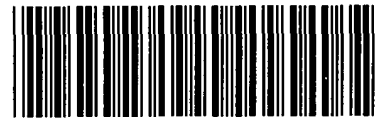


**STRATEGIC REPORT, REPORT OF THE DIRECTORS AND
FINANCIAL STATEMENTS
FOR THE PERIOD
1 OCTOBER 2014 TO 31 DECEMBER 2015
FOR
LANGLAND ADVERTISING DESIGN
AND MARKETING LIMITED**

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FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

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DIRECTORS:

P Chin
A Bigham
N Colucci
A P Kuchel

SECRETARIES:

R Basran
J Munis

REGISTERED OFFICE:

Pembroke Building
Avonmore Road
London
W14 8DG

REGISTERED NUMBER:

02633451 (England and Wales)

AUDITORS:

Mazars LLP
Tower Bridge House
St Katherine's Way
London
E1W 1DD

**STRATEGIC REPORT
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015**

The directors present their strategic report for the period 1 October 2014 to 31 December 2015.

PRINCIPAL ACTIVITY AND REVIEW OF BUSINESS

The principal activity of the company continues to be a full-service advertising agency specialising in the healthcare sector.

During the year the company transitioned from Old UK GAAP to FRS 101 - Reduced Disclosure Framework and has taken advantage of the disclosure exemptions allowed under this standard. The company's immediate parent undertaking, MMS UK Holdings Limited, was notified of and did not object to the use of the EU-adopted IFRS disclosure exemptions. There were no material recognition or measurement differences arising on the adoption of FRS 101.

The company has also adopted IFRS 13, IAS 19 (Revised) and IAS 1 (amendment) which became mandatory during the year. The impact of the adoption of these standards was as follows:

- The impact of the adoption of the amendments to IAS 1 was to disclose other comprehensive income which can be reclassified to profit and loss separately from other comprehensive income which cannot be recycled to profit and loss.
- There was no impact from the adoption of IFRS 13. Under FRS 101, the company has an exemption from all IFRS 13 disclosures.

The company's key financial and other performance indicators during the period were as follows:

	2015 £'000 (15 month period)	2014 £'000	Change %
Billings	19,871	16,748 *a	19
Revenue	13,727	12,153 *a	13
Operating profit	2,448	3,198 *a	(23)
Profit after tax	2,689	2,285 *a	17
Shareholder's funds	4,913	9,839	(50)
Current assets as a % of current liabilities	251%	481%	(230)
Average number of employees	96	86	12

*a) Profit and loss items for the 2014 year have been grossed to represent a 15 month period so they are comparable to the current period results.

2015 was a major milestone for the agency. After over two decades of independent ownership, we joined Publicis Healthcare Communications Group (PHCG), the largest health-oriented agency network in the world. PHCG is a division of Publicis Groupe, the world's third largest communications group.

Now as part of PHCG, we will be in a stronger and faster position to implement our strategy of scaling and replicating the Langland brand internationally, to create a global health and wellness advertising network to better serve the needs of our clients. The alliance will enable us to expand our capabilities into more diverse areas and provide our clients with considerable additional advantages through Publicis Groupe's resources and global infrastructure.

Our success over the long-term has been largely due to the contribution made by our board of management. I would like to recognise this and make special mention of Joanna Chin, our co-founder and Chief Operating Officer who has guided us through pivotal milestones to where we are today. Her leadership has prepared us for the transition and our continued success. We wish her every success as she leaves us to pursue her interests beyond healthcare communications.

2015 also proved to be another successful year for the agency. Our creative work continued to set the bar in the sector, gaining recognition from both our clients and our peers. We were awarded 'Healthcare Agency of the Year' at Cannes Lions Health in June 2015, the industry's most prized awards show, repeating the success we enjoyed in the previous year.

The Best of Show at the IPA Best of Health awards followed in November and in December we were awarded Global Healthcare Agency of the Year for the fifth time at the Global Awards in New York.

Financially, our billings, which in this strategic report is reported over a 15 month period, showed strong growth +19%. This growth was largely achieved as a result of creating new campaigns to launch newly licensed prescription only medicines internationally, as well as seeing continued expansion of our clinical trial recruitment business globally. Operating profit decreased by 23% due to costs of expanding our workspace and one-off exceptional costs associated with the sale of the company.

**LANGLAND ADVERTISING DESIGN
AND MARKETING LIMITED (REGISTERED NUMBER: 02633451)**

**STRATEGIC REPORT
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015**

Our people, who now number around 100 continue to be at the front and centre of our business and as ever we are indebted to them for being the inspiration behind our achievements. Throughout the year, we made key new hires, including a number of new roles. That said, the search for exceptional talent continues relentlessly, as we adapt our organisational capabilities and structure to meet the ever changing needs of our clients.

The services offered by the company have minimal environmental impact. However, the Board believes that good environmental practices support the Board's strategy by enhancing the reputation of the firm.

PRINCIPAL RISKS AND UNCERTAINTIES

The principal risks and uncertainties facing the company are broadly grouped as competitive and financial instrument risk.

- Competitive risks

The company operates in a highly competitive market place where margins are continually under pressure. Further, there are a limited number of prescription only medicines coming to market as well as the rationalisation of advertising agency vendors due to enforced reductions in advertising budgets. A consequence of the above is that there is also a lack of availability of experienced high calibre talent. However, the company believes it is well positioned to maintain its market share.

- Financial Instrument risks

The company has established a risk and financial management framework whose primary objectives are to protect the company from events that hinder the achievement of the company's performance objectives.

The objectives aim to limit undue counterparty exposure, ensure sufficient working capital exists and monitor the management of risk at a business unit level.

- Exposure to liquidity, cash flow and credit risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. We aim to mitigate liquidity risk by managing cash generation by our operations and applying cash collection targets.

Cash flow risk is the risk that inflows and outflows of cash and cash equivalents will not be sufficient to finance the day-to-day operations. The company manages cash flow risk by careful negotiation of terms with customers and suppliers.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for that other party by failing to discharge an obligation. Our policies are aimed at minimising such losses, and require that deferred terms are only granted to customers who demonstrate an appropriate payment history and satisfy credit worthiness procedures.

ON BEHALF OF THE BOARD:



P Chin - Director

Date: 21/7/16

**REPORT OF THE DIRECTORS
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015**

The directors present their report with the financial statements of the company for the period 1 October 2014 to 31 December 2015.

As permitted by Paragraph 1A of Schedule 7 to the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 certain matters which are required to be disclosed in the Directors' Report have been omitted as they are included in the Strategic Report. These matters relate to the principal activity and financial risks.

SHARE CAPITAL

During the period, share capital increased from £100 to £193. On the 28 October 2015, the company was acquired by MMS UK Holdings Limited.

DIVIDENDS

The total distribution of dividends for the period ended 31 December 2015 is £8,200,000.

The directors do not recommend payment of a final ordinary dividend.

FUTURE DEVELOPMENTS

The directors do not foresee any material changes in the continuing operations of the business and the profitability deriving there from.

DIRECTORS

P Chin has held office during the whole of the period from 1 October 2014 to the date of this report.

Other changes in directors holding office are as follows:

Mrs J L Chin - resigned 28 October 2015
A J Spurgeon - resigned 28 October 2015
G J Arkell - resigned 28 October 2015
Mrs C M Spencer - resigned 28 October 2015
Mrs A J Ferrucci - resigned 28 October 2015
M E Long - appointed 1 December 2014 - resigned 28 October 2015
A Bigham - appointed 28 October 2015
N Colucci - appointed 28 October 2015
A P Kuchel - appointed 28 October 2015

CHARITABLE CONTRIBUTIONS

During the period the company made charitable donations totalling £12,109 (2014: £71,686)

The company continues to have a strong commitment to assist charitable causes. Included in the total donations is an amount of £9,930 (2014: £55,022), which represents the cost to the agency of time and services provided to charitable causes on a pro bono basis. This year the nominated charities were Bliss (Charity number 1002973), a special baby care charity, providing vital support to premature and sick babies; Sebastian's Action Trust (Charity number 1105392), a charity that has created the UK's only purpose built facility to offer holidays to seriously ill children and their families and The Global Fund, an international financing institution that provides resources to low- and middle-income countries in the fight against AIDS, TB and malaria.

GOING CONCERN

The company has access to considerable financial resources together with long standing relationships with key clients and suppliers. As a consequence, the directors believe that the company is well placed to manage its business risks successfully. After making enquires, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the annual report and accounts

DISABLED EMPLOYEES

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes and abilities of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the company continues and that appropriate training is arranged. It is the policy of the company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

EMPLOYEES' INVOLVEMENT

The company places considerable value on the involvement of its employees and has continued its previous practice of keeping them informed on matters affecting them as employees and in various factors affecting the performance of the company. Employees are consulted regularly on a wide range of matters affecting their current and future interests.

**LANGLAND ADVERTISING DESIGN
AND MARKETING LIMITED (REGISTERED NUMBER: 02633451)**

**REPORT OF THE DIRECTORS
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015**

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 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 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 which disclose with reasonable accuracy at any time the financial position of the company and to 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.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

The auditors, Mazars LLP, were appointed during the period and are deemed to be reappointed under section 487(2) of the Companies Act 2006.

ON BEHALF OF THE BOARD:



.....
P Chin - Director

Date: 21/7/16

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
LANGLAND ADVERTISING DESIGN
AND MARKETING LIMITED**

We have audited the financial statements of Langland Advertising Design & Marketing Limited for the period ended 31 December 2015 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 101 'Reduced Disclosure Framework'.

Respective responsibilities of directors and auditors

As explained more fully in the directors' responsibilities statement set out on page five, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors. 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.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2015 and of its profit for the period 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.

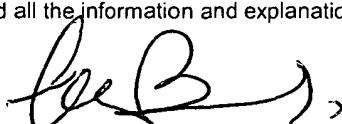
Opinion on the other matters prescribed by the Companies Act 2006

In our opinion the information given in the strategic report and the report of the directors for the financial period for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, 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.



Jacqueline Berry (Senior Statutory Auditor)
for and on behalf of Mazars LLP
Chartered Accountants and Statutory Auditors
Tower Bridge House
St Katherine's Way
London
E1W 1DD

Date: 22 July 2016

STATEMENT OF COMPREHENSIVE INCOME
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

	Notes	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
Billings	2	19,871,192	13,399,063
REVENUE		13,726,674	9,722,270
Administrative expenses		<u>11,278,460</u>	<u>7,377,029</u>
OPERATING PROFIT		2,448,214	2,345,241
Interest receivable and similar income	4	<u>30,243</u>	<u>25,711</u>
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION	5	2,478,457	2,370,952
Tax on profit on ordinary activities	6	<u>(210,410)</u>	<u>543,346</u>
PROFIT FOR THE FINANCIAL PERIOD		2,688,867	1,827,606
OTHER COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		<u><u>2,688,867</u></u>	<u><u>1,827,606</u></u>


The company's revenue and operating profit all relate to continuing activities.

**LANGLAND ADVERTISING DESIGN
AND MARKETING LIMITED (REGISTERED NUMBER: 02633451)**

**BALANCE SHEET
31 DECEMBER 2015**

	Notes	2015 £	2014 £
FIXED ASSETS			
Tangible assets	8	1,130,628	401,333
CURRENT ASSETS			
Stocks	9	42,392	158,120
Debtors	10	4,628,746	3,426,296
Cash at bank and in hand		<u>1,611,831</u>	<u>8,330,428</u>
		6,282,969	11,914,844
CREDITORS			
Amounts falling due within one year	11	<u>2,500,375</u>	<u>2,476,753</u>
NET CURRENT ASSETS		<u>3,782,594</u>	<u>9,438,091</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>4,913,222</u>	<u>9,839,424</u>
CAPITAL AND RESERVES			
Called up share capital	13	119	100
Share premium	14	563,245	-
Share option reserve	14	-	80,000
Retained earnings	14	<u>4,349,858</u>	<u>9,759,324</u>
SHAREHOLDERS' FUNDS		<u>4,913,222</u>	<u>9,839,424</u>

The financial statements were approved by the Board of Directors on21/12/16..... and were signed on its behalf by:


.....
P Chin - Director

STATEMENT OF CHANGES IN EQUITY
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

	Called up share capital £	Retained earnings £	Share premium £	Share option reserve £	Total equity £
Balance at 1 October 2013	100	8,331,718	-	60,000	8,391,818
Changes in equity					
Dividends	-	(400,000)	-	-	(400,000)
Total comprehensive income	-	1,827,606	-	-	1,827,606
Share based payment	-	-	-	20,000	20,000
Balance at 30 September 2014	<u>100</u>	<u>9,759,324</u>	<u>-</u>	<u>80,000</u>	<u>9,839,424</u>
Changes in equity					
Issue of share capital	19	-	563,245	-	563,264
Dividends	-	(8,200,000)	-	-	(8,200,000)
Total comprehensive income	-	2,688,867	-	-	2,688,867
Share based payment	-	-	-	21,667	21,667
Share option reserve transfer	-	101,667	-	(101,667)	-
Balance at 31 December 2015	<u>119</u>	<u>4,349,858</u>	<u>563,245</u>	<u>-</u>	<u>4,913,222</u>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

1. ACCOUNTING POLICIES

Basis of preparation

These financial statements have been prepared in accordance with Financial Reporting Standard 101 "Reduced Disclosure Framework" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Except for certain disclosure exemptions detailed below, the recognition, measurement and disclosure requirements of International Financial Reporting Standards as adopted by the EU (EU-adopted IFRSs) have been applied to these financial statements and, where necessary, amendments have been made in order to comply with the Companies Act 2006 and The Large and Medium-sized Companies and Groups Regulations 2008/410 ('Regulations').

This is the first year the company has prepared its financial statements in accordance with FRS 101, accordingly the financial information as at 1 October 2013 (being the date of transition) and for the year ended 30 September 2014 have been restated to comply with FRS 101.

UK generally accepted accounting practices (UK GAAP) differs in certain respects from FRS 101, hence when preparing these financial statements, management has amended certain accounting and measurement bases to comply with FRS 101. The disclosures required by IFRS 1 'First-time Adoption of International Financial Reporting Standards (IFRS 1) concerning the transition, are given in Note 19.

IFRS 1 permits the company to take advantage of certain exemptions from applying the requirements on a fully retrospective basis as at the date of transition in certain instances.

Consolidated financial statements

The company is exempt from the requirement to prepare consolidated financial statements under Section 400 of the Companies Act 2006. Consolidated financial statements are prepared by Publicis Groupe SA, the ultimate parent undertaking, incorporated in France and are available from the address set out in note 17. These financial statements therefore present information about the company as an individual undertaking and not about its group.

Going Concern

The directors have, at the time of approving the financial statements, a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus they have continued to adopt the going concern basis of accounting in preparing the financial statements.

Use of estimates and judgements

The preparation of the financial statements requires management to make judgement, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Information about significant areas of estimation uncertainties and critical judgements used in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements are described in in the Revenue Recognition accounting policy on page 12.

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 101 "Reduced Disclosure Framework":

- i) the requirements of paragraphs 45(b) and 46 to 52 of IFRS 2 Share-based Payment;
- ii) the requirements of paragraphs 62, B64(d), B64(e), B64(g), B64(h), B64(j) to B64(m), B64(n)(ii), B64(o)(ii), B64(p), B64(q)(ii), B66 and B67 of IFRS 3 Business Combinations;
- iii) the requirements of paragraph 33(c) of IFRS 5 Non Current Assets Held for Sale and Discontinued Operations;
- iv) the requirements of IFRS 7 Financial Instruments: Disclosures;
- v) the requirements of paragraphs 91 to 99 of IFRS 13 Fair Value Measurement;

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

1. ACCOUNTING POLICIES - continued

- vi) the requirement in paragraph 38 of IAS 1 Presentation of Financial Statements to present comparative information in respect of:
 - paragraph 79(a)(iv) of IAS 1;
 - paragraph 73(e) of IAS 16 Property, Plant and Equipment;
 - paragraph 118(e) of IAS 38 Intangible Assets;
 - paragraphs 76 and 79(d) of IAS 40 Investment Property; and
 - paragraph 50 of IAS 41 Agriculture;
- vii) the requirements of paragraphs 10(d), 10(f), 16, 38A, 38B, 38C, 38D, 40A, 40B, 40C, 40D and 111 of IAS 1 Presentation of Financial Statements;
- viii) the requirements of paragraphs 134 to 136 of IAS 1 Presentation of Financial Statements;
- ix) the requirements of IAS 7 Statement of Cash Flows;
- x) the requirements of paragraphs 30 and 31 of IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors;
- xi) the requirements of paragraphs 17 and 18A of IAS 24 Related Party Disclosures;
- xii) the requirements in IAS 24 Related Party Disclosures to disclose related party transactions entered into between two or more members of a group;
- xiii) the requirements of paragraphs 134(d) to 134(f) and 135(c) to 135(e) of IAS 36 Impairments of Assets.

For the disclosure exemptions listed in points (i), (iv) and (xiii), the equivalent disclosures are included in the consolidated financial statements of the group, Publicis Groupe SA which the company is consolidated into.

Further, as permitted by FRS 101 paragraph 7A, the company has not presented an opening statement of financial position at the date of transition.

Billings

Billings represents amounts receivable for goods and services provided to clients, net of VAT.

Revenue recognition

A written agreement with clients (purchase order, letter, contract, etc.) indicating the nature of the work to be performed is required for the recognition of revenue. The company's revenue recognition policies are summarised below:

- Project-based arrangements: revenue is recognised in the accounting period in which the service is rendered;
- Fixed-fees: revenue is recognised on a straight-line basis, which reflects the nature and the scope of the services rendered;
- Time-based fees: revenue is recognised on the basis of the work done; and
- Fees based on performance criteria: revenue is recognised when the performance criteria have been met and the customer has confirmed their agreement.

In most of its transactions, the company acts as an agent for its clients. For these transactions, the company recognises the net amount earned, and any expenses incurred with third-party suppliers are excluded from revenue. In certain instances, the company acts as the principal. In these circumstances, the company recognises the gross amount invoiced as revenue.

Tangible fixed assets

Tangible fixed assets are stated net of accumulated depreciation and accumulated impairment losses.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Short leasehold improvements	- Over the term of the lease
Plant and machinery	- Straight line over 3 years
Fixtures and fittings	- 25 - 33.3% on cost
Motor vehicles	- 25% on cost

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

1. ACCOUNTING POLICIES - continued

Work in progress

Work in progress is stated at the lower of cost and net realisable value.

Work in progress relates to third party costs incurred in the creation and production of advertisements for which the client is ultimately liable but has not yet been invoiced. They are recognised on the basis of costs incurred and a provision is recorded when their net realisable amount is lower than cost. Costs incurred relating to new client development activities are not recognised as assets, except for tendering expenses which may be re-invoiced to the client under the terms of the contract. In order to assess the net realisable amount work in progress is reviewed on a case-by-case basis and written down, if appropriate, on the basis of criteria such as the existence of commercial disputes with the client.

Taxation

Current taxes are based on the results shown in the financial statements and are calculated according to local tax rules, using tax rates enacted or substantially enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date, with the exception that deferred tax assets are only recognised to the extent that the directors consider that it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

Deferred tax assets and liabilities are measured on an undiscounted basis at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rates and laws that have been enacted or substantially enacted by the end of the financial year.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Leasing

Rentals payable under operating leases are charged against income on a straight line basis over the lease term even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight line basis over the lease term.

Employee benefit costs

Contributions payable to defined contribution pension schemes are charged to the income statement in the period to which they relate.

Share based payments

The company reflects the economic cost of awarding shares and share options to employees by recording an expense in the profit and loss account equal to the fair value of the benefit awarded, fair value being determined by reference to option pricing models. The expense is recognised in the profit and loss account over the vesting period of the award. A corresponding movement in equity is recognised in the Share option reserve.

Interest income

Income is recognised as interest accrues using the effective interest method.

Creditors due within one year

This line item includes all operating creditors (including notes payable and accrued supplier invoices) related to the purchase of goods and services. These payables are generally due within less than one year. Financial liabilities are measured at amortised cost using the effective interest method

Debtors

Trade debtors are recognised at the initial amount of the invoice. Trade debtors presenting a risk of non-recovery are subject to impairment. Such allowances are determined, on a case-by-case basis, using various criteria such as difficulties in recovering the receivables, the existence of any disputes and claims, or the financial position of the debtor. Due to the nature of the company's activities, trade debtors are of a short-term nature and are measured at amortised cost using the effective interest method. Nevertheless, any trade and other debtors of a longer-term nature will be recognised at their discounted value.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

1. ACCOUNTING POLICIES - continued

Equity and reserves

Share capital represents the nominal value of shares that have been issued.

Share premium represents the amount by which the amount received by the company for a share issue exceeds its face value.

Retained earnings include all current and prior period retained profits.

Adoption of new and revised standards

The following standards and interpretations have been adopted in the financial statements as they are mandatory for the year ended 31 December 2015:

	EU effective date	Periods beginning on or after
IFRIC 21 'Levies'	17 June 2014	
Annual Improvements to IFRS (2011 - 2013)	1 January 2015	
IAS 19 (amendment) 'Employee Benefits' - Defined benefit plans: employee contributions	1 February 2015	
Annual Improvements to IFRS (2010 - 2012)	February 2015	
The adoption of the standards and interpretations above has not had a material impact on the company's financial statements.		

Amendments to FRS101

In July 2015, amendments were made to FRS 101 as a consequence of changes made to EU-adopted IFRS and to maintain consistency with company law. The company has adopted these amendments early as permitted by the standard. The amendments applied are detailed as follows:

(i) The amendments to paragraphs 5, 7A and 8(j) of the standard arising from the 2014/2015 cycle allows the company to take advantage of the exemption from the requirement to present an opening statement of financial position at the date of transition and the requirement to disclose key management personnel compensation.

2. BILLINGS

Revenue and profit before taxation are attributable to the one principal activity of the company.

An analysis of billings by geographical market is given below:

	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
United Kingdom	14,658,221	9,986,575
Europe	560,623	586,348
Rest of the World	4,652,348	2,826,140
	<u>19,871,192</u>	<u>13,399,063</u>

The total billings of the company for the year has been derived from its principal activity based in the United Kingdom. Activities undertaken in the United Kingdom include services provided for overseas clients. The analysis of geographical markets is based on the destination of the invoice.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

3. EMPLOYEES AND DIRECTORS

	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
Wages and salaries	6,040,632	4,225,362
Social security costs	886,904	508,878
Other pension costs	505,788	348,907
	<u>7,433,324</u>	<u>5,083,147</u>

The average monthly number of employees during the period was as follows:

	Period 1.10.14 to 31.12.15	Year Ended 30.9.14
Directors	7	6
Operations	14	13
Creative	22	20
Client Services	30	26
Production	<u>23</u>	<u>21</u>
	<u>96</u>	<u>86</u>

	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
Directors' remuneration	1,129,193	753,132
Directors' pension contributions to money purchase schemes	<u>151,398</u>	<u>107,486</u>

The number of directors to whom retirement benefits were accruing was as follows:

Money purchase schemes	<u>6</u>	<u>5</u>
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Information regarding the highest paid director is as follows:

	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
Emoluments	257,514	212,320
Pension contributions to money purchase schemes	<u>33,250</u>	<u>26,600</u>

4. INTEREST RECEIVABLE AND SIMILAR INCOME

	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
Bank interest received	30,243	25,467
Other interest received	<u>-</u>	<u>244</u>
	<u>30,243</u>	<u>25,711</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
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5. PROFIT BEFORE TAXATION

The profit before taxation is stated after charging/(crediting):

	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
Other operating leases	672,112	236,152
Depreciation - owned assets	351,102	137,034
Profit on disposal of fixed assets	(11,624)	(61,432)
Auditors' remuneration	13,000	22,350
Foreign exchange differences	<u>9,462</u>	<u>1,268</u>

6. TAXATION

Analysis of tax (income)/expense

	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
Current tax:		
Tax	(174,835)	511,719
Corporation tax adjustment re previous year	<u>(33,000)</u>	-
Total current tax	(207,835)	511,719
Deferred tax	<u>(2,575)</u>	<u>31,627</u>
Total tax (income)/expense in statement of comprehensive income	<u>(210,410)</u>	<u>543,346</u>

Factors affecting the tax expense

The tax assessed for the period is lower (2014 - higher) than the standard rate of corporation tax in the UK. The difference is explained below:

	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
Profit on ordinary activities before income tax	<u>2,478,457</u>	<u>2,370,952</u>
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 20.250% (2014 - 21.500%)	501,888	509,755
Effects of:		
Non deductible expenses	20,000	13,543
Share based payments	(699,298)	20,048
Tax over provided in previous years	<u>(33,000)</u>	-
Tax (income)/expense	<u>(210,410)</u>	<u>543,346</u>

The deferred tax asset has been calculated using the expected future standard rate of corporation tax as at 1 April 2016 of 20%. Factors that may affect future tax charges include changes to legislation which may be included in future Budgets.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

7. DIVIDENDS

	Period 1.10.14 to 31.12.15 £	Year Ended 30.9.14 £
Ordinary shares of 10p each		
Interim	<u>8,200,000</u>	<u>400,000</u>

8. TANGIBLE FIXED ASSETS

	Short leasehold improvements £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 October 2014	983,965	427,111	284,537	386,109	2,081,722
Additions	597,922	206,397	159,183	141,474	1,104,976
Disposals	-	(109,780)	(12,489)	(92,979)	(215,248)
At 31 December 2015	<u>1,581,887</u>	<u>523,728</u>	<u>431,231</u>	<u>434,604</u>	<u>2,971,450</u>
DEPRECIATION					
At 1 October 2014	909,077	349,470	261,036	160,806	1,680,389
Charge for period	74,662	111,353	54,399	110,688	351,102
Eliminated on disposal	-	(107,608)	(12,292)	(70,769)	(190,669)
At 31 December 2015	<u>983,739</u>	<u>353,215</u>	<u>303,143</u>	<u>200,725</u>	<u>1,840,822</u>
NET BOOK VALUE					
At 31 December 2015	<u>598,148</u>	<u>170,513</u>	<u>128,088</u>	<u>233,879</u>	<u>1,130,628</u>
At 30 September 2014	<u>74,888</u>	<u>77,641</u>	<u>23,501</u>	<u>225,303</u>	<u>401,333</u>

9. STOCKS

	2015 £	2014 £
Work-in-progress	<u>42,392</u>	<u>158,120</u>

Work in progress represents the value of bought in goods and services not invoiced to clients at year end.

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2015 £	2014 £
Trade debtors	3,215,749	2,766,799
Amounts recoverable on contracts	368,148	325,521
Other debtors	9,931	10,185
Corporation tax	619,356	-
Deferred tax asset	57,400	54,825
Prepayments	<u>358,162</u>	<u>268,966</u>
	<u>4,628,746</u>	<u>3,426,296</u>

Amounts recoverable on contracts represents recoverable work performed up to the balance sheet date but not yet invoiced. This is in line with the accounting policy relating to revenue recognition.

The deferred tax asset represents an estimate of the future tax relief available due to the timing differences between depreciation charges in the financial statements and capital allowances claimed to date. The increase in the deferred tax asset has been credited to the income statement.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2015 £	2014 £
Trade creditors	479,095	572,993
Corporation tax	-	275,198
Social security and other taxes	167,184	153,142
VAT	363,427	286,311
Other creditors	617,109	420,787
Accruals and deferred income	873,560	768,322
	<u>2,500,375</u>	<u>2,476,753</u>

Other creditors includes £617,109 (2014: £414,972) in respect of billings raised to customers for services not yet provided.

12. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2015 £	2014 £
Within one year	4,796	-
Between one and five years	<u>1,530,178</u>	<u>3,004,267</u>
	<u>1,534,974</u>	<u>3,004,267</u>

In addition to the above rent commitments, the company are required to pay service charges on the premises under the terms of the lease. These service charges are currently in the region of £260,000 per annum.

13. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid: Number:	Class:	Nominal value:	2015 £	2014 £
1,193 (2014 - 1,000)	Ordinary	10p	<u>119</u>	<u>100</u>

The following shares were issued during the period:

52 Ordinary shares of 10p for cash of £78,000
141 A Ordinary shares of 10p for cash of £485,264

14. RESERVES

	Retained earnings £	Share premium £	Share option reserve £	Totals £
At 1 October 2014	9,759,324	-	80,000	9,839,324
Profit for the period	2,688,867			2,688,867
Dividends	(8,200,000)			(8,200,000)
Cash share issue	-	563,245	-	563,245
Share based payment	-	-	21,667	21,667
Share option reserve transfer	<u>101,667</u>	-	<u>(101,667)</u>	-
At 31 December 2015	<u>4,349,858</u>	<u>563,245</u>	<u>-</u>	<u>4,913,103</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

15. **PENSION COMMITMENTS**

The company operates a defined contribution scheme for the majority of its employees, which is in the nature of money purchase scheme. The assets of the schemes are held independently from those of the company. The total pension costs of £505,788 (12 months to 30 September 2014: £348,907) represents contributions payable to these schemes. As at 31 December 2015, contributions of £nil (2014: £nil) due in respect of the current reporting period had not been paid over to the schemes.

16. **RELATED PARTY DISCLOSURES**

During the period ordinary interim dividends totalling £8,200,000 (2014: £400,000) were paid to some directors of the company, in their capacity as shareholders.

The company has taken advantage of the exemption under IAS 24, "Related Party Disclosures", not to disclose transactions with group undertakings as it is a subsidiary undertaking which is 100% controlled by the ultimate parent undertaking.

17. **ULTIMATE CONTROLLING PARTY**

The immediate parent undertaking is MMS UK Holdings Limited, a company incorporated in England and Wales.

The ultimate parent undertaking, controlling party and the parent undertaking of the largest and smallest group to include the company in its group financial statements is Publicis Groupe S.A., incorporated in France. Copies of its consolidated financial statements are available from 133 Avenue des Champs Elysees, 75008 Paris, France.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE PERIOD 1 OCTOBER 2014 TO 31 DECEMBER 2015

18. SHARE-BASED PAYMENT TRANSACTIONS

The total expense recognised for share-based payments in respect of employee services received during the period to 31 December 2015 is £21,667 (2014: £20,000). The total expense arose from equity-settled share-based payment transactions.

The following table illustrates the number and weighted average exercise prices (WAEP) of, and movements in, share options during the year.

	2015 No.	2015 WAEP (£)	2014 No.	2014 WAEP (£)
Outstanding as at 1 October 2014	176	2,582	176	2,582
Granted	17	6,400	-	-
Exercised	(193)	2,918	-	-
Expired	-	-	-	-
Outstanding as at 31 December 2015	-	-	176	2,582

There were no options outstanding as at 31 December 2015.

Share-based payment arrangements

During the period the company had share-based payment arrangements in place with certain employees. The details of the arrangements and the assumptions used in valuing these options using the Black Scholes option pricing model are described below.

Type of arrangement	Senior Management Option Plan
Date of grant	21.12.2010
Share price at grant date	£3,036
Exercise price	£3,036
Number of option holders	3
Share options granted	124
Estimated vesting period (years)	5
Expected volatility	25%
Option life (years)	10
Expected life (years)	5
Risk free rate	2.5%
Expected dividends expressed as a dividend yield	0%
Fair value	£822

The Senior Management Option Plan consisted of Enterprise Management Incentive (EMI) option agreements granted to key employees. Options were granted at a fixed price equal to the market price as agreed by HM Revenue and Customs at the date of grant. The contractual life of the option was 10 years. Awards under the scheme were reserved for employees who were deemed to be critical to the future success of the company. The vesting period of the option was estimated to be 5 years and exercise of an option was subject to continuing employment. All options under this scheme were exercised in the period.

During the period, a second Senior Management Option Plan was arranged consisting of an EMI option agreement over 17 A Ordinary 10p shares at an agreed exercise price of £6,400 per share. As the options were also exercised in the period, it was considered that the fair value of the options were equal to the exercise price and hence there was no expense recognised in the period in respect of this share-based payment. All options under this scheme were exercised in the period.

**NOTES TO THE FINANCIAL STATEMENTS - continued
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18. SHARE-BASED PAYMENT TRANSACTIONS - continued

Further, the company had an EMI option agreement dating back to July 2006 in respect of 52 Ordinary 10p shares at an agreed exercise price of £1,500 per share. These options were not recognised in accordance with IFRS 2 as the company was able to prepare financial statements under The Financial Reporting Standards for Smaller Entities at the time and the subsequent adjustment that would be required to account for the transaction in accordance with IFRS 2 is not deemed to be material. The conditions to exercise the options were fully satisfied in 2007. All options under this scheme were exercised in the period.

19. FIRST YEAR ADOPTION

The company transitioned to FRS 101 from previously enacted UK Generally Accepted Accounting Practice (UK GAAP) as at 1 October 2013. The directors consider that the transition did not result in any material changes to previously reported figures, therefore the company has not presented a reconciliation of equity and profit at 1 October 2013 and at 30 September 2014.