

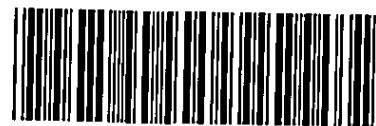
McLaren Racing Limited

**Directors' report and financial
statements**

Registered number 01517478

31 December 2010

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Officers and professional advisers

Directors

J Cooper
T Murnane
J Neale
A Ojeh (French) (Resigned 01/01/2011)
M A Ojeh (French)
M Whitmarsh

Secretary

T Murnane

Registered office

McLaren Technology Centre
Chertsey Road
Woking
Surrey
GU21 4YH

Auditors

KPMG LLP
1 Forest Gate
Brighton Road
Crawley
RH11 9PT

Directors' report

The directors present their annual report and the audited financial statements for the year ended 31 December 2010

Registered number

The company's registered number is 01517478

Principal activity

The company's principal activity during the year was that of participating in Formula One (F1) motor racing events throughout the world. This includes the design, development, manufacture and racing of F1 cars.

Business review and future prospects

The directors consider race performance, turnover, cost base, profit before tax and cash flow to be the principle key performance indicators to assess progress towards their strategic goals.

Vodafone McLaren Mercedes Team raced well in 2010 and at the end of a very exciting season finished second in the FIA F1 Constructor's Championship. Lewis Hamilton, the World Champion of 2008, secured three wins and nine podiums. Lewis will once again race alongside Jenson Button, the 2009 World Champion, who achieved two wins and seven podiums during 2010.

Turnover has decreased to £149m from £175m in 2009, a year in which turnover was significantly boosted as a result of signing a new Concorde Agreement. Underlying sponsorship revenue is largely unchanged and we were delighted to secure new and extended sponsorship contracts with many of our partners, including Vodafone, our title partner.

Overall costs increased marginally (2%) by £3m to £135m. This modest increase came in a year where the F1 Calendar increased from 17 to 19 races. The company also suffered the one-off costs associated with the downsizing of the workforce required in order to comply with the Resource Restriction Agreement, a contract signed between the teams in 2009. The team's cost base remains firmly under control.

The directors look forward to another successful year both on and off the track.

Principal risks and uncertainties

The key risks and uncertainties faced by the business are continuing to be competitive in F1, ability to gain and retain sponsorship, control of the cost base of developing F1 cars and staff recruitment and retention. All of these are obviously linked. In addition to these objectives, the company will continue to comply with the Resource Restriction Agreement signed by all teams competing in Formula One.

McLaren has remained competitive over many years and aims to continue to win races in the 2011 season. We have again seen a number of technical rule changes for the 2011 season, including banning the use of the so called "F-duct" and "double diffuser" aerodynamic devices, a switch in tyre supplier from Bridgestone to Pirelli and the introduction of a driver-operated moveable rear wing, which aims to increase the number of overtaking opportunities. Although the company drives itself to achieve efficiencies in developing and manufacturing cars and components, costs remain a key challenge in today's tough economic conditions.

Results

The profit on ordinary activities for the year after taxation amounted to £15,768,431 (2009 profit £50,167,000).

Dividends

The directors do not propose a dividend for the year ended 31 December 2010 (2009 £15,000,000).

Directors' Report *(continued)*

Directors

The directors who served during the year are as reported on page 1. The directors served throughout the year unless otherwise stated.

Employment of disabled persons

The policy of the company is to give full and fair consideration to employment application by disabled persons and to ensure that disabled employees receive appropriate training and career development opportunities.

Employment policies

The company is committed to ensuring that its people are actively engaged in the ongoing management and future direction of the business. Regular formal and informal briefings are held with all sections of the workforce.

The company takes reasonable steps to ensure that all employees, existing and prospective, are given fair and equal opportunity, regardless of sex, race, ethnicity, religion or disability.

Disclosure of information

The directors who held office at the date of approval of this directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director to make himself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Auditors

In accordance with Section 485 & 489 of the Companies Act 2006, a resolution for the re-appointment of KPMG LLP as auditors of the company is to be proposed at the forthcoming Annual General Meeting.

By order of the board



T Murnane
Secretary

30 September 2011

Statement of directors' responsibilities in respect of the Directors' Report and the financial statements

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

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to

- select suitable accounting policies and then apply them consistently,
- make judgments and estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- 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 adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

Independent auditor's report to the members of McLaren Racing Limited

We have audited the financial statements of McLaren Racing Limited for the year ended 31 December 2010 set out on pages 6 to 17. The financial reporting framework that has been applied in their preparation is applicable law and UK Accounting Standards (UK Generally Accepted Accounting Practice).

This report is made solely to company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As explained more fully in the Directors' Responsibilities Statement set out on page 4, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements

- give a true and fair view of the state of the company's affairs as at 31 December 2010 and of its profit for the year then ended,
- have been properly prepared in accordance with UK Generally Accepted Accounting Practice, and
- have been prepared in accordance with the requirements of the Companies Act 2006

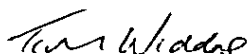
Opinion on other matter prescribed by the Companies Act 2006

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

Matters on which we are required to report by exception

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

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



T M Widdas (Senior Statutory Auditor)

for and on behalf of KPMG LLP, Statutory Auditor

Chartered Accountants

1 Forest Gate

Brighton Road

Crawley

West Sussex RH11 9PT

30 September 2011

Profit and loss account
for the year ended 31 December 2010

	<i>Note</i>	2010 £000	2009 £000
Turnover	<i>1</i>	148,721	174,830
Cost of sales		(90,283)	(87,806)
Gross profit		58,438	87,024
Administrative expenses		(44,575)	(44,533)
Operating profit		13,863	42,491
Interest receivable and similar income	<i>3</i>	311	11
Interest payable and similar charges	<i>4</i>	(4)	(21)
Profit on ordinary activities before taxation	<i>5</i>	14,170	42,481
Tax on profit on ordinary activities	<i>6</i>	1,598	7,686
Profit for the financial year	<i>16</i>	15,768	50,167

In both the current year and preceding period, the company made no material acquisitions and had no discontinued operations

There were no recognised gains or losses in either the current or preceding year other than those disclosed in the profit and loss account, and therefore no separate statement of total recognised gains and losses has been presented

There is no material difference between the result reported in the profit and loss account and the result on an unmodified historical cost basis

Balance sheet
as at 31 December 2010

	<i>Note</i>	2010	2009
		£000	£000
Fixed assets			
Tangible assets	7	24,044	24,472
Investments	8	1,336	1,336
		<u>25,380</u>	<u>25,808</u>
Current assets			
Stocks	9	22,984	22,500
Debtors	10	85,714	96,578
Cash at bank and in hand		65	69
		<u>108,763</u>	<u>119,147</u>
Creditors: amounts falling due within one year	11	<u>(95,212)</u>	<u>(121,792)</u>
Net current assets/(liabilities)		13,551	(2,645)
Total assets		38,931	23,163
		<u><u>38,931</u></u>	<u><u>23,163</u></u>
Capital and reserves			
Called up share capital	14	50	50
Profit and loss account	15	38,881	23,113
		<u>38,931</u>	<u>23,163</u>
Equity	16	38,931	23,163
		<u><u>38,931</u></u>	<u><u>23,163</u></u>

These financial statements were approved by the board of directors on 30 September 2011 and were signed on their behalf by

M Whitmarsh
Director



Notes

(Forming part of the financial statements)

1 Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with applicable United Kingdom accounting standards, and under the historical cost accounting rules. The particular accounting policies adopted are described below, and have been applied consistently throughout the current and preceding period.

Going Concern

The company's activities, together with the factors likely to affect its future development and position are set out in the Business Review section of the Directors' Report on page 2.

McLaren Racing is expected to continue to generate positive cash flows on its own account for the foreseeable future. The company participates in the group's centralised treasury arrangements and so shares banking arrangements with its parent and fellow subsidiaries.

The directors have made enquiries of the directors of the company's parent and following these enquiries, have no reason to believe that a material uncertainty exists that may cast significant doubt about the ability of McLaren Group to continue as a going concern or its ability to continue with the current banking arrangements.

On the basis of their assessment of the company's financial position of the enquiries made of the directors of McLaren Group Limited, the company's directors have a reasonable expectation that the company will be able to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Consolidated financial statements

The company is a wholly owned subsidiary of a company incorporated in Great Britain and therefore has taken advantage of the exemption under Section 400 Companies Act 2006 not to produce consolidated financial statements. Accordingly, these financial statements present information about the company as an individual undertaking and not as a group.

Joint arrangements

Where the company is party to a joint arrangement which is not an entity, its part of the income and expenditure, assets and liabilities have been included in these financial statements.

Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided over the estimated useful lives of the assets at the following rates:

Leasehold premises and improvements	- written off over the life of the lease
Fixtures, fittings and office equipment	- 20% of reducing balance
Plant, machinery, tools and equipment	- 20% of reducing balance
Motor vehicles	- 25% of reducing balance

No depreciation is provided until the assets are brought into use.

Fixed assets – motor vehicles

Motor vehicles include £5,242,000 (2009 £5,242,000) of historic racing cars. These cars are carried at their historic cost plus costs of refurbishment. They are not depreciated on the basis that estimated residual values exceed their historic cost. Maintenance costs are expensed as incurred.

Fixed asset investments

Investments are unlisted and are stated at cost less any provision for any impairment.

Notes (continued)

1 Accounting policies (continued)

Stocks, work in progress and expenditure on racing cars

Stocks are valued at the lower of invoiced cost and net realisable value. Racing cars have an expected life of one year and all expenditure on the production and maintenance of such cars is charged to the profit and loss account during the racing season in which the racing car is used. The Board considers that research and development continues to play a vital role in the group's success. The group carries forward to the following year, certain development costs incurred in the current year which relate to the production of next season's car.

Turnover

Turnover represents sponsorship income and other motor racing related revenue receivables, excluding value added tax. Turnover relating to sponsorship contracts is recognised over the term of that agreement.

In certain cases, the company enters into agreements with suppliers whereby goods and services are received in exchange for various sponsorship and marketing activities. In such cases, turnover is recorded at the fair value of the goods or services rendered.

All turnover originates in the United Kingdom. An analysis of turnover, operating profit and net assets by geographical destination has not been included as the directors believe that the group operates in a single global market and that the allocation to geographical destination segments would be seriously prejudicial to the company.

Taxation

Current taxation, including UK corporation tax and foreign tax, is provided at amounts expected to be paid (or recovered) using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred taxation is provided in full on timing differences that result in an obligation at the balance sheet date to pay more tax, or a right to pay less tax, at a future date, at rates expected to apply when they crystallise, based on current tax rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in the financial statements. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered. Deferred tax assets and liabilities are not discounted.

Foreign currencies

Transactions denominated in foreign currencies are recorded at the rate ruling on the date of the transaction, unless matching forward foreign exchange contracts have been entered into, in which case the rate specified in the relevant contract is used. At the balance sheet date unhedged monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at that date. All foreign currency differences are dealt with through the profit and loss account.

Derivative instruments utilised by the company are forward exchange contracts. The company does not enter into speculative derivative contracts. All such instruments are used for hedging purposes to alter the risk profile of any existing underlying exposure of the company in line with the company's risk management policies.

Leases

Assets held under finance leases are initially reported at the fair value of the asset with equivalent liability categorised as appropriate under creditors due within or after one year. The assets are depreciated over the shorter of the lease term and their useful economic lives. Finance charges are allocated to accounting periods over the period of the lease to produce a constant rate of charge on the outstanding balance. Rentals are apportioned between finance charges and reduction of the liability, and allocated to cost of sales and other operating expenses as appropriate. Hire purchase transactions are dealt with similarly except that assets are depreciated over their useful economic lives.

Rental costs under operating leases are charged on a straight-line basis over the lease term.

Notes (continued)

1 Accounting policies (continued)

Pensions

The company participates in a defined contribution pension scheme operated by McLaren Group Limited and also pays contributions to personal pension schemes of certain employees. The amounts payable to these schemes during the period are charged to the profit and loss account.

Cash flow statement

The company is a wholly owned subsidiary of McLaren Group Limited and is included in the consolidated financial statements of McLaren Group Limited, which are publicly available. Consequently, the company has taken exemption from preparing a cash flow statement as permitted under FRS 1 (revised 1996).

2 Information regarding directors and employees

	2010 £000	2009 £000
<i>Directors' emoluments</i>		
Emoluments (excluding pension contributions)	304	245
Highest paid director's emoluments	767	517
	<hr/>	<hr/>
Aggregate of emoluments (excluding pension contributions)	1,071	762
	<hr/>	<hr/>
Pension contributions	13	12
Highest paid director's contributions	30	29
	<hr/>	<hr/>
	43	41
	<hr/>	<hr/>
	Number	Number
Number of directors who are members of a defined contribution scheme	2	2
	<hr/>	<hr/>

M Whitmarsh and T Murnane are also directors of other group companies and their remuneration for services to the group have been borne by another group company. The share of the total emoluments of these directors allocated in respect of services to this company is £1,478,775 (2009 £922,334).

	2010 £000	2009 £000
<i>Employees costs during the period (including directors)</i>		
Wages and salaries	34,436	31,005
Social security costs	3,978	3,546
Other pension costs	961	923
	<hr/>	<hr/>
	39,375	35,474
	<hr/>	<hr/>
	Number	Number
<i>Average number of persons employed</i>		
Production	345	367
Engineering	199	189
Administration	84	87
	<hr/>	<hr/>
	628	643
	<hr/>	<hr/>

Notes (continued)

3 Interest receivable and similar income

	2010	2009
	£000	£000
On group company loans	311	-
Net exchange gains	-	11
	<u>311</u>	<u>11</u>

4 Interest payable and similar charges

	2010	2009
	£000	£000
On group company loans	-	19
Other interest payable and finance charges	2	2
Net exchange losses	2	-
	<u>4</u>	<u>21</u>

5 Profit on ordinary activities before taxation

	2010	2009
	£000	£000
<i>Profit on ordinary activities before taxation is stated after charging</i>		
Depreciation - owned	4,484	4,004
Operating lease rentals - other	6,448	6,180
Auditors' remuneration - audit of these financial statements	16	14
- other services relating to taxation	50	57
- all other services	7	2
Impairment of investments held as fixed assets	-	80
Loss on disposal of fixed assets	117	80
	<u>117</u>	<u>80</u>

Notes (continued)

6 Tax on profit on ordinary activities

	2010	2009
	£000	£000
United Kingdom corporation tax at 28% (2009 28%)	-	-
Adjustments in respect of prior years	-	29
	<hr/>	<hr/>
Total current tax	-	29
<i>Deferred taxation</i>		
Origination and reversal of timing differences	(1,926)	(7,695)
Adjustments in respect of prior years	328	(20)
	<hr/>	<hr/>
	(1,598)	(7,686)
	<hr/>	<hr/>

Factors affecting tax charge for the current year

The current tax charge for the year is lower (2009 lower) than the standard rate of corporation tax in the UK of 28% (2009 28%). The differences are explained below

	2010	2009
	£000	£000
Profit on ordinary activities before taxation	14,170	42,481
	<hr/>	<hr/>
Tax at 28% thereon (2009 28%)	(3,968)	(11,895)
<i>Effects of</i>		
Expenses not deductible for tax purposes	(107)	(161)
Capital allowances in excess of depreciation	(147)	240
Utilisation of tax losses	-	5,981
Tax losses carried forward	(1,867)	-
Tax incentives	6,125	5,880
Provisions tax adjustment	(36)	(45)
Adjustments in respect of prior years	-	(29)
	<hr/>	<hr/>
Total actual amount of current tax	-	(29)
	<hr/>	<hr/>

On 22 June 2010 the Chancellor announced that the main rate of UK corporation tax will reduce from 28% to 27% with effect from 1 April 2011. This tax change became substantively enacted in July 2010 and therefore the effect of the rate reduction on the deferred tax balances as at 31 December 2010 has been included in the figures above.

On 23 March 2011 the Chancellor announced a further reduction in the main rate of UK corporation tax to 26 per cent with effect from 1 April 2011. This change became substantively enacted on 29 March 2011 and therefore the effect of the rate created an additional reduction in the deferred tax asset, which is reflected in the figures above. In line with the company's accounting policy, the deferred tax asset above has been recognised at 26% in these accounts, as that is the rate we believe would apply at the time that the tax liabilities would crystallise in those future periods that they arise.

Notes (continued)

6 Tax on profit on ordinary activities (continued)

The Chancellor also proposed changes to further reduce the main rate of corporation tax by one per cent per annum to 23 per cent by 1 April 2014, although these changes have not yet been substantively enacted and therefore are not included in the figures above. The overall effect of the further reductions from 27 per cent to 23 per cent, if these applied to the deferred tax balance at 31 December 2010, would be to further reduce the deferred tax asset by approximately £823k

7 Tangible fixed assets

	Leasehold premises and improvements £000	Plant and machinery, tools and equipment £000	Motor vehicles and historic cars £000	Fixtures, fittings and office equipment £000	Total £000
<i>Cost</i>					
At 1 January 2010	192	28,583	12,686	12,491	53,952
Additions	32	1,479	904	2,084	4,499
Disposals	-	(318)	(378)	(91)	(787)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2010	224	29,744	13,212	14,484	57,664
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<i>Accumulated depreciation</i>					
At 1 January 2010	51	17,147	5,473	6,809	29,480
Charge for the year	31	2,455	611	1,387	4,484
Disposals	-	(200)	(99)	(45)	(344)
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At 31 December 2010	82	19,402	5,985	8,151	33,620
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<i>Net book value</i>					
At 31 December 2010	142	10,342	7,227	6,333	24,044
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 December 2009	141	11,436	7,213	5,682	24,472
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

Notes (continued)

8 Investment held as fixed assets

	Shares in group companies £000
<i>Cost</i>	
At 31 December 2009 and 31 December 2010	3,153
<i>Provisions</i>	
At 31 December 2009 and 31 December 2010	(1,817)
<i>Net book value</i>	
At 31 December 2009 and 31 December 2010	1,336

The subsidiaries are

Name	Activity	Holding (Ordinary Share Capital)	Net Assets at 31 Dec 2010	Profit/(loss) for the year ended 31 Dec 2010
Lydden Circuit Limited	Dormant	100%	£1,352,522	£5,811
Absolute Taste Limited	Catering services	55%	£544,015	(£2,355)

Consolidated financial statements have not been prepared as the company is a wholly owned subsidiary of a company registered in England and Wales. Accordingly, these financial statements present information about the company as an individual undertaking and not as a group.

9 Stocks

	2010 £000	2009 £000
Racing car development costs	20,040	20,559
Raw materials and consumables	2,493	1,521
Finished goods	451	420
	<u>22,984</u>	<u>22,500</u>

Notes (continued)

10 Debtors

	2010 £000	2009 £000
Trade debtors	20,162	22,688
Amounts owed by group undertakings	50,417	61,343
Amounts owed by related parties	119	411
Other debtors	6,243	5,874
Prepayments and accrued income	1,636	723
Deferred tax asset (note 12)	7,137	5,539
	<u>85,714</u>	<u>96,578</u>

11 Creditors: amounts falling due within one year

	2010 £000	2009 £000
Overdraft	-	119
Trade creditors	3,269	6,189
Amounts owed to group companies	8,801	5,146
Amounts owed to related parties	36,088	68,999
Taxation and social security	2,265	1,567
Other creditors	97	36
Accruals and deferred income	44,692	39,736
	<u>95,212</u>	<u>121,792</u>

12 Deferred tax asset

	2010 £000	2009 £000
At 1 January 2010	5,539	(2,176)
Credited during the year	1,598	7,715
	<u>7,137</u>	<u>5,539</u>
At 31 December 2010	7,137	5,539
	<u>2010 £000</u>	<u>2009 £000</u>
<i>The Deferred tax consists of the following amounts</i>		
Advanced Capital Allowances	(2,286)	(2,625)
Short-term timing differences	81	41
Trading losses carried forward	9,342	8,123
	<u>7,137</u>	<u>5,539</u>
Deferred tax asset	7,137	5,539

There are tax losses available to offset against future profits arising from the same trade of £72,476,966 (2009 £71,511,884). The total deferred tax asset that is not recognised in the financial statements in relation to losses carried forward and other timing differences is £9,471,194 (2009 £10,199,747). The deferred tax asset has not been recognised as there is insufficient evidence that the asset will be recovered. The deferred tax asset will be realised when suitable taxable profits are generated by the company.

Notes (continued)

13 Operating lease commitments

Annual commitments under non-cancellable operating leases are as follows

	Land and Buildings	
	2010	2009
	£000	£000
Over five years	6,426	2,986

14 Called up share capital

	2010	2009
	£000	£000
<i>Authorised, allotted, called up and fully paid</i>		
50,150 ordinary shares of £1 each	50	50

15 Profit and loss account

	£000
At 1 January 2010	23,113
Profit retained for the year	15,768
At 31 December 2010	38,881

16 Reconciliation of movement in shareholders' funds

	2010	2009
	£000	£000
Profit for the year	15,768	50,167
Dividends	-	(15,000)
Net change in shareholders' funds	15,768	35,167
Opening shareholders' funds	23,163	(12,004)
Closing shareholders' funds	38,931	23,163

Notes (continued)

17 Contingent liability

McLaren Racing Limited is party to an unlimited cross company guarantee securing all monies due, or to become due, in respect of the overdraft and loan facility provided to the McLaren Group by its bankers. As at 31 December 2010 the balance guaranteed was £161,873 (2009 £63,000)

18 Ultimate parent company

In the opinion of the directors, the company's controlling entity is McLaren Group Limited, a company registered in England and Wales. This is also the parent undertaking of the largest and only group which includes the company and for which group financial statements are prepared.

Copies of the group financial statements of McLaren Group Limited are available from Companies House, Crown Way, Cardiff CF14 3UZ.

Ownership of McLaren Group Limited at 31 December 2010 was as follows: 42% Bahrain Mumtalakat Holding Company (incorporated in Bahrain), 21% Mr R Dennis, 21% TAG Group Limited (incorporated in Jersey) and 16% Daimler AG (incorporated in Germany).

19 Related party transactions

Transactions with related companies during the period were as follows:

	Year ended 31 December 2010 £000	Year ended 31 December 2009 £000	Balance Outstanding at 31 December 2010 £000	Balance outstanding at 31 December 2009 £000
Related party sales				
Daimler AG and related companies	2,625	34,815	21	157
TAG Group Limited and its subsidiaries	18	-	-	-
Greyscape Limited	1	3	-	-
Absolute Taste Limited	250	229	-	71
Bahrain Mumtalakat Holding Company	-	6	-	-
McLaren Automotive Limited	1,224	-	98	183
M Whitmarsh	-	-	-	-
T Murnane	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
Related party purchases				
Daimler AG and related companies	530	800	35,946	68,881
TAG Group Limited and its subsidiaries	-	-	-	-
Bahrain Mumtalakat Holding Company	-	41	-	-
McLaren Automotive Limited	330	-	134	-
Absolute Taste Limited	1,904	1,855	8	118
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Pursuant to the exemptions granted by FRS 8 'Related Party Disclosures', transactions with other undertakings within the McLaren Group have not been disclosed within these financial statements.