Report and accounts 1990

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Notice of annual general meeting

Notice is hereby given that the sixty second annual general meeting of the company will be held at 12.15 pm on Wednesday. 13th June 1990 at 17th Victoria Street, London SW1:

- 1 To receive the directors' report and accounts for the year 1989/90.
- 2 In consider the re-election of retiring directors.
- 3 To consider the re appointment of the auditors
- 4 To consider the remuneration of the auditors

By order of the Board B J Pritchard Secretary

171 Victoria Street London SW1E 5NN 9th May 1990

A member entitled to attend and vote at this meeting is entitled to appoint one or more proxies to attend and vote instead of him.

A proxy need not be a member of the company, but a proxy who is not a member has only the rights conferred by section 372(2) and section 373(2) of the Companies Act, 1985. To be effective, a proxy form must reach the company's registered office not later than forty-eight hours before the time for holding the meeting. For the convenience of members a form of proxy is enclosed.

Board of directors

Chairman

PT Lewis MA

Deputy chairman

\$ Натрзоп мл

11 Anderson

W N Wreford-Brown

DR Cloake us (Loon)

P Falconer BA

D L Felwick

LH Fletcher BA

JB Foster

GPK Miller MA

图: O'Callaghan =

11" Rawlings 184

Secretary

B J Pritchard ACS

Chief accountant

T M Phillips ase(1000), ICA

Auditors

Price Waterhouse

Solicitors

Clifford Chance

Bankers

National Westminster Bank PLC

Registered office and Transfer office 171 Victoria Street London SW1P 5NN

Summary of results for the year ended 27th January 1990

ammary of results for	the year ended as easy					
and market			*		1989 Lm	1990 £m
arnover and profits			,•		1,917.7	2,046.3
	Turnover		г Д		139 4	123.8
	Trading profit		,		7.9	13.6
	Interest				26.5	21.0
	Taxatic n				3	.3
	Dividends				104 7	88.9
	Balane available for pro-	ht sharing and ret	ention in the bu	siness	47.4	41.3
	Partnership bonus				5 2	4.8
	Retained in the business	to offset inflation	1		52.1	42.8
	Retained in the business	for development			J&:1	18,6
	Retained in the business	for development	-Extraordinary	ICON THE SECOND	general design of the contract	
72 & 34 3.25 TO M. 6 74 PROPERTY # 1986	Net assets employed at	2 X-MINESON - WILLIAM			592.0	660.7
Capital employed	THE PERSON OF THE PERSON OF STREET	. SCHLERFE DE		ent we want	29,000	29,800
Numbers employed	Employees (weighted fo	or part-timers)			THE PARTIES AND A SECOND SECON	23
Number of shops	Department stores				22	88
Mamper or snots	Supermarkets				85	60
•	•					
Five year record			Y	ears ended January	,	
*.		% + 77/1 8 /4 4-74-4/6 pm/46 4-8-4-4		THE RESERVE OF THE PARTY AND ASSESSED.	1989	1990
		1986	1987 £m	1988 Lm	£m	£m
		Ĺm	•	1,724.8	1,917.7	2,046.3
Turnover		1,369.6	1,568.4	THE STATE STATE STATES		119.6
n C. Cnt of int	AFPET	93 6	118.7	136.0 14.7	148.2 16.7	9.4
Profit after payment of int Pension costs	G (Car	11.5	13.3 23.9	27.6	26 5	21.0
Taxation		21.6 .8	و.ب <u>ے</u> 6.	.5	.3	.3
Dividends	The state of the s	672. The second statement		CONTRACTOR OF A CONTRACTOR OF THE PERSON OF	Secretaries sindical and a	÷ .
At Campilable for Dr	ofit sharing and retention	59 7	80.9	93.2	104.7	88.9
MGE DEDITE TAXIFSON FOR be-					The contract of the contract of	. /_ 1_ /_
in the business	· · · · · · · · · · · · · · · · · · ·	. T. A. STANTESTER PE	,		A7 A	41.
in the business	and the state of t	30.5	42.2	46.2	47.4 22	
in the business Partnership bonus	merendatu di ky Ed miryoda, 4 dan dagi - Zizela ped 16. na nef	30.5 20	24	24	47.4 22 57.3	1° 47.
Partnership bonus As a percentage of rankin	g pay	30.5 20 29.2			22	1' 47.
in the business Partnership bonus	g pay isiness -Extraordinary item	30.5 20	24 38.7	24 47.0	22 57.3	1' 47.' 18
Partnership bonus As a percentage of rankin	g pay	30.5 20 29.2	24 38.7	24 47.0	22 57.3	167.
Partnership bonus As a percentage of rankin Retained for use in the bu Retained in the business-	g pay isiness -Extraordinary item	30.5 20 29.2	24 38.7	24 47.0 93 2 546.1	22 57.3 104.7 592.0	1°47. 18 107.
Partnership bonus As a percentage of rankin Retained for use in the bu Retained in the business-	g pay usiness -Extraordinary item	30.5 20 29.2 59.7 361.6	24 38.7 80.9 399.2	24 47.0 93 2 546.1	22 57.3 104.7	16 47.4 18 107.
Partnership bonus As a percentage of rankin Retained for use in the bu Retained in the business-	g pay usiness -Extraordinary item	30.5 20 29.2 59.7	24 38.7 80.9	24 47.0 93 2 546.1 209.3	22 57.3 104.7 592.0 238.5	17. 47.6 18. 107. 660.
Partnership bonus As a percentage of rankin Retained for use in the bu Retained in the business-	g pay usiness -Extraordinary item	30.5 20 29.2 59.7 361.6	24 38.7 80.9 399.2	24 47.0 93 2 546.1	22 57.3 104.7 592.0	41.3 17. 47.6 18. 107. 660. 266. 38,80 14,41

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Statement by the Chairman Mr PT Lewis

The usually reliable growth in the Partnership's profit was halted in 1989/90, partly by the economic climate, which particularly affected our highly developed home furnishing sales, and partly from our own need to catch up with our physical expansion by improving distribution arrangements and central offices. The level of profit, although below the previous year, was nonetheless in the circumstances satisfactory. The Partnership's cash flow generated on its own almost sufficient to cover the cost of current capital investment, and the distributable profit delivered Partnership Bonus to all our Partners (over 32,000) at the rate of 17% of their year's pay. This rate of Partnership Bonus did not quite match the average percentage level achieved in the exceptionally buoyant years of the mid- '80s (when it rose on average to 20% p.a.) but was still a healthy demonstration of the Partnership's unique arrangements, being, as it always is, a clear addition to commercial pay.

Total sales for the year increased by £129m (7%) to over £2bn. The sales of our manufacturing units increased by £7m, our department stores by £46m, and Waitrose by £76m. On our department store side progress became steadily more difficult through the year, the sales increase declining from 6% to 3½% Sales for Waitrose varied little between the two halves of the year, and tended to be supported towards the end by steadily rising inflation in food prices. Waitrose added three new supermarkets in the course of the year, at New Malden, in Maidenhead and in Bath. All three made a satisfactory start. Two other Waitrose supermarkets were also re-located in larger and fully modernised premises. In the autumn the Partnership opened a new department store in Aberdeen. The volume sales in our department stores were approximately level with the previous year, and between 2% and 3% higher in Waitrose.

Expenses continued to rise quite sharply, essentially in pay, and in the difficult trading conditions outpaced sales. The Partnership's pre-tax profit (£110m) fell 16%. The fall would have been greater but for a £7m reduction in the annual cost of funding our non-contributory pension scheme. The stock market and the Pension Fund's performance have exceeded our actuary's expectations to

the extent that we have been advised for the future to halve our rate of annual contribution.

The current year, 1990/91, will again see significant expansion in the Partnership's business—new department store premises and more. Waitrose supermarkets. In anticipation of this the Partnership took an opportunity early in 1989 to increase its long-term borrowings by issuing a 25-year £100m Eurobond, raising long-term borrowings at the end of the year from £56m to £156m. Interest payments were covered 9 times by pre-tax profits.

In the course of 1990 we shall complete a large extension to our department store in Norwich (Bonds), we shall transfer the established department store of Trewins in Watford to new premises almost twice as large in the new Harlequin Centre, and in the early autumn we shall open a new department store beside - the Thames in the heart of Kingston These three investments take advantage of modern opportunities and our expectations for the future. Unfortunately the opposite is true for two of our smaller London suburban department stores which have their origin in the nineteenth century, but for which regrettably we cannot see a profitable future in modern circumstances. These are Jones Brothers of Holloway and Pratts of Streatuam. They will close in July. These changes will leave the Partnership's department store group with 22 branches at the end of 1990. Waitro: will open 6 new supermarkets and re-locate or enlarge another 4, bringing the size of their group by the end of the year to 94 supermarkets. Sales of each of these two divisions are estimated to exceed a billion pounds this year.

After 11 weeks of the current trading year the Partnership's sales are 6% ahead of last year, department stores + 2% and Waitrose + 10%. There is very little doubt that growth in sales will be less than we have been accustomed to, and that inescapable inflation in costs will mean a lower profit for the year. But I am confident that our expenditure as a whole, whether of capital by way of investment or against revenue by way of reinforcing our business, will keep the Partnership essentially sound through the next few more difficult years.

Directors' report for the year ended 27th January 1990

Directors

The directors of the copipany are as listed on page 3. Mr J S Sadler resigned from the Board on 6th May 1989 and was succeeded as Deputy Chairman on 7th May 1989 by Mr S Hampson, Mr D L Felwick was appointed a director on 7th September 1989

Employees

The company is the principal trading subsidiary of John Lewis Partnership ple, the latter being the principal holding company under trusts set up in 1929 and 1950 to implement the constitution of the John Lewis Partnership. Among other things those trusts and the constitution provide employees of this company annually with a share of all the profits of the business in proportion to the pay of each, individual; the constitution also provides for their constant and effective involvement in its affairs through elected councils and elected membership of the board of John Lewis Partnership ple. There is full, prompt and regular information on all its aspects through extensive weekly journalism, as well as wide-ranging communication and exchange of opinion, written and oral, through councils, committees, journalism and immediate management. Detailed explanations of financial results are given at intervals through the year in local units and for the John Lewis Partnership as a whole, including full analysis and council debate on the annual report and accounts of the holding company. John Lewis ple fully maintained that constitution in the course of the year.

The company recruits disabled people for suitable vacancies and provides for such staff appropriate training and careers. Where disability occurs during the period of employment every effort is made to continue to provide suitable employment with the provision of appropriate training.

Principal activity

The company controls the businesses listed on page 22, comprising 23 department stores, 88 Wattone supermarkets and ancillary manufacturing activities

Use of profits

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Preference dividends absorbed £90,000 and an interim dividend of £200,000 has been paid on the Ordinary Shares leaving £66,161,000 to be added to reserves.

Review of the business

A review of the business and of future developments is included in the Chairman's statement.

Inflation

The directors consider it appropriate to reflect the effect of inflation in the accounts by setting aside a separate sum each year as a retention.

The retention is based on the effect of inflation on working capital requirements and the replacement cost of fixtures and fittings as explained in Notes 1 and 18 to the accounts.

Directors' interests

Under the constitution of the Partnership all the directors, as employees of John Lewis plc, are necessarily interested in the 612,000 Deferred Ordinary Shares in John Lewis Partnership plc which are held in trust for the benefit of employees of John Lewis plc and of certain other companies

The following further personal interests in John Lewis Partnership ple 71/2% Cumulative Preference Stock at 29th January 1989 and 27th January 1990 have been registered; Mr G P K Miller £1,200.

There were no extracts subsisting during or at the end of the financial year in which the directors were materially interested and which were significant in relation to the company's business.

Charitable donations

The group donated £783,000 for charitable purposes during the year but made no political donations.

For and by order of the Board B J Pritchard Secretary 23rd April 1990

Consolidated profit and loss account for the year ended 27th January 1990

Notes	*	1990 £m	1989 Lm
2	Turnover	2,046.3	1,917.7
_	Value added tax	173.7	164 ()
		1,872.6	1,753 7
	Cost of sales	1,320.8	1,243.4
	Gross profit	551.8	Apr. 2
	Selling and distribution costs	366.5	्रिव ५
	Administrative costs	52.1	29 =
4	Pension costs	9.4	16.7
-	Trading profit	125.8	139,4
.3	Interest	13.6	j te
5	Profit before Partnership bonus and taxation	110.2	1,31 %
	Partnership bonus	41.3	4
	Profit on ordinary activities before taxation	68.9	84 1
6	Tax on profit on ordinary activities	21.0	26.5
	Profit on ordinary activities after taxation	47.9	57.6
7	Extraordinary item	18.6	
8	Profit for the financial year	66.5	₹7.6
9	Dividends	.3	3
18	Profit retained to offset inflation	4.8	
17	Profit retained for development	61.4	5.2 1

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Consolidated balance sheet as at 27th January 1990

Notes		1990 £m
	,. Fixed assets	
11	Tangible assets	712.6
	Current assets	
13	Stocks	164-5
14	Debtors :	157 1
	Investments - short term deposits	20.0
	Cash at bank and in hand	18.7
	primategroussyre (Perm) (P. 1979) (12) (16) (16) (2) (2) (4) (2) (3) (4) (4) (4) (4) (4) (4) (4) (4) (4) (4	360.2
the second of th	APPENDING THE CONTROL OF THE CONTROL	 Anni de 1902 aussi aussi autori internazioni dei proprieta neri pro- internazioni di prazi autori alle internazioni di proprieta di anticono dell'informazione del 20 percente.
15	Creditors Amounts falling due within one year	253.6
Th	AND TO A A ME SO TO MOTOR PROPERTY OF THE SOUTH OF THE SO	COL N 1870 MARIE M
Semple of the second	Net current assets	106.7
	Total assets less current liabilities	819.3
	Creditors	
15	Amounts falling due after more than one year	158.6
	Net assets	669.7
	Capital and reserves	
16	Called up share capital	90
17	Share premium account	19
17	Revaluation teserve	161.1
17	Other reserves—capital	1,4
17	Profit and loss account accumulated profit	487.3
وسبادان نفيان القابقات والمان المستحاب المستحد	Total capital employed	660.7

Approved by the Board on 23rd April 1990.

PT Lewis S Hampson A Trems Il Jampse

Balance sheet as at 27th January 1990

Note	s	·	1990 £m	git operation garage
		Fixed assets	243.7	* , *
4	1	Tangible assets Investments in subsidiaries	132.8	2
	2	THACACHE IN STATE AND	376.5	A CONTRACTOR
	.3	Current assets Stocks	107.5	* ** 9
· •	4	Debtors Investments - short term deposits Cash at bank and in hand	143.9 2J.0 15.9	men ki" " Tonggeneal
President -	78/ 3 / Mg	Casti at the cast and in the cast at the c	287.3	,
The state of the s	15	Creditors Amounts falling due within one year	306.8	ander at the second Sec. The second of
National Property	Company of the second of the s	Net current liabilities	19.5	* :
	Shared recognition of the state	Total assets less current liabilities	357.0	5.4 19.00
,	15	Creditors Amounts falling due after more than one year	152.4	6049
!	The latest state of the latest states and the latest states are the latest states and the latest states are the latest states and the latest states are th	Net assets	204.6	1550
6 4	16 17 17	Capital and reserves Called up share capital Share premium account Revaluation reserve	9.0 1.9 4.9 188.8	\$ 50 m
u Ji H	17	Profit and loss account ≈ accumulated profit Total capital employed	204.6	175.0

Approved by the Board on 23rd April 1990.

PT Lewis S Hampson A Trem:

Statement of source and use of funds for the year ended 27th January 1990

	ý	
Source of funds		
	ź 1990	gauge,
Arising from trading.	£m	₹
Profit before Partnership bonus and taxation		
Adjustment for items not involving a movement of funds:	110,2	
Depresation	30.9	
Funds from other sources:	nder a skal mentenderen skale in vivins e kast bedeenste en teating when taken and in the sea 141.1	: "
Proceeds from sale of fixed assets	71,1	
Loans	40.9	
The second secon	100.0	
Total inflow	282.0	Personal and and an a
Use of funds	·	
Additions to land and buildings		
Additions to fixtures and fittings	91.1	
Acquisition of subsidiary	46.1	
Repayment of loans and debentures	N= **	
Net expenses of Bond issue Corporation tax paid	1.4	
Dividends paid	20.2	
Partnership bonus declared for the previous year	.3	
Purchase of shares in subsidiary	47.7	
THE RESIDENCE OF THE PROPERTY	ELC.	
ncrease/(decrease) in working capital: Stocks	206.8	
Debtors	4,3	
Creditors	18.8	
otal outflow	(4.2)	an ar
	225.7	
let inflow/(outflow)	56.3	4,25 4,4 1
nerease/(decrease) in eash and deposits	36.3	
ncrease)/decrease in loans and bank overdraft	A through the control of the control	
	20.0	

Notes on the accounts

1 Accounting policies

The consolidated profit and loss account and balance sheet include the accounts of the company and all subsidiaries

Turnover is the amount receivable by the group for goods and services supplied to customers.

Stock is stated at the lower of cost, which is generally computed on the basis of selling price less the appropriate trading margin, or net realisable value.

The cost of providing retir ment benefits is recognised in the profit and loss account so as to spread it over employees' working lives. The contributions are assessed in accordance with the advice of a qualified actuary. Any funding surpluses or deficits are amortised over the average remaining applicate service life.

The accounts are prepared under the historical cost convention with the exception of certain land and buildings which are included at valuations made in 1988 and 1990. The valuations were made on the basis that each property was regarded as available for existing use in the open market. Recent additions are carried at cost until they reach full trading potential. The surplus arising on the revaluation of properties is credited to revaluation reserve.

No depreciation is charged on freehold and long (over 100 years) leasehold land. Depreciation is calculated for all other assets in equal annual instalments at the following rates:

Freehold and long

leasehold building.

1% to 4%

Other leaseholds

over the remaining period of the lease

Fixtures and fittings

10% to 331/3%

I cased assets are all held under operating leases and the annual rentals are charged to the profit and loss account.

Provision for deferred taxation is only made where there is a reasonable probability of payment in the foreseeable future.

Goodwill arising on the acquisition of subsidiaries is written off to reserves at the time of acquisition.

The profit for the year is allocated in the consolidated profit and loss account bet wern that part which is required to provide against the effect of inflation on the replacement cost of fixture; and fittings and working capital requirements, and that part which is available for future expansion and development of the group in real terms.

2 Analysis of turnover and profit

The Partnership is principally engaged in the business of retailing in department stores and supermarkets and also operates some ancillary manufacturing and farming activities.

The business is carried on in the United Kingdom and the turnover derives mainly from that source.

3	Interest	Interest payable:	1990	j 🛶
		On bank loans, overdrafts and other loans repayable	Ŀm	
		within 5 years	3.7	4,1
		On all other loans	12.3	30
	4	Interest receivable	(2.4)	ş <
		The state of the s	THE RESERVE ASSESSMENT OF THE PARTY OF THE P	

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•	Dividends					1990	
,	Dividends). Tui	
		5% (now 3 5% plus tax	credit) First Cur	nu ^t atíve P	reference Stock	1	
		and Te's (now 4 9% plus	tax credit) Cun	ulative Pr	elerence Stock	.1	
		Ordinary Shares				44	*
	८ इनस्त्रक्ष ६०० १०	•		4	J 200 200 100 100 100 100 100 100 100 100	.3	
						1990	
0	Directors and			a 1		1000	
	employees	Directors' remuneration	melading bensi	en runo co e as follav	on the state of th	20020	
		and Partnership bosons o	•	n 97 tonsay	V 5×	1.464	
		Remuneration as madag				1,464	
		Pensions to past director	٩,		_	. , '	
		Excluding pension func indendual directors, wh	l contributions l a served or, the b	out includ ward duri	ling Partnership bonus, t ing any part of the year, w	the emolument tere as follows:	s of the
.,.	e (mente sitta o tribi	t'Larran		317	A SHEET, M. S.		
		z 3.1 1	1998	no para		1920	
		Other directors	1		£100,001 ~ £105,000	2	
		130,001 - 135,000	i		1105,001 - 1110,000	1	
		140,001 × 145,000	•		1120,001 1125,000	1	
		•50,001 = 155,000 170,001 = 175,000	1		£130,001 - £135,000	/ =	
			i	*) **	£145,001 - £150,000	tus v	
		180,001 - 185,000	•		£150,001 £155,000	1	
		£85,001 = £90,000 £90,001 = £95,000	2	1	£160,001 - £165,000	i	
		£95,001 ~ £100,000	- ,				
			n.i santelmman	s hut inc	luding Partnership bon	us, the emolu	nents of
		employees other than	lirectors receivir	ng remund	eration of more than £30	,000 per annun	were as
		Excluding pension by employees other than follows:	hree tors receivir	ig remund	eration of more than £30	,000 per annun 1990	were as
		employees other than of follows:	dges tors receivir 1990	enume 1589	eration of more than 200	www.ber.aman	were as
		employees other than a follows:	hrectory receivir 1990 114	1989 1981 1971	£75,001 £80,000	1990	were as
		employees other than of follows: £30,001 < £35,000 £35,001 = £40,000	hrectors receivir 1990 114 82	enume 1589	£75,001 £80,000 £80,001 £85,000	1990 3	were as
		employees other than a follows: £30,001 > £35,000 £35,001 = £40,000 £40,001 = £45,000	hrze tory receivin 1590 114 82 5 .	179 179 179	£75,001 - £80,000 £80,001 - £85,000 £85,001 - £90,000	1990 3 1	were as
		employees other than of follows: £30,001 ~ £35,000 £35,001 ~ £40,000 £40,001 ~ £45,000 £45,001 ~ £50,000	hrze tory receivin 1990 114 82 5 . 28	179 179 179	£75,001 - £80,000 £80,001 - £85,000 £85,001 - £90,000 £90,001 - £95,000	1990 3 1	Were as
		employees other than a follows: £30,001 - £35,000 £35,001 - £40,000 £40,001 - £45,000 £45,001 - £50,000 £50,001 - £55,000	1990 114 82 5 - 28 21	1759 1759 1759 1759	£75,001 - £80,000 £80,001 - £85,000 £85,001 - £90,000 £90,001 - £95,000 £100,001 - £105,000	1990 3 1 1	were 35
		employees other than a follows: £30,001 - £35,000 £35,001 - £40,000 £40,001 - £45,000 £45,001 - £50,000 £50,001 - £55,000 £55,001 - £60,000	1990 114 82 5 . 28 21	1989 179 179 35	£75,001 - £80,000 £80,001 - £85,000 £85,001 - £90,000 £90,001 - £95,000 £100,001 - £105,000 £105,001 - £110,000	1990 3 1 1	were as
		employees other than a follows: £30,001 - £35,000 £35,001 - £40,000 £40,001 - £45,000 £45,001 - £50,000 £50,001 - £55,000 £55,001 - £60,000 £60,001 - £65,000	1990 114 82 5. 28 21 13	1989 179 179 35	£75,001 - £80,000 £80,001 - £85,000 £85,001 - £90,000 £90,001 - £95,000 £100,001 - £105,000 £105,001 - £110,000 £120,001 - £125,000	1990 3 1 1 1	i were 25
		employees other than a follows: £30,001 - £35,000 £35,001 - £40,000 £40,001 - £45,000 £45,001 - £50,000 £50,001 - £55,000 £55,001 - £60,000	1990 114 82 5 . 28 21	1989 179 179 16 16	£75,001 - £80,000 £80,001 - £85,000 £85,001 - £90,000 £90,001 - £95,000 £100,001 - £105,000 £120,001 - £125,000 £135,001 - £140,000	1990 3 1 1 1	i were as
		employees other than a follows: £30,001 - £35,000 £35,001 = £40,000 £40,001 = £45,000 £45,001 = £50,000 £50,001 = £55,000 £55,001 = £60,000 £60,001 = £65,000 £65,001 = £70,000	1990 114 82 5 - 28 21 13 12 13	1989 179 169 16 16	£75,001 - £80,000 £80,001 - £85,000 £85,001 - £90,000 £90,001 - £95,000 £100,001 - £105,000 £120,001 - £125,000 £135,001 - £140,000	1990 3 1 1 1 1 1 1 om were emplo	yed in th
		employees other than a follows: £30,001 - £35,000 £35,001 - £40,000 £40,001 - £45,000 £45,001 - £50,000 £50,001 - £55,000 £60,001 - £60,000 £65,001 - £70,000 £70,031 - £75,000 During the year the activity, was as follows:	1990 114 82 5 - 28 21 13 12 13	1989 179 169 16 16	£75,001 - £80,000 £80,001 - £85,000 £85,001 - £90,000 £90,001 - £95,000 £100,001 - £105,000 £105,001 - £110,000 £120,001 - £125,000 £135,001 - £140,000	1990 3 1 1 1 1 1 om were emplo	yed in th
		employees other than a follows: £30,001 - £35,000 £35,001 - £40,000 £40,001 - £45,000 £50,001 - £55,000 £50,001 - £50,000 £60,001 - £65,000 £65,001 - £70,000 £70,691 - £75,000	1990 114 82 5 - 28 21 13 12 13	PS9 179 160 17	£75,001 - £80,000 £80,001 - £85,000 £85,001 - £90,000 £90,001 - £95,000 £100,001 - £105,000 £105,001 - £110,000 £120,001 - £125,000 £135,001 - £140,000	1990 3 1 1 1 1 1 1 om were emplo	

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Notes on the accounts continued

Consolidated			Payments on account	
	Iand			
				30.0
		-		1 1%
	Lin	1144		
Cost or valuation	450.5	2010	77.4	746 9
At 28th January 1989			· ·	137.2
Additions at cost		વાન	***	39
Revaluation adjustment			11.2.81	-
			time sed	(31.1)
	(20-0)	(11.1)	4 · ***	
-v m w ?	523.0	246.4	87.5	856 9
W. Well languages	g w who are proposed as we			587.1
Atcort	253.2	2-16.4	8/ 1	26/18-
	<u> </u>	0 mm 2	it and the contract of the con	- چاھار اور ج _{ور جو} 1942ء ج
And the second state of the second se	523.0	246.4	87.5	8569
mountype melylyyminethy sin hisymphesis a		nya kalanggala dalah dal	ಆಯಾನ≲ರಾಟ್ ಕ್ಲ್್ -	
Degrecation				122 0
A + 28th January 1989	25.0			325 ଅଟେ
	4 5	تي ثور		
	(.4)	(8.4)		१७ है।
Citi dishonara	** ** *** ****************************	ment of the state	e min r	444.2
	32.8	111.5		144.3
M 27 (II Janeau A. 18. 18.		n spirate med approximately objective of the	SQUEENS TOLLA BOTTLE S	•
				4 N I P
	433.6	113.7	77.4	624 🕏
	N - 2-2	AND THE PERSON OF A SECOND	gga 22 \$44 \$1	
				-2017 to
27sh January 1990	490 2			712 6
Zitiljanian,	- Security -	_ / ^ ^		•
			£m	
Land and buildings at cost or	valuation:		204.4	
Breehold property				
Leasehold property, 50 years (44 7	
Leasenote projectly, texture	L. C. CASC MA. MICHAELE SERVICE - CASC M	<u> </u>	523.0	
	Cost or valuation At 28th January 1989 Additions at cost Revaluation adjustment Transfers Disposals At 27th January 1990 At cost At valuation 1988 Depreciation At 28th January 1989 Charge for the view On disposals At 27th January 1990 Net book values at 28th January 1989 Net book values at 27th January 1990 Land and buildings at cost or Freehold property Leasehold property, 50 years of Leasehold property, less than	Cost or valuation At 28th January 1989 458.6 Additions at cost 18.9 Resaluation adjustment 51 61 6 Disposals (20.0) At 27th January 1989 253.2 At valuation 1988 269.8 Depreciation At 28th January 1989 25.0 Charge for the solar Conditions (4) At 27th January 1989 32.8 Net book values at 28th January 1989 433.6 Net book values at 27th January 1990 490.2 Land and buildings at cost or valuation: Freehold property Leasehold property Leasehold property, 50 years or more unexpired Leasehold property, less than 50 years unexpired	Tand Extenses and Endings En	Land box sites and and

Included in land and buildings at 27th January 1990 is land valued at £104.5m, which is not subject to depreciation.

If they had not been revalued, land and buildings at 27th January 1990 would have been included at the following amounts

and a source of the			372.8
Cost Accumulated depreciation			43 7
المراجع المستعمل المس	- •	 •	329 1
			,

1	Tangible assets (continued)	Company	Land ² and buildings	Fixtures and fittings .Em	Payments on account and assets m course of construction £m	Total Lim
		Cost or valuation	£m 64.2	106.3	46.0	216,5
		At 28th January 1989 Additions at cost	10.3	30.6	53.0	93.9
		Revaluation adjustment	3.4	g111111 97		3.4
		Transfers	30.7	14 6	(30.0)	15,3
			(11.3)	(8.7)	No.	(20.0)
	Elizaren eta esta en el	Disposals	(11.0)		- Ary	
		At 27th January 1990	97.3	142.8	69,0	309,1
	Personal designation of the second se	At cost	53.6	142.8	69.0	265,4
٠	. A Te o 20 Te a C	At yalaation 1988 -	437	100 PM		
	CHARLES OF THE PARTY OF T	E W. C. C. C. Addition of the Company of the Compan	97.3	142.8	69.0	309.1
	AND THE PERSON NAMED IN TH	Law gale, Jacob L. All Cining respectively problems than the Martin Superior Constitution of the Constitut	**************************************	Northwest Cold E. F.		
		Depreciation	10	48.0		49.0
		At 28th January 1989	1.0 1.0	40.0 14 ft	-	15.0
		Cit arge for the year	1,0	7.7		7.7
		Transfers	(.2)	(6.1)	_	(6.3)
	The second secon	On disposals	(,2)	(4.7)		(0.0)
		At 27th January 1990	1.8	63.6		65.4
	,	Net book values at				
		28th January 1989	63.2	58.3	46.0	167.5
	ACCUSATE MAISTER C. C. C. C.	Net book values at				
		27th January 1990	95.5	79.2	69.0	243.7
	A STANDARD CONTRACTOR OF THE STANDARD OF THE S	and a second	Supply 6. A Surficient Property of the Supply of the Suppl		1990	1989
					Lm	å 17:
		 Land and buildings at cost or val 	luation:			
		Freehold property			28.7	4 , 1
		Leasehold property, 50 years or t			66.4	4 14
		Leasehold property, less than 50	years unexpired		2.2	1.4
	Name and American State of the Control of the Contr	· See See See See See See See See See Se			97.3	564 <u>2</u>
	gragiente d'administratifica de Eustre est e e e e e e e e e e e e e e e e e	Included in land and buildings a depreciation.	t 27th January 1990 is	land valued at	£7.2m, which is no	t subject to
		If they had not been revalued, la the following amounts:	nd and buildings at 27	th January 199	0 would have been	included at
		Cost			95.0	tsj _e ti
		As cumulated depreciation			4.4	3,6
	To the Minimum and the second	الا موجد دري المعاود والعامية <u>المدرين</u> ا	· »	The Manne Control	90.6	580

Notes on the accounts continued

12	Investments in subsidiaries		Shares in group "Companies	Loans to group companies	Tetal
			Lin	Ĺm	Ĺm
		At 28th January 1989	48.0	119.5	167,5
		Movements	3mt △	(40.2)	(40.2)
		Dividends receivable	Co-ma	5.5	5.5
	The Company of the Co	At 27th January 1990	48.0	84.8	132.8
		Wholly owned subsidiaries of John Lew	is plc		The state of the s
		John Lewis Properties ple	•		
		Waitrose Limited			
		Cavendish Textiles Limited			
		Stead, McAlpin & Company Limited			
~, #2	······································	Herbert Parkinson Limited	دستند و دود	C	
		J H Birtwistle & Company Limited	- a		·
		John Lewis Overseas Lir. ited			
		Leckford Estate Limited			
		The whole of the ordinary share capital is held which have no material effect on the accounts wholly or mainly in the United Kingdom and	s of the group. All of th	ese subsidiaries one	anies rate
		The accounts of Waitrose Limited are audited on ordinary activities before taxation attribute (26%) respectively.	l by Kidsons. The share able to Waitrose Limite	of group turnover : d is 47% (46°6) and	sud profit l 30%
13	Stocks	Consolidated		1990	1
				Lm	*
		Raw materials and work-in-progress		0.6	
		Finished goods		9.6 154.9	•
		The second of the second secon		154.9	Marie Sale and American
				164.5	
		Сопрану			
		Raw materials and work in propress		,	modeless
		Raw materials and work-in-progress Finished goods		.6 106.0	
		Raw materials and work-in-progress Pinished goods	PEN Andrews graphed harmonings, programming has been been been been been been been bee	.6 106.9	Q \$ 1
•					Q F I

1886m

\$88898

4 Debtors	Correlidated	ý.	
	van enanged	1990	*incl
		Ĺm	*
	Ame unts falling due within one year.		
	Trade debtors	110.5	
	Other debtors	5.6	*
	Pension fund prepayment	9.2	
# = # TE A	Prepayments and accrued income	9.2	
	The second secon	N. C. T. Mary, J. S. Ster.	-
	PACE OF BY A STATE ASSESSMENT OF A SECTION OF OF A S	134.5	
	Amounts falling due after more than one year:	A SOLD OF LIGHT SHOPE SH	
Water and the same of the same	Trade debtors	22.6	, V a
	Total debtors	157.1	ĵ •·•
- ·	Company	The second of th	
	Amounts falling due within one year:		
	Trade debters		
	Orker deburs	103.0	
	Prepayments and accrued income	3.3	
·	The second secon	15.0	
-	Taking to describe the control of th	121.3	,a,
	Amounts falling due after more than one year:		······································
*	Trade debtors	22.6	15 12
	- And Man And Man And And And And And And And And And An	X	

	m 101 . 1	1990	\$60.0
Creditors	Consolidated	Lm	* -
	Argounts falling due within one year:		
	Loans and bank overdraft		
		• • • • •	,
		= : :	4.
			1.
	Corporation tax deferred		
	Other taxation and social security		
	Accessed and deferred income	•	н
	Partnership bonus	41.1	t tarrestation representation
SACIAL PROPERTY AND THE PROPERTY OF THE SACIAL PROPERTY OF THE SACIA	THE STATE OF THE PROPERTY OF T	253.6	2.4.
The Control of the Co	The first court that our the rest	an elemented describer the second	ICHK KOMMINECT, 31
	Amounts faiting the after 5 crars		
	Due by instantines area of justs	1.2	
	- Depending to ans		
	Due other than by instantents area o Jones	5.0	
		50.0	
		100.0	
		2,4	· · · · ·
		158.6	₹، پ
	Total of instalment payments due after 5 years	1.1	4
	N NO		
	914 % Mortgage Debenture Stock, 1992/97		5
	81/4% Mortgage Debenture Stock, 1993/98	1.2	· · · · · · · · · · · · · · · · · · ·
Mark Company	NOT THE RESIDENCE OF THE PROPERTY OF THE PROPE	6.2	٠.
	Creditors	Arnounts falling due within one year: Loans and bank overdraft Trade creditors Holding company Other creditors Corporation tax Corporation tax Corporation tax deferred Other taxation and social security Accruals and deferred income Proposed dividend Partnership bonus Amounts falling due after more than one year: Due by instalments after 5 years — Debenture loans Due other than by instalments after 5 years — Debenture loans — 1014 % Bonds, 2006 — 1042 % Bonds, 2014 Other creditors Total of instalment payments due after 5 years Debentures (secured on land and buildings) John Lewis Properties ple	Araounts falling due within one year: Loans and bank overdraft 107.7 Trade creditors 1.4 Holding company 13.1 Other creditors 25.5 Corporation tax 25.5 Corporation tax deferred 3.2 Corporation tax deferred 43.6 Other taxation and social security 17.8 Accruals and deferred income 17.8 Proposed dividend 2 Proposed dividend 41.1 Partnership bonus 41.1 Due by instalments after 5 years 1.2 Due other than by instalments after 5 years 5.0 - 10½ % Bonds, 2006 50.0 - 10½ % Bonds, 2014 100.0 Other creditors 2.4 Debentures (secured on land and buildings) John Lewis Properties plc 9½ % Mortgage Debenture Stock, 1992/97 5.0 8½ % Mortgage Debenture Stock, 1993/98 1.2

15	Creditors (continued)			
	(continued)	Company	1990	198
		•	£m	
		Amounts falling due within one year.		•
		Loans and bank overdraft		
		Trade creditors		2,3
		Holding company	92.5	٤;٠٠
		Owed to group companies	1,4	1
		Other creditors	111.1	€.3
		Corporation tax	9,9	11
		Corporation vax deferred	2.1	ļ.
		Other taxation and social security	3.2	
		Accruals and deferred income	33.2	•
		Proposed dividend	13.1	14
		Partnership bonus	.2	
		POLICIA DE PROGRAMA DE CANADA DE CAN	40.1	41
,	and the second s	the act of the action of the a	306.8	~ 241.4
,	According to the second	,一个人,我们就是一个人,我们就是一个人,我们就是一个人,我们就是一个人,我们就是一个人,我们就是一个人,我们就是一个人,我们就是一个人,我们就是一个人,我们就	30i.8	791
,	School was a second sec	Amounts falling due after more than one war:	3(V)-8	<u> </u>
,	School Section Sections Sections 22	Amounts falling due after more than one year: Due other than by instalments after 5 years	And the second s	791
,	- School & Marie Committee	Amounts falling due after more than one year: Due other than by instalments after 5 years 101/4 % Bonds, 2006	30 <u>6.8</u> 50.0	A 15-10-10-10-10-10-10-10-10-10-10-10-10-10-
,	Secretary and the secretary of the secre	Amounts falling due after more than one year: Due other than by instalments after 5 years 101/4 % Bonds, 2006 - 101/2 % Bonds, 2014	And the second s	
70	Section 6	Amounts falling due after more than one year: Due other than by instalments after 5 years 101/4 % Bonds, 2006	50.0	
-	ACCOUNTY OF THE PROPERTY OF TH	Amounts falling due after more than one year: Due other than by instalments after 5 years 101/4 % Bonds, 2006 - 101/2 % Bonds, 2014	50.0 100.0	(a) i = 3
	Secretary 2:	Amounts falling due after more than one year: Due other than by instalments after 5 years 101/4 % Bonds, 2006 - 101/2 % Bonds, 2014	50.0 100.0 2.4	
- 5	hare capital	Amounts falling due after more than one year: Due other than by instalments after 5 years - 101/4 % Bonds, 2006 - 101/2 % Bonds, 2014 Other reditors	50.0 100.0 2.4	(a) a
- 63	hare capital	Amounts falling due after more than one year: Due other than by instalments after 5 years 10/4% Bonds, 2006 10/4% Bonds, 2014 Other reditors Authorised, issued and fully maid.	50.0 100.0 2.4	(a)
S	hare capital	Amounts falling due after more than one year: Due other than by instalments after 5 years 10/4% Bonds, 2006 10/4% Bonds, 2014 Other reditors Authorised, issued and fully paid- 5% (now 3.5% plus tax credit) First Compulsion P. C. C. Compulsion P. C.	50.0 100.0 2.4	(ng. g
- - -	hare capital	Amounts falling due after more than one year: Due other than by instalments after 5 years 10/4% Bonds, 2006 -10/4% Bonds, 2014 Other reditors Authorised, issued and fully paid- 5% (now 3.5% plus tax credit) First Cumulative Preference Stock 7% (now 4.9% plus tax credit) Cumulative Preference Stock	50.0 100.0 2.4 152.4	57.
	hare capital	Amounts falling due after more than one year: Due other than by instalments after 5 years 10/4% Bonds, 2006 10/4% Bonds, 2014 Other reditors Authorised, issued and fully paid- 5% (now 3.5% plus tax credit) First Compulsion P. C. C. Compulsion P. C.	50.0 100.0 2.4 152.4	(a)

17	Reserves	Consolidated	Share premium kan	Revaluation reserve Îm	Other reserves =capital £m	Profit and loss account Em	Total rescives Lm
		At 28th January 1989	3.3	169.2	1.4	409.1	\$83.0
		Premium on Bond	3	ær °	- ₆₀₋₄	: W.B	.3
		Profit retained to offset inflation		_	72%	4,8	4.8
		Profit retained for				61.4	61 4
		development Fxpenses of Bond (South	(1.7)				(17)
		Revaluation surplus	(* ',	3.9	5.72	93	3 7
		Transfers		(12.0)	and	12.0	ಶ್ ಶ್ಯಾಕ್ಷಣ್ಣ ಎಂದು ಕೆಂದು ಕೆಂದ
	Section and the second sections of the second section is a second section of the second section sectio	At 27th January 1990	1.9	161.1	1,4	487.3	651.7
x #E	TO ME TO ME TO THE PROPERTY OF	Company		Share premium Lm	Revaluation reserve	Profit and loss account	Total tesetves Lin
		At 28th January 1989		3.3	52	157.5	166 0
		Premium on Bond 1850	2	3			•
		Profit retained for devel				27.6	27.6
		Expenses of Bond issue		(1.7)	 3.4	eners Spenic	(1.7) 3 s
		Revaluation surplus Transfers		MIT 1	3.4 (3.7)	3.7	. , ,
	Administration of the Control of the	At 27th January 1990	CITORIA MANAGERINACION 27 TA	1.9	4.9	188.8	195.6
18	Inflation					1990 £m	
		Profit retained to offset Depreciation of fixture Working capital				4.8	
	c		1945. Newsyman & M. M. C. S. T. S.	Cable (and the second s	4.8	
	C representative of the second control of th	The working capital ac Government Statistical year. The application o	Service, app	lied to the values	of stock, debtors	and caeditors in t	he preceding
19	Commitments	At 27th January 1990 which contracts had be	the director en placed fo	s had authorised r L42.8m (L59.4r	capital expendit 11).	ure of £123.5m	· , of
20	Lease commitments	Rentals on land and buildings for the next financial year on leases expiring:					
		Within 1 year				1.7	
		Between 1 and 2 years				1.7	
		Between 2 and 5 years Over 5 years				3.1 18.7	

Report of the auditors

We have audited the financial statements of John Lewis ple set out on pages 7 to 20 in accordance with Auditing Standards.

Price Waterhouse

In our opinion the financial statements give a true and fair view of the state of affairs of the company and the group at 27th January 1990 and of the profit and source and use of funds of the group for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Price Waterhouse Chartered F. Sountants London

23rd April 1990

H REMOVED

21

Retail branches

Department stores	Đ	eparti	nent	stores
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London John Lewis, Oxford Street John Lewis, Brent Cross Peter Jones, Sloane Square Jones Brothers, Holloway Pratts, Streatham

Southern England
Caleys, Windsor
Heelas, Reading
John Lewis, Bristol
John Lewis, High Wycombe
John Lewis, Milton Keynes
John Lewis, Welwyn
Knight & Lee, Southsea
Treveir Brothers, Wasford
Tyrrell and Green, Southampton

Midlands, East Anglia,
Northern England and Scotland
Bainbridge, Newcastle
Bands, Norwich
Cole Brothers, Sheffield
George Henry Lee, Liverpool
Jessop & Son, Nottingham
John Lewis, Aberdeen
John Lewis, Edinburgh
John Lewis, Peterborough

BANK SK

Waitrose supermarkets

London
Barnet Fast Sheen Kenton West Ealine
Brent Cross Enfield Swiss Cottage Whetstone
Chelsea Harrow Weald Temple Fortune

Southern England Summigdale Marlborough Compart Allington Park Carencester Tilchuret Marlow Green Street Cabhain Andover Wallangloud Milton Keynes Green Coulsdon Banstead Wantane New Malden Harpenden Cow plana Bath Westirenne Northwood Crowborough Havant Beatensfield Westbury Pati Ramsgate Haves Dibden Berkhamsted West Bullers Richmond Henley Dorchester Burch Hill Weybridge Romsey Hertlord Dorling Brighton Windsgr Sevenoaks House Epsom Bromley Winten St Albans Leighton Esher Caferhain Wigner Slough. Buzzard Caversham Fleet Wokunghatia Southsea Lynnigten Goddining Chesham Willes in Maidenhead Stevenage Goldsworth Chichester Park

Midlands
Blaby Evington Ball Green Kingsthorpe
Daventry Four Oaks Kelderminster Stourbridge

East Anglia
Buckhurst Hill Newmarket Saftton Walden
Huntingdon Peterborough St Neots

Robert Sayle, Cambridge In addition to the shops listed above, the Partnership has businesses engaged in manuta-ruring and farming

Stead McAlpin, Carlisle (Textile printing) J H Birtwistle, Haslingden (Spinning and weaving) Herbert Parkinson, Darwen (Weaving and making up) Taylor & Penton, Weshridge (Fitted kitchen furniture and leaf on a Leckford Estate, Stockbridge (Farming)