probable that the group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the transaction value of the expected expenditure.

1.17 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

1.18 Retirement benefits

Rontec Watford Limited, one of the Company's subsidiaries, operates a defined contribution pension scheme. The defined contribution pension scheme is a Group Personal Pension Scheme with contributions payable charged to the profit and loss account in the year in which they are incurred.

Rontec Mary Limited operates a defined contribution occupational pension scheme with contributions charged to the profit and loss account in the year in which they are incurred.

1.19 Leases

Operating lease payments are charged to the profit and loss account as they fall due over the term of the lease.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

2 Judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements
There were no significant judgements (apart from those involving estimates) effecting amounts recognised in the financial statements.

Key sources of estimation uncertainty
The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

Property valuation
The property valuation by independent, professional qualified valuers and in the interim period by the directors contains a number of assumptions upon which they have based their valuation of the group's properties. The assumptions on which the property valuation reports have been based include, but are not limited to, matters such as tenure, current market prices, letting, taxation, town planning, and the condition and repair of buildings and sites – including ground and groundwater contamination. These assumptions are market standards and accord with the Royal Institution of Chartered Surveyors (RICS) Valuation – Global Standards 2017 (incorporating the International Valuation Standards) and the UK national supplement 2018 ("the Red Book"). However, if any assumptions made by the property valuer or directors prove to be inaccurate, this may mean that the value of the group's properties differs from their valuation, which could have a material effect on the company's financial position.

Recoverability of amounts receivable
The group makes an estimate of the recoverable value of its trade and other receivables and the amounts owed by group undertakings. When carrying out the assessment directors consider factors including the aging profile of the outstanding amounts, historic experience and performance of debtors' business.

3 Turnover

Turnover is derived from the forecourt operations of the group within the United Kingdom and the services provided to third parties.

	2021	2020
	£'000	£'000
Turnover analysed by class of business		
Sale of goods	1,025,048	944,599
Service income	189,300	183,326
	1,214,348	1,127,925

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

4 Operating profit

Operating profit for the year is stated after charging:	2021	2020
	£'000	£'000
Depreciation of owned tangible fixed assets	15,542	15,792
Amortisation of intangible assets	144	2,416
Operating lease charges	9,516	9,354

5 Employees

The average monthly number of persons (including directors) employed by the group and company during the year was:

	Group		Company	
	2021	2020	2021	2020
	Number	Number	Number	Number
Administration and central function	62	63	1	1
Field staff	55	51	-	-
Total	117	114	1	1

	Group		Company	
Their aggregate remuneration comprised:	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Wages and salaries	9,326	8,248	33	33
Social security costs	1,284	1,029	3	3
Pension costs	458	443	1	1
	11,068	9,720	37	37

Directors' remuneration
The directors' remuneration is borne by Rontec Watford Limited and amounted to £5,812,000 (2020: £2,841,000) of which £1,762,000 (2020: £1,332,000) relates to the highest paid director.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

6 Auditors' remuneration

Fees payable to the company's auditors and associates:	2021	2020
	£'000	£'000
For audit services		
Audit of the financial statements of the group	268	259
For other services		
All other non-audit services	25	65

7 Other income

	2021	2020
	£'000	£'000
Government grants	350	350
Rent received from third parties	269	159
	619	509

8 Interest receivable and similar income

	2021	2020
Interest income	£'000	£'000
Interest on bank deposits	31	345
Interest receivable from group companies	1,296	1,428
	1,327	1,773

9 Interest payable and similar expenses

	2021	2020
Interest on financial liabilities measured at amortised cost:	£'000	£'000
Interest on bank overdrafts and loans	878	1,498
Amortisation of loan arrangement fee	93	127
	971	1,625

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

10 Taxation

	2021	2020
Current tax	£'000	£'000
UK corporation tax	12,233	9,588
Adjustments in respect of prior years	57	(9)
Group tax relief payable	727	908
Total current tax	13,017	10,487
Deferred tax		
Origination and reversal of timing differences	13	(1,066)
Changes in tax rates	2,163	701
Adjustment in respect of prior years	(730)	119
Total deferred tax	1,446	(246)
Total tax charge	14,463	10,241

Factors affecting corporation tax for the year

The actual charge for the year can be reconciled to the expected charge based on the profit or loss and the blended average rate of tax as follows:

	2021	2020
	£'000	£'000
Profit before taxation	66,068	42,952
Expected tax charge based on the standard rate of corporation tax in the UK of 19.00% (2020: 19.00%)	12,553	8,161
Income not taxable and expenses not deductible for tax purposes	6	(13)
Adjustments in respect of prior years	70	110
Movement on deferred tax as a result of changes to average rate	2,619	700
Consolidated goodwill amortisation added back	-	435
Exempt dividend income receivable	(179)	(172)
Movement on unrealised capital gains	(477)	1,008
Other differences between the tax and accounting treatment of fixed assets	(133)	10
Payment for group relief	730	908
Group relief claimed	(730)	(908)
Deferred tax not recognised	4	2
Taxation charge	14,463	10,241

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

10 Taxation (Continued)

In addition to the amount charged to the profit and loss account, the following amounts relating to tax have been recognised directly in other comprehensive income:

	2021	2020
	£'000	£'000
Deferred tax arising on:		
Revaluation of property	37,400	6,684
Result of changes to average rate	35,671	11,396
Total tax recognised in other comprehensive income	73,071	18,080

Factors affecting future tax charge

In the Spring Budget of 2021 it was announced that the rate of UK corporation tax would increase from 19.00% to 25.00%, effective from 1 April 2023. This change is expected to affect the company's future tax charge.

11 Intangible fixed assets

Group	Goodwill	Computer software	Other intangible assets	Total
	£'000	£'000	£'000	£'000
Cost				
At 1 October 2020	14,641	1,315	11	15,967
Additions	-	71	-	71
At 30 September 2021	14,641	1,386	11	16,038
Accumulated amortisation				
At 1 October 2020	14,641	1,029	-	15,670
Amortisation charged for the year	-	144	-	144
At 30 September 2021	14,641	1,173	-	15,814
Carrying amount				
At 30 September 2021	-	213	11	224
At 30 September 2020	-	286	11	297

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

11 Intangible fixed assets (Continued)

Company	Other intangible assets
Cost	£'000
At 1 October 2020 and 30 September 2021	36
Accumulated amortisation	
At 1 October 2020 and 30 September 2021	-
Carrying amount	
At 30 September 2021	36
At 30 September 2020	36

12 Tangible fixed assets

Group	Freehold land and buildings	Leasehold properties	Plant and machinery	Fixtures and fittings	Computer hardware	Other tangible assets	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Cost/valuation							
At 1 October 2020	589,202	121,038	66,472	11,804	4,215	109	792,840
Additions	33,858	282	6,069	15	221	-	40,445
Disposals	(22)	-	(65)	-	-	-	(87)
Revaluation	130,111	24,491	-	-	-	-	154,602
At 30 September 2021	753,149	145,811	72,476	11,819	4,436	109	987,800
Accumulated depreciation							
At 1 October 2020	-	20,136	30,886	9,274	2,340	46	62,682
Depreciation charged in the year	-	5,807	7,509	1,627	580	19	15,542
Disposals	-	-	(10)	-	-	-	(10)
At 30 September 2021	-	25,943	38,385	10,901	2,920	65	78,214
Carrying amount							
At 30 September 2021	753,149	119,868	34,091	918	1,516	44	909,586
At 30 September 2020	589,202	100,902	35,586	2,530	1,875	63	730,158

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

12 Tangible fixed assets (Continued)

Company	Leasehold properties	Plant and machinery	Fixtures and fittings	Computer hardware	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 October 2020	1,251	83	214	67	1,615
Additions	23	-	-	-	23
At 30 September 2021	1,274	83	214	67	1,638
Accumulated depreciation					
At 1 October 2020	125	20	48	15	208
Depreciation charged in the year	138	17	42	13	210
At 30 September 2021	263	37	90	28	418
Carrying amount					
At 30 September 2021	1,011	46	124	39	1,220
At 30 September 2020	1,126	63	166	52	1,407

The carrying value of land and buildings comprises:

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Freehold	753,149	589,202	-	-
Long leasehold	25,297	21,805	-	-
Short leasehold	94,571	79,097	1,012	1,126
	873,017	690,104	1,012	1,126

A valuation of 262 freehold and leasehold properties was carried out at 30 September 2021 by the directors at a market value of £907,999,000. The details on which the valuation is based include future incomes, current market prices, tenure and condition of the sites.

The total increase in valuation of £154,602,000 has been included in the financial statements.

13 Fixed asset investments

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Investment in The Right Fuelcard Company Limited	587	587	-	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

14 Subsidiaries and related undertakings

The company owns shares in the following entities:

Name	Place of incorporation	Registered address	Principal activity	Class	Effective % held
Rontec Group (Jersey) Limited	Jersey	26 New Street, St Helier, Jersey, JE2 3RA	Designated member in an investment holding partnership	Ordinary shares of £1 each	100.00
Rontec Group Limited	UK	11/15 William Road, London, NW1 3ER	Dormant company	Ordinary shares of £1 each	100.00
Rontec Bentinck Limited	UK	11/15 William Road, London, NW1 3ER	Holding company	Ordinary shares of £1 each	100.00
Bentinck Investments (Carried Interest) LP	UK	15 Atholl Crescent, Edinburgh, EH3 8HA	Investment holding partnership	Members' capital	69.23

Rontec Group (Jersey) Limited owns 100% interest in Rontec Investments LLP, whose principal subsidiaries and related undertakings at 30 September 2021 are set out below:

Name	Place of incorporation	Registered address	Principal activity	Class	Effective % held
Rontec Service Stations Holdings Limited	Jersey	26 New Street, St Helier, Jersey, JE2 3RA	Holding company	Ordinary shares of £0.000001 each	89.0321
Rontec Holdings Limited	Jersey	26 New Street, St Helier, Jersey, JE2 3RA	Holding company	Class A shares of £0.10 each Class B shares of £0.10 each	89.0321
Rontec Fuel Card Limited	Jersey	26 New Street, St Helier, Jersey, JE2 3RA	Investment company	Ordinary shares of £1 each	89.0321
Rontec Haulage Limited	Jersey	26 New Street, St Helier, Jersey, JE2 3RA	Logistic services	Ordinary shares of £1 each	89.0321
Rontec Ltd	UK	11/15 William Road, London, NW1 3ER	Dormant company	Ordinary shares of £1 each	89.0321

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

14 Subsidiaries and related undertakings (Continued)

Name	Place of incorporation	Registered address	Principal activity	Class	Effective % held
Rontec Mary Limited	Jersey	26 New Street, St Helier, Jersey, JE2 3RA	Employer of staff for roadside retail outlets	Class A shares of £0.10 each Class B shares of £0.10 each Class C shares of £0.10 each Class D shares of £0.10 each	89.0321
Rontec Properties (Jersey) Limited	Jersey	26 New Street, St Helier, Jersey, JE2 3RA	Holding company	Ordinary shares of £0.01 each	89.0321
Rontec Properties Limited	UK	11/15 William Road, London, NW1 3ER	Property investment	Ordinary shares of £1 each	89.0321
Rontec Properties No.2 Limited	UK	11/15 William Road, London, NW1 3ER	Property investment	Ordinary shares of £1 each	89.0321
Rontec Properties No.3 Limited	UK	11/15 William Road, London, NW1 3ER	Property investment	Ordinary shares of £1 each	89.0321
Rontec Properties No.4 Limited	UK	11/15 William Road, London, NW1 3ER	Property investment	Ordinary shares of £1 each	89.0321
Rontec Properties No.5 Limited	UK	11/15 William Road, London, NW1 3ER	Property investment	Ordinary shares of £1 each	89.0321
Rontec Properties No.6 Limited	UK	11/15 William Road, London, NW1 3ER	Dormant company	Ordinary shares of £1 each	89.0321
Rontec Service Station 1A Limited	Jersey	26 New Street, St Helier, Jersey, JE2 3RA	Property investment	Class A shares of £0.10 each Class B shares of £0.10 each Class C shares of £0.10 each Class D shares of £0.10 each	89.0321
Rontec Watford Limited	Jersey	26 New Street, St Helier, Jersey, JE2 3RA	Operation of roadside retail outlets	Class A shares of £0.10 each Class B shares of £0.10 each Class C shares of £0.10 each Class D shares of £0.10 each	89.0321

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

14 Subsidiaries and related undertakings (Continued)

Name	Place of incorporation	Registered address	Principal activity	Class	Effective % held
Rontec Watford Services Limited	UK	11/15 William Road, London, NW1 3ER	Dormant company	Ordinary shares of £1 each	89.0321
Snax 24 Limited	UK	11/15 William Road, London, NW1 3ER	Property investment	Ordinary shares of £1 each	89.0321
The Right Fuelcard Company Limited	UK	Gibraltar House, Bowcliffe Road, Hunslet, Leeds, LS10 1HB	Provision of fuel cards and related services	Class A shares of £1 each, Class B shares of £1 each	8.90

The class A ordinary shares, the class B ordinary shares, the class C ordinary shares and the class D ordinary shares rank pari passu in all respects.

100% of the voting rights are controlled within the group.

15 Financial instruments

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Carrying amount of financial assets				
Loans and receivables	83,007	80,553	101,833	101,446
Equity instruments measured at cost less impairment	587	587	-	-
Carrying amount of financial liabilities				
Measured at amortised cost	135,987	105,905	126,075	104,888

Loans and receivables include trade and other debtors, and exclude prepayments.

Financial liabilities at amortised costs include trade creditors, accruals and other creditors, and exclude taxes.

16 Stocks

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Finished goods and goods for resale	5,713	9,255	-	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

17 Debtors

	Group		Company	
	2021	2020	2021	2020
Amounts falling due within one year:	£'000	£'000	£'000	£'000
Trade debtors	16,549	20,186	-	-
Amounts owed by group undertakings	66,095	60,281	15,605	15,555
Amounts owed by subsidiary undertakings	-	-	85,474	85,444
Other debtors	363	568	767	457
Prepayments and accrued income	6,316	5,141	53	35
	89,323	86,176	101,899	101,491

Amounts owed by group undertakings are unsecured and have no fixed term of repayment. Interest is charged at Barclays bank base rate + 2% on the outstanding amount at the end of each month.

Amounts owed by subsidiary undertakings are unsecured, interest free and have no fixed term of repayment.

18 Creditors: amounts falling due within one year

		Group		Company	
		2021	2020	2021	2020
	Note	£'000	£'000	£'000	£'000
Bank loans and overdrafts	**20**	6,785	-	6,785	-
Trade creditors		89,075	61,525	11	-
Amounts owed to group undertakings		-	-	94,278	73,034
Amounts owed to undertakings in which the group has a participating interest		10	10	-	-
Corporation tax payable		572	3,659	-	-
Other taxation and social security		1,027	5,954	-	-
Other creditors		1,661	1,289	1	-
Accruals and deferred income		13,456	11,296	-	69
		112,586	83,733	101,075	73,103

Amounts owed to group undertakings are unsecured, interest free and have no fixed term of repayment.

19 Creditors: amounts falling due after more than one year

		Group		Company	
		2021	2020	2021	2020
	Note	£'000	£'000	£'000	£'000
Bank loans	**20**	25,000	31,785	25,000	31,785

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

20 Loans and overdrafts

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Bank loans	31,785	31,785	31,785	31,785
Payable within one year	6,785	-	6,785	-
Payable within two to five years	25,000	31,785	25,000	31,785

Bank loans comprise:

- A NatWest loan with a principal amount of £6,785,000 (2020: £6,785,000). Interest is charged at NatWest base rate + 2.25%. The loan is secured against assets in Snax 24 Limited, a subsidiary of the group. The loan was to be repaid in full in December 2021. On 1 January 2022, the loan was extended for 12 months to December 2022. All key loan terms remain unchanged with the exception of interest rate which is now charged at SONIA + 2.25%.
- A Barclays rolling commitment facility with an available commitment of £50,000,000 (2020:£50,000,000). The facility is available for 5 years and as at 30 September 2021 the amount utilised was £25,000,000. Interest is charged at LIBOR + 2% and 0.8% on the unutilised balance of the facility. This will change to SONIA + 2% in 2022. The facility is secured against assets in Rontec Properties No.2 Limited, a subsidiary of the company.

21 Retirement benefit schemes

	2021	2020
Defined contribution schemes	£'000	£'000
Charge to profit or loss in respect of defined contribution schemes	458	443

Defined contribution pensions are provided to the employees of Rontec Watford Limited. Contributions of £458,000 (2020: £443,000) were paid into the scheme during the year. Contributions due to the scheme and included within creditors at the year end totalled £9,000 (2020: £10,000).

22 Provisions for liabilities

		Group		Company	
		2021	2020	2021	2020
	Note	£'000	£'000	£'000	£'000
Deferred tax liabilities	**23**	195,050	120,533	85	70

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

23 Deferred taxation

The following are the deferred tax liabilities and assets recognised by the group and company, and movements thereon:

	Liabilities 2021	Liabilities 2020
Group	£'000	£'000
Accelerated capital allowances	12,857	8,066
Capital gains	183,214	113,243
Short term timing differences	(1,021)	(776)
	195,050	120,533

	Liabilities 2021	Liabilities 2020
Company	£'000	£'000
Accelerated capital allowances	85	70

	Group	Company
Movements in the year:	£'000	£'000
Liability at 1 October 2020	120,533	70
Charge to profit or loss	74,517	15
Liability at 30 September 2021	195,050	85

24 Share capital

	Group and company	
	2021	2020
Ordinary share capital	£'000	£'000
Authorised		
26,667,050 (2020: 26,667,050) ordinary shares of £1 each	26,667	26,667
Issued and fully paid		
26,667,050 (2020: 26,667,050) ordinary shares of £1 each	26,667	26,667

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

25 Minority interests

	Minority interests of related parties	Other minority interests	Total minority interests
	£'000	£'000	£'000
At 1 October 2020	81,494	29,749	111,243
Profit for the financial year	5,775	2,045	7,820
Revaluation of tangible fixed assets	16,669	6,022	22,691
Tax relating to other comprehensive income	(8,005)	(2,896)	(10,901)
At 30 September 2021	95,933	34,920	130,853

The related parties are the shareholders of the company who also own a direct interest in Rontec Service Stations Holdings Limited.

26 Operating lease commitments

At the reporting end date, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group		Company	
	2021	2020	2021	2020
	£'000	£'000	£'000	£'000
Within one year	8,884	9,847	184	92
Between two and five years	33,918	39,915	738	738
In over five years	121,977	93,808	369	599
	164,779	143,570	1,291	1,429

Operating lease commitments of the group are in respect of land and buildings and motor fleet.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

27 Cash generated from group operations

	2021	2020
	£'000	£'000
Profit for the year after tax	51,605	32,711
Adjustments for:		
Dividend income	(945)	(903)
Taxation charged	14,463	10,241
Interest payable and similar expenses	971	1,625
Interest receivable and similar income	(1,327)	(1,773)
Loss on disposal of tangible fixed assets	2	70
(Profit)/loss on revaluation of tangible fixed assets	(2,625)	493
Amortisation of intangible assets	144	2,416
Depreciation of tangible fixed assets	15,542	15,792
Movements in working capital:		
Decrease in stocks	3,542	4,649
Increase in debtors	(1,884)	(9,333)
Increase/(decrease) in creditors	25,262	(5,004)
Cash generated from operations	104,750	50,984

28 Analysis of changes in net funds - group

	1 October 2020	Cash flows	30 September 2021
	£'000	£'000	£'000
Cash at bank and in hand	69,669	48,135	117,804
Borrowings	(31,785)	-	(31,785)
	37,884	48,135	86,019

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 SEPTEMBER 2021

29 Related party transactions

The group has intercompany balances with GMR Capital Limited, the ultimate parent company. Interest is charged on amounts due each month at Barclays bank base rate + 2%. Balances outstanding as at the reporting date were £67,075,000 (2020: £60,281,000).

During the year the group paid leasehold rent of £1,211,000 (2020: £1,195,000) to the Trustees of Shoreditch Pension Scheme. The freehold properties owned by the Shoreditch Pension Scheme were purchased by the group in September 2021 for £19,585,000, based on an independent valuation by CBRE Limited. A director of the group is the member of the Shoreditch Pension Scheme.

GM Ronson, a director of the group is a director of Heron Corporation Plc. During the year, Rontec Watford Limited incurred staff and other service costs from Heron Corporation Plc of £31,000 (2020: £8,000).

30 Ultimate controlling party

The company is a 100% owned subsidiary of Snax 24 Garage Properties Limited registered and incorporated in UK. The directors consider the ultimate controlling party and ultimate parent undertaking to be GMR Capital Limited which is the largest group for which consolidated financial statements are prepared. The financial statements of both the parent and ultimate parent undertaking can be obtained from their offices at Meridien House, 3rd Floor, 69-71 Clarendon Road, Watford, Hertfordshire, WD17 1DS.

31 Events after the reporting date

On 1 January 2022, the NatWest loan in the amount of £6,785,000 was extended for 12 months to December 2022. All key loan terms remain unchanged with the exception of interest rate which is now charged at SONIA + 2.25%. For further details refer to note 20.

BP & Shop'N Drive, Thorpe

Rontec Roadside Retail Limited
Meridien House
69-71 Clarendon Road
Watford
Hertfordshire
WD17 1DS
www.rontec.com

Shell & Morrisons Daily, Beverley