

Blue Barracuda Marketing Limited

**Directors' Report, Strategic Report and
Financial Statements**

Year ended 31 December 2015

Registered Number: 4342237

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Blue Barracuda Marketing Limited

Strategic Report for the year ended 31 December 2015

The directors present their strategic report of Blue Barracuda Marketing Limited (the "Company"), registered number 4342237 for the year ended 31 December 2015

Principal activities and review of the business

The Company has not engaged in any trading activities since 1st December 2011. The Company continues to hold its investment in FCB Estonia OU.

Key performance indicators

The Company's operating profit for the financial year is £nil (2014: nil). The directors consider that the result for the year is in line with expectations. The Company had net assets of £209,000 as at 31 December 2015 (2014: net assets of £209,000).

Principal risks and uncertainties

From the perspective of the Company, the principal risks and uncertainties are integrated with the principal risks of The Interpublic Group of Companies, Inc. and are not managed separately. These risks are discussed in The Interpublic Group of Companies, Inc. annual financial statements for the year ended 31 December 2015, which does not form part of this report. Copies of The Interpublic Group of Companies, Inc. consolidated financial statements can be obtained from:

The Interpublic Group of Companies, Inc.
909 Third Avenue
New York, NY 10022 U S A

On behalf of the Board



F Gibney
Director

12 July 2016

Blue Barracuda Marketing Limited

Directors' Report for the year ended 31 December 2015

The directors present their report and the financial statements of Blue Barracuda Marketing Limited (the "Company"), registered number 4342237 for the year ended 31 December 2015

Future developments

There are no plans for the Company to begin trading in the foreseeable future

Dividends

The Directors did not recommend the payment of a dividend during the year

Directors

The directors who held office during the year and up to the date of signing the financial statements are given below

F Gibney

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Events post statement of financial position

No material events post statement of financial position have occurred

Blue Barracuda Marketing Limited

Directors' Report for the year ended 31 December 2015 (continued)

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. Under that law, the directors have prepared the Company's financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102, The Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102)

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 judgments and accounting estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards, including FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements,
- notify its shareholders in writing about the use of disclosure exemptions, if any, of FRS 102 used in the preparation of 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

The directors acknowledge their responsibilities for

- ensuring that the Company keeps adequate accounting records which comply with section 386 of the Companies Act 2006, and
- preparing financial statements which give a true and fair view of the state of the affairs of the Company at 31 December 2015 and its profit or loss for the year then ended in accordance with the requirement of section 394 of the Companies Act 2006, and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements so far as applicable to the Company

Audit exemption

Advantage has been taken of the audit exemption available for subsidiary companies conferred by section 479A of the Companies Act 2006 on the grounds

- a) that for the year ended 31 December 2015 the Company was entitled to the exemption from a statutory audit under section 479A of the Companies Act 2006 relating to subsidiary companies, and
- b) that no notice has been deposited under section 476 of the Companies Act 2006 in relation to the financial statements for the financial year

On behalf of the Board



F Gibney
Director
12 July 2016

Blue Barracuda Marketing Limited

Statement of financial position As at 31 December 2015

	Note	2015 £000's	2014 £000's
Fixed assets			
Investments	5	158	158
Current assets			
Debtors amounts falling due within one year	6	51	6
Cash at bank and in hand		-	45
		51	51
Total assets		209	209
Capital and reserves			
Called up share capital	7	1	1
Share premium account		21	21
Retained earnings		187	187
Total equity		209	209

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- that no notice has been deposited under section 476 of the Companies Act 2006 in relation to the financial statements for the financial year

The directors acknowledge their responsibilities for

- ensuring that the Company keeps adequate accounting records which comply with section 386 of the Companies Act 2006, and
- preparing financial statements which give a true and fair view of the state of the affairs of the Company at 31 December 2015 and of its profit or loss for the year then ended in accordance with the requirement of section 394 of the Companies Act 2006, and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements so far as applicable to the Company

The notes on pages 6 to 8 are an integral part of these financial statements

The financial statements on pages 4 to 8 were authorised for issue by the board of directors on 12 July 2016 and were signed on its behalf



F Gibney
Director
Blue Barracuda Marketing
Limited
Registered No 4342237

**Statement of changes in equity
for the year ended 31 December 2015**

	Called up share capital	Share premium account	Retained earnings	Total Equity
	£000's	£000's	£000's	£000's
At 1 January 2014	1	21	187	209
At 31 December 2014 and 1 January 2015	1	21	187	209
At 31 December 2015	1	21	187	209

Notes to the financial statements for the year ended 31 December 2015

1 General information

The Company has not engaged in any trading activities since 1st December 2011. The Company continues to hold its investment in FCB Estonia OU.

The Company is a private company limited by shares and is incorporated and domiciled in England and Wales. The address of its registered office is 3 Grosvenor Gardens, London, SW1W 0BD.

2 Statement of compliance

The individual financial statements of the Company have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102") and the Companies Act 2006.

3 Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. The Company has adopted FRS 102 in these financial statements.

a) Basis of preparation

These financial statements are prepared under the historical cost convention. The preparation of financial statements in conformity with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies.

b) Going concern

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its financial statements.

c) Exemptions for qualifying entities under FRS 102

As a qualifying entity, the Company has taken advantage of the exemption, under FRS 102 paragraph 1.12(b), from preparing a statement of cash flows, on the basis that it is a qualifying entity and its intermediate parent company, IPG Holdings (UK) Ltd, includes the Company's cash flows in its own consolidated financial statements.

d) Investments

Investments in subsidiaries are held at cost less accumulated impairment losses.

4 Operating profit/(loss)

No operating profit/(loss) to report. No remuneration or fees were paid by the Company to its directors during the year (2014: £nil). Directors' emoluments have been reflected in the Company where the director has a contract of employment. There were no persons under contracts of employment with the Company during the year 2015 or 2014.

Notes to the financial statements for the year ended 31 December 2015 (continued)**5 Investments****Investment in subsidiaries** **£'000****At 31 December 2014**Cost and net book value 158**Cost and net book value**At 1 January 2015 and 31 December 2015 158**Impairment in carrying value**

No impairment indicator was identified by management and the directors believe that the carrying value of the investments is supported by their underlying net assets

The Company has the following investments as at 31 December 2015

Name	Co. No. / Country	Registered Office	Share Class(es)	Share Class % Held
FCB Estonia OU	Estonia	Liivalaia 22, Tallinn, 10118, Estonia	Ord € 1	100

6 Debtors: amounts falling due within one year

	2015 £000's	2014 £000's
Amounts owed by group undertakings	51	6

All amounts owed by Group undertakings are unsecured and repayable on demand

7 Called up share capital

	2015 Number	2014 Number	2015 £	2014 £
Allotted and fully paid				
Ordinary 1p A shares	60,000	60,000	600	600
Restricted voting 1p B shares	5,466	5,466	55	55

8 Transition to FRS 102

This is the first year that the Company has presented its results (including comparatives) under FRS 102. The last financial statements prepared under the previous UK GAAP were for the year ended 31 December 2014. The date of transition to FRS 102 was 1 January 2014. Whilst FRS 102 has led to some presentational and narrative changes in the statutory financial statements, the implementation of FRS 102 has not caused the restatement of any prior year comparatives in either the statement of comprehensive income or the statement of financial position.

9 Company information

The Company is registered in England and Wales and its registered office is at 3 Grosvenor Gardens, London, SW1W 0BD.

10 Ultimate parent undertaking and controlling party

The immediate parent undertaking is FCB Inferno Limited, a company registered in England and Wales. Copies of its financial statements are available at 31 Great Queen, Street, London, WC2B 5AE.

The ultimate parent undertaking and controlling party is The Interpublic Group of Companies, Inc., a company incorporated in the United States of America.

The Interpublic Group of Companies, Inc. is the parent undertaking of the largest and smallest group of undertakings to consolidate these financial statements at 31 December 2015. The consolidated financial statements for The Interpublic Group of Companies, Inc. can be obtained from 909 Third Avenue, New York, New York 10022.