

**Registered Number: 2145778**

**R&SA MARKETING SERVICES plc**

**Annual Report and Accounts  
for the year ended 31 December 2008**

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# **R&SA MARKETING SERVICES Plc**

## **Company information**

### **Directors**

M A Holliday-Williams

P L Miles

### **Secretary**

Roysun Limited

### **Registered office**

St Mark's Court  
Chart Way  
Horsham  
West Sussex  
RH12 1XL

### **Auditors**

Deloitte LLP  
Chartered Accountants and Registered Auditors  
London

## Directors' report for the year ended 31 December 2008

The directors present their annual report on the affairs of the Company and the audited financial statements for the year ended 31 December 2008.

### Business review and principal activity

The Company's principal activity is to provide marketing services to a credit card provider. During the year the Company reviewed the potential for a new credit card and ran a tender process to identify new providers, without success.

The results for the Company show a profit on ordinary activities before tax of £272 (2007: £1,063). The shareholders' funds of the Company were £7,887,207 as at 31 December 2008 (31 December 2007: £8,028,298).

### Future outlook

There is not expected to be any change to the business in the foreseeable future.

### Dividends

The directors do not recommend payment of a dividend in respect of the year ended 31 December 2008 (2007: *Nil*).

### Principal risks and uncertainties

From the perspective of the Company, the principal risks and uncertainties are integrated with the principal risks of the RSA Insurance Group plc (the Group) and are not managed separately. Accordingly, the principal risks and uncertainties of the Group, which include those of the Company, are set out in the estimation techniques, risks, uncertainties and contingencies on pages 76 to 78, and in the risk framework on pages 30 to 32 of the Annual Report & Accounts of the Group, (which do not form part of this report).

A discussion on the management of financial risk is set out below.

### Financial risk management

The Company is a subsidiary of RSA Insurance Group plc and its management of risk is set at Group level. The Company's major exposure is to group companies.

### Key performance indicators

The directors of RSA Insurance Group plc manage the Group's operations on a divisional basis. For this reason the Company's directors believe that analysis using key performance indicators (KPIs) for the Company is not necessary or appropriate for an understanding of the development, performance or position of the business of the Company. Financial KPIs are detailed in the Annual Report & Accounts of the Group (which do not form part of this report) within the Group CEO review on pages 6 to 10 and the regional business review on pages 14 to 25. This document also includes non-financial KPIs which are detailed in the regional business reviews on pages 14 to 25, the corporate responsibility report on pages 33 to 35 and the directors' report on pages 41 to 43.

### Directors

The directors whose names appear on page 1 served throughout the year.

### Auditors

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditors are unaware, and
- the director has taken all steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information, and to establish that the Company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s234ZA of the Companies Act 1985.

On 1 December 2008 Deloitte & Touche LLP changed its name to Deloitte LLP. Accordingly, Deloitte LLP have confirmed their willingness to continue in office as auditors of the Company. The Company has in place an elective resolution made under section 386 of the Companies Act 1985 which continues in force under the Companies Act 2006.

### Going concern

In considering the appropriateness of the going concern basis the Board have reviewed the key risks and uncertainties to which they believe the Company is exposed, the Company's ongoing financial commitments and the continuing availability of sufficient Group resources for the next twelve months and beyond. As a result of this, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future and have satisfied themselves that it is appropriate to prepare these financial statements on a Going Concern basis.

By order of the Board



Raysun Limited  
Secretary

9 JULY 2009

# **R&SA MARKETING SERVICES plc**

## **Statement of directors' responsibilities**

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to 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 judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed; 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 proper accounting records that 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 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.

## Independent auditors' report to the member of R&SA MARKETING SERVICES Plc

We have audited the financial statements of R&SA Marketing Services Plc for the year ended 31 December 2008 which comprise the profit and loss account, the balance sheet and the related notes 1 to 12. These financial statements have been prepared under the accounting policies set out therein.

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 Annual Report and 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 judgements 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.

### Opinion

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the Company's affairs as at 31 December 2008 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.

*Deloitte LLP*

**Deloitte LLP**  
Chartered Accountants and Registered Auditors  
London, United Kingdom

*14 July*

2009

## R&SA MARKETING SERVICES plc

### Profit and loss account for the year ended 31 December 2008

		2008 £	2007 £
Notes			
Other operating income		272	1,063
<b>Profit on ordinary activities before taxation</b>		<b>272</b>	<b>1,063</b>
Taxation on profit on ordinary activities	5	(141,363)	(255,105)
<b>Loss for the financial year</b>		<b>(141,091)</b>	<b>(254,042)</b>

All figures relate to continuing operations.

There have been no recognised gains or losses in either reporting period other than those recorded in the profit and loss account. Accordingly, no statement of total recognised gains and losses is presented.

There is no material difference between the results for the current year and the previous year as reported above and the results on an unmodified historical cost basis. Accordingly, a note on the historical cost profits and losses for the year is not given.

The notes on pages 7 to 9 form an integral part of these accounts.

# R&SA MARKETING SERVICES plc

## Balance sheet as at 31 December 2008

		2008 £	2007 £
<b>Current assets</b>			
Debtors	6	8,028,570	8,287,078
<b>Creditors: amounts falling due within one year</b>	7	(141,363)	(258,780)
		<b>7,887,207</b>	<b>8,028,298</b>
<b>Capital and reserves</b>			
Called up share capital	8	50,000	50,000
Profit and loss account	9	7,837,207	7,978,298
<b>Shareholders' funds</b>		<b>7,887,207</b>	<b>8,028,298</b>

The notes on pages 7 to 9 form an integral part of these accounts.

The financial statements were approved by the Board of Directors and are signed on its behalf by: -



P Miles  
Director  
8 July 2009



# R&SA MARKETING SERVICES plc

## Notes to the accounts

### 1. Financial statements

The financial statements of the Company have been prepared in accordance with applicable UK Accounting Standards and the provisions of Section 226A of, and Schedule 4 to, the Companies Act 1985. The financial statements have been prepared under the historical cost convention, on a going concern basis.

In considering the appropriateness of the going concern basis the Board have reviewed the key risks and uncertainties to which they believe the Company is exposed, the Company's ongoing financial commitments and the continuing availability of sufficient Group resources for the next twelve months and beyond. As a result of this, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future and have satisfied themselves that it is appropriate to prepare these financial statements on a Going Concern basis.

A summary of the major accounting policies, which have been applied consistently throughout the year and preceding year is set out below:

#### (a) Taxation

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

Deferred tax is recognised in respect of all timing differences (except as set out below) that have originated but not reversed at the balance sheet date where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Timing differences are differences between the Company's taxable profits and its results as stated in the financial statements that arise from the inclusion of gains and losses in tax assessments in periods different from those in which they are recognised in the financial statements.

A net deferred tax asset is regarded as recoverable and therefore recognised only to the extent that, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted. A deferred tax asset is recognised for relief for trading losses or other losses only to the extent that the directors anticipate that suitable profits will absorb such losses in the future.

Deferred tax is recognised in respect of the retained earnings of overseas subsidiaries and associates only to the extent that, at the balance sheet date, dividends have been accrued as receivable or a binding agreement to distribute past earnings in future has been entered into by the subsidiary or associate.

Deferred tax is measured at the tax rates that are expected to apply in the periods in which the timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

### 2. Auditors' remuneration

Fees payable to Deloitte LLP for the audit of the Company's annual accounts were £2,200 (2007: £2,200) which were borne by a parent company, Royal & Sun Alliance Insurance plc. Details of non-audit fees payable to Deloitte LLP are disclosed in the RSA Insurance Group plc 2008 Annual Report & Accounts.

### 3. Directors' emoluments

None of the directors received any emoluments from the Company during the year (2007: £nil). All the directors receive remuneration from Royal & Sun Alliance Insurance plc as employees of that company, and it is not appropriate, because of the non-executive nature of their services, to make an apportionment of their emoluments in respect of the Company.

### 4. Employees and staff costs

The Company did not employ anyone during the year (2007: nil). All administrative duties are performed by employees of Royal & Sun Alliance Insurance plc at no cost to the Company (2007: £nil).

### 5. Taxation

The charge for taxation in the profit & loss account comprises:

	2008 £	2007 £
<b>Current tax</b>		
UK corporation tax	141,363	165,051
Adjustments in respect of prior periods	-	90,054
- UK corporation tax	-	90,054
<b>Total charge</b>	<b>141,363</b>	<b>255,105</b>

The UK corporation tax for the current year is based on a rate of 28.5% (2007: 30%) which reflects the change in rates from 30% to 28% from 1 April 2008. The standard rate of corporation tax has therefore been calculated using a rate of 30% for 91 days and 28% for 275 days.

# R&SA MARKETING SERVICES plc

## Notes to the accounts (continued)

### 5. Taxation (cont.)

#### Factors affecting the current tax charge

The current tax charge for the year is more than 28.5% (2007: more than 30%) due to the items set out in the reconciliation below:

	2008 £	2007 £
<b>Profit on ordinary activities before tax</b>	<b>272</b>	<b>1,063</b>
Tax at 28.5% (2007: 30%)	78	319
<b>Factors affecting charge</b>		
Fiscal adjustments	141,285	164,732
Adjustment to tax charge in respect of previous periods	-	90,054
<b>Current tax charge for the period</b>	<b>141,363</b>	<b>255,105</b>

#### Deferred tax

There were no deferred tax assets or liabilities at 31 December 2008 or 2007.

### 6. Debtors

#### Amounts falling due within one year

	2008 £	2007 £
Amounts due from group undertakings	8,028,455	8,287,078
Other debtors	115	-
	<b>8,028,570</b>	<b>8,287,078</b>

### 7. Creditors: amounts falling due within one year

	2008 £	2007 £
Other taxation and social security	141,363	255,105
Other creditors	-	3,675
	<b>141,363</b>	<b>258,780</b>

### 8. Share capital

	2008 £	2007 £
<b>Authorised:</b>		
100,000 ordinary shares of £1 each	100,000	100,000
<b>Allotted, issued and fully paid up:</b>		
50,000 (2007: 50,000) ordinary shares of £1 each	50,000	50,000

### 9. Movements in shareholders' funds

	Share capital £	Profit and loss account £	2008 £	2007 £
Shareholders' funds at 1 January	50,000	7,978,298	8,028,298	8,282,340
Loss for the financial year	-	(141,091)	(141,091)	(254,042)
<b>Shareholders' funds at 31 December</b>	<b>50,000</b>	<b>7,837,207</b>	<b>7,887,207</b>	<b>8,028,298</b>

### 10. Cash flow statement

The Company is a wholly-owned subsidiary of RSA Insurance Group plc and the cash flows of the Company are included in the consolidated cash flow statement of RSA Insurance Group plc. The Company has thus taken advantage of the exemption permitted by FRS 1 (revised 1996) 'Cash flow Statements' and has elected not to prepare its own cash flow statement.

### 11. Related party transactions

Advantage has been taken of the exemption provided in FRS 8 'Related Party Disclosures' from disclosing details of transactions with RSA Insurance Group plc and its subsidiaries and associated undertakings.

# **R&SA MARKETING SERVICES plc**

## **Notes to the accounts (continued)**

### **12. Parent companies**

The Company's immediate parent company is Royal Insurance Holdings plc, which is registered in England and Wales.

The Company's ultimate parent company and controlling party is RSA Insurance Group plc, which is registered in England and Wales and is the parent company of the smallest and largest group to consolidate these financial statements. A copy of that company's accounts can be obtained from 9<sup>th</sup> Floor, One Plantation Place, 30 Fenchurch Street, London, EC3M 3BD.