

THE BILLETT CONSULTANCY LIMITED
(Registered number 04474014)
ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2018

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YEAR ENDED 31 DECEMBER 2018

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THE BILLETT CONSULTANCY LIMITED
STRATEGIC REPORT
YEAR ENDED 31 DECEMBER 2018

The Directors present their strategic report on The Billett Consultancy Limited ("the Company") for the year ended 31 December 2018.

REVIEW OF THE BUSINESS

The Company did not trade during the current or prior financial year.

The Company is a wholly owned subsidiary of BCMG Limited, a company incorporated in England and Wales, which itself is ultimately owned by Ebiquity plc, a company incorporated in England and Wales.

The Company has not traded during the current or preceding financial year and accordingly no profit and loss account has been prepared.

The Statement of Financial Position remained at total net assets of £2 (31 December 2017: £2) since the Company has not traded in the financial year.

KEY PERFORMANCE INDICATORS ("KPIs")

The Directors' of Ebiquity plc manage the Group's operations on a divisional basis. For this reason, the Company's Directors believe that analysis using KPIs for the Company is not necessary or appropriate for an understanding of the development, performance or position of the Company. The development, performance and position of the central division of Ebiquity plc, which includes the Company, is discussed on pages 4 to 27 of the Group's Annual Report and Accounts which does not form part of this report. KPIs for the Group are discussed on pages 22 and 27 of the same report.

DISCLOSURES OF PRINCIPAL RISKS AND UNCERTAINTIES

From the perspective of the Company, the principal risks and uncertainties are integrated with the principal risks of the Group and are not managed separately. Accordingly, the principal risks and uncertainties of Ebiquity plc, which includes those of this company, are discussed on page 22 and 27 of the Group's Annual Report and Accounts which does not form part of this report.

Approved by the Board of Directors and signed on its behalf by



M J Sanford
Director
18 September 2019

**THE BILLETT CONSULTANCY LIMITED
DIRECTORS' REPORT
YEAR ENDED 31 DECEMBER 2018**

The Directors present their report together with the financial statements of The Billett Consultancy Limited for the year ended 31 December 2018.

FUTURE DEVELOPMENTS

The Company will continue to undertake similar business activities in the future.

DIVIDENDS

The Directors do not recommend the payment of a dividend (year ended 30 December 2017: £nil).

FINANCIAL RISK MANAGEMENT

From the perspective of the Company, the financial risks (that include but are not limited to credit risk, interest rate risk, currency risk and liquidity risk) are integrated with the financial risks of the Group and are not managed separately. Accordingly, the financial risks of Ebiquity plc, which includes those of the Company, are discussed on pages 86 to 91 of the Group's Annual Report and Accounts which does not form part of this report.

POST STATEMENT OF FINANCIAL POSITION EVENTS

There are no post Statement of Financial Position events.

DIRECTORS

The Directors of the Company who served throughout the financial year and up to the date of signing of the financial statements were as follows:

R Basil-Jones	(appointed 23 October 2018)
A D Noble	(resigned 23 October 2018)

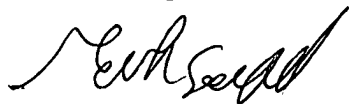
DIRECTORS' INDEMNITY

The Company purchased and maintained throughout the financial year and up to the date of approval of this report, Directors' and officers' liability insurance in respect of its Directors and Officers.

GOING CONCERN

The Directors are responsible for considering whether it is appropriate to prepare financial statements on a going concern basis. After making appropriate enquiries the Directors concluded that the Company has adequate resources to continue in operation for the foreseeable future. For this reason the Company continues to adopt the going concern basis in preparing the financial statements.

The financial statements on pages 4 to 6 were approved by the Board of Directors on 18 September 2019 and are signed on its behalf by



M J Sanford
Director
18 September 2019

THE BILLETT CONSULTANCY LIMITED
STATEMENT OF DIRECTORS' RESPONSIBILITIES
YEAR ENDED 31 DECEMBER 2018

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising the Financial Reporting Standard 102 Applicable in the UK and Republic of Ireland (FRS 102), 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 financial year. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; 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.

The directors 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.

In the case of each director in office at the date the Directors' Report is approved:

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

THE BILLETT CONSULTANCY LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2018

Company number: 04474014

	Note	<u>31 December 2018</u> £'000	<u>30 December 2017</u> £'000
CURRENT ASSETS			
Debtors	2	-	-
CAPITAL AND RESERVES			
Called-up share capital	3	-	-

The Company did not trade during the current or preceding financial year and accordingly no profit and loss account has been prepared. The Company has not received any income or incurred any expense or recognised any other gains or losses during the current or preceding financial year.

For the year ended 31 December 2018 the company was entitled to exemption from audit under section 480 of the Companies Act 2006 relating to dormant companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the financial year in question in accordance with section 476.
- The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

The financial statements on pages 4 to 6 were approved by the Board of Directors on 18 September 2019 and are signed on its behalf by



M J Sanford
 Director
 18 September 2019

THE BILLETT CONSULTANCY LIMITED
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2018

	Note	Called up share capital £'000	Profit and loss account £'000	Total shareholders' funds £'000
At 1 January 2017		-	-	-
Result for the financial year		-	-	-
Total comprehensive result for the year		-	-	-
At 31 December 2017		-	-	-
Result for the financial year		-	-	-
Total comprehensive result for the year		-	-	-
At 31 December 2018	3	-	-	-

THE BILLETT CONSULTANCY LIMITED
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 DECEMBER 2018

1 ACCOUNTING POLICIES

(a) Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards.

2 DEBTORS

	<u>31</u> <u>December</u> <u>2018</u> £	<u>31</u> <u>December</u> <u>2017</u> £
Amounts falling due within one year:		
Amounts due by group undertakings	<u>2</u>	<u>2</u>

3 SHARE CAPITAL

	<u>31</u> <u>December</u> <u>2018</u> £	<u>30</u> <u>December</u> <u>2017</u> £
Allotted, called up and fully paid		
2 (2017: 2) Ordinary shares of £1 each	<u>2</u>	<u>2</u>

4 RELATED PARTY TRANSACTIONS

The Company has taken advantage of the exemption allowed by FRS 8, "Related party transactions", not to disclose any related party transactions with entities that are included in the consolidated financial statements of Ebiquity plc.

There were no other related party transactions in either financial year.

5 PARENT UNDERTAKINGS AND ULTIMATE HOLDING COMPANY

The immediate parent undertaking is BCMG Limited which is incorporated in England and Wales.

The Company's ultimate parent undertaking and controlling party is Ebiquity plc which is the parent undertaking of the smallest and largest group to consolidate these financial statements. Copies of the consolidated financial statements of Ebiquity plc may be obtained from the Company Secretary at CityPoint, One Ropemaker Street, London, EC2Y 9AW.