A YEAR IN REVIEW

WITH OUR ANNUAL REPORT AND ACCOUNTS 2009—2010

OLYMPIC PARK LEGACY COMPANY

TABLE OF CONTENTS

A YEAR IN REVIEW

Produced
March 2011

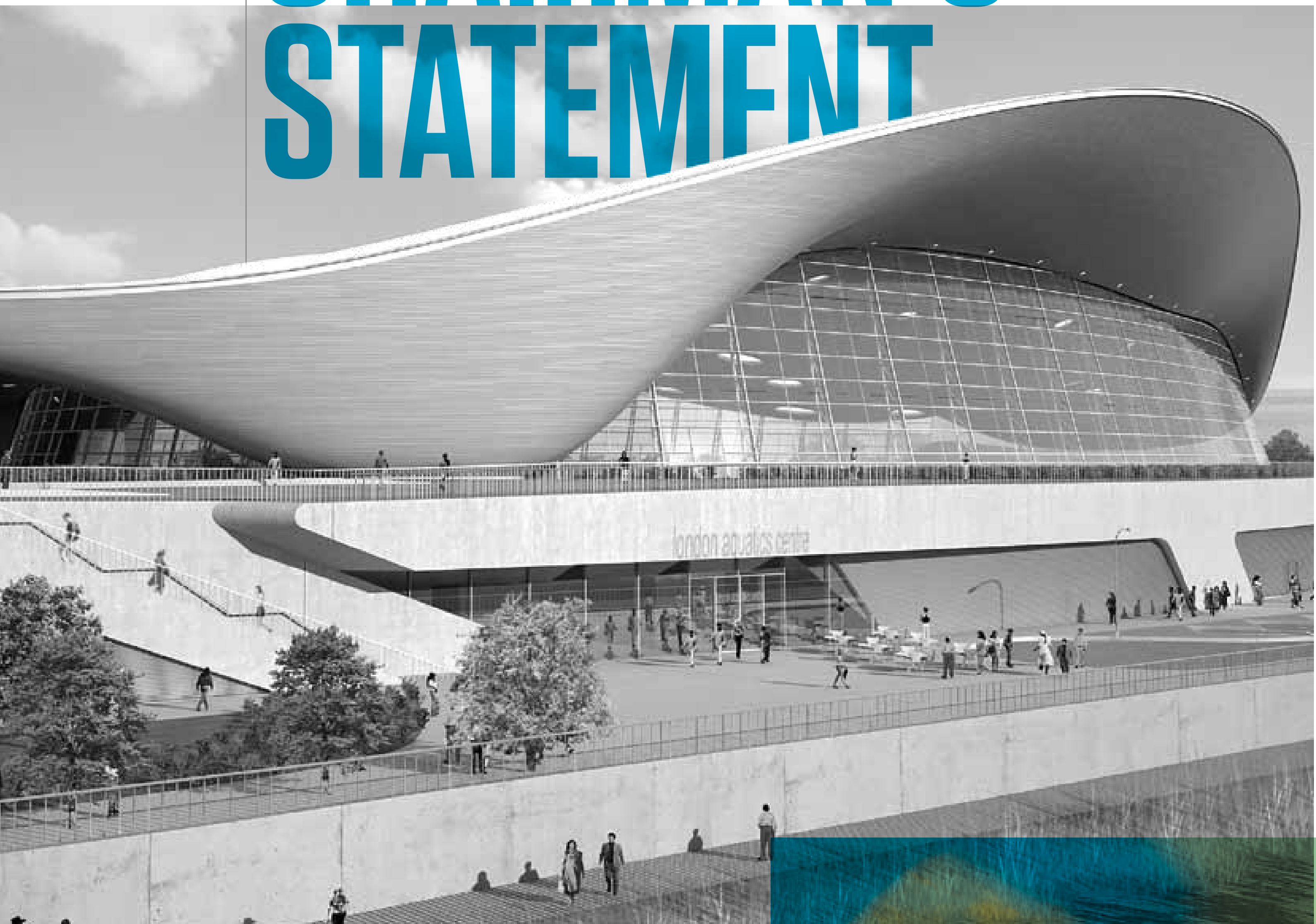
Olympic Park Legacy Company Limited
5th floor
29-35 West Ham Lane
Stratford
London
E15 4PH

www.legacycompany.co.uk

Registered company number: 06900359

This document is printed on FSC certified
stock using vegetable dye inks.

CHAIRMAN'S STATEMENT



"LONDONERS AND THE WORLD WILL BE ABLE TO LOOK BACK AND SEE THIS PROJECT AS A DEFINING MOMENT IN THE HISTORY OF A GREAT GLOBAL CITY"

BARONESS MARGARET FORD,
CHAIRMAN, OLYMPIC PARK LEGACY COMPANY

THE COMPANY'S TASK IS TO DELIVER A NEW PIECE OF THE CITY OFFERING THE BEST OF LONDON IN ONE PLACE

BARONESS FORD

The launch of our plans for the Olympic Park on 7 October 2010, was the result of over a year of intense work since the establishment of the Olympic Park Legacy Company. These plans will form the bedrock of the development of the Olympic Park.

Since its incorporation in summer 2009, the Company has established itself on a firm footing, and has put in place the foundations for delivering a lasting legacy in what will be known after the London 2012 Olympic and Paralympic Games as the Queen Elizabeth Olympic Park. We have set out a clear vision for the Park, and for our role in planning, developing and managing this unique portfolio of assets. Our task is simply stated: we will be delivering a new piece of city, well-connected to the vibrant communities of East London and offering the best of London in one place – to visitors, local people and new residents alike.

In our first period of operation to March 2010, our primary focus has been on establishing the Olympic Park Legacy Company as a credible and delivery-focused organisation. Working with our Founder Members, the Company has appointed an expert Board, bringing together leading figures from local communities, sport, real estate, event management, social enterprise and other business sectors. The Board, which met for the first time in December 2009, also includes Andrew Altman, our Chief Executive, and Jonathan Dutton, our Executive Director of Finance and Corporate Services.

Under the leadership of this Board, the Company has put in place its top team, and has taken over ownership of the Olympic Park and Three Mills Estate from the London Development Agency. We have built up the organisation, revised our legacy plans in preparation for planning applications, and the search for operators for key facilities after the Games is well underway.

This solid start reflects not only on the Company's own team, but also on our partners' commitment to working together to deliver a great legacy – from the host boroughs and communities surrounding the Olympic Park, to other members of the Olympic family, the Government and Mayor of London, and delivery partners like LCR and Westfield, and the consortium delivering the Olympic Village.

Adding to these achievements in the coming year will be critical for the Company. Tough fiscal conditions, a potentially remodeled future as a Mayoral Development Corporation, and the need for ever closer partnership with other members of the Olympic family during and after the Games will place a premium on the Company's continued ability to adapt and respond to change, while remaining focused on its goals. Over the last year we have enjoyed tremendous support from our Founder Members, the Mayor of London and the Government. This has been key to our continuing progress and we look forward to deepening these relationships in the year to come.

Baroness Ford
Chairman
24 November 2010

CHIEF EXECUTIVE'S REVIEW

ANDREW ALTMAN

IN 2010, THE CORE TEAM WAS SUPPLEMENTED TO DELIVER A LASTING LEGACY FOR THE PARK

When I began work as Chief Executive of the Olympic Park Legacy Company in August 2009, my immediate priorities were to secure control of the Olympic Park land, to undertake a review of the legacy plans prepared to date, to define our work programme for the years ahead, and to recruit a senior management team equal to the tasks.

Just over a year later, significant progress has been made in all these areas. The Olympic Park and Three Mills Estate are now in our ownership. Our plans have been revised to sharpen our focus on family housing, a great sporting legacy, and a beautiful park that is welcoming to all, and full of life year round. Also, construction has begun on the ArcelorMittal Orbit – a spectacular visitor attraction for East London. In addition to a highly skilled Board, we have recruited an Executive Management Team with global experience in event management, visitor attractions, real estate, planning and regeneration.

This skilled core team has been supplemented by 44 staff inherited from the London Development Agency, who bring wide-ranging experience and deep understanding of the Olympic Park area and its challenges. From our Stratford offices, just a few hundred yards from the Olympic Park and neighbouring Stratford City/Westfield development, we can see the huge scale of development underway, and the potential and challenge that the legacy offers.

There are three phases to delivering a lasting legacy in the Olympic Park. In the period running up to the London 2012 Olympic and Paralympic Games, our focus will be on planning for after the Games, promoting our plans to potential investors and developers, and forming partnerships for delivery. After the Games, working closely with the Olympic Delivery Authority, we will spend a year to eighteen months converting the parkland and venues for their legacy uses. As the Park re-opens from summer 2013, the focus will turn to the delivery of our plans, with an exciting programme of events in world-class venues, an outstanding natural setting, and an evolving configuration of temporary and permanent developments and visitor attractions.

To maximise commitment from sponsors and investors while the spotlight is on London, we need to make the most of the period before the Games. We are already engaged in a formal process to secure a sustainable legacy use for the Stadium, and seeking 'expressions of interest' for the Press and Broadcast Centres. In the coming months we will begin the process of procuring tenants, operators and contractors for the rest of the Olympic Park and venues, apply for planning permission for the development of legacy communities, and start searching for the development partners who will help us to create new neighbourhoods over the next 25 years.

At the same time, we will also develop our plans for events and visitor attractions to make the Olympic Park a new destination for London and a compelling focus for investment. We will work with our partners to develop the policies and programmes to ensure that the Olympic Park creates a lasting legacy for local communities – enabling their participation in the opportunities we offer, and supporting the local boroughs' target of convergence with the rest of the capital.

Funding will remain a challenge in current fiscal circumstances, and the Company will also need to adapt as we prepare to work ever more closely with the Olympic Delivery Authority and other partners to create a seamless transition from Games to legacy. We are optimistic about the future and look forward to addressing the challenges that it holds.

Andrew Altman
Chief Executive
24 November 2010

FINANCIAL REVIEW

A POSITIVE CASH BALANCE WAS GENERATED, AIDED BY TIGHT FINANCIAL CONTROL

"THE LAND TRANSFER HAS ENSURED THAT THE COMPANY OWNS THE PROPERTY ASSETS IT NEEDS IN ORDER TO DELIVER ON ITS LONG TERM GOALS"

JONATHAN DUTTON,
EXECUTIVE DIRECTOR OF FINANCE AND CORPORATE SERVICES,
OLYMPIC PARK LEGACY COMPANY

JONATHAN DUTTON

The Company was established in May 2009. Funding of £884,000 was provided by the London Development Agency to enable the necessary organisation and structure to be put in place for the Company to operate efficiently and effectively. Further grant income totalling £3.4m was provided by the London Development Agency and Department for Communities and Local Government to cover operational costs of the Company during the period ended 31 March 2010.

Despite making a small deficit during this period, the Company generated a positive cash balance aided by tight financial control. The Company has adopted a prudent financial management approach and is working towards the maintenance of cash balances that meet its expected operational requirements for a period of six months.

The Board has adopted an operational funding budget of £9m for the 2010-11 financial year of which £7.5m is being funded by the London Development Agency and £1.5m by Department for Communities and Local Government. The programme budget of £10.2m is funded by the London Development Agency. Legal responsibility for this budget transferred to the Company on 30 September 2010. Simultaneous with the transfer of the Olympic Park land and Three Mills Estate; together with certain staff of the London Development Agency that had been working on Olympic legacy matters. Prudent management of expenditure will assist the Company in ensuring that it continues to meet its delivery targets with the financial resources available.

The land transfer has ensured that the Company owns the property assets it needs in order to deliver on its long term goals. Government has agreed to provide the financial resources to the Company in April 2011 in order to settle the purchase price of the acquisition of £138m and in October 2010 funded the Stamp Duty Land Tax liability of £5.5m.

The Company has made a submission to Government as part of the Comprehensive Spending Review in order to secure funding for the four financial years beginning in April 2011. While the over-arching details of the settlement have been announced, the Company is in discussions with Department for Communities and Local Government about the detail of the budgets it will receive. We look forward to the future with confidence.

Jonathan Dutton

Jonathan Dutton
Executive Director of Finance and Corporate Services
24 November 2010

THE FUTURE
QUEEN ELIZABETH OLYMPIC PARK

Our plans
The future Queen Elizabeth Olympic Park will bring together the best of London, all in one place. At its core will be the creation of family-focused neighbourhoods; making the Park a top visitor destination; ensuring the venues provide a lasting sporting legacy; the creation of commercial and job opportunities and helping to stitch together the area's communities through new transport connections.

London's new global attraction
The Legacy Company's ambition is for the Park to become one of Europe's premier visitor destinations within five years of the closing ceremonies of the London 2012 Olympic and Paralympic Games.

Venues including the Stadium, Aquatics Centre and the ArcelorMittal Orbit will become a magnet for visitors, schools and community sport as well as international sporting events and commercial and cultural attractions.

The Olympic Park Legacy Company aims to bring the Park's 250 acres of green and open space to life through a thriving programme of events and attractions that will capture the imagination of domestic and international visitors.

Work has begun on an events programme to be rolled out from mid 2013 and the Legacy Company is calling on the market to come forward with proposals. These could include cultural festivals, open-air concerts, food markets, sporting and community events and exhibitions.

South plaza
The Legacy Company's plans outline two distinctive areas. The ArcelorMittal Orbit will be a key part of an urban entertainment plaza in the south, with the Stadium and the Aquatics Centre. It will become a crossroads for sport, culture and quality design with a rolling programme of events from mid 2013, when the Park reopens.

This area will sit next to Europe's largest urban shopping centre, Westfield Stratford City, and Stratford station, one of London's largest transport hubs, served by nine train and tube lines, and a planned Crossrail stop.

North park
The north of the Park features a river valley, centred on revitalised waterways, landscaped parkland and green space, offering outdoor activities including play areas and cycle paths. Cyclists will also be able to use the Velodrome, outdoor road circuits and off-road trails at the VeloPark, while others may choose to play hockey or tennis at neighbouring Eton Manor sports complex, with both venues managed by the Lee Valley Regional Park Authority.

A new creative district will sit in the north-west of the Park in Hackney. It will be a mixed-use commercial and family housing area with the Press and Broadcast Centre's campus-style business environment. The Multi-Use Arena will border both of these distinctive areas, becoming a hub for community activity by offering a range of indoor sports and the opportunity to host cultural and business events.

90,000 SQM OF OFFICE SPACE

The Press and Broadcast Centres combining over 90,000 square metres of business development and office space

ETON MANOR SPORTS COMPLEX

The mixed-use Eton Manor sports complex comprising indoor and outdoor football, tennis and hockey facilities

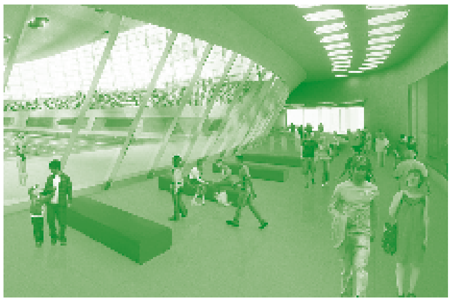
THE VELOPARK

A VeloPark consisting of the Velodrome, a BMX track, mountain bike trails and a reinstated road circuit

The indoor Multi-Use Arena with potential use for both sporting and cultural events, with a seating capacity of 7,500

MULTI-USE ARENA

Will offer two 50-metre pools and a diving pool, together with seating for up to 3,500 spectators



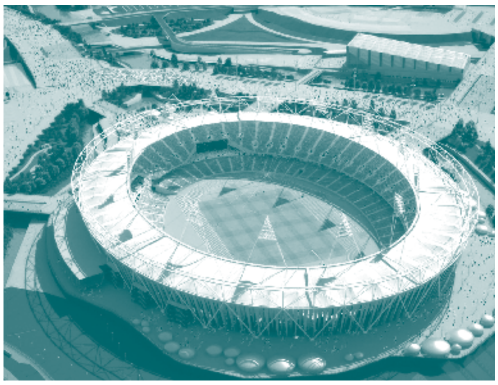
AQUATICS CENTRE

WESTFIELD STRATFORD CITY

Retail development on the Park's doorstep, with over 300 shops, restaurants and bars and hotel facilities

A venue that could host a number of sporting activities and has a flexible design that enables it to be configured to have a capacity of 90,000

THE STADIUM



PARKLANDS & PUBLIC REALMS

250 acres of green and open space

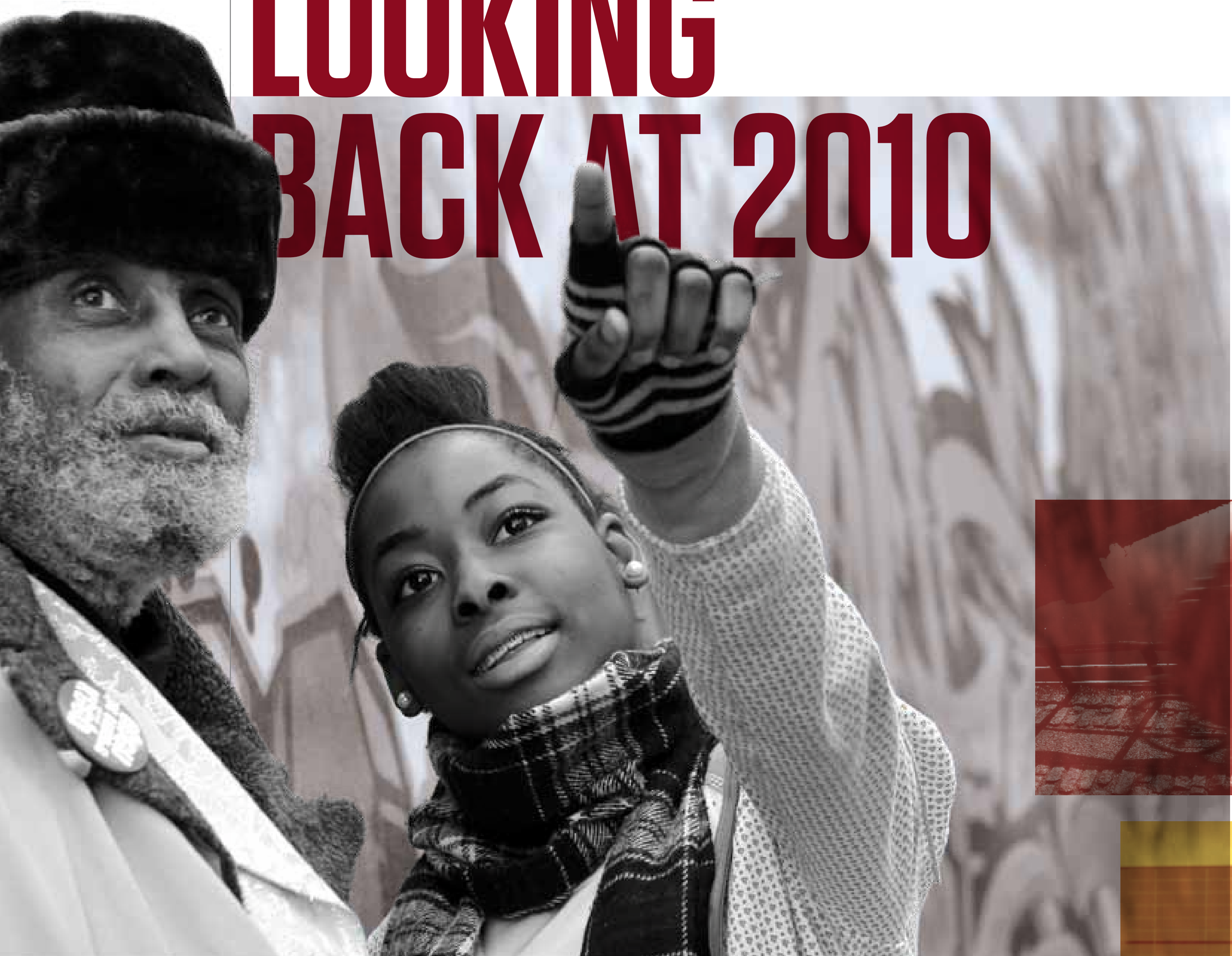
5 NEW NEIGHBOURHOODS

With a focus on family housing

3 MILLS STUDIOS

London's largest film studios at 3 Mills Studios with 15 stages covering 20 acres on the southern fringe of the Park

LOOKING BACK AT 2010



"THIS IS ONE OF THE BOLDEST URBAN TRANSFORMATIONS IN THE WORLD — BUILDING ON THE BEST OF LONDON TO BECOME ONE OF THE CITY'S GREAT PLACES"

ANDREW ALTMAN,
CHIEF EXECUTIVE, OLYMPIC PARK LEGACY COMPANY

MAJOR ACHIEVEMENTS IN 2010 INCLUDED BUILDING STRONG RELATIONSHIPS WITH THE COMMUNITY

Secure control over the Olympic park land

On 30th September 2010, we completed the transfer of the Olympic park land and seconded staff from our working partner, LDA, with the consent of our Founder Members, DCMS, CLG and the Mayor of London. This concluded a lengthy period where details had been fine tuned to ensure a fair deal for all, most importantly the British public, so as to ensure a lasting legacy from the 2012 Games could be achieved and delivered.

Confirm use for the Olympic Stadium

On 12th November 2010 - following a soft market testing exercise in March and a bidding process launched in August - the Legacy Company announced who we would enter into negotiations with for the final stage of the process to secure the best future for the Stadium.

The two shortlisted bidders are: a consortium led by Tottenham Hotspur Football Club with AEG; and a consortium of West Ham United Football Club and the London Borough of Newham. These negotiations are ongoing with a preferred tenant, who we intend to have in place by the end of the financial year in 2011.

Confirm strategy for Press Centre and Broadcast Centre

The market testing exercise for the Press and Broadcast Centres closed at the end of November 2010 with a wide-range of expressions of interest from different sectors and organisations.

An exciting development came in the same month, as the Prime Minister announced the Government's ambition to align with us and develop the Press and Broadcast Centres, and surrounding north-west district of the Park into a new, world-leading creative and technology hub known as East London Tech City. The intention is to build on the success of creative hubs such as those found in Shoreditch, Old St and Soho.

Continuing to build strong relationships

Legacy Youth Panel — In December 2010, we recruited members for our Youth Panel for the third consecutive year. The Panel gives young people a voice on the future plans for the Park and the opportunity to meet key people, helping them shape the future of their area.

Lecture Series — We ran another successful series of lectures (now in its third year), hosted at universities across London. The panel of speakers consisted of senior staff from the Company and external partners, giving attendees the opportunity to debate significant topics with relevant specialists. In total, 1,300 people have attended all or part of our lecture series since 2008.

Schools Programme — For the second year running, we undertook our schools programme as a joint project with Westfield. The programme targeted four secondary schools on the fringes of the Park for a programme of ongoing engagement.

Staff volunteered to attend to talk about their work on the legacy plans and future Park. The programme consisted of an assembly and three workshops focused on local democracy, regeneration and community.

A YEAR IN REVIEW

2009 OVERVIEW

MAY
— Legacy Company incorporated
— Chairman appointed

AUGUST
— CEO appointed

OCTOBER
— Company moved to new office in Stratford

NOVEMBER
— Board appointed

2010

JANUARY
— New Executive Directors of Marketing and Communications, Operations and Venues and Finance and Corporate Services appointed

FEBRUARY
— Culture, Media and Sport Select Committee submission
— Attended Vancouver 2010 Winter Games

MARCH
— First Assembly Plenary appearance
— Delivery Plan with our 'Top 10 for 2010' milestones agreed
—Youth Panel 2010 intake appointed
— Further appointments made in Real Estate and Planning
— Stadium soft market testing process began
— Attended MIPIM 2010 with Mayor of London
— Company's first Culture, Media and Sport Select Committee appearance

APRIL
— Market testing process began to ascertain interest in Estates and Facilities Management of the Park and venues after the Games
— Attended Sport Accord 2010
— Engagement programme with 2012 sponsors began

MAY
— Memorandum of Understanding signed with Field Studies Council
— Market research undertaken on the future name for the Park after the 2012 Games
— Changing Places volunteering programme began

JUNE
— Began to engage with new Ministers following the 2010 General Election

JULY
— Legacy Youth Panel outlined its vision for the Park
— Presented Legacy Master Plan to CABE Design Review Panel

AUGUST
— Formal bidding process for the long-term lease of the Stadium launched
— Attended Beijing legacy conference

SEPTEMBER
— Land and staff transfer approved by all parties with ownership passing to the Legacy Company, including 3 Mills Studios in East London
— The agreement for the Park's major new attraction - the ArcelorMittal Orbit – signed
— Press and Broadcast Centres expressions of interest process began
— Submission to Economic Development, Culture, Sport and Tourism Committee on the legacy of the venues
— Future name of the Park secured with agreement from our Olympic partners, Central Government, the Mayor of London and the Royal Family

OCTOBER
— Event held at BT Tower to launch our plans and unveil the future name of the Park
— Initial preparations for the set-up of an Olympic Park charity began
— New website launched to promote our vision and plans for the future Park
— Spoke at the Aspire4Sport conference in Qatar

NOVEMBER
— Presented Legacy Master Plan at second CABE Design Review Panel
— Secured funding for the legacy of the Park announced by Communities and Local Government minister, Bob Neill
— Autumn lecture series took place
— Prime Minister, David Cameron, visited the Park and unveiled the Government's plans for an East London Tech City
— Construction of the ArcelorMittal Orbit began
— Communities and Local Government Select Committee taken through our plans for the future Park
— Announcement made of the two shortlisted bidders for the Stadium

DECEMBER
— Targeted consultation on the VeloPark's Cycle Circuit began
— Recruitment for the 2011 intake of the Legacy Youth Panel began
— Negotiations with shortlisted applicants for the Stadium progressed

LOOKING FORWARD TO 2011

IN 2011, AN EXPRESSION OF INTEREST PROCESS WILL BE LAUNCHED TO FIND AN OPERATIOR FOR THE ARCELORMITTAL ORBIT

ArcelorMittal Orbit
We will launch an expression of interest process to appoint an operator for this unique attraction, on a long-term commercial basis before, during and after the London 2012 Games.

Stadium
We will have completed the shortlisting phase for finding an operator for the Stadium after the Games, with a preferred tenant announced by the spring 2011.

Operating the Park
We will also launch the process to find operators for the Aquatics Centre and Multi-Use Arena, as well as for the Estates and Facilities Management of the entire site, including cleaning, security and in some cases catering, after the Games.

Community Engagement
We will meet with community and faith groups, members of the public and other interested parties to communicate in person the finalised vision for the Park. This is part of our ongoing commitment to engage the community and wider audience in the future plans for the Park.

Naming Competition
In early 2011, we will run a public competition online to help name the five new neighbourhoods that will exist in the Park after the Games, as proposed by the new Park legacy plan. The competition will run over six weeks and will be aligned to the public engagement period on the legacy plans, giving members of the public the opportunity to suggest the names they think would best suit the future neighbourhoods.

Landowners
A marketing sub-group for the Legacy Landowner Group is being set-up and led by the Legacy Company to help unify the messaging surrounding the Park.

Legacy Youth Panel
Through a series of monthly workshops and site visits across London, our Youth Panel will explore the impact of regeneration and consider key themes such as community, environment and infrastructure in terms of how these aspects will develop in the Park. This information will be collated in blogs, films and reports produced by the Panel and presented to the Legacy Company.

Members of the Panel have grown into high profile public advocates for the legacy of the Park and regularly appear in local papers, on radio and TV, including BBC London. In January 2011, a member of the Panel presented at the host borough MP briefing. They have also requested to meet Nat Wei of the Big Society Network and are working with Company staff to understand our corporate priorities.

Schools Programme
In February 2011, a class from each of the four participating schools with the best ideas will get to present their proposals for interim use activity to an expert panel, including our Board Member, Nick Bitel and John Burton, Director of Westfield Stratford City.

BOARD OF DIRECTORS

Baroness Ford

Baroness Ford is Chairman of the Olympic Park Legacy Company. She joined the Legacy Company from Royal Bank of Canada, where she was a Senior Adviser in the bank's Global Infrastructure Group. From 2002 until 2007 she was the Chairman of English Partnerships, the national regeneration agency. Baroness Ford is the Senior Independent Director of Serco plc, Non Executive Director of Grainger plc and Chairman of Irvine Bay URC.

Ranjit Singh Baxi

Ranjit Singh Baxi is one of the UK's most highly regarded Asian business leaders. His own business, J and H Sales based in Redbridge, exports waste paper from Europe, the UK and USA to the Indian sub-continent and the Far East, and has become one of the leading recycling export companies in Europe.

Ranjit is also a Divisional President of the Bureau of International Recycling, an international trade federation based in Brussels and a Non Executive Director of Think London. A Governor of the University of East London, Ranjit is actively involved with the UK Punjabi Community and is the President of the World Punjabi Organisation (European Division).

Nick Bitel

Nick Bitel is Chief Executive of the London Marathon and one of the country's leading events experts. A partner in sports law firm Max Bitel Greene LLP, he is a member of the Events for London Steering Group, a member of the London Community Sports Board and former Vice Chairman of Wigan Athletic. He was recently appointed to the Board of Sport England.

Aman Dalvi

Aman Dalvi has lived in east London all his life.
He is Corporate Director, Development and Renewal at the London Borough of Tower Hamlets, is a former Chief Executive of Gateway to London, former Chief Executive of Ujima Housing Association and has extensive experience of housing development and regeneration. He leads on Tower Hamlets' Olympic activities and is a former member of the Board of English Partnerships. He sits on the Board as an individual member and not as a representative of the London Borough of Tower Hamlets.

Keith Edelman

Keith Edelman was formerly the Managing Director of Arsenal Holdings and was instrumental in the development of the Emirates Stadium and the attendant regeneration of the surrounding area including the development of Highbury Square. He is currently Chairman of Nirah, the Senior Independent Director of Supergroup plc and a Non Executive Director of Beale plc and Safestore Holdings. He was formerly Chief Executive Officer of Storehouse plc, Managing Director of Carlton Communications plc, Non Executive Director of Eurotunnel and Chairman of Glenmorangie.

David Edmonds

David Edmonds has had extensive experience within the housing and regeneration sectors and was the senior civil servant in charge of the Government's Inner Cities programme in England. He is a former Chief Executive of the Housing Corporation, Board member of English Partnerships and Chairman of Crisis, the charity for the single homeless. He was also the UK's Telecoms Regulator for five years and the Chairman of NHS Direct for four years. He is currently the Chairman of the Legal Services Board, and Chairman of logistics company, Wincanton plc.

David is a Non Executive Director of property company Hammerson plc and a Non Executive Director of William Hill plc.

David Gregson

David Gregson is Chairman of Phoenix Equity Partners, a leading UK private equity group. He is also Chairman of Precise Media Group and a director of Letts Filofax. David is a Trustee of The Climate Group and of WWF-UK, a member of the Advisory Board for The Sutton Trust and Chair of Crime Reduction Initiatives, a leading national crime reduction charity. David was previously Chairman of the Mayor of London's Legacy Board of Advisors.

Robert John

Robert John has been a director of a number of private sector companies which focus on housing and regeneration issues. He has held senior roles at Canary Wharf and has a continuing interest in transport and regeneration. He was appointed Chairman of Wales in London in 2006 and is involved in a broad range of activities in Wales. He also advises on property development in Africa and India.

Philip Lewis

Philip Lewis is a chartered surveyor and Chief Executive of the property division of the Kirsh Group and Non Executive Deputy Chairman of Lambert Smith Hampton. Previously he was Chief Executive of Milner Estates plc and Executive Chairman of both Safestore plc and Hines UK. He is a former Chairman of Sport England, London and past President of the British Council of Shopping Centres. He has held Non Executive roles in a number of companies and is involved in various charitable organisations.

Lord Mawson

Lord Mawson is one of the UK's leading social entrepreneurs. Over 25 years he has created a family of projects, in particular the renowned Bromley-by-Bow Centre in East London. Today he is leader, motivator and adviser to major projects including St Paul's Way Transformational project in the London Borough of Tower Hamlets and Water City, a visionary plan to revitalise East London.

Elizabeth McMahon

Elizabeth McMahon is Managing Director of Madison Muir, strategic marketing, brand and business development advisors. Liz was Head of International Marketing for the London 2012 Olympic and Paralympic Games bid and was Director of Marketing Services at the International Olympic Committee.

A former Director at Citigroup and JP Morgan, she also managed the global corporate marketing and communications department at 3M. She tutors in marketing communications and sponsorship at the Westminster Business School and the George Washington University Olympic Games MBA programme. Liz sits on the Corporate Development Board of the NSPCC and the Board of the International Women's Forum UK.

Jules Pipe

Jules Pipe was re-elected as Mayor of Hackney for a third term in May 2010, having become the Borough's first directly elected Mayor in October 2002. He was also elected as Chair of London Councils in May 2010.

Before becoming Mayor, Jules was a newspaper journalist, working for, among others, the Sunday Times and Sunday Telegraph, as well as serving as a ward councillor from 1996 to 2002, and Leader of Hackney Borough Council from June 2001 until elected as Mayor in 2002.

Tessa Sanderson

Tessa Sanderson is an Olympic Gold Medalist, an ambassador for the London 2012 Olympic and Paralympic Games and head of the Newham Sports Academy, which she founded to find and train grassroots talented youngsters in Olympic sports. A former Vice-Chairman of Sport England, she has won Sports Personality of the Year and Athlete of the Year three times and presented sport on various international television channels. Tessa was awarded the CBE in 2004.

Sir Robin Wales

Sir Robin Wales is the directly elected Mayor of the London Borough of Newham. He first became a Councillor in 1982 and was elected Mayor in 2002. He was re-elected for a third term in 2010. His interests include raising employment and aspiration in the Borough. Sir Robin is involved with a number of organisations that are concerned with staging the London 2012 Olympic and Paralympic Games and ensuring the local legacy. He is a local government Board member on the London Organising Committee of the Olympic Games, Chair of the six Olympic Host Boroughs and a member of the Olympic Park Regeneration Steering Group.

In addition to these Non Executive Directors of the Company, the Chief Executive, Andrew Altman, and the Company's Executive Director of Finance and Corporate Services, Jonathan Dutton, are members of the Board.

Andrew Altman

Andrew Altman was formerly Philadelphia's first Deputy Mayor for Planning and Economic Development as well as Director of Commerce and President of Altman Development LLC in New York City, leading large-scale, urban development projects.

Andrew was also President and CEO of the Anacostia Waterfront Corporation in Washington D.C, established to guide the revitalisation of over 2,800 acres of urban waterfront.

Jonathan Dutton

Jonathan Dutton qualified as a chartered accountant with Price Waterhouse and, after a career in investment banking with UBS and Deutsche Bank, helped establish the academies programme of Oasis Community Learning.

DIRECTORS' REPORT

ONE OF THE MAIN COMPANY'S GOALS IS TO DELIVER SOCIO-ECONOMIC BENEFITS FOR THE COMMUNITIES SURROUNDING THE PARK

"THE OLYMPIC PARK AND SURROUNDING AREA IS LONDON'S SINGLE MOST IMPORTANT REGENERATION PROJECT FOR THE NEXT 25 YEARS"

BORIS JOHNSON,
MAYOR OF LONDON

Principal activities

The Company's principal activity is the long term development and management of the Olympic Park and its venues after the London 2012 Olympic and Paralympic Games to deliver socio-economic benefits for the communities surrounding the Park.

Directors and Secretaries

The Directors and Secretaries in office during the period were as follows:

Chairman:

— **Baroness Ford** (appointed 13 May 2009)

Non Executive Directors:

— **Ranjit Singh Baxi** (appointed 16 December 2009)
— **Jeremy Beeton** (appointed 13 May 2009; resigned 16 December 2009)
— **Nick Bitel** (appointed 16 December 2009)
— **Aman Dalvi** (appointed 16 December 2009)
— **Keith Edelman** (appointed 16 December 2009)
— **David Edmonds** (appointed 16 December 2009)
— **David Gregson** (appointed 13 May 2009; resigned 16 December 2009; reappointed 16 December 2009)
— **Dan Hawthorn** (appointed 13 May 2009; resigned 16 December 2009)
— **Robert John** (appointed 16 December 2009)
— **Sir Robert Kerslake** (appointed 16 December 2009; resigned 22 September 2010)
— **Philip Lewis** (appointed 16 December 2009)
— **Lord Mawson of Bromley-by-Bow** (appointed 16 December 2009)
— **Elizabeth McMahon** (appointed 16 December 2009)
— **Jules Pipe** (appointed 16 December 2009)
— **Tessa Sanderson** (appointed 16 December 2009)
— **Peter Smith** (appointed 8 May 2009; resigned 13 May 2009)
— **Sir Robin Wales** (appointed 16 December 2009)
— **John Walker** (appointed 13 May 2009; resigned 16 December 2009)

Executive Directors:

— **Andrew Altman,** Chief Executive (appointed 16 December 2009)
— **Jonathan Dutton,** Executive Director of Finance and Corporate Services (appointed 26 January 2010)

Secretaries:

— **Rebecca Finding** (appointed 8 May 2009; resigned 16 December 2009)
— **Rachel Kennedy** (appointed 16 December 2009)

Business review and future developments

The financial performance of the Company is described in the Financial Review on page 6. This review also includes details of expected future developments in the funding of the Company.

Future funding

For the period ended 31 March 2010 the Company fully spent the grants made available to it and made a small deficit due to the impact of net losses on the Local Government Pension Scheme (LGPS).

The Company has sufficient financial resources available to it in order to deliver on its objectives for the 2010/11 financial year. It has made a submission to the Government under the Comprehensive Spending Review for capital and revenue funding for the four financial years beginning in April 2011.

Once the final outcome of the Spending Review is known the Company will prioritise its activities to operate within the budgets set. As a consequence, the Directors believe that the Company is able to manage its business risks successfully despite the current uncertain economic climate. After making enquiries, the Directors have formed a judgement, at the time of approving the financial statements, that there is reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason the Directors have adopted the going concern basis in preparing the financial statements.

Charitable and political donations

During the period the Company made no charitable or political donations.

Disabled employees

The Company gives full consideration to applications for employment from disabled persons where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job. Opportunities are available for disabled employees for training, career development and promotion.

Where existing employees become disabled, it is the Company's policy to provide continuing employment wherever practicable in the same or an alternative position and to provide appropriate training to achieve this aim.

Directors' indemnities

The Company has taken out an insurance policy to cover its Directors and Officers against losses made for any wrongful acts made. This policy remains in force as at the date of approving the Directors' Report.

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 International Financial Reporting Standards (IFRSs) as adopted by the European Union. 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 International Financial Reporting Standards (IFRSs) as adopted by the European Union, 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 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.

Disclosure of information to Auditors

All of the current Directors have taken all the steps that they ought to have taken to make themselves aware of any information needed by the Company's auditors for the purposes of their audit and to establish that the auditors are aware of that information. The Directors are not aware of any relevant audit information of which the auditors are unaware.

In preparing this Directors' Report advantage has been taken of the small companies' exemption.

On behalf of the Board

Jonathan Dutton
Executive Director of Finance
and Corporate Services
24 November 2010

ANNUAL REPORT AND ACCOUNTS 2009—2010

CORPORATE GOVERNANCE REPORT

The Olympic Park Legacy Company Limited is a company limited by guarantee, established by the Government and Mayor of London ('the Founder Members') to create a lasting legacy from the London 2012 Olympic and Paralympic Games.

The Company was incorporated on 8 May 2009 with three Founder Members: the Mayor of London, the Secretary of State for Communities and Local Government and the Secretary of State for Culture, Olympics, Media and Sport (prior to the 2010 general election the Minister for the Olympics was a Founder Member). The ownership of the Company is split equally between the Mayor and Government, with the Government Founder Members' interest being further sub-divided equally. The Company operates within the strategic aims as stipulated in and set by the Members' Agreement entered into by Founder Members in May 2009.

The Company is committed to meeting high standards of corporate governance and as such the Board acknowledges its contribution to achieving management accountability, improving risk management and building a world class company to deliver the legacy.

The Board and its committees

Following incorporation, a board of Directors was put in place to oversee the establishment of the Company. This comprised the Chairman, Baroness Ford, and four other Non Executive Directors: David Gregson, Jeremy Beeton, Dan Hawthorn and John Walker. This Board met four times. At the end of the establishment period, the four other Non Executive Directors gave notice to the Company resigning their offices as Directors.

The Board now comprises the Chair, 14 other Non Executive Directors and two Executive Directors (the Chief Executive and Executive Director of Finance and Corporate Services). As set out in the Company's Articles of Association, the Board includes three Non Executive Directors appointed by Founder Members (two Non Executive Directors each of whom is a member, officer or elected Mayor of a Legacy Borough and one Non Executive Director who is a member or employee of the Homes and Communities Agency) and 11 independent Non Executive Directors appointed by the Founder Members on the recommendation of the Chairman. Following his appointment as Permanent Secretary at the Department for Communities and Local Government, Sir Robert Kerslake resigned from the Board. Discussions are underway to identify another Homes and Communities Agency representative, who will be appointed to the Board.

In line with the Government's Code of Practice on Corporate Governance, the Directors were appointed to provide a balance of skills and experience appropriate to directing the Company's activities as demonstrated by their biographies on pages 15 to 18. The Board met four times during the period.

The Chairman has been appointed by the Founder Members as a Non Executive Director. The Chairman is responsible for the effective conduct of the Board's business and the Company's general meetings, ensuring the highest standards of propriety are adopted, and that the Company meets its objectives. She represents the Company in the media and at key public events, and appears before Parliamentary Select Committees and the London Assembly as required as the representative of the Board and Company.

The Chief Executive is responsible for the effectiveness and efficiency with which the Company discharges its functions and expends the funding provided by the Founder Members and any additional revenues the Company acquires through its business actions.

A statement of the Directors' responsibilities in respect of the financial statements is set out on page 21.

The Board is responsible for providing leadership, advice and support to the organisation, setting strategic direction and overall policy, and monitoring standards, performance and corporate governance, as well as representing the Company with other stakeholders. The Board has three committees which meet at least three times a year: the Audit Committee, the Communities Committee and the Investment Committee. The committee chairs report regularly to the Board.

Audit Committee

The Audit Committee met twice during the period. Its members, functions and responsibilities are shown below:

Functions and Responsibilities	Committee Members
Monitor and ensure published financial statements comply with statutes and accounting standards	Keith Edelman (Chair) Ranjit Singh Baxi Nick Bitel
Review effectiveness of internal financial controls and risk management systems	Robert John Elizabeth McMahon
Monitor the internal audit programme	
Make a recommendation to the Board on the appointment of external auditors and oversee the relationship with them	
Review the Company's arrangements for staff to raise concerns about financial wrongdoing	

The Executive Director of Finance and Corporate Services attends each meeting of the Audit Committee. The Board is satisfied that at least one member of the Audit Committee has recent and relevant financial experience. The Audit Committee comprises only independent Non Executive Directors, consistent with the standards set out in the Combined Code. Meetings are attended by the Chief Executive and other senior management as invited, internal and external auditors as required and Founder Member observers. The internal auditors, Moore Stephens, were appointed in June 2010. The detailed Report of the Audit Committee is set out on pages 26 to 27.

Corporate Governance Report

Communities Committee

The Communities Committee met once during the period. Its members, functions and responsibilities are shown below:

Functions and Responsibilities	Committee Members
Advise on the Company's community and local stakeholder engagement programme Oversee the Company's work in developing opportunities for social enterprise and engaging with local SMEs Advise on and promote community input into the regeneration of the area and on improving and maintaining the Company's visibility among local communities	Lord Mawson (Chair) Ranjit Singh Baxi Nick Bitel Elizabeth McMahon Tessa Sanderson

The Executive Director of Marketing and Communications attends each meeting of the Communities Committee. Meetings are attended by the Chief Executive and other senior management as invited and Founder Member observers.

Investment Committee

The Investment Committee met twice during the period. Its members, functions and responsibilities are shown below:

Functions and Responsibilities	Committee Members
Oversee investment projects and programmes including but not limited to: real estate, investment in site development above delegated powers, capital fit out of venues and facilities; remediation and operations Review and approve proposals for capital and revenue decisions Advise on strategic policies for the Company's investment programmes Oversee the planning and implementation of the Company's capital and revenue programmes	David Edmonds (Chair) Aman Dalvi David Gregson Robert John Philip Lewis

The Chief Executive and Executive Director of Finance and Corporate Services attend each meeting of the Investment Committee. Meetings are attended by other senior management as invited and Founder Member observers.

Ethical policies

The Company has adopted a code of conduct covering conflicts of interest to which all Directors and staff are subject, a code of practice on gifts and hospitality, an anti-fraud policy, a whistle blowing policy encouraging employees to elevate matters of concern, and a diversity and inclusion policy. These policies are intended to ensure that all employees observe the spirit and letter of relevant laws and exercise high standards of ethical conduct in all of the Company's activities.

Internal control

The Directors acknowledge that they are responsible for the Company's system of internal control and for reviewing its effectiveness. The system is designed to manage rather than eliminate the risk of failure to achieve the Company's strategic objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

Internal Audit

The Company appointed Moore Stephens as internal auditors in March 2010. A high level review of the Company's core business systems and controls was conducted at the request of the Chair of the Audit Committee and the Executive Director of Finance and Corporate Services. No weaknesses in control which leave the organisation exposed were highlighted in this report.

Identification and evaluation of business risks

The Board and its committees, along with the management team, work together to develop and implement key policies and internal control strategies for the Company. To ensure continuing alignment between risk management and programme management, risk management and assurance is overseen by the Executive Director of Finance and Corporate Services and carried out by the Programme Management Office (PMO). The PMO is responsible for ensuring that risk management and assurance sits alongside programme management operation and review. The Audit Committee oversees the risk assurance function to ensure that detailed risk assessment and assurance work is focused on the key activities of the Company and aligned to identified business risk.

Report of the Audit Committee

The composition of the Audit Committee is described above. The members of the Audit Committee have no personal financial interest in matters to be decided, no potential conflicts of interest (other than those identified and appropriately managed) arising from their affiliations with external interested parties and no day-to-day involvement in running the activities of the Company.

The Audit Committee has written terms of reference with the full remit of the Committee's roles and functions described, as summarised below.

The primary duties of the Audit Committee are to monitor and review the Company's financial reporting, internal controls and risk management, internal audit and external audit matters. It is also responsible for reviewing the Company's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters and in that context, as described in more detail below, has established and approved a 'whistle-blowing' policy. With respect to external audit matters, the Audit Committee is responsible for the development, implementation and monitoring of the Company's external audit arrangements. With respect to internal audit matters, as set out above, the Audit Committee oversees the risk assurance function to ensure that internal audit work carried out by that function is focused on the key activities of the Company and aligned to identified business risk.

The Audit Committee meets at least three times a year at appropriate times in the reporting and audit cycle and otherwise as required, and can be convened at the request of any of its members. The Audit Committee was set up during the period under review and held two meetings. At each of these meetings the Audit Committee received update reports from the Executive Director of Finance and Corporate Services.

During the course of the period the Audit Committee carried out the following activities:
- recommended that the Board approve the appointment of Moore Stephens as internal auditors;
- commissioned the internal auditors to carry out an overview of the Company's financial control systems and processes;
- recommended that the Board approve the operating and programme budgets for 2010/11;
- approved the Company's Assurance Framework and its whistle blowing policy;
- reviewed the Company's corporate risk and issues register at each meeting. This included the identification of risks and issues that were not on the registers and scrutinising existing risks and issues to ensure that they were accurate and up to date;
- approved the process for accessing contingency funds;
- provided guidance on land asset valuations and debt negotiations, and supplier expenditure; and
- received and scrutinised management accounts.

On behalf of the Board

Keith Edelman
Chairman of the Audit Committee
24 November 2010

DIRECTORS' REMUNERATION REPORT

The Board considers it important that the Company is able to recruit, retain and motivate a high quality, high performing staff team. Remuneration of the executive team has been set at levels, agreed with the Founder Members, designed to attract people of the necessary calibre to deliver on the Company's challenging objectives. A salary framework has been agreed across the Company, having been benchmarked against other comparable organisations, together with a pay and reward strategy that will be further developed in the coming year. Contracts of employment of senior executive staff anticipate the possible payment of performance related pay, although no such payments were made in the period under review. The staff that transferred to the Company on 30 September 2010 did so on the terms and conditions of their employment with the London Development Agency.

The remuneration of the Chairman is set by the Founder Members. Under her contract she is paid a fee of £95,000 per annum for a minimum commitment of two days per week to the role. She was appointed on 13 May 2009 for a period of five years.

The remuneration of the Chief Executive is set by the Board in consultation with the Founder Members. Under his contract of employment he is paid a salary of £195,000 per annum. He took up the position on 10 August 2009 and was appointed for a period of five years.

The remuneration of the Executive Director of Finance and Corporate Services is set by the Board in consultation with the Founder Members. Under his contract of employment he is paid a salary of £151,251 per annum. He took up his role on 1 January 2010.

The remuneration of the Non Executive Directors is determined by the Chairman in consultation with the Founder Members, taking appropriate independent advice. Remuneration has been set at £14,000 per annum for each Non Executive Director, with £28,000 per annum paid to those who chair committees of the Board.

No Directors are involved in any discussions or decisions about their own remuneration. Non Executive Directors (other than the Chairman) are not eligible to join the Local Government Pension Scheme.

Directors' remuneration during the period ended 31 March 2010 was as follows:

Directors	Total emoluments for the period ended 31 March 2010
	£'000
Executive Directors	
Andrew Altman	133
Jonathan Dutton	27
Non Executive Directors	
Baroness Ford	89
Ranjit Singh Baxi	5
Nick Bitel	5
Aman Dalvi	5
Keith Edelman	9
David Edmonds	9
David Gregson	5
Robert John	5
Sir Robert Kerslake	-
Philip Lewis	5
Lord Mawson	9
Elizabeth McMahon	5
Jules Pipe	-
Tessa Sanderson	5
Sir Robin Wales	-
Total	**316**

Total emoluments include salaries, fees and benefits in kind but exclude contributions paid by the Company to the defined benefit pension scheme.

On behalf of the Board

Baroness Ford
Chairman
24 November 2010

INDEPENDENT AUDITORS' REPORT—

TO THE MEMBERS OF THE OLYMPIC PARK LEGACY COMPANY LIMITED

We have audited the financial statements of Olympic Park Legacy Company Limited for the period ended 31 March 2010 which comprise the statement of comprehensive income, the statement of changes in equity, the balance sheet, the statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union.

This report is made solely to the 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 statement of directors' responsibilities, the directors are responsible for the preparation of the company financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit the parent company 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

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the parent company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

Opinion on the financial statements

In our opinion the company financial statements:

— give a true and fair view of the state of the company's affairs as at 31 March 2010 and of its profit for the period then ended;
— have been properly prepared in accordance with IFRSs as adopted by the European Union; and
— have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion:

— the information given in the directors' report for the financial period for which the financial statements are prepared is consistent with the company 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 by the company; or
— the parent 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.

BDO

Russell Field (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
Epsom
United Kingdom
24 November 2010

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127)

FINANCIAL STATEMENTS

Statement of Comprehensive Income
for the period ended 31 March 2010

	Notes	£'000
Revenue from operating activities	3	4,239
Operating costs		(4,239)
Operating profit		-
Finance costs		(2)
Finance income		2
Profit on ordinary activities before taxation		-
Taxation	6	-
Profit for the period attributable to the Members		-
Other comprehensive income		
Actuarial losses on Scheme liabilities		(29)
Actuarial gains on Scheme assets		7
Total comprehensive income for the period attributable to the Members		**(22)**

All amounts relate to continuing activities.

Statement of Changes in Equity
for the period ended 31 March 2010

	Retained earnings	Pension reserve	Total
	£'000	£'000	£'000
At 8 May 2009	-	-	-
Actuarial losses on Scheme liabilities	-	(29)	(29)
Actuarial gains on Scheme assets	-	7	7
Net income recognised directly in equity	-	(22)	(22)
Net income recognised in income statement	(6)	6	-
Total recognised income and expense	(6)	(16)	(22)
At 31 March 2010	**(6)**	**(16)**	**(22)**

Financial Statements

Balance Sheet
as at 31 March 2010
Registered no. 06900359

	Notes	£'000
Non current assets		
Property, plant and equipment	7	127
Intangible assets	8	94
		221
Current assets		
Trade and other receivables	9	3,349
Cash and cash equivalents		935
		4,284
Total assets		**4,505**
Current liabilities		
Trade and other payables	10	4,511
Non current liabilities		
Liability related to defined pension scheme	12	16
Total liabilities		**4,527**
Retained earnings	13	(6)
Pensions reserve	13	(16)
Total equity and liabilities		**4,505**

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

On behalf of the Board

Andrew Altman
Chief Executive
24 November 2010

Jonathan Dutton
Executive Director of Finance and Corporate Services
24 November 2010

Statement of Cash Flows
for the period ended 31 March 2010

	Notes	£'000
Operating activities		
Operating profit		-
Depreciation	7	21
Amortisation	8	10
IAS 19 current service cost		42
Employer's contribution payable to the LGPS		(48)
Increase in trade and other receivables	9	(3,349)
Increase in trade and other payables	10	4,511
Net cash flow from operating activities		**1,187**
Cash flows from investing activities		
Purchase of property, plant and equipment	7	(148)
Purchase of intangible assets	8	(104)
Net cash used in investing activities		**(252)**
Cash flows from financing activities		**-**
Net cash flow from financing activities		**-**
Increase in cash and cash equivalents		**935**
Cash and cash equivalents at the beginning of the period		-
Cash and cash equivalents at end of the period		**935**

NOTES TO THE FINANCIAL STATEMENTS

1. Authorisation of financial statements and statement of compliance with IFRSs

The financial statements of the Olympic Park Legacy Company Limited for the period ended 31 March 2010 were authorised for issue by the Board of Directors on 24 November 2010 and the Balance Sheet was signed on the Board's behalf by the Chief Executive and the Executive Director of Finance and Corporate Services on 24 November 2010. The Olympic Park Legacy Company Limited is a company limited by guarantee, incorporated and domiciled in the United Kingdom under the Companies Act 2006. The address of the head office is given on page 43.

2. Accounting Policies

a) Basis of preparation

The financial statements have been prepared on a historical cost basis and in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union as they apply to the financial statements of the Company for the period ended 31 March 2010 and applied in accordance with the Companies Act 2006.

After making enquiries the Directors have formed a judgement, at the time of approving the financial statements, that there is reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason the Directors have adopted the going concern basis in preparing the financial statements for the period ended 31 March 2010.

b) Estimates and judgements

The preparation of financial statements in conformity with IFRSs requires management to make judgements, estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period.

The most significant items subject to such assumptions include the useful economic lives of assets, the measurement of accruals and the measurement of the defined benefit pension scheme's assets and liabilities. The estimates and associated assumptions are based on factors which are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

c) Standards and interpretations not yet in issue

The IASB and International Financial Reporting Interpretations Committee have issued the following standards and interpretations that are mandatory for later accounting periods and which have not been adopted early. These are:

		Effective date
IFRS 1	First-time adoption of IFRS amendment	1 July 2010
IFRIC 19	Extinguishing financial liabilities with equity instruments	1 July 2010
IAS 24	Revised related party disclosures	1 January 2011
IFRIC 14 and IAS 19	The limit on a defined benefit asset, minimum funding requirements and their interaction amendment	1 January 2011
IFRS 9	Financial instruments	1 January 2013
	Improvements to IFRSs	Various

The Directors do not anticipate that the adoption of these standards and interpretations will have a material impact on the Company's financial statements in the period of initial application.

d) Revenue recognition

The Company receives a public sector funding package comprising grants from the London Development Agency and the Department for Communities and Local Government.

Government grants received for capital expenditure are initially recognised as deferred income, and are subsequently recognised as revenue over the useful economic life of the asset purchased.

Grants for revenue expenditure are recognised as revenue. Where retention of the grant is dependent on the satisfaction of certain criteria, revenue is only recognised to the extent that those criteria have been met.

Non monetary Government grants and services received in kind are recognised as revenue at their fair value.

e) Intangible assets

Software licences acquired for a period of more than one year are stated at cost less accumulated amortisation.

Amortisation is provided on a straight line basis over three years, or the expected useful life, if shorter. The amortisation expense on intangible assets is recognised in the Statement of Comprehensive Income under the operating costs heading.

f) Property, plant and equipment

Computer hardware, telecommunications equipment and furniture, fixtures and fittings are stated at cost less accumulated depreciation. Cost comprises the aggregate amount paid and the fair value of any other consideration given to acquire the asset and includes costs directly attributable to making that asset capable of operating as intended.

Depreciation is provided on a straight line basis over the expected useful life as follows:

Computer hardware	33%
Telecommunications equipment	33%
Furniture, fixtures and fittings	20%

The carrying values of tangible assets are reviewed for impairment if events or changes in circumstances indicate that the carrying value may not be recoverable and the assets are written down immediately to their recoverable amount. Useful lives and residual values will be reviewed annually.

g) Cash and cash equivalents

Cash and short term deposits in the Balance Sheet comprise cash at banks, in hand and short term deposits with an original maturity of three months or less.

For the purposes of the cash flow statement, cash and cash equivalents consist of cash as defined above, net of outstanding bank overdrafts.

Notes to the Financial Statements

h) Pensions
Employees of the Company have the opportunity to participate in the Local Government Pension Scheme which is a defined benefit scheme.

Defined benefit scheme surpluses and deficits are measured at:
—the fair value of plan assets at the reporting date; less
—plan liabilities calculated using the projected unit credit method discounted to its present value using yields available on high quality corporate bonds that have maturity dates approximating to the terms of the liabilities; plus
—adjustments for unrecognised past service costs.

Any difference between the expected return on assets and that actually achieved, and any changes in the liabilities over the period due to changes in assumptions or experience within the scheme are recognised in other comprehensive income in the period in which they arise. Past service costs are recognised directly in the Statement of Comprehensive Income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time. In this case, the past service costs are amortised on a straight line basis over the vesting period. Where improvements are made to benefits payable under a defined benefit scheme, the effect on the plan liability is recognised in the Statement of Comprehensive Income on a straight-line basis over the average period until the employees become entitled to the improved benefits. Where the benefits vest immediately, the effect of the change is recognised immediately.

If the Company cannot (or can only partly) benefit from a scheme surplus in the form of refunds from the plan or reductions in future contributions (e.g. because of minimum funding requirements), any asset resulting from the above policy is restricted accordingly.

i) Taxation
The Company is liable for corporation tax. Corporation tax is provided for on an accruals basis. Where the Company is liable for other taxes, these are also provided for on an accruals basis.

j) Financial risk management
The Company has taken steps to ensure that its risk exposure is minimised. It is and has been throughout the period under review the Company's policy that no trading in financial instruments shall be undertaken. The main risks arising from the Company's financial instruments are credit risk and liquidity risk.

k) Credit risk
The Company seeks to ensure that it trades only with recognised credit worthy third parties. The Company does not enter into derivatives to manage its credit risk.

With respect to credit risk arising from the other financial asset of cash and cash equivalents, the Company's exposure arises from default of the counter party with a maximum exposure equal to the carrying amount of these instruments.

l) Liquidity risk
Funding for the Company is from grants from the London Development Agency and Department for Communities and Local Government.

The Company is working towards the maintenance of cash balances that meet its expected operational requirements for a period of six months. Budgets are set and agreed in advance by the Board to enable the Company's cash requirements to be anticipated. This liquidity risk is managed by monthly monitoring and review of performance against budget.

m) Financial assets
Financial assets are classified as "loans and receivables". The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition. The Company does not hold any "held-to-maturity" investments, "fair value through profit or loss" or "available for sale" financial assets.

Loans and receivables
Trade receivables loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. These and other receivables are initially recognised at fair value and subsequently carried at amortised cost, less provision for impairment. A provision for impairment of trade and other receivables will be established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of the receivables. The provision will represent the difference between the asset's carrying amount and the present value of estimated future cash flows. The amount of the provision will be recognised in the Statement of Comprehensive Income.

Cash and cash equivalents include cash in hand, deposits at call with banks, bank overdrafts and unpresented cheques.

n) Financial liabilities and equity instruments
Debt and equity instruments are classified as either financial liabilities or equity in accordance with the substance of the contractual arrangements. Financial liabilities are classified as "other financial liabilities". The Company does not hold any "financial liabilities at fair value through profit and loss (FVTPL)".

Financial liabilities at FVTPL
The Company does not have any liabilities held for trading nor has it designated financial liabilities as being at fair value through profit and loss.

Other financial liabilities
Trade and other payables are recognised on the trade date of the related transactions. Trade payables are not interest-bearing and are stated at their nominal value.

Borrowings will be recognised initially at fair value net of transaction costs incurred. Borrowings will then be subsequently stated at amortised cost, with any difference between the proceeds (net of transaction costs) and the redemption value recognised in the Statement of Comprehensive Income over the period of the borrowings using the effective interest method. The Company did not have any borrowings for the period.

Equity instruments
An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. There have been no equity instruments issued by the Company.

o) Segmental reporting
An operating segment is a distinguishable component of a Group that engages in business activities, earns revenue and incurs expenses, whose operating results are regularly reviewed by the Group's chief operating decision makers and for which discrete financial information is available.

During the period the Company had only one business activity being the setting up and operation of an organisation to deliver a lasting legacy from the London 2012 Olympic and Paralympic Games.

p) Capital risk management
The Company manages its capital to ensure that it is able to continue as a going concern. The Company maintains a sufficient funding base to meet its working capital requirements and strategic investment needs.

3. Revenue
Revenue recognised in the Statement of Comprehensive Income comprises Government grants receivable and can be analysed as follows:

	£'000
Grant income receivable	2,570
Non monetary grants and services received in kind	1,669
Total	**4,239**

4. Operating profit
The operating profit for the period has been arrived at after charging:

	£'000
Depreciation of tangible assets	21
Amortisation of intangible assets	10
Auditors' remuneration – fees payable for the audit of the Company's financial statements	8

Notes to the Financial Statements

5. Staff costs and Directors' emoluments

	£'000
(a) Staff costs	
Wages and salaries	757
Social security costs	121
Pension costs	44
Total	**922**
	No.
Average number of employees during the period	11
(b) Directors' emoluments	**£'000**
Directors' emoluments	316
Aggregate contributions to defined benefit pension scheme*	27
Total	**343**

*During the period three Directors participated in the defined benefit pension scheme

Further details on Directors' remuneration can be found in the Directors' Remuneration Report on pages 28 to 29.

6. Taxation

There is no UK corporation tax payable by the Company in respect of the period ended 31 March 2010.

7. Property, plant and equipment

	Furniture, fixtures and fittings	Computer hardware and telecoms/ office equipment	Total
	£'000	£'000	£'000
Cost:			
At 8 May 2009	-	-	-
Additions	21	127	148
At 31 March 2010	21	127	148
Depreciation:			
At 8 May 2009	-	-	-
Charged during the period	2	19	21
At 31 March 2010	2	19	21
Net book value at 31 March 2010	**19**	**108**	**127**

8. Intangible assets

	Computer Software
	£'000
Cost:	
At 8 May 2009	-
Additions	104
At 31 March 2010	104
Amortisation:	
At 8 May 2009	-
Charged during the period	10
At 31 March 2010	10
Net book value at 31 March 2010	**94**

9. Trade and other receivables

	£'000
Current	
Prepayments	284
Accrued income	2,720
VAT recoverable	311
Other receivables	34
Total	**3,349**

10. Trade and other payables

	£'000
Current	
Trade payables	3
Taxation and social security	71
Accruals	409
Deferred income	4,028
Total	**4,511**

11. Financial instruments

Financial assets

	Loans and receivables
Current financial assets	**£'000**
Trade and other receivables (Note 9)	3,065
Net cash and cash equivalents	935

Financial liabilities

	Financial liabilities measured at amortised cost
Current financial liabilities	**£'000**
Trade and other payables (Note 10)	483

The Directors consider that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the financial statements approximate to their fair values.

The maximum exposure to credit risk as at the reporting date is represented by the carrying value of the financial assets in the Balance Sheet.

12. Pensions

The Company offers retirement benefits as part of the terms and conditions of employment to its employees. The Company has a commitment to make the payments that need to be disclosed at the time that employees earn their future entitlement, although these will not actually be payable until employees retire. Employees of the Company are members of the LGPS.

Local Government Pension Scheme

The Company provides the opportunity for its employees to participate in the LGPS. This is a funded scheme. The LGPS is triennially valued in accordance with the provisions of the Local Government Pension Scheme Regulations (1997). The fund's actuaries, Hymans Robertson, carried out a full triennial valuation as at 31 March 2007. Employers' and employees' contributions to the Scheme were determined by the actuary following this valuation. The employers' contribution rate for 2009/10 was 12.5%. Members pay contributions at rates correlating to pensionable salary bands.

Employer contributions of £48,000 were paid in 2009/10. The number of participating employees was seven active members; there are no deferred pensioners or actual pensioners at 31 March 2010.

Notes to the Financial Statements

Principal assumptions used by the actuary

	Period ended 31 March 2010
	%
Long-term expected rate of return on assets in the Scheme:	
Equity investments	7.5
Bonds	5.5
Target return portfolio	4.5
Cash	3.0
Alternative assets	6.5
Expected return on assets	**6.8**
Mortality assumptions:	
Longevity at 65 for current pensioners:	
Men	19.60
Women	22.50
Longevity at 65 for future pensioners:	
Men	20.70
Women	23.60
Rate of inflation	3.9
Rate of increase in salaries	5.4
Rate of increase in pensions	3.9
Rate for discounting Scheme liabilities	5.5

The expected return on assets is based on the long-term future expected investment return for each asset class as at the beginning of the period. The return on gilts and other bonds are assumed to be the gilt yield and corporate bond yield (with an adjustment to reflect default risk) respectively at the relevant date. The return on equities and property is then assumed to be a margin above gilt yields.

Amounts charged to the Statement of Comprehensive Income

	Period ended 31 March 2010
	£'000
Current service cost	42
Past service cost	-
Gains/(Losses) on curtailments	-
	42
Interest cost	2
Expected return on Scheme assets	(2)
	-
Actuarial losses on Scheme liabilities	29
Actuarial (gains)/losses on Scheme assets	(7)
Net charge to the Statement of Comprehensive Income	**64**

Reconciliation of present value of Scheme liabilities

	Period ended 31 March 2010
	£'000
As at 8 May 2009	-
Current service cost	42
Contributions by Scheme participants	24
Interest cost	2
Actuarial (gains)/losses	29
As at 31 March 2010	**97**

Reconciliation of fair value of Scheme assets

	Period ended 31 March 2010
	£'000
As at 8 May 2009	-
Expected return on assets	2
Contributions by Scheme participants	24
Contributions by the Company including unfunded benefits	48
Actuarial gains/(losses)	7
Fair value of Scheme assets as at 31 March 2010	**81**

Sensitivity analysis

The following table sets out the impact of a small change in the discount rates on the defined benefit obligation and projected service cost along with a +/- year age rating adjustment to the mortality assumption.

Sensitivity analysis	£'000	£'000	£'000
Adjustment to discount rates	+0.1%	0.0%	-0.1%
Present value of defined benefit obligation	94	97	99
Projected service cost	187	194	201
Adjustment to mortality age rating assumption	+1 year	none	-1 year
Present value of defined benefit obligation	93	97	101
Projected service cost	184	194	204

Analysis of fair value of Scheme assets

Assets in the LGPS are valued at fair value, principally market value for investments, and comprise:

	Long Term Return	As at 31 March 2010	
	%	£'000	%
Equities	7.5	57	70
Target return portfolio	4.5	8	10
Alternative assets	6.5	11	14
Cash	3.0	4	5
Corporate bonds	3.5	1	1
Total	**6.8**	**81**	**100**

The actual return on scheme assets for the period was £9,000.

Analysis of movement in pension reserve

The actuarial gains identified as movements on the pensions reserve in the period ended 31 March 2010 can be analysed into the following categories, measured as absolute amounts and as a percentage of assets or liabilities at 31 March 2010:

	Period ended 31 March 2010
	£'000
Differences between the expected and actual return on assets	7
Fair value of Scheme assets	81
Percentage of assets	**8.6%**
Experienced gains/(losses) on liabilities	4
Present value of Scheme liabilities	97
Percentage of the total present value of liabilities	**4.1%**
Actuarial gains/(losses) recognised in Statement of Changes in Equity	(22)

The Company expects to make employer contributions of £112,000 in the year ending 31 March 2011.

13. Reserves
The Company has two reserves:
- retained earnings are the cumulative net gains and losses recognised in the Statement of Comprehensive Income; and
- the pensions reserve is the accumulated surplus or deficit relating to the defined benefit pension scheme.

14. Ultimate controlling interest
The Company has three members: the Mayor of London, the Secretary of State for Communities and Local Government and the Secretary of State for Culture, Olympics, Media and Sport. The Mayor has a 50% interest in the Company and the Government has the other 50% interest, held by the Secretary of State for Communities and Local Government and the Secretary of State for Culture, Olympics, Media and Sport.

15. Related party transactions
In the period ended 31 March 2010 the Company:
- received grants of £1.77m from the London Development Agency. As at 31 March 2010 £480,000 was due from the London Development Agency;
- received services in kind with a fair value of £1.67m from the London Development Agency. These consisted of the provision of accommodation and seconded staff;
- was invoiced £61,340 for services provided by the London Development Agency. As at 31 March 2010, £23,000 was owed to the London Development Agency; and
- received a grant of £800,000 from Department for Communities and Local Government, a Member of the Company, and signed a grant agreement with Department for Communities and Local Government for £2.24m. As at 31 March 2010 a total of £2.24m was due from Department for Communities and Local Government.

The London Development Agency is a functional body of the Greater London Authority. The Mayor of London is a Member of the Company.

In the period ended 31 March 2010 an interest free loan of £9,000 was made to Andrew Altman, a Director of the Company, as part of the arrangements for his relocation to the UK from the United States. As at 31 March 2010 £9,000 was owed to the Company.

16. Post Balance Sheet event
On 30 September 2010 the Company acquired the Olympic Park and Three Mills Estate from the London Development Agency for a consideration of £138m and Stamp Duty Land Tax of £5.5m. The price was based on an independent valuation by Jones Lang LaSalle. As part of the purchase agreement, the Company also completed the transfer of 44 staff who were previously seconded from the London Development Agency during the transitional period. The Government has undertaken to provide the Company with the financial resources to settle the consideration for the acquisition in April 2011.

Registered Office
Olympic Park Legacy Company Limited
5th Floor
29-35 West Ham Lane
Stratford
London E15 4PH
Registered No. 06900359

External Auditors
BDO LLP
Emerald House
East Street
Epsom
Surrey KT17 1HS

Internal Auditors
Moore Stephens LLP
150 Aldersgate Street
London EC1A 4AB

Bankers
Barclays Bank plc
PO Box 15162
50 Pall Mall
London SW1A 1QB

OLYMPIC PARK LEGACY COMPANY

Olympic Park Legacy Company Limited
5th floor
29-35 West Ham Lane
Stratford
London
E15 4PH

www.legacycompany.co.uk