TESSELLA LIMITED

Company registration number 01466429

Financial Statements

for the year ended

31 December 2020

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DIRECTORS, OFFICERS AND ADVISERS

Directors:	M J Simms R J Byrne A Vickers (appointed 16 Dec 2020) D Souilijaert (appointed 16 Dec 2020) M R Kirwan (resigned 7 Sep 2020)
Company secretary:	J E Mangan (appointed 18 Dec 2020) S Toresse (resigned 18 Dec 2020)
Registered office:	26 The Quadrant Abingdon Science Park Abingdon Oxfordshire OX14 3YS
Company registration number:	01466429
Independent auditor:	Mazars LLP Tower Bridge House St Katherine's Way London E1W 1DD

STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2020

Chief Executive's Statement

I am delighted to report, despite challenging global circumstance, another year of excellent progress for the company. Tessella is, since March 31, 2020 part of the Capgemini Group, a global leader in Intelligent Industry, supporting its clients in the creation and development of products and services. Capgemini's understanding, not just of technology but of people and cultures that make data-driven R&D work, enables the fostering of uncommon connections, finding new sources of value, and applying the potential of Intelligent Industry powered by data to discover, at speed, products that are right for consumers.

Capgemini has access to a broad portfolio of senior decision makers within an extensive client base across many different industries and markers. This provides exciting new opportunities for Tessella to exploit in future years.

This report covers the financial performance of Tessella's operations in the UK and the Netherlands only. In an historically difficult year for the world, subsequent to the C19 pandemic, and despite its negative effect on some of our clients, our turnover remained strong and our EBITDA still above 23%. We continue to benefit from strong relationships with existing client accounts as well as an increasing maturity in the demand for advanced analytics and artificial intelligence services, where solving complex business problems requires the deployment of innovative data science skills and technology mixed with a deep domain understanding. Tessella's end to end analytics service offer still retains strong differentiation.

I should again like to pay a huge tribute to all of our staff for their continued and unrelenting support, innovation, creativity, dedication and resilience during an unprecedentedly difficult year for everyone. The exceptional culture of the business is critical to our success and is created by everyone who works at Tessella, especially in the way that they collaborate and support both our clients and each other. Our culture remains instrumental to attracting world class staff and consistently delivering highly complex and value creating assignments for our clients.

The business has continued to mature during 2020, both in terms of its mutually beneficial engagement with the rest of the Capgemini and Altran Group and its preparations for future growth. Tessella can look forward to the future with confidence and excitement within a domain that is increasingly relevant to more and more industries.

Principal Activities

The principal activity of the company during the period was the provision of analytics and artificial intelligence services, application development & systems integration, consultancy as well as support and maintenance services to leading scientific and engineering organisations in the UK, US and Europe. The services include business consulting, IT consulting (business analysis, IT strategy, supplier selection and IT architecture), project management, software development, installation and on-going support. The directors consider these activities to be one class of business.

STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

Financial key performance indicators

The company uses two key financial performance indicators to manage the business, including:

1. Turnover
2. EBITDA (earnings before interest, tax, depreciation and amortisation)

Period	2020	2019	% change
Turnover	£ 30,921,535	£ 32,083,077	-3.6%
EBITDA	£ 7,425,251	£ 8,941,040	-17.0%

Principal risks and uncertainties

The board reviews the risks the company is facing on a regular basis and the necessary actions are taken to mitigate these where practicable.

Currently the main risks and uncertainties for Tessella lie around our client's strategies, whether they will and how they will invest in R&D, data driven capabilities and transformation under the current market conditions, in the face of C19 and post-Brexit. These risks are closely monitored as we work in partnership with our clients to guarantee we support them to make the best use of their budgets within these strategies.

Employment of disabled persons

In compliance with the Equal Opportunities legislation and the company's ethos, Tessella does not discriminate against people with disabilities. Our policies and prócedures fully support disabled colleagues and applicants, and we make all reasonable adjustments for people with disabilities. If an employee should become disabled while working for the company, we will endeavour to make sure they can remain working for the Company.

Engagement with employees, clients, suppliers and others

The board engagement with Tessella's employees, clients, suppliers and others, and how the Directors have had their interests at heart, as well as the effect on them of the principal decisions taken by the company during the year are described in the corresponding paragraphs within the S172 statement below.

Statement S172

The Board of Tessella Ltd consider that they have adhered to the requirements of section 172 of the Companies Act 2016 (the "Act") and have, in good faith, acted in a way they consider would be most likely to promote the success of the company for the benefit of its shareholders as a whole and, in doing so, have had regards to and recognised the importance of considering

STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

all stakeholders and other matters (as set out in s.172 (1) (a-f) of the Act) in its decision-making.

This statement provides details of key stakeholder engagement undertaken by the Board during the year and how this helps the Board to factor potential impacts on stakeholders in the decision-making process.

Tessella promotes the highest standards of governance and ensures that these standards cascade throughout the company. The Board believes that Tessella's governance is best achieved by delegation of its authority to its CEO and the Tessella leadership team, subject to the application of specific limits as stated in our quality manual and group policies.

Guiding principles are in place for the relationship with Capgemini Group and Altran Board. This framework promotes full and effective interaction across all levels of the company and to support the delivery of strategy and business objectives within a framework of best corporate governance practice.

Through working collaboratively with the management and listening to feedback from the company's main stakeholders, the Board believes that Tessella is well positioned to respond to a changing and highly uncertain environment.

The table below sets out Tessella's key stakeholders and provides examples of how the Board has engaged with them in the year, as well as how they have been considered in the decision-making process. These matters have included:

- likely long-term consequences;
- impact on employees;
- relationships with our customers, employees, regulators, etc;
- impact of the company's operations on the community and environment;
- desirability of the company maintaining a reputation for high standards of business conduct; and
- the need to act fairly for all stakeholders.

STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

Who	Why	How	What	Outcomes
Capgemini Group: - Capgemini Group in UK - Capgemini Group in Europe - Capgemini Group Globally	Capgemini Group is our final shareholder. Their continued support and guidance are key for us to align with the Group's strategy. We create value for our shareholders by generating strong and sustainable results that translate into Net Equity and ultimately dividends paid.	As part of the Capgemini Group, we monitor the implementation of the cascaded strategy from the Group and consistently meet or exceed the KPI targets set by Group. Monitoring is ensured through: • monthly management meetings • quarterly business performance reviews • other ad-hoc meetings and communications on specific topics • internal audit self-assessment reviews In addition, the strategy around Industries, client portfolios and offers to clients is influenced at Group level. Tessella's portfolio and expertise is embedded within the long-term Group strategy on growth.	Our budgets and regular forecasts set up the targets that Tessella needs to achieve in terms of the main KPIs and drivers. Amongst others: • revenue (external and internal) • direct margin • gross margin • utilisation of resources • days outstanding receivables / cashflow We also prepare and present a mid-term plan focused on the subsequent 5 years.	Our governance, values and strategy are directly aligned with those of the Capgemini Group. As a consequence of this relationship and strategy implementation, Tessella's business model has been expanding to other geographies within Group in the shape of World Class Centre satellites over the past few years. In 2020, we have delivered outstanding results across the whole of Tessella.
Customers	Customers are at the heart of our business. Our service offer adapts over time to match the needs of our clients. Tessella judges itself on the value returned to its clients.	Tessella aims to create long term partnerships with its clients to continuously align with their needs, providing suitable and reliable solutions to their challenges. We are constantly dedicated to refining what we do and delivering against our promises.	We provide our clients with: • analytics and insights to accelerate their business and transform data into value • system and data engineering to build robust IT capabilities and data driven systems for the digital world • complex application management to maximise the value of their complex application portfolios • digital landscape, so their technology infrastructure and their information are fit for future challenges and opportunities.	As a result of the success in partnering with our clients, we have gained wider understanding of their needs, and been able to better support them over the years and intend to do so in the long run. We pride ourselves in maintaining enduring relationships with the vast majority of our clients. It is also due to this partnership that we are growing our investment in our capability on artificial intelligence and machine learning as a long-term strategy.
Employees	Our employees are the soul of our company. They define who we are. We pride ourselves on our positive culture. The way our employees collaborate with each other and with our	We continue nurturing Tessella's culture as we grow, investing in our staff in all ways possible (training, benefits, social events), and keeping all staff fully engaged in all aspects of the business.	Our leadership team meets regularly with all employees in the respective offices, in interactive events. It is through these and other tools (Connections, evening meetings, etc) that the leadership team ensures that it is close to the main topics of concern and interest for our employees.	As a consequence of this continued engagement with our employees, a number of actions have been implemented in 2020: • Flexible benefits packages adapted to the different geographies.

STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

	clients provide Tessella's greatest strength.	It is Tessella's positive and collaborative culture, helping to attract and retain high quality, motivated and diverse staff, that differentiates Tessella from its competition.	Regular communications, meetings and initiatives have been put in place with employees to ensure their well-being during the COVID lockdown.	• solutions to allow staff to work efficiently and effectively as part of International teams. • staff supported through a focus on mental health • promoted social and sports events • introduced a team of innovation coaches to help staff turn ideas into reality Following the recent assessment by Investors in People (IIP), we are proud to have been awarded the top-level accreditation: Platinum, awarded to < 1% of companies assessed.
Regulators/Government	In the several geographies we work within, we interact constructively with the respective government and regulatory bodies, from tax authorities, to councils, Companies House, etc.	The leadership team and the delegated employees ensure continued improvement in all processes and actions that are required to comply with all reporting and payment deadlines related to the business activities.	We count on regular self-assessment reviews, and on the support of experts in different areas (tax, health and safety, legal advisors, etc) to evaluate and ensure that we excel in our relationship with all regulators and government bodies.	• BSI ISO 9001/27001 • internal audit self-assessment • statutory audit • regular tax declarations • participation in general and financial statistics
Community/Environment	Our vision states: "Tessella will be a world leading provider of innovative end to end data science solutions designed to enhance the world in which we live" This is important throughout Tessella, its employees and the leadership team.	Contributing positively to a wider society enables us to create stronger communities and have a positive environmental impact. Our continuous improvement function, together with the leadership team and our employees, guarantee our continued focus on Tessella's impact on both the environment and on our communities.	It is our employees who decide what environmental and community related associations we get involved with or support over the course of our activities.	Tessella has also provided free technical support and advise to the Huntingdon Disease Association in the UK. For other contributions to our community and environment, since March 2020 we rely on and cooperate with Capgemini as it grants wider capacity and impact.
Suppliers	We have a very limited pool of large international suppliers. Most of our suppliers for services and goods are local to the respective offices, and in	Tessella does not have a dedicated procurement department. The specific procurement needs are identified within all the departments: IT, Training, and	Our collaboration with suppliers involves affordable payment terms in line with local regulations, but also requires from them minimum compliance standards with respect to	Tessella has obtained an excellent reputation amongst our vendors.

STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

	general there is a balanced split between small/medium enterprises and larger corporations.	Marketing, Human Resources, etc., with a structured authorisation process. These departments follow guidelines and threshold limits stated in our quality manual together with clear rules for delegation of authority.	Health and Safety, quality, etc, as stated in our internal policies and quality manual.	

Principal decisions

We define principal decisions as both those that are material to the Group, but also those that are significant to any of our key stakeholder groups. In making the following principal decisions the Board considered the long-term outcome from its stakeholder engagement as well as the need to maintain a reputation for high standards of business conduct and the need to act fairly between the members of the company.

For the year ended 31 December 2020, the Board consider that the following are good examples of principal decisions that were made in the year:

1) Continue expanding the Tessella World Class Centre model to new geographies, namely Scandinavia and Germany. In making this decision we considered the enhanced environment this would provide to both our employees and clients, as well as to our Group.

2) Continue investing in providing our consultants with expertise in artificial intelligence and cutting-edge machine learning methods and technologies. In reaching this decision, the Board and the leadership team have considered the positive long-term impact in the value to be provided to our clients and our employees.

3) Expansion of our client base within a more diverse industry portfolio. The long-term benefit of this decision will be a reduction of dependency on few clients and industries, and hence will have an impact in continued employment for our employees and guarantee long term sustainability of Tessella within the Capgemini Group.

4) In 2020 the leadership team also considered and agreed upon the continued investment in the employee welfare, and the implementation of mental health and well-being programs. This decision included discussions in relation to protecting the mental health of our employees. It was concluded that on-going investment in our employees would help deliver long-term success to the company.

This report was approved by the board on 12 July 2021 and signed on its behalf by

DocuSigned by:
Mike Simms
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M J Simms
Director
Date: 12 July 2021
Company registration number: 01466429

DIRECTOR'S REPORT

The directors present their report and the financial statements of the company for the year ended 31 December 2020.

Results and dividends

The profit for the year after taxation amounted to £ 5,797,252 (2019: £ 7,073,624). No dividend was paid in the current or previous year.

Subsidiaries and branches

Tessella Ltd operates in the Netherlands through its branch in Den Haag and in the United States through its subsidiary Tessella Inc, with offices in Houston, Boston, and Washington.

As a group, in 2020, 93% of the total external turnover was achieved by the UK entity, 4% by the Netherlands branch and 3% by the US affiliate.

Future developments

Tessella Ltd and its subsidiaries are a strategic part of the future development of the Capgemini Group business, which includes helping clients to resolve their challenges within the digital arena. It is through expanding the analytics and artificial intelligence and satellites, that Tessella will bring to their clients the expertise in use of data science to accelerate evidence-based decision making, allowing businesses to improve profitability, reduce costs, streamline operations, avoid errors, and out-innovate the competition.

Within Capgemini, Tessella will have access to a broader portfolio of senior decision makers within an extensive client base. This is a stand-out opportunity for our future development.

Research and development

Tessella Ltd research and development work involves, amongst others, creation of new methods and combinations of techniques to optimize value creation from data using advanced data science and Artificial Intelligence techniques.

Greenhouse gas emissions, energy consumption and energy efficiency

Tessella Ltd's activities involve the consumption of energy: electricity and gas used in its offices for light, heat and power, and from employee business travel by means not owned or controlled by the company. The energy consumptions and the carbon emissions during the year were 200.3 MWh / 46.9 tCO_2e, including transmission and distribution losses emission. Other indirect emissions in connection with business travel (by air, road and rail) during the year were estimated to total 9.8 tCO_2e. Carbon emissions from other facility operations (water consumption and waste generation) was 1.60 tCO_2e.

Energy consumed in the form of gas and electricity is as advised by our suppliers. Business travel was estimated on the basis of vehicle mileage, rail travel expense and flight records. The carbon equivalents are based on a typical figure in common usage.

For every £1m of Revenue from activities during the year, Tessella Ltd's emissions were 1.9 tCO_2e.

DIRECTORS REPORT (CONTINUED)

During the year, we have moved where possible to green tariffs and continue to take steps to improve energy efficiency.

Financial risk management objectives and policies

The company is exposed to a variety of financial risks which result from its operating activities. The board is responsible for co-ordinating the company's risk management and focuses on actively securing the company's short-to-medium-term cash flows.

The most significant financial risks to which the company is exposed are described below.

Cash flow and liquidity risk

The company seeks to manage risks to ensure that sufficient liquidity is available to meet foreseeable needs and to invest assets safely and securely. All funds surplus to requirements are transferred to Group cash pooling.

Credit risk

The company's credit risk is primarily due to its trade debtors. However, because of its blue-chip customer base, the company has not historically had any unrecoverable debt and exposure is also spread over many clients.

Foreign exchange risk

Foreign exchange risk is partially mitigated by a natural hedge in matching costs with turnover denominated in the same currency and having forward contracts placed.

Directors

The directors who served the company during the period were as follows:

M J Simms
R J Byrne
M R Kirwan (resigned 7 Sep 2020)
A J Vickers (appointed 16 Dec 2020)
D Souilijaert (appointed 16 Dec 2020)

Directors' responsibilities statement

The directors are responsible for preparing the strategic report, 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 applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 '*The Financial Reporting Standard applicable in the UK and Republic of Ireland*'. 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:

DIRECTORS REPORT (CONTINUED)

- select suitable accounting policies for the company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; 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 auditor

Each of the persons who are directors at the time when this directors' report is approved has confirmed that:

- so far as that director is aware, there is no relevant audit information of which the company's auditor is unaware, and
- that director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Post balance sheet events

No significant events took place between the end of the period and the approval of the financial statements.

Auditors

Mazars were appointed auditors on 17 August 2020, in place of Constantin following the acquisition by Capgemini and in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 12 July 2021 and signed on its behalf by

DocuSigned by:
Mike Simms
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M J Simms
Director
Date: 12 July 2021
Company registration number: 01466429

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TESSELLA LIMITED

Opinion

We have audited the financial statements of Tessella Limited (the 'company') for the year ended 31 December 2020 which comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2020 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 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.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TESSELLA LIMITED (CONTINUED)

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

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 Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you 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.

Responsibilities of Directors

As explained more fully in the Directors' Responsibilities Statement set out on page 12, 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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TESSELLA LIMITED (CONTINUED)

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 the financial statements.

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. Based on our understanding of the company and its industry, we identified that the principal risks of non-compliance with laws and regulations related to the UK tax legislation, pensions legislation, employment regulation and health and safety regulation, anti-bribery and data protection and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements, such as the Companies Act 2006.

We evaluated the directors' and management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, in particular in relation to assessment of overall determined costs to complete on revenue contracts including cost overruns and contract losses.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to:

- Discussing with the directors and management their policies and procedures regarding compliance with laws and regulations;
- Communicating identified laws and regulations throughout our engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the company which were contrary to applicable laws and regulations, including fraud.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the directors and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.
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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TESSELLA LIMITED (CONTINUED)

Use of the audit 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:

Claire Larquetoux

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Claire Larquetoux

(Senior Statutory Auditor)

for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

Tower Bridge House

St Katharine's Way

London E1W 1DD

Date: 12 July 2021 | 11:29 BST

Statement of Comprehensive Income for the year ended 31 December 2020

	Note	2020 £	2019 restated £
Turnover	*4*	30,921,535	32,083,077
Cost of sales		(17,287,362)	(16,665,288)
Gross profit		13,634,173	15,417,789
Administrative expenses		(6,479,784)	(6,766,907)
Operating profit	*5*	7,154,389	8,650,882
Interest receivable and similar income		14,761	30,320
Profit before tax		**7,169,150**	**8,681,202**
Tax on profit	*8*	(1,371,898)	(1,607,578)
Profit for the year		5,797,252	7,073,624
Total comprehensive income for the period		**5,797,252**	**7,073,624**

The notes on pages 21 to 32 form part of these financial statements.

Statement of Financial Position as at 31 December 2020

	Note	2020	2019 restated
		£	£
Fixed assets			
Investments	16	32,258	32,258
Tangible fixed assets	14	872,104	973,966
		904,362	1,006,224
Current assets			
Debtors: amounts falling due within one year	9	44,795,976	15,942,293
Cash at bank and in hand		40,771	19,248,358
		44,836,747	35,190,651
Creditors: amounts falling due within one year	10	(11,926,890)	(8,267,626)
Net current assets		32,909,857	26,923,025
Total assets less current liabilities		33,814,219	27,929,249
Creditors: amounts falling due after more than one year	11	(439,157)	(351,439)
Net assets		33,375,062	27,577,810
Capital and reserves			
Called up share capital	15	60,002	60,002
Share premium account		207,991	207,991
Profit and loss account		33,107,069	27,309,817
Shareholders' funds		33,375,062	27,577,810

The financial statements were approved by the Board of Directors and authorised for issue on 12 July 2021 and were signed on its behalf by:

DocuSigned by:
Mike Simms
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M J Simms
Director
Company registration number: 01466429

The notes on pages 21 to 32 form part of these financial statements.

Statement of Changes in Equity for the year ended 31 December 2020

	Share capital	Share premium	Retained earnings	Total
	£	£	£	£
Balance at 1 January 2019	60,002	207,991	20,236,193	20,504,186
Comprehensive income for the year:				
Profit for the year	-	-	7,073,624	7,073,624
Total comprehensive income for the year	-	-	7,073,624	7,073,624
At 31 December 2019	60,002	207,991	27,309,817	27,577,810
Comprehensive income for the year:				
Profit for the year	-	-	5,797,252	5,797,252
Total comprehensive income for the year	-	-	5,797,252	5,797,252
At 31 December 2020	60,002	207,991	33,107,069	33,375,062

The notes on pages 21 to 32 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1. Company information

The company is a private limited company incorporated and domiciled in England and Wales, registered number 01466429. The address of its registered office is 26 The Quadrant, Abingdon Science Park, Abingdon, Oxfordshire OX14 3YS.

The company's principal business during the year was the provision of analytics services, application development & systems integration, consultancy as well as support and maintenance services to leading scientific and engineering organisations in the UK, US and Europe.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets and in accordance with Financial Reporting Standard 102 (the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland), and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies (see note 3). Figures presented are rounded to the nearest £1.

The company is a "qualifying company" for the purposes of FRS 102. The company has adopted the following disclosure exemptions on account of all figures being fully consolidated into publicly available accounts being prepared "by its ultimate parent company" using full disclosures:

- the requirement of the whole of FRS 102 section 7 to present a statement of cash flows and related notes
- financial instrument disclosures, including:
    - categories of financial instruments (FRS 102 paragraphs 11.41 to 11.44),
    - items of income, expenses, gains or losses relating to financial instruments (FRS 102 paragraph 11.48),
    - exposure to and management of financial risks (FRS 102 paragraph 11.48A),
- disclosure of key management personnel compensation (FRS 102 paragraph 33.7);
- disclosure of relationship transaction between wholly owned companies (exemption from FRS 102 para 33.1A)

The company is itself a subsidiary company and is exempt from the requirement to prepare group accounts by virtue of section 400 of the Companies Act 2006. These financial statements therefore present information about the company as an individual undertaking and not about its group.

As a result of a recent review of the intercompany transactions, management has corrected the classification of certain intercompany transactions. As a result the 2019 comparative figures have been amended as follows:

- Increase in revenue of £200,484;
- Increase in cost of sales of £200,484;
- Decrease in trade and other debtors of £239,953
- Decrease in creditors: amounts falling due within one year of £239,953

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

There has been no impact on the operating profit and profit before tax of the year ended 31 December 2019. Additionally, there has been no impact on the opening or closing reserves of 2019.

The following principal accounting policies have been applied:

2.2 Going concern
Despite the effects of the Covid 19 pandemic in the economy, Tessella has delivered in 2020 a strong performance, with a double-digit operational profit. Our capacity to continue to work from home for our clients and the continued growth of the Data Analytics market allows us to produce these financial statements on a going concern basis. In assessing whether the going concern assumption is appropriate, the directors have taken into account all relevant available information about the future trading including profit and cash forecasts. The business has a track record of profitable growth and is cash generative and this is expected to continue. It is therefore considered appropriate to adopt a going concern basis of accounting in the preparation of the financial statements.

2.3 Turnover
Turnover is recognised as earned when, and to the extent that, the company obtains the rights to consideration in exchange for its performance under these contracts. It is measured at the fair value of the right to consideration, which represents amounts chargeable to clients, including expenses and disbursements but excluding VAT.

Turnover on fixed price contracts is generally recognised as contract activity progresses so that for incomplete contracts it reflects the partial performance of the contractual obligations. For such contracts the amount of turnover reflects the accrual of the right to consideration by reference to the value of the work performed. Turnover not billed to clients is included in debtors as unbilled receivables.

2.4 Costs
Costs incurred are generally recognised within cost of sales or administrative expenses as appropriate, as the services and assets are received, regardless of the time when the invoices from vendors are issued.

2.5 Tangible fixed assets
Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is charged so as to allocate the cost of assets over their estimated useful lives, using the straight-line methods.

Depreciation is provided on the following basis:

Long term leasehold property	-	10% straight line basis
Fixtures and fittings	-	25% straight line basis
Computer equipment	-	33.3% straight line basis

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

The assets' useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

2.6 Valuation of investments
Investments in subsidiaries are measured at cost less accumulated impairment.

2.7 Operating leases
Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight-line basis over the lease term.

2.8 Debtors
Short term debtors are measured at transaction price less any impairment. Loans and receivables 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.

2.9 Cash and cash equivalents
Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.10 Creditors
The company's financial liabilities include trade and other payables.

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.11 Foreign currency translation
Functional and presentation currency
The company's functional and presentational currency is GBP.

Transactions and balances
Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

currencies are recognised in the Statement of Comprehensive Income except when deferred in other comprehensive income as qualifying cash flow hedges.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the Statement of Comprehensive Income within finance income or costs. All other foreign exchange gains and losses are presented in the Statement of Comprehensive Income within other operating income.

On consolidation, the results of overseas operations are translated into sterling at rates approximating to those ruling when the transaction took place. All assets and liabilities of overseas operations are translated at the rate ruling at the reporting date. Exchange differences arising on translating the opening net assets at opening rate and the results of overseas operations at actual rate are recognised in other comprehensive income.

2.12 Dividends

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

2.13 Pensions

Defined contribution pension plan

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the company in independently administered funds.

2.14 Provisions for liabilities

Provisions are made where an event has taken place that gives the company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Statement of Comprehensive Income in the year that the company becomes aware of the obligation and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Statement of Financial Position.

2.15 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income, except that a change attributable to an item of income and expense

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the closing date for the year.

2.16 Research and development

All research and development expenditure is charged to the Statement of Comprehensive Income in the year it is incurred.

The company intends to claim Research and Development Expenditure Credit ("RDEC") in respect of its research and development expenditure. The company recognises the net value of the RDEC as a credit within other operating charges in the year in which the underlying research and development expenditure was incurred. The net RDEC receivable is recognised within RDEC tax credit receivable.

2.17 Financial instruments

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares. Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the Company would receive for the asset if it were to be sold at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

Financial assets and liabilities are offset and the net amount reported in the Statement of Financial Position when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

3 Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Estimates are based on historical experience and other assumptions that are considered reasonable in the circumstances. The actual amount or values may vary in certain instances from the assumptions and estimates made. Changes will be recorded, with corresponding effect in profit or loss, when, and if, better information is obtained.
Information about assumptions and estimation uncertainties that have a significant risk of resulting in material adjustment within the next financial year are included below.

Critical judgments that management has made in the process of applying accounting policies disclosed herein and that have a significant effect on the amounts recognised in the financial statements relate to the following:

3.1 Provisions

In recognising provisions, the company evaluates the extent to which it is probable that it has incurred a legal or constructive obligation in respect of past events and the probability that there will be an outflow of benefits as a result. The judgments used to recognise provisions are based on currently known factors which may vary over time, resulting in changes in the measurement of recorded amounts as compared to initial estimates.

3.2 Turnover: fixed price contracts

Turnover on fixed price contracts is generally recognised as contract activity progresses so that for incomplete contracts it reflects the partial performance of the contractual obligations. For such contracts the amount of turnover reflects the accrual of the right to consideration by reference to the value of work performed. In recognising the value of the work performed, the company evaluates the extent of the percentage completion for each contract.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

	2020	2019 restated
4 Turnover		
All turnover is attributable to the one principal activity of the company.		
A geographic analysis of turnover is as follows:		
- United Kingdom	26,404,063	26,921,581
- Europe	4,107,571	4,151,030
- USA	399,108	1,010,466
- Other	10,793	-
	30,921,535	32,083,077

	2020	2019 restated
5 Operating profit		
Operating profit is stated after charging/(crediting):		
- RDEC tax credit	(399,539)	(340,843)
- *Depreciation of tangible fixed assets*	270,863	290,645
- Fees payable to the auditor for the audit of the annual financial statements	22,800	19,750
- Fees payable to the auditor for other services relating to taxation	-	-
- Exchange differences	(189,131)	206,088
- Operating lease rentals	483,003	533,190
- Defined contribution pension cost	2,231,562	2,053,590
- Loss on disposal of tangible fixed assets	(746)	(2,700)

6 Employees

Staff costs, including directors' remuneration, were as follows:

	2020	2019 restated
Staff costs		
Wages and salaries	14,662,912	13,716,421
Social security costs	1,697,612	1,551,037
Cost of defined contribution scheme	2,231,562	2,053,590
	18,592,086	17,321,048

The average monthly number of employees, including the directors, employed by the company during the year was as follows:	**No.**	**No.**
By activity:		
Support	45	43
Engineers	208	209
	253	252

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

	2020	2019 restated
7 Directors' Remuneration		
Directors' emoluments	604,731	522,548
Company contribution to defined contribution pension scheme	13,862	13,787
During the year retirement benefits were accruing to one director in respect of defined contribution pension schemes.		
- Highest paid director's emoluments	599,345	522,548
- Pension contributions on his behalf	12,669	13,787

	2020	2019 restated
8 Taxation		
Corporation tax		
Current tax on profits for the year	1,365,596	1,559,280
Adjustments in respect of previous years	(10,451)	19,327
	1,355,145	1,578,607
Double tax relief	(21,692)	(182,629)
	1,333,453	1,395,978
Foreign tax		
Foreign tax on income for the year	21,011	229,501
Total current tax	1,354,464	1,625,479
Deferred tax		
Origination and reversal of timing differences (note 13)	17,434	(17,901)
Taxation on profit	1,371,898	1,607,578

Factors affecting tax charge for the year
The tax assessed for the year is different to the standard rate of corporation tax in the UK of 19.0% (2019 – 19.0%). The differences are explained below:

	2020	2019 restated
Profit on ordinary activities before taxation	7,169,150	8,681,202
Standard rate of UK corporation tax	19.0%	19.0%
Profit on ordinary activities multiplied by standard rate of corporation tax	1,362,139	1,649,428
Effects of:		
Expenses not deductible for tax purposes	16,985	(108,049)
Relief on foreign tax not claimable	-	46,872
Foreign tax rate difference	3,225	-
Adjustments to tax charge in respect of prior periods	(10,451)	19,327
Total tax charge for the year	1,371,898	1,607,578

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

	2020	2019 restated
9 Trade and other debtors		
Trade debtors	9,197,751	7,907,881
Amounts owed by group undertakings	32,587,292	6,776,420
Other debtors	-	97
Prepayments and accrued income	2,234,822	914,973
Deferred tax asset (note 13)	103,666	70,016
RDEC tax credit receivable	672,445	272,906
	44,795,976	15,942,293
10 Creditors: amounts falling due within one year		
Trade creditors	821,783	603,914
Amounts owed to group undertakings	3,523,938	1,236,647
Corporation tax	847,925	554,244
Taxation and social security	2,073,311	1,730,299
Other creditors	3,254	189,043
Accruals and deferred income	4,605,595	3,953,478
Deferred tax liabilities (note 13)	51,084	-
	11,926,890	8,267,626
11 Creditors: amounts falling due after more than one year		
Amounts falling due after more than five years		
Provision for building dilapidation and reinstatement		
At the beginning of the year	351,439	351,439
Charged to profit or loss	87,718	-
At the end of the year	439,157	351,439
12 Financial instruments		
Financial assets measured at amortised cost	43,926,731	34,741,781
These consist of cash, trade debtors, amounts owed by group undertakings, accrued income and other debtors.		
Financial liabilities measured at amortised cost	8,954,570	4,543,864
These consist of trade payables, amounts owed to group undertakings, accruals, and other payables.		
13 Deferred taxation		
At the beginning of year	70,016	52,115
Credited to profit or loss	(17,434)	17,901
At the end of year	52,582	70,016
The provision for deferred taxation is made up as follows:		
Short term temporary differences	103,666	93,133
Accelerated capital allowances	(51,084)	(23,117)
Total	52,582	70,016

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

14 Tangible fixed assets

	Long-term leasehold property	Fixtures and fittings	Computer Equipment	Total
	£	£	£	£
Cost or valuation				
At 1 January 2019	779,070	230,291	710,891	1,720,252
Additions	81,322	132,719	161,887	375,928
Disposals	-	-	(1,958)	(1,958)
Foreign exchange movement	(1,453)	(2,193)	(1,812)	(5,458)
At 31 December 2019	858,939	360,817	869,008	2,088,764
Additions	-	19,032	147,598	166,630
Disposals	-	(45,337)	(211,324)	(256,661)
Foreign currency movement	1,602	2,613	2,700	6,915
At 31 December 2020	860,541	337,125	807,982	2,005,648
Depreciation				
At 1 January 2019	228,150	140,884	455,607	824,641
Charge for year	70,784	58,262	161,599	290,645
Disposals	-	-	(1,958)	(1,958)
Foreign exchange movement	(486)	(102)	2,058	1,470
At 31 December 2019	298,448	199,044	617,306	1,114,798
Charge for year	61,399	60,027	149,437	270,863
Disposals	-	(45,337)	(211,324)	(256,661)
Foreign exchange movement	635	1,997	1,912	4,544
At 31 December 2020	360,482	215,731	557,331	1,133,544
Net book value				
At 31 December 2019	560,491	161,773	251,702	973,966
At 31 December 2020	500,059	121,394	250,651	872,104

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

15 Share capital

	2020		2019	
	No.	**£**	**No.**	**£**
Authorised				
Classed as equity:				
Ordinary shares of £1 each	250,000	250,000	250,000	250,000
Ordinary A shares of £0.001 each	10,000	10	10,000	10
Ordinary B shares of £0.001 each	6	-	6	-
Allotted, called up and fully paid				
Classed as equity:				
Ordinary shares of £1 each	60,002	60,002	60,002	60,002
Ordinary A shares of £0.001 each	1,000	1	1,000	1
Ordinary B shares of £0.001 each	6	-	6	-

A ordinary shares and B ordinary shares both carry voting rights of one vote per share.

16 Investments in subsidiaries

	2020	2019
	£	**£**
Cost or valuation		
At beginning and end of year	32,258	32,258

At 31 December 2020, the company had an interest in the following subsidiary:

Name:	Tessella Inc., 300 First Avenue, Suite 202, Needham, MA 02494, USA
Type of shares held:	Ordinary
Proportion held (%):	100
Country of incorporation:	United States
Nature of business:	Application systems, development, consultancy, support and maintenance

17 Reserves

Called up share capital
Called up share capital represents the nominal value of shares that have been issued.

Share premium account
Share premium account includes any premiums received on issue of share capital. Any transaction costs associated with the issuing of shares are deducted from share premium.

Profit and loss account
Includes all current and prior period retained profits and losses.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

18 Contingent liabilities

The company had no contingent liabilities as at 31 December 2020 (31 December 2019: £ nil).

19 Capital commitments

The company had no capital commitments as at 31 December 2020 (31 December 2019: £ nil).

20 Pension commitments

The company operates a defined contribution pension plan in the United Kingdom and the Netherlands. The expense shown in note 6 is the charge in respect of contributions in the year. At the year-end £185,981 (2019: £177,709) was outstanding and included within other creditors.

21 Commitments under operating leases

	2020 £	2019 £
Future minimum lease payments under non-cancellable operating leases are as follows:		
Not later than 1 year	382,815	390,862
Later than 1 year and not later than 5 years	1,227,813	1,138,483
Later than 5 years	371,620	627,186
	1,982,248	2,156,531

22 Ultimate parent undertaking and controlling party

The immediate parent undertaking is Tessella Holdings Limited, a company incorporated in England and Wales at 26 The Quadrant, Abingdon Science Park, Abingdon, OX14 3YS.

Capgemini SE is the company's ultimate parent for which publicly available consolidated financial statements are produced. Capgemini SE is a Public Limited Company incorporated in France at 11 rue de Tilsitt, 75 017 Paris, France, and the consolidated financial statements are available through their website.

23 Post balance sheet events

There were no events of note between the closing date for the year and the authorisation of the financial statements except for Brexit. We consider that Brexit could have significant implications on the level of R&D investment from some of Tessella's core clients and also have potential issues relating to GDPR. However, the government is committed to increasing R&D spending, including artificial intelligence, which is one of the main areas in which we contribute to our clients.

In this sense, we have analysed several future scenarios and concluded that Tessella should still thrive and deliver good results in the future years, regardless of Brexit.