

**ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED**

**REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009**

Company Registration No. 1511481

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## COMPANY DETAILS

### DIRECTORS

Air Chief Marshal Sir John Day, KCB, OBE  
Lord Evans of Watford  
Air Vice-Marshal David Crwys-Williams CB FCIPD FIMgt RAF (Retd) (appt'd 09.05.08)  
Dr. M. A. Fopp, MA, FMA, FRAeS  
J. Field  
K. Ifould, CBE, AFC, FRAeS, MIL, (RAF ret'd)  
J. Kitchen, MA, Mst

### COMPANY NUMBER

1511481 (England and Wales)

### REGISTERED OFFICE

The Royal Air Force Museum,  
Grahame Park Way,  
Hendon,  
London,  
NW9 5LL

### AUDITORS

Hillier Hopkins LLP,  
Chartered Accountants,  
64 Clarendon Road,  
Watford,  
Herts. WD17 1JF

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## DIRECTORS' REPORT

The Directors submit their report and the financial statements of Royal Air Force Museum Enterprises Limited for the year ended 31st March 2009.

### PRINCIPAL ACTIVITIES

The principal activity of the Company during the period was conducting trading operations for the Royal Air Force Museum at Hendon and at Cosford.

### REVIEW OF THE BUSINESS AND FUTURE DEVELOPMENTS

The Board reports that the profit for the year was £193,027. The performance of the individual parts of the business has been consistent, including the Alternative Marketing programme for the RAF which has begun to show a royalty return over and above the initial advance. Retail sales were very satisfactory, notwithstanding the reduced visitor numbers compared to the previous year's opening of the National Cold War Exhibition at Cosford.

#### Retail

It has been an excellent year for retail. Overall expenditure has been within budget, gross margin on budget and total sales income over budget by 6.7% at £1.3M. Despite the economic climate a 3.1% increase in sales income was achieved.

#### Conference & Corporate Hire

The strong performance of 2007/08 has been continued into this financial year and targets and margins have either been achieved or improved at both sites. This has been against the background of an economic recession which has had a significant impact on the sector.

#### Simulators

Initiatives put in place have seen a 9% increase in volume at Cosford, despite a reduction in overall visitor numbers there. The London site has seen an 18% increase in the same period partly attributable to an 11% increase in visitor numbers.

#### Alternative Marketing

The Board expects increased income from royalties relating to the Alternative Marketing programme for the RAF, although it is noted that the licensing agent has changed with effect from 1 April 2009 from 4Kids to IMG.

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## DIRECTORS' REPORT

- continued -

### RESULTS AND DIVIDENDS

The trading profit for the year was £193,027 (2008: £61,466). The profits chargeable to corporation tax were covenanted to the parent undertaking, a registered charity.

### DIRECTORS

The following Directors have held office since 1<sup>st</sup> April 2008.

Air Chief Marshal Sir John Day, KCB, OBE  
Lord Evans of Watford  
Air Vice-Marshal David Crwys-Williams CB FCIPD FIMgt RAF (Retd) (appt'd  
09.05.08)  
Dr. M.A. Fopp, MA, FMA, FRAeS  
J Field  
K. Ifould CBE, AFC, FRAeS, MIL, RAF (ret'd)  
J Kitchen, MA, Mst

No Director held any beneficial interest in the shares of the Company at any time during the year.

### CHARITABLE CONTRIBUTIONS

During the year the company made charitable contributions totalling £231,747 (2008: £119,735).

### DIRECTORS' RESPONSIBILITIES IN PREPARATION OF THE FINANCIAL STATEMENTS

#### Statement of disclosure to auditor

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

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## DIRECTORS' REPORT

- continued -

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing those financial statements, the Directors are required to:

- (a) select suitable accounting policies and then apply them consistently;
- (b) make judgements and estimates that are reasonable and prudent;
- (c) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

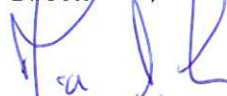
The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the requirements of the Companies Act 1985. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the special provision of Part VII of the Companies Act 1985 relating to small companies.

BY ORDER OF THE BOARD

  
Air Vice-Marshal David Crwys-Williams  
Director

Date:

  
Dr. Michael Fopp  
Director

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

We have audited the financial statements of Royal Air Force Museum Enterprises Limited for the year ended 31 March 2009, set out on pages 7 to 13. These financial statements have been prepared in accordance with the accounting policies set out therein and the requirements of the Financial Reporting Standard for Smaller Entities (effective January 2007).

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

The directors' responsibilities for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of directors' responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you whether in our opinion the information given in the Directors' report is consistent with the financial statements.

In addition we report to you if, in our opinion, the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed.

We read the Directors' report and consider the implications for our report if we become aware of any apparent misstatements within it.

### BASIS OF AUDIT OPINION

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

- continued -

### OPINION

In our opinion:

the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities, of the state of the company's affairs as at 31 March 2009 and of its loss for the year then ended;

the financial statements have been properly prepared in accordance with the Companies Act 1985; and

the information given in the Directors' report is consistent with the financial statements.

**Hillier Hopkins LLP,**  
Chartered Accountants  
and Registered Auditor  
64 Clarendon Road  
Watford, Herts. WD17 1DA

Date:

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

	<u>Notes</u>	<u>2009</u>	<u>2008</u>
		£	£
TURNOVER	2	1,859,491	1,720,980
Cost of sales		<u>(624,175)</u>	<u>(648,236)</u>
		1,235,316	1,072,744
Other operating expenses (net)	3	<u>(1,034,506)</u>	<u>(1,001,095)</u>
<b>OPERATING PROFIT</b>		200,810	71,649
Investment income	4	5,253	10,274
Interest payable and similar charges	5	<u>(13,036)</u>	<u>(20,457)</u>
<b>PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>	6	193,027	61,466
Taxation	8	-	-
<b>PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION</b>		193,027	61,466
Covenanted payments to the RAF Museum		<u>(231,747)</u>	<u>(119,735)</u>
<b>LOSS FOR THE YEAR</b>	15	<u>(38,720)</u>	<u>(58,269)</u>

The notes on pages 9 to 13 form part of these accounts

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

## BALANCE SHEET AS AT 31<sup>ST</sup> MARCH 2009

	<u>Notes</u>	<u>2009</u>	<u>2008</u>
		£	£
<b>FIXED ASSETS</b>			
Tangible assets	9	163,876	222,092
<b>CURRENT ASSETS</b>			
Stocks	10	178,559	144,416
Debtors	11	142,434	124,185
Cash at bank and in hand		171,274	227,749
		492,267	496,350
<b>CREDITORS: Amounts falling due within one year</b>	12	(522,231)	(491,568)
		(29,964)	4,782
<b>NET CURRENT LIABILITIES/ASSETS</b>			4,782
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		133,912	226,874
<b>CREDITORS: Amounts falling due after more than one year</b>	13	(131,976)	(186,218)
		1,936	40,656
<b>CAPITAL AND RESERVES</b>			
Called up share capital	14	100,000	100,000
Profit and loss account	15	(98,064)	(59,344)
		1,936	40,656
<b>SHAREHOLDERS' FUNDS</b>	16		40,656

These financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective January 2007).

Approved by the Board on

  
Air Vice-Marshal David Crwys-Williams – Director

  
Dr M. A. Fopp – Director

The notes on pages 9 to 13 form part of these accounts.

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### 1. ACCOUNTING POLICIES.

#### BASIS OF ACCOUNTING

The financial statements have been prepared under the historical cost convention, which assumes the continued support of the Trustees of the RAF Museum, and have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2007).

#### TANGIBLE FIXED ASSETS

Fixed assets are stated at historical cost.

Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows:

Flight simulators	5 years straight line basis
Furniture, fixtures and fittings	5 years straight line basis
Motor vehicles	4 years straight line basis
Office & Computer equipment	3 to 5 years straight line basis

#### STOCKS

Stocks are valued on bases which are consistent from one year to another. Stocks of goods purchased for resale and consumable stores are valued at the lower of cost and net realisable value.

#### TURNOVER

Turnover represents the invoiced value, net of Value Added Tax, of goods sold and services provided to customers.

#### LEASED ASSETS AND OBLIGATIONS

Where assets are financed by leasing agreements that give rights approximating to ownership ('finance leases'), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments during the lease term. The corresponding leasing commitments are shown as obligations to the lessor.

Lease payments are treated as consisting of capital and interest elements, and the interest is charged to the profit and loss account in proportion to the remaining balance outstanding.

All other leases are 'operating leases' and the annual rentals are charged to the profit and loss account on a straight line basis over the lease term.

#### RECHARGE OF COSTS

The Royal Air Force Museum, the Company's ultimate parent undertaking, has since 1<sup>st</sup> January, 1997, charged the Company at cost, for all services provided to it. The Company has raised a charge on the Museum on a similar basis. This has resulted in a net charge of £228,689 for the year to 31<sup>st</sup> March, 2009. The net charge for the year end 31<sup>st</sup> March, 2008 was £232,675.

### 2. TURNOVER

The Company's turnover was derived from its principal activity. Sales were made in the United Kingdom only.

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009 - continued -

	<u>2009</u> £	<u>2008</u> £
<b>3. OTHER OPERATING EXPENSES (NET)</b>		
Administration expenses	1,034,506	1,001,095
	<u>1,034,506</u>	<u>1,001,095</u>
<b>4. INVESTMENT INCOME</b>		
Bank interest received	<u>5,253</u>	<u>10,274</u>
<b>5. INTEREST PAYABLE AND SIMILAR CHARGES</b>		
Finance lease interest	1,159	1,887
Other interest paid	1,274	1,866
Bank loan interest	10,603	16,704
	<u>13,036</u>	<u>20,457</u>
<b>6. PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>		
Profit on ordinary activities before taxation is stated after charging:		
Profit on disposal of fixed assets	-	-
Depreciation and amounts written off tangible fixed assets:		
Charge for the period:		
owned assets	60,182	80,309
leased assets	10,347	10,347
Auditors' remuneration	<u>7,000</u>	<u>6,350</u>
<b>7. EMPLOYEES</b>		
The number of persons at the year end (including Directors) employed by the Company was:		
	No.	No.
Directors	7	7
Retailing	27	29
Conference	6	6
Alternative Marketing	1	1
Finance	-	1
	<u>41</u>	<u>44</u>
Staff costs for the above persons:		
	£	£
Wages and salaries	533,583	498,645
Social security costs	43,729	40,905
	<u>577,312</u>	<u>539,550</u>

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009 - continued -

7. **EMPLOYEES - continued**

**DIRECTORS' REMUNERATION**

No Director received remuneration during the year (2008: £Nil)

8. **TAXATION**

The Company is party to a deed of covenant under which all taxable profits are paid over to the parent undertaking, which is a registered charity. Therefore no liability to corporation tax arises in this Company's results.

9. **TANGIBLE FIXED ASSETS**

	<u>Flight Simulators</u>	<u>Office and Computer Equipment</u>	<u>Furniture, Fixtures and Fittings</u>	<u>Motor Vehicles</u>	<u>Total</u>
	£	£	£	£	£
<b>Cost or valuation:</b>					
1 <sup>st</sup> April, 2008	253,542	219,154	382,271	41,389	896,356
Additions	-	1,555	10,758	-	12,313
Disposals	-	-	-	-	-
	<u>253,542</u>	<u>220,709</u>	<u>393,029</u>	<u>41,389</u>	<u>908,669</u>
<b>Depreciation:</b>					
1 <sup>st</sup> April 2008	252,735	198,253	212,067	11,209	674,264
Charged in year	807	12,385	46,990	10,347	70,529
Disposals	-	-	-	-	-
	<u>253,542</u>	<u>210,638</u>	<u>259,057</u>	<u>21,556</u>	<u>744,793</u>
At 31 <sup>st</sup> March 2009	253,542	210,638	259,057	21,556	744,793
<b>Net book value: 31<sup>st</sup> March 2009</b>	<u>-</u>	<u>10,071</u>	<u>133,972</u>	<u>19,833</u>	<u>163,876</u>
<b>Net book value: 31<sup>st</sup> March 2008</b>	<u>807</u>	<u>20,901</u>	<u>170,204</u>	<u>30,180</u>	<u>222,092</u>

The Net Book Value and Depreciation related to Tangible Assets held by the Company under Finance Leases are NBV £19,833 and Depreciation £10,347

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009 - continued -

	<u>2009</u> £	<u>2008</u> £
<b>10. STOCKS</b>		
Goods for resale	178,559	144,416
	<u>178,559</u>	<u>144,416</u>
<b>11. DEBTORS</b>		
Trade debtors	62,269	78,599
Prepayments and accrued income	80,165	45,586
	<u>142,434</u>	<u>124,185</u>
<b>12. CREDITORS: Amounts falling due within one year</b>		
Trade creditors	45,234	69,401
Other taxation and social security costs	9,403	11,002
Bank Loan	39,513	30,255
Amounts owed to parent undertaking	83,772	101,023
Covenanted payment due to parent undertaking	231,747	119,735
Other creditors incl VAT	23,371	29,374
Net obligations under hire purchase contracts	10,165	10,341
Accruals and deferred income	79,026	120,437
	<u>522,231</u>	<u>491,568</u>
<b>13. CREDITORS: Amounts falling due after more than one year</b>		
Bank loan	131,976	176,053
Net obligations under hire purchase contracts	-	10,165
	<u>131,976</u>	<u>186,218</u>
<b>14. SHARE CAPITAL</b>		
Authorised: 100,000 Ordinary shares of £1 each	<u>100,000</u>	<u>100,000</u>
Allotted, issued and fully paid: 100,000 Ordinary shares of £1 each	<u>100,000</u>	<u>100,000</u>

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009 - continued -

	<u>2009</u>	<u>2008</u>
	£	£
<b>15. PROFIT AND LOSS ACCOUNT</b>		
At 1 <sup>st</sup> April 2008	(59,344)	(1,075)
Loss for the financial year after covenanted payment	<u>(38,720)</u>	<u>(58,269)</u>
At 31 <sup>st</sup> March 2009	<u>(98,064)</u>	<u>(59,344)</u>
<b>16. RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS</b>		
(Loss)/Profit for the year	(38,720)	(58,269)
Opening shareholders funds	<u>40,656</u>	<u>98,925</u>
Closing shareholders funds	<u>1,936</u>	<u>40,656</u>
<b>17. ULTIMATE CONTROLLING PARTY</b>		
The ultimate controlling party are the Trustees of the RAF Museum.		
<b>18. RELATED PARTY TRANSACTIONS</b>		
The Company has taken advantage of the exemption in Financial Reporting Standard Number 8 from the requirements to disclose transactions with group companies on the grounds that consolidated financial statements are prepared by the ultimate parent undertaking.		

# **ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED**

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## **MANAGEMENT INFORMATION**

The following pages do not form part of the statutory financial statements

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

## TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### NET PROFIT FOR THE YEAR

		<u>2009</u>	<u>2008</u>
	Page	£	£
<b>LONDON</b>			
Shop	16	143,991	128,764
Conferences and corporate hire	17	158,585	96,715
Flight simulator	18	51,563	33,956
		<u>354,139</u>	<u>259,435</u>
 <b>COSFORD</b>			
Shop	19	38,287	69,593
Conferences and corporate hire	20	30,116	27,357
Flight Simulator	21	51,556	28,121
		<u>119,959</u>	<u>125,071</u>
 <b>ALTERNATIVE MARKETING</b>	 22	 5,565	 (36,812)
 <b>OPERATING PROFIT</b>		 <u>479,663</u>	 <u>347,694</u>
Less: Central expenses	23	57,947	53,553
Less: Recharges from RAF Museum		141,538	150,397
Salaries		22,812	21,317
Light, heat, rent and rates		31,277	29,071
Maintenance		17,238	17,283
Cosford rent and utilities		15,824	14,607
Cleaning		<u>          </u>	<u>          </u>
		<u>228,689</u>	<u>232,675</u>
 <b>NET PROFIT FOR THE YEAR BEFORE TAXATION</b>		 <u><u>193,027</u></u>	 <u><u>61,466</u></u>

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### LONDON SHOP

	<u>2009</u> £	<u>2008</u> £
<b>SALES</b>	614,260	554,987
<b>LESS: COST OF SALES:</b>		
Stock at commencement	62,482	49,348
Purchases & carriage	295,745	258,345
Stock at close	(84,052)	(62,482)
	<u>274,175</u>	<u>245,211</u>
<b>GROSS PROFIT</b> 55.4% (2008: 55.8%)	<u>340,085</u>	<u>309,776</u>
<b>LESS: EXPENSES</b>		
Salaries, wages and national insurance	162,997	151,641
Repairs, renewals, maintenance & equipment	1,531	1,231
Telephone	821	691
Printing, stationery and postage	3,764	3,828
Bank and credit card charges	10,869	11,386
Computer Expenses	2,788	575
General expenses	4,510	4,651
Travel	143	310
Depreciation: furniture, fixtures and equipment	7,902	5,576
Interest on lease	658	964
Licences	111	159
	<u>196,094</u>	<u>181,012</u>
<b>NET PROFIT FOR THE YEAR</b>	<u>143,991</u>	<u>128,764</u>

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### LONDON CONFERENCES AND CORPORATE HIRE

	<u>2009</u>	<u>2008</u>
	£	£
<b>SALES</b>	246,276	223,955
Catering concession income	<u>48,944</u>	<u>56,264</u>
	295,220	280,219
<b>LESS: COST OF SALES</b>		
Purchases & Commission	7,027	60,408
	<u>288,193</u>	<u>219,811</u>
<b>GROSS PROFIT</b> 97.6% (2008: 78.4%)		
<b>LESS: EXPENSES</b>		
Salaries, wages and national insurance	100,960	100,502
Repairs, maintenance and equipment	117	-
Printing, stationery and postage	105	529
Telephone	851	1,030
Publicity and advertising	10,262	9,446
Bank and Credit Card charges	464	580
General Expenses	1,620	1,479
Travel	235	249
Depreciation: furniture, fixtures and equipment	2,719	4,504
Display equipment hire	12,008	4,402
Licences	267	375
	<u>129,608</u>	<u>123,096</u>
<b>NET PROFIT FOR THE YEAR</b>	<u>158,585</u>	<u>96,715</u>

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### FLIGHT SIMULATORS LONDON

	<u>2009</u>	<u>2008</u>
	£	£
<b>SALES</b>	74,306	62,859
Other income	-	5,000
	<hr/>	<hr/>
	74,306	67,859
 <b>LESS: EXPENSES</b>		
Salaries, wages and national insurance	13,938	20,652
Repairs and maintenance	7,822	11,942
General Expenses	449	239
Depreciation: flight simulator	534	1,070
	<hr/>	<hr/>
	22,743	33,903
 <b>NET PROFIT FOR THE YEAR</b>	 51,563	 33,956
	<hr/>	<hr/>

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### COSFORD SHOP

	<u>2009</u>	<u>2008</u>
	£	£
<b>SALES</b>	<u>534,664</u>	<u>572,587</u>
 <b>LESS: COST OF SALES</b>		
Stock at commencement	69,813	51,409
Purchases & Carriage	255,898	286,640
Stock at close	(82,386)	(69,813)
	<u>243,325</u>	<u>268,236</u>
 <b>GROSS PROFIT</b> 54.5% (2008: 53.1%)	<u>291,339</u>	<u>304,351</u>
 <b>LESS: EXPENSES</b>		
Salaries, wages and national insurance	143,539	132,799
Repairs, renewal, maintenance & equipment	8,518	-
Telephone	399	465
Printing, stationery and postage	15,250	11,611
Catalogue Costs	7,321	9,386
Bank and credit card charges, interest	18,151	25,276
Computer & equipment expenses	7,324	5,832
Depreciation: furniture, fixtures, equipment	48,118	46,097
Travel	1,546	501
General expenses	2,886	2,791
	<u>253,052</u>	<u>234,758</u>
 <b>NET PROFIT FOR THE YEAR</b>	<u>38,287</u>	<u>69,593</u>

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### COSFORD CONFERENCES AND CORPORATE HIRE

	<u>2009</u>	<u>2008</u>
	£	£
<b>SALES</b>	175,267	129,374
Catering Concession income	41,906	38,901
	<u>217,173</u>	<u>168,275</u>
<b>LESS: COST OF SALES</b>	99,648	71,312
	<u>117,525</u>	<u>96,963</u>
<b>GROSS PROFIT 54.1% (2008: 57.6%)</b>		
	117,525	96,963
<b>LESS: EXPENSES</b>		
Salaries, wages and national insurance	73,066	57,630
Printing stationery and postage	29	734
Telephone	559	573
Publicity and advertising	8,541	6,429
Bank and Credit Card charges	237	-
General Expenses	1,817	1,204
Travel	271	384
Depreciation	436	436
Display equipment	1,873	1,646
Licences	580	570
	<u>87,409</u>	<u>69,606</u>
<b>NET PROFIT FOR THE YEAR</b>	<u>30,116</u>	<u>27,357</u>

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### FLIGHT SIMULATOR COSFORD

	<u>2009</u>	<u>2008</u>
	£	£
<b>SALES</b>	72,311	66,422
	<u>72,311</u>	<u>66,422</u>
<b>LESS: EXPENSES</b>		
Salaries, wages and national insurance	14,002	7,200
Repairs and maintenance	6,303	8,675
General Expenses	177	-
Depreciation: flight simulator	273	22,426
	<u>20,755</u>	<u>38,301</u>
<b>NET PROFIT FOR THE YEAR</b>	<u>51,556</u>	<u>28,121</u>

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### ALTERNATIVE MARKETING

	<u>2009</u>	<u>2008</u>
	£	£
<b>SALES</b>		
Faberge Eggs and Propellers	-	336
Royalty Income	47,397	10,295
Other Income	4,160	-
	51,557	10,631
 <b>LESS: COST OF SALES:</b>		
Stock at commencement	12,121	15,005
Purchases & carriage	-	185
Stock at close	(12,121)	(12,121)
	-	3,069
 <b>GROSS PROFIT</b> 100% (2008:-71.1%)	51,557	7,562
 <b>LESS: EXPENSES</b>		
Salaries, wages and national insurance	43,104	41,466
Publicity and Advertising	-	752
Insurance	1,596	1,331
Travel & Hospitality	276	-
General Expenses	1,016	825
	45,992	44,374
 <b>NET (LOSS)/PROFIT FOR THE YEAR</b>	5,565	(36,812)

# ROYAL AIR FORCE MUSEUM ENTERPRISES LIMITED

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## TRADING AND PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2009

### CENTRAL EXPENSES

	<u>2009</u> £	<u>2008</u> £
<b>EXPENSES</b>		
Salary Costs	25,706	27,660
Vehicle expenses	400	148
Depreciation: motor vehicles & equipment	10,547	10,547
Interest on Car Lease	1,159	1,887
Audit and accountancy	14,869	12,645
Insurance	10,530	9,140
General expenses	(11)	1,800
	<u>63,200</u>	<u>63,827</u>
<b>INTEREST RECEIVED</b>	5,253	10,274
	<u>          </u>	<u>          </u>
<b>NET EXPENDITURE FOR THE YEAR</b>	<u>57,947</u>	<u>53,553</u>