



Dalgen (No. 823) Limited

Unaudited accounts

**For the year ended
31 December 2020**

Company number : SC231283

DALGEN (NO. 823) LIMITED
REPORT OF THE DIRECTORS

The directors present their report together with the unaudited financial statements for the year ended 31 December 2020. The company was dormant and did not trade during the year.

The directors at the date of this report are as follows:

D Turner

D Hartley

The company is a wholly owned subsidiary of Webhelp Management Service (UK) Limited, and thus the directors do not have any interests in the shares of the company. The directors consider the ultimate controlling party to be KKR & Co L.P, a Limited Liability Partnership incorporated in USA.

The report of the directors was approved by the Board and signed on its behalf by:

DocuSigned by:

6F3C6DB42D24458...

D Hartley

Director

Date: 27 September 2021

DALGEN (No. 823) LIMITED
PROFIT AND LOSS ACCOUNT

For the year ended 31 December 2020

During the financial period and the preceding financial period the company did not trade and received no income and incurred no expenditure. Consequently, during those periods the company made neither a profit nor a loss.

DALGEN (No. 823) LIMITED**BALANCE SHEET**31st December 2020

	2020	2019
	£	£
Investments		
Cash	1	1
Total assets less current liabilities	<u>1</u>	<u>1</u>
Capital and reserves		
Called up share capital		
Allotted and fully paid		
10 A ordinary shares of £0.10 each	1	1
Equity shareholders' funds	<u>1</u>	<u>1</u>

The Directors are satisfied that the company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the financial statements by virtue of section 477, and that no member or members have requested an audit pursuant to section 476 of the Act.

The Directors acknowledge their responsibilities for:

- i. ensuring that the company keeps adequate accounting records which comply with section 386 of the Act, and
- ii. preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of the Act, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the company.

The financial statements were approved by the Board and signed on its behalf by:

DocuSigned by:

Dean Hartley
6F3C6DB42D24458...

D Hartley

Director

Date: 27 September 2021

Company Number: SC231283

Company Registration No. 03396362

OEE Consulting Limited

**Annual Report and Financial Statements
for the year ended 31 December 2020**

OEE Consulting Limited

Contents

Officers and professional advisers	1
Directors' report	2
Directors' responsibilities statement	4
Independent auditor's report	5
Profit and loss account	8
Balance sheet	9
Statement of changes in equity	10
Notes to the financial statements	11
Notes to the financial statements	12

OEE Consulting Limited

Annual Report and financial statements 2020

Officers and professional advisers

Directors

Mark Palmer
David Turner

Registered Office

8100 Alec Issigonis Way
Oxford Business Park North
Oxford
OX4 2HU

Company registration number

03396362 (England and Wales)

Bankers

Barclays Bank PLC
102 High Street
Thame
Oxon
OX9 3DU

Solicitors

Harper MacLeod LLP
The Ca'd'oro
45 Gordon Street
Glasgow
G1 3PE

Auditor

Deloitte LLP
Statutory Auditor
Saltire Court
20 Castle Terrace
Edinburgh
EH1 2DS

OEE Consulting Limited

Directors' report

The directors present their directors report, annual report and audited financial statements for the year ended 31 December 2020.

Principal activities

The principal activities of the Company prior to the hive up into Go Beyond Services Limited, were the provision of management consultancy activities. The company is now largely dormant with minimal transactions in the year.

Review of the business

The company did not incur any transactions that impacted the profit and loss account in the year.

View of future prospects

The company is expected to have minimal expenses in the current year having become dormant following the hive up of the business in the prior year.

Results and dividends

The profit for the year, after taxation, amounted to £nil (2019: £1,410,254). The directors paid a dividend in the year of £nil (2019: £6,636,335).

Directors

The directors who served during the year and up to the date of this report were as follows:

Mark Palmer
David Turner

Going concern

Following the settlement of various residual transactions in the current year, the company is now dormant and there is no expectation for this to change in the next 12 months. As such, the financial statements have been prepared on a basis other than going concern.

Directors' indemnities

The Company has made qualifying third party indemnity provisions for the benefit of its directors which were made during the year and remain in force at the date of this report.

Small company provisions

This report has been prepared in accordance with the special provisions for small companies under Part 15 section 415(A) of the Companies Act 2006.

Post balance sheet events

There have been no events post year end that affect the financial statements as at 31 December 2020.

Disclosure of information to auditors

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

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

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

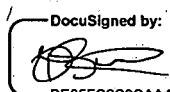
OEE Consulting Limited

Directors' report

Auditor

Deloitte LLP have expressed their willingness to be reappointed for another term and appropriate arrangements have been put in place for them to be deemed reappointed as auditor in the absence of an Annual General Meeting.

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

DocuSigned by:

David Turner

Director

29th September 2021

OEE Consulting Limited

Directors' responsibilities statement

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

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 101 "Reduced Disclosure Framework". 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; 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.

Independent auditor's report to the members of OEE Consulting Limited

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of OEE Consulting Limited (the 'Company'):

- give a true and fair view of the state of the Company's affairs as at 31 December 2020 and of its result for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 101 "Reduced Disclosure Framework"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the profit and loss account;
- the balance sheet;
- the statement of changes in equity; and
- the related notes 1 to 14.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter- financial statements prepared other than on a going concern basis

We draw attention to note 1.3 in the financial statements, which indicates that the financial statements have been prepared on a basis other than going concern. Our opinion is not modified in respect of this matter.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of the directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We considered the nature of the company's industry and its control environment, and reviewed company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and internal audit about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory framework that the company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included Companies Act 2006 and relevant tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the company ability to operate or to avoid a material penalty.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud; and
- enquiring of management, and external legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

Matters on which we are required to report by exception


Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to take advantage of the small companies' exceptions in preparing the directors' report and from the requirement to prepare a strategic report.

We have nothing to report in respect of these matters.

Use of our report

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.

DocuSigned by:

282542CEE66A4A3...

James Boyle CA (Senior Statutory Auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Edinburgh, United Kingdom
29th September, 2021

OEE Consulting Limited

Profit and loss account For the year ended 31 December 2020

	Note	2020 £	2019 £
Turnover	2	-	8,869,825
Cost of sales		-	(4,397,696)
Gross profit		-	4,472,129
Administrative expenses		-	(2,722,555)
Total administrative expenses		-	(2,722,555)
Operating profit	3	-	1,749,574
Interest payable and similar expenses	7	-	(7,322)
Profit before taxation		-	1,742,252
Tax on profit	9	-	(331,998)
Profit for the financial year		-	1,410,254

All amounts are derived from discontinued operations.

No separate statement of comprehensive income has been presented because the Company has no other comprehensive income other than the profit for the financial year.

The notes on pages 11 to 17 form an integral part of these financial statements.

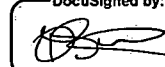
OEE Consulting Limited

Balance sheet As at 31 December 2020

	Note	2020 £	2019 £
Current assets			
Debtors	11	1	602,999
Cash at bank and in hand		-	363,916
		<u>1</u>	<u>966,915</u>
Creditors: Amounts falling due within one year	12	-	(966,914)
Net current assets		<u>1</u>	<u>1</u>
Total assets less current liabilities		<u>1</u>	<u>1</u>
Net assets		<u>1</u>	<u>1</u>
Capital and reserves			
Called up share capital	13	1	1
Profit and loss account	14	-	-
Total Shareholders' funds		<u>1</u>	<u>1</u>

The notes on pages 11 to 17 form an integral part of these financial statements.

The financial statements of OEE Consulting Limited (registered number 03396362) were approved by the Board of Directors and authorised for issue on 29th September 2021. They were signed on its behalf by:

DocuSigned by:

 BE85FC6C9CAA431...

David Turner

OEE Consulting Limited**Statement of changes in equity
For the year ended 31 December 2020**

	Called-up share capital £	Share premium account £	Profit and loss account £	Capital redemption reserve £	Other reserves £	Total £
Balance as at 1 January 2019	3,518	1,889,031	3,333,229	304	-	5,226,082
Share capital reduction	(3,517)	(1,889,031)	1,892,852	(304)	-	-
Dividend paid on equity shares	-	-	(6,636,335)	-	-	(6,636,335)
Profit for the financial year and total comprehensive income	-	-	1,410,254	-	-	1,410,254
Balance at 31 December 2019	<u>1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>
Profit for the financial year and total comprehensive income	-	-	-	-	-	1
Balance as at 31 December 2020	<u><u>1</u></u>	<u><u>-</u></u>	<u><u>1</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>1</u></u>

OEE Consulting Limited

Notes to the financial statements For the year ended 31 December 2020

1. Accounting policies

1.1 General information

OEE Consulting Limited is a private company limited by shares which is incorporated in the United Kingdom under the Companies Act 2006 and is registered in England and Wales. The address of the Company's registered office is shown on page 1.

The nature of the Company's operations and its principal activities are set out in the directors' report on page 2.

These financial statements have been prepared in accordance with applicable accounting standards and in accordance with FRS 101 (Financial Reporting Standard 101) 'Reduced Disclosure Framework' as issued by the Financial Reporting Council. The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have all been applied consistently throughout the year unless otherwise stated.

The financial statements have been prepared on the historical cost basis. The financial statements are presented in pounds sterling which is the currency of the primary economic environment in which the Company operates.

1.2 Disclosure exemptions adopted

The Company meets the definition of a qualifying entity under FRS 100 'Application of Financial Reporting Requirements' issued by the FRC. Accordingly, these financial statements were prepared in accordance with Financial Reporting Standard 101 'Reduced Disclosure Framework'.

As permitted by FRS 101, the Company has taken advantage of the disclosure exemptions available under that standard in relation to financial instruments, capital management, presentation of comparative information in respect of certain assets, presentation of a cash flow statement, standards not yet effective, certain disclosures in respect of revenue from contracts with customers, impairment of assets and certain related party transactions.

Where relevant, equivalent disclosures have been given in the group financial statements of Groupe Bruxelles Lambert.

The largest group of undertakings in which the results of the Company are consolidated is headed by Parjointco NV. These financial statements are available from Veerkade 5, Rotterdam, South Holland, 3016 DE Rotterdam. The smallest group of undertakings in which the results of the Company are consolidated is headed by Groupe Bruxelles Lambert, a Company incorporated in Belgium. These financial statements are available from Avenue Marnix 24, 1000 Bruxelles, Belgium.

1.3 Going concern

As explained within the Directors' Report, on 1 May 2019 the Company hived up its trade, assets and liabilities into its immediate parent Go Beyond Services Limited. The Company has ceased trading and is expected to become dormant in the future. As required by UK accounting standards, the directors have therefore prepared the financial statements on the basis that the Company is no longer a going concern. No material adjustments arose as a result of ceasing to apply the going concern basis of accounting.

OEE Consulting Limited

Notes to the financial statements (Continued)

For the year ended 31 December 2020

1. Accounting policies (continued)

1.4 Revenue

The Company measures revenue at the transaction price and recognises revenue when it satisfies an identified performance obligation by transferring a promised service to a customer. A service is considered to be transferred when the customer obtains control.

IFRS 15 states that control means the ability to prevent others from directing the use of, and receiving the benefit from, a service.

As per IFRS 15, the performance obligations are deemed to be satisfied, when:

- the amount of revenue can be measured reliably
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably, and;
- the costs incurred and the costs to complete the contract can be measured reliably.

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract.

In respect of contracts for ongoing services, turnover represents the value of work done in the year, including estimates of amounts not invoiced. Such turnover is recognised by reference to work conducted to date (stage of completion) using time sheet data.

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided. The supply of temporary labour is recognised on an accruals basis as the hours are worked, subject to acceptance by the customer of delivery under the contract.

Consideration received for services not yet performed is initially deferred, included on the balance sheet and recognised as revenue in the period when the service is performed.

1.5 Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

1.6 Equity and reserves

The Company's ordinary shares are classified as equity. Transaction costs on the issue of shares are deducted from the share premium account arising on that issue.

1.7 Critical accounting judgements and key sources of estimation uncertainty

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the financial year.

Judgements

There are no judgements that have a significant effect on amounts recognised in the financial statements.

Estimates and assumptions

There are no estimates and assumptions that have a significant effect on amounts recognised in the financial statements.

1.8 New and amended standards and interpretations

IASB has issued certain standards, interpretations or amendments but are not yet effective as on the reporting date. These are not expected to have a significant impact on the Company's results.

OEE Consulting Limited

Notes to the financial statements (Continued) For the year ended 31 December 2020

2. Analysis of turnover

An analysis of the turnover by class of business is as follows:

	2020 £	2019 £
Consulting	-	8,476,518
Training	-	393,307
	<u>-</u>	<u>8,869,825</u>

An analysis of the turnover by country is as follows:

	2020 £	2019 £
United Kingdom	-	8,654,360
Overseas	-	215,465
	<u>-</u>	<u>8,869,825</u>

3. Operating profit

The operating profit is stated after charging:

	2020 £	2019 £
Depreciation of tangible fixed assets	-	30,702
Depreciation of right of use assets	-	20,404
Foreign exchange differences	-	30,294
	<u>-</u>	<u>81,400</u>

4. Auditors' remuneration

Auditors' remuneration in 2020 for the audit of the financial statements is £4,500 (2019: £10,000). There are no non audit fees payable to the auditor. In the current year the audit fee has been paid for by Telecom Service Centres Limited and is not recharged.

5. Staff costs

Staff costs in the year were as follows:

	2020 £	2019 £
Wages and salaries	-	3,223,492
Social security costs	-	420,186
Cost of defined contribution scheme	-	137,301
	<u>-</u>	<u>3,780,979</u>

OEE Consulting Limited

Notes to the financial statements (Continued) For the year ended 31 December 2020

The average monthly number of employees, excluding the directors, was as follows.

	2020 Number	2019 Number
Consultants	-	59
Administrative staff	-	11
Directors	-	10
	-	80

6. Directors' remuneration

	2020 £	2019 £
Directors' remuneration	-	144,474
Directors' contributions to defined contribution schemes	-	3,333
	-	147,808

No (2019 – 1) director was remunerated by the Company for their services. The Company paid £nil (2019 – £3,333) contributions to the defined contribution scheme in respect of the directors.

The highest paid director received remuneration of £nil (2019: £144,474).

The value of the Company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £nil (2019: £3,333).

Two (2019 – 2) directors were remunerated by other group companies for their services to the group as a whole. They are not remunerated for their role as director of the Company.

OEE Consulting Limited

Notes to the financial statements (Continued) For the year ended 31 December 2020

7. Interest payable and similar charges

	2020 £	2019 £
Bank interest payable	-	31
Finance leases and hire purchase contracts	-	2,807
IFRS 16 interest	-	4,484
	<u>-</u>	<u>7,322</u>

8. Dividends paid

	2020 £	2019 £
A ordinary dividends paid of £nil per share (2019: £6,636,335)	-	6,636,335

9. Taxation

	2020 £	2019 £
Corporation tax:		
UK corporation tax	-	331,998
Total current tax	<u>-</u>	<u>331,998</u>
Taxation on profit	<u>-</u>	<u>331,998</u>

Factors affecting tax charge for the year

The tax assessed for the year is lower than (2019: lower than) the standard rate of corporation tax in the UK of 19% (2019: 19%). The differences are explained below:

	2020 £	2019 £
Profit before tax	<u>-</u>	<u>1,742,252</u>
Tax at the UK corporation tax rate of 19% (2019: 19%)	-	331,028
Effects of:		
Expenses not deductible for tax purposes	-	970
Total charge for the year	<u>-</u>	<u>331,998</u>

The standard rate of UK corporation tax reduced from 20% to 19% on 1 April 2018. The Finance (No.2) Act 2017 received Royal Assent on 16 November 2017 which reduced the rate further to 17% from 1 April 2020. However, as per the budget announced on 11 March 2020, it was decided to maintain the UK corporation tax rate at 19% for the year ended 31 December 2019.

OEE Consulting Limited

Notes to the financial statements (Continued)

For the year ended 31 December 2020

Subsequently, on 3 March 2021 the UK government announced an intention to increase the UK corporation tax rate to 25% with effect from 1 April 2023. If enacted this will impact the value of our UK deferred tax balances, and the tax charged on UK profits generated in 2023 and subsequently. We have yet to determine the impact of these proposed changes.

10. Debtors: Amounts falling due within one year

	2020 £	2019 £
Trade debtors	-	322,151
Other debtors	1	280,848
	<u>1</u>	<u>602,999</u>

11. Creditors: Amounts falling due within one year

	2020 £	2019 £
Amounts owed to group undertakings	-	966,914
	<u>-</u>	<u>966,914</u>

Amounts owed to group undertakings are interest free, unsecured and are repayable on demand.

12. Called-up share capital

	2020 £	2019 £
Authorised allotted, issued and fully paid		
1 (2019: 1,600) A ordinary shares of £1 each	1	1
Nil (2019: 218) B non voting shares of £1 each	-	-
Nil (2019: 1,700) C non voting shares of £1 each	-	-
	<u>1</u>	<u>1</u>

A shares carry full rights- to vote at meetings of the Company and to receive a dividend.

B shares carry the right to receive notice of nor attend (but not vote at) the AGM of the Company, and to receive a dividend (per existing A ordinary shares).

C shares carry no rights to receive notice of nor attend any meeting of the Company and are not entitled to a dividend. The non-voting B and C shares shall rank in all other respects pari passu with the A shares.

On 16 December 2019, the directors passed a special resolution in order to cancel and extinguish 1,599 A ordinary shares, 218 B non voting shares and 1,700 C non voting shares, along with the share premium reserve and the capital redemption reserve. The amount by which the capital and reserves were reduced was transferred to the profit and loss reserve.

OEE Consulting Limited

Notes to the financial statements (Continued) For the year ended 31 December 2020

13. Reserves

Profit & loss account

The profit and loss reserve represents cumulative profit or losses net of any dividends paid.

Capital redemption reserve

Represents amounts transferred from share capital on redemption of issued shares. As discussed in note 12, this reserve was cancelled in the year, with a credit being made to the share premium account.

Other reserves

Represents all current and prior year share based payment transactions. In the prior year, given all share options were exercised, the accumulated share based payment reserve was transferred to retained earnings.

14. Ultimate Parent Company and Control

The Company's immediate parent is Go Beyond Services Limited, a Company incorporated in United Kingdom. The ultimate parent company is Parjointco NV, a Company incorporated in the Netherlands. (2019: Parjointco NV, a Company incorporated in the Netherlands)

The largest group of undertakings in which the results of the Company are consolidated is headed by Parjointco NV. These financial statements are available from Veerkade 5, Rotterdam, South Holland, 3016 DE Rotterdam, being the registered office of the Company. The smallest group of undertakings in which the results of the Company are consolidated is headed by Groupe Bruxelles Lambert, a Company incorporated in Belgium. These financial statements are available from Avenue Marnix 24, 1000 Bruxelles, Belgium, being the registered office of the Company.