

SPEEDO MANAGEMENT SERVICES LIMITED
DIRECTORS' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2011
Registered number 2535562

TUESDAY



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SPEEDO MANAGEMENT SERVICES LIMITED

DIRECTORS' REPORT

The directors have pleasure in submitting their report and the audited financial statements of the company for the year ended 31 December 2011.

PRINCIPAL ACTIVITY AND REVIEW OF BUSINESS

The financial statements have not been prepared on a going concern basis as the Company did not trade during the year, which makes the going concern presumption in FRS 18 "Accounting Policies" inappropriate. Therefore, the financial statements have been prepared on a break-up basis, which has not had a material impact on the financial statements.

The state of the Company's affairs is shown in the attached financial statements.

DIRECTORS

The following directors who held office during the year unless noted and up to the date of signing the financial statements were:

R S Rubin
P J Campbell

QUALIFYING THIRD PARTY AND PENSION SCHEME INDEMNITY PROVISIONS

Pentland Group plc (the ultimate parent company) has provided an indemnity for the directors and the secretary of the company, which is a qualifying third party indemnity provision for the purposes of the Companies Act 2006.

SPEEDO MANAGEMENT SERVICES LIMITED

DIRECTORS' REPORT (continued)

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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 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). 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 judgements and accounting 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,
- 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 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.

AUDITORS

The Company is not trading. The Directors have relied on Section 480 of the Companies Act 2006 not to appoint auditors to the Company on the grounds that it is dormant.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the board



P J Campbell
Company secretary
31 January 2012

SPEEDO MANAGEMENT SERVICES LIMITED

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2011

The company did not trade during the current or prior year

The company has no recognised gains and losses for the year ended 31 December 2011, and therefore no profit and loss account or separate statement of total recognised gains and losses has been presented

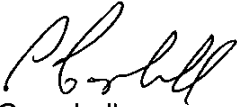
SPEEDO MANAGEMENT SERVICES LIMITED

BALANCE SHEET AS AT 31 DECEMBER 2011

| | Notes | 2011 £ | 2010 £ |
|---|-------|-----------|-----------|
| Current Assets | | | |
| Debtors – amounts falling due within one year | 3 | 1 | 1 |
| Net assets | | <u>1</u> | <u>1</u> |
| Capital and reserves | | | |
| Called up share capital | 4 | 1 | 1 |
| Total shareholders' funds | | <u>1</u> | <u>1</u> |

- for the year ending 31 December 2011 the Company was entitled to an exemption from audit under Section 480 of the Companies Act 2006,
- the members have not required the company to obtain an audit in accordance with Section 476 of the Companies Act 2006,
- the directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts,
- These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime

The financial statements on pages 3 to 5 were approved by the board of directors on 31 January 2012 and signed on its behalf by


P J Campbell
Director

Registered number 2535562

SPEEDO MANAGEMENT SERVICES LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2011

1 ACCOUNTING POLICIES

Basis of preparation These financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 and applicable accounting standards in the United Kingdom. A summary of the more important accounting policies, which have been applied consistently with the prior year, is given in the following paragraphs.

Going concern As stated in the Director's Report, the financial statements have been prepared on a break-up basis.

2 DIRECTORS AND EMPLOYEES

The directors, who were the only employees of the company, did not receive any emoluments in respect of their services to the company during the year (2010: £nil).

3 DEBTORS

| | 2011 | 2010 |
|---|-------------|-------------|
| | £ | £ |
| Amounts due from fellow subsidiary undertakings | 1 | 1 |
| | <hr/> | <hr/> |
| | 1 | 1 |
| | <hr/> | <hr/> |

4 CALLED UP SHARE CAPITAL

| | 2011 | 2010 |
|--|-------------|-------------|
| | £ | £ |
| Authorised | | |
| 25,000 ordinary shares of £1 each | 25 | 25 |
| Allotted, issued and fully paid | | |
| At 1 January 2011 and 31 December 2011 | | |
| 1 ordinary share of £1 | 1 | 1 |
| | <hr/> | <hr/> |

5 ULTIMATE PARENT UNDERTAKING AND CONTROLLING PARTY

The immediate parent undertaking is Pentland Industries Limited, a company registered in England, which has prepared financial statements for the year ended 31 December 2011 and these can be obtained from the company's registered office at 8 Manchester Square, London W1U 3PH. The immediate and ultimate parent undertaking is Pentland Group plc, a company registered in England. R S Rubin and his close family are considered the ultimate controlling party by virtue of their control of Pentland Group plc. Consolidated financial statements have been prepared by Pentland Group plc, which is the parent undertaking of the smallest and largest group of undertakings to consolidate these financial statements for the year ended 31 December 2011. The consolidated financial statements of Pentland Group plc can be obtained from the company's registered office at 8 Manchester Square, London W1U 3PH.