
Wunderman A/S

Glentevej 61, DK-2400 Copenhagen NV

Annual Report for 1 January - 31 December 2021

CVR No 33 97 14 19

The Annual Report was
presented and adopted at
the Annual General
Meeting of the Company on
25/2 2022

Martin Hviid Saxtorph
Chairman of the General
Meeting

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Management's Statement

The Executive Board and Board of Directors have today considered and adopted the Annual Report of Wunderman A/S for the financial year 1 January - 31 December 2021.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion the Financial Statements give a true and fair view of the financial position at 31 December 2021 of the Company and of the results of the Company operations for 2021.

In our opinion, Management's Review includes a true and fair account of the matters addressed in the Review.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Copenhagen, 11 February 2022

Executive Board

Jan William Werner
CEO

/ Martin Hviid Saxtorph
CFO

Board of Directors

Manuel De Manzanos Segimon
Chairman

Ewen Cameron Sturgeon

Martin Hviid Saxtorph

Nina Werner

Jan William Werner

Independent Auditor's Report

To the Shareholders of Wunderman A/S

Opinion

We have audited the Financial Statements of Wunderman A/S for the financial year 1 January - 31 December 2021, which comprise income statement, balance sheet, statement of changes in equity and notes, including a summary of significant accounting policies. The Financial Statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the Financial Statements give a true and fair view of the financial position of the Company at 31 December 2021 and of the results of the Company's operations for the financial year 1 January - 31 December 2021 in accordance with the Danish Financial Statements Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements 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 International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibilities for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines 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, Management is 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 in preparing the Financial Statements unless Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Statements

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

Independent Auditor's Report

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the Financial Statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Statement on Management's Review

Management is responsible for Management's Review.

Our opinion on the Financial Statements does not cover Management's Review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the Financial Statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Independent Auditor's Report

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financials Statements Act.

Based on the work we have performed, in our view, Management's Review is in accordance with the Financial Statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement in Management's Review.

Copenhagen, 11 February 2022

Deloitte

Statsautoriseret Revisionspartnerselskab

CVR No 33 96 35 56

Kim Mücke
State Authorised Public Accountant
mne10944

Lars Hansen
State Authorised Public Accountant
mne24826

Company Information

The Company

Wunderman A/S
Glentevej 61
DK-2400 Copenhagen NV

CVR No: 33 97 14 19
Financial period: 1 January - 31 December
Municipality of reg. office: Copenhagen

Board of Directors

Manuel De Manzanos Segimon, Chairman
Ewen Cameron Sturgeon
Martin Hviid Saxtorph
Nina Werner
Jan William Werner

Executive Board

Jan William Werner
/ Martin Hviid Saxtorph

Auditors

Deloitte
Statsautoriseret Revisionspartnerselskab
Weidekampsgade 6
DK-2300 Copenhagen S

Financial Highlights

Seen over a five-year period, the development of the Company is described by the following financial highlights:

	2021 TDKK	2020 TDKK	2019 TDKK	2018 TDKK	2017 TDKK
Key figures					
Profit/loss					
Revenue	599,721	560,313	453,456	368,422	247,954
Gross profit/loss	481,350	403,260	335,397	284,208	186,755
Operating profit/loss	181,824	169,044	133,224	117,032	71,036
Net financials	6,733	2,451	-415	2,042	1,953
Net profit/loss for the year	148,773	134,307	103,619	93,268	57,575
Balance sheet					
Balance sheet total	271,951	249,302	176,443	154,826	98,509
Equity	154,487	140,117	109,429	99,078	63,385
Investment in property, plant and equipment	30,001	2,828	2,441	4,989	2,725
Number of employees	472	437	379	247	200
Ratios					
Gross margin	80.3%	72.0%	74.0%	77.1%	75.3%
Solvency ratio	56.8%	56.2%	62.0%	64.0%	64.3%
Return on equity	101.0%	107.6%	99.4%	114.8%	101.5%

Management's Review

Key activities

The Company's main activity is to provide marketing automation and personalization services, including technology-, data-, communication consulting services and other related services.

Development in the year

The income statement of the Company for 2021 shows a profit of TDKK 148,773, and at 31 December 2021 the balance sheet of the Company shows equity of TDKK 154,487.

The past year and follow-up on development expectations from last year

The development in the result for the year compared to 2020 is in accordance with Management's expectations for the financial year 2021. The financial year 2021 has been a year of consolidation and financial investment in the future business including new and improved services, accelerators, technologies and new subsidiaries and locations. Additionally, significant investments in intellectual property (technologies) from previous years have contributed positively to the financial year.

The Company continues the strategy of extensive diversification of risk in its diverse global client portfolios and has through successful wins in 2021 managed to increase the number of global clients. The revenue and gross profit that has increased over the past years indicates that the Company's focus on value adding digital, direct relationship marketing solutions across all available channels is still very much in demand.

Operating risks

The Company is not exposed to special risks except for normal risks within the industry.

Foreign exchange risks

The Company is increasingly exposed towards currency risk. To the extent possible, the Company takes this into consideration when negotiating terms in agreements etc. The Company has not entered into any forward contracts.

Foreign branches and subsidiaries

The Company has a subsidiary in UK, Portugal, and Sweden, to provide communication consulting services and related services on to the company's Global Clients. The Company has a branch in Norway, Wunderman Norway NUF, to provide communication consulting services and related services on the Norwegian market.

Furthermore, the Company has operations outside of EMEA; through presence in North America and APAC, the Company offers 24 hours support 365 days a year in all time zones.

Management's Review

Targets and expectations for the year ahead

Management expects that revenue and profit before tax will remain at the same level for the coming financial year.

Data Ethics

The Company recognise the obligation for responsible collection, management, use and protection of data. We are transparent regarding our ethical decision-making process and educate our people on ethical data use. We share our approach with our stakeholders including share owners, clients, our own people, and vendors.

We work with many categories of data and uses the term data in its broadest sense. We include within this definition client data, consumer data and all information and data related to the operation of our business.

We take the confidentiality and safe handling of Client and Client consumer data for all our Clients very seriously. We work under a documented security and privacy policy distributed to all staff at the time of employment and communicated to all employees annually. This is supplemented by Information Security Awareness Training requiring all employees to comply with a code of business conduct prohibiting disclosure of Client confidential information.

As part of our governance, risk and compliance program, it is essential to abide by the IT security policies, procedures and controls implemented and in operation to be effective and to ensure confidentiality, integrity and availability. We operate under WPP Data Privacy and Security Charter ("The Charter"). The Charter includes policies for data ethics, artificial intelligence and privacy and a bespoke standard set of controls (General Computing Controls (GCCs)) developed by WPP to be used on a global basis, derived from industry recognized standards and best practice including but not limited to ISO 27001, ITIL, COSO and COBIT and deemed appropriate for our industry. The controls include, but are not limited to, access management, physical security, server room access, network access security, malware prevention and monitoring, encryption, secure data backup & recovery, business continuity, secure data disposal, mobile device security, acceptable use, and awareness training. We represent our level of compliance with The Charter by performing self-assessments and participating in related audits in line with WPP's internal assurance program.

Statement of corporate social responsibility

We recognize the major threat that climate change and environmental degradation pose to global social and economic development. We support urgent action to tackle the climate crisis through the Paris Agreement. Our ongoing environmental management program is to reduce our carbon emissions and broader environmental impact, while helping us to identify and mitigate climate-related risk. The program reduces costs and business risks, while meeting our clients' and colleagues' expectations.

By being part of the global WPP Group, we are privileged to work with many pioneers of sustainable business, helping our clients to create brands with purpose and to embed sustainability into products,

Management's Review

marketing and communications.

A statement regarding the Company's policies, actions and results within matters relating to CSR appears from the annual report of the ultimate Parent, WPP Plc. who is a member of the United Nations Global Compact and committed to its 10 principles.

The WPP Group provides a clear policy framework which is included in the WPP Policy Book. These policies are cascaded to employees through regular communication and online training modules.

For full details we refer to the annual report of the ultimate Parent, WPP Plc.

<https://www.wpp.com/investors>

Statement on inclusion, diversity and gender equality

The Company wants to encourage diversity and create equal opportunities for all.

With employees from 50+ nationalities with different cultural and ethnic backgrounds, we are proud to offer a truly diverse working environment.

We are also following our policy to ensure an increased representation of women on the Board of Directors and in the senior management team. The Company has a target to increase female participation to minimum 40% by 2024.

Our overall workforce has an equal gender balance, which is also represented at senior manager level. It is the overall and long-term objective of the Company to maintain an equal balance between the genders at management level, by continuously attracting and retaining women and developing them to join the management group.

Covid 19

The coronavirus pandemic has touched all our lives. Our two main priorities have been firstly the wellbeing of our people, including doing what we can to limit the impact of the virus on society and secondly the continuity of services for our clients at our very best.

Subsequent events

No events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

Income Statement 1 January - 31 December

	Note	2021 TDKK	2020 TDKK
Revenue	2	599,721	560,313
Other external expenses		-118,371	-157,053
Gross profit/loss		481,350	403,260
Staff expenses	3	-295,243	-229,474
Depreciation, amortisation and impairment of property, plant and equipment		-4,283	-4,742
Profit before financial income and expenses		181,824	169,044
Income from investments in subsidiaries		8,628	2,778
Financial income	4	110	154
Financial expenses	5	-2,005	-481
Profit before tax		188,557	171,495
Tax on profit/loss for the year	6	-39,784	-37,188
Net profit/loss for the year		148,773	134,307

Balance Sheet 31 December

Assets

	Note	2021 TDKK	2020 TDKK
Other fixtures and fittings, tools and equipment		9,221	4,633
Leasehold improvements		21,478	350
Property, plant and equipment	7	30,699	4,983
Investments in subsidiaries	8	1,064	7,180
Deposits		1,216	1,104
Fixed asset investments		2,280	8,284
Fixed assets		32,979	13,267
Trade receivables		88,032	74,379
Contract work in progress	9	15,003	19,902
Receivables from group enterprises		125,230	141,015
Other receivables		4,065	82
Corporation tax		422	0
Prepayments	10	6,173	614
Receivables		238,925	235,992
Cash at bank and in hand		47	43
Currents assets		238,972	236,035
Assets		271,951	249,302

Balance Sheet 31 December

Liabilities and equity

	Note	2021 TDKK	2020 TDKK
Share capital	11	1,200	1,200
Reserve for net revaluation under the equity method		0	2,711
Retained earnings		4,514	1,899
Proposed dividend for the year		148,773	134,307
Equity		154,487	140,117
Provision for deferred tax	13	1,739	1,529
Provisions		1,739	1,529
Trade payables		21,312	8,196
Contract work in progress, liabilities	9	18,556	20,899
Payables to group enterprises		23,536	10,993
Corporation tax		0	2,104
Other payables		52,321	65,464
Short-term debt		115,725	107,656
Debt		115,725	107,656
Liabilities and equity		271,951	249,302
Subsequent events	1		
Distribution of profit	12		
Contingent assets, liabilities and other financial obligations	14		
Related parties	15		
Fee to auditors appointed at the general meeting	16		
Accounting Policies	17		

Statement of Changes in Equity

	Share capital	Reserve for net revaluation under the equity method	Retained earnings	Proposed dividend for the year	Total
	TDKK	TDKK	TDKK	TDKK	TDKK
Equity at 1 January	1,200	2,711	1,899	134,307	140,117
Ordinary dividend paid	0	0	0	-134,307	-134,307
Other equity movements	0	0	-96	0	-96
Net profit/loss for the year	0	-2,711	2,711	148,773	148,773
Equity at 31 December	1,200	0	4,514	148,773	154,487

Notes to the Financial Statements

1 Subsequent events

No events materially affecting the assessment of the Annual Report have occurred after the balance sheet date.

	<u>2021</u>	<u>2020</u>
	TDKK	TDKK

2 Revenue

The Company has only one global business segment and operates in a global digital market.

Geographical segments

Revenue, global activities	<u>599,721</u>	<u>560,313</u>
	<u>599,721</u>	<u>560,313</u>

3 Staff expenses

Wages and salaries	278,920	224,571
Pensions	2,211	2,007
Other social security expenses	13,998	2,812
Other staff expenses	<u>114</u>	<u>84</u>
	<u>295,243</u>	<u>229,474</u>

Average number of employees	<u>472</u>	<u>437</u>
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Remuneration to the Executive Board has not been disclosed in accordance with section 98 B(3) of the Danish Financial Statements Act.

4 Financial income

Interest received from group enterprises	109	152
Other financial income	0	2
Exchange adjustments	<u>1</u>	<u>0</u>
	<u>110</u>	<u>154</u>

Notes to the Financial Statements

	2021 <u>TDKK</u>	2020 <u>TDKK</u>
5 Financial expenses		
Interest paid to group enterprises	66	57
Other financial expenses	345	246
Exchange loss	1,594	178
	<u>2,005</u>	<u>481</u>
 6 Tax on profit/loss for the year		
Current tax for the year	39,574	38,097
Deferred tax for the year	210	-909
	<u>39,784</u>	<u>37,188</u>
 7 Property, plant and equipment		
	Other fixtures and fittings, tools and equipment <u>TDKK</u>	Leasehold improvements <u>TDKK</u>
Cost at 1 January	16,720	8,178
Additions for the year	8,132	21,867
Disposals for the year	-5,116	-8,178
Cost at 31 December	<u>19,736</u>	<u>21,867</u>
Impairment losses and depreciation at 1 January	12,087	7,828
Depreciation for the year	3,544	739
Reversal of impairment and depreciation of sold assets	-5,116	-8,178
Impairment losses and depreciation at 31 December	<u>10,515</u>	<u>389</u>
 Carrying amount at 31 December	<u>9,221</u>	<u>21,478</u>

Notes to the Financial Statements

	2021 TDKK	2020 TDKK
8 Investments in subsidiaries		
Cost at 1 January	878	878
Additions for the year	186	0
Cost at 31 December	<u>1,064</u>	<u>878</u>
Value adjustments at 1 January	6,302	3,524
Exchange adjustment	220	0
Net profit/loss for the year	8,628	2,778
Dividend to the Parent Company	-15,150	0
Value adjustments at 31 December	<u>0</u>	<u>6,302</u>
Carrying amount at 31 December	<u>1,064</u>	<u>7,180</u>

Investments in subsidiaries are specified as follows:

Name	Place of registered office	Share capital	Votes and ownership
Wunderman Sweden AB	Sweden	SEK 200,000	100%
Wunderman Thompson MAP Portugal	Portugal	EUR 5,000	100%
Wunderman Thompson MAP UK	UK	GBP 1	100%

	2021 TDKK	2020 TDKK
9 Contract work in progress		
Selling price of work in progress	357,117	264,571
On account billings	-360,670	-265,568
	<u>-3,553</u>	<u>-997</u>
Recognised in the balance sheet as follows:		
Contract work in progress recognised in assets	15,003	19,902
Billings on account	-18,556	-20,899
	<u>-3,553</u>	<u>-997</u>

Notes to the Financial Statements

10 Prepayments

Prepayments consist of prepaid expenses concerning rent, insurance premiums, subscriptions and interest as well.

11 Equity

The share capital consists of 12,000 shares of a nominal value of TDKK 100. No shares carry any special rights.

There have been no changes in the share capital during the last 5 years.

12 Distribution of profit

	<u>2021</u> TDKK	<u>2020</u> TDKK
Proposed dividend for the year	148,773	134,307
Reserve for net revaluation under the equity method	-2,711	2,778
Retained earnings	<u>2,711</u>	<u>-2,778</u>
	<u>148,773</u>	<u>134,307</u>

13 Provision for deferred tax

Provision for deferred tax at 1 January	1,529	2,438
Amounts recognised in the income statement for the year	<u>210</u>	<u>-909</u>
Provision for deferred tax at 31 December	<u>1,739</u>	<u>1,529</u>

Notes to the Financial Statements

	<u>2021</u>	<u>2020</u>
	TDKK	TDKK
14 Contingent assets, liabilities and other financial obligations		
Rental and lease obligations		
Lease obligations under operating leases. Total future lease payments:		
Until expiry	<u>169,454</u>	<u>168,432</u>
	<u>169,454</u>	<u>168,432</u>
Other contingent liabilities		
Recourse and non-recourse guarantee commitments	<u>12,488</u>	<u>12,488</u>

The group companies are jointly and severally liable for tax on the jointly taxed incomes etc of the Group. The total amount of corporation tax payable is disclosed in the Annual Report of WPP Holding Danmark A/S, which is the management company of the joint taxation purposes. Moreover, the group companies are jointly and severally liable for Danish withholding taxes by way of dividend tax, tax on royalty payments and tax on un-earned income. Any subsequent adjustments of corporation taxes and withholding taxes may increase the Company's liability.

Notes to the Financial Statements

15 Related parties

Basis

Controlling interest

Y&R Denmark Holdings II ApS, Per Henrik Lings Allé 4, Controlling shareholder
DK-2100 Copenhagen Ø

Transactions

The Company has chosen only to disclose transactions which have not been made on an arm's length basis in accordance with section 98(c)(7) of the Danish Financial Statements Act. All transactions are at arm's length.

Consolidated Financial Statements

Name and registered office of the Parent preparing consolidated financial statements for the smallest and largest group:

<u>Name</u>	<u>Place of registered office</u>
WPP Jubilee Limited (smallest group)	18 Upper Ground, SE 9GL, London, England
WPP Plc. (largest group)	Queensway House, Hilgrove Street, St. Helier, JE1 1ES, Jersey, England

The Group Annual Report of WPP Jubilee Limited may be obtained at the office address.

The Group Annual Report of WPP Plc. may be obtained at the following address: www.wppinvestor.com.

16 Fee to auditors appointed at the general meeting

With reference to section 96(3) of the Danish Financial Statements Act and to the fee to auditors appointed at the general meeting included in the consolidated financial statements of WPP Plc. (largest group), the Company has not disclosed fee to auditors appointed at the general meeting.

Notes to the Financial Statements

17 Accounting Policies

The Annual Report of Wunderman A/S for 2021 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to large enterprises of reporting class C .

The accounting policies applied remain unchanged from last year.

The Financial Statements for 2021 are presented in TDKK.

Consolidated financial statements

With reference to section 112 of the Danish Financial Statements Act and to the consolidated financial statements of WPP Plc., Queensway House, Hilgrove Street, St. Helier, JE1 1ES, Jersey, England, the Company has not prepared consolidated financial statements.

Cash flow statement

With reference to section 86(4) of the Danish Financial Statements Act and to the cash flow statement included in the consolidated financial statements of WPP Plc. (largest group), the Company has not prepared a cash flow statement.

Recognition and measurement

The Financial Statements have been prepared under the historical cost method.

Revenues are recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities measured at fair value or amortised cost are recognised. Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits attributable to the asset will flow to the Company, and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow out of the Company, and the value of the liability can be measured reliably.

Assets and liabilities are initially measured at cost. Subsequently, assets and liabilities are measured as described for each item below.

Notes to the Financial Statements

17 Accounting Policies (continued)

Translation policies

Transactions in foreign currencies are translated at the exchange rates at the dates of transaction. Gains and losses arising due to differences between the transaction date rates and the rates at the dates of payment are recognised in financial income and expenses in the income statement.

Receivables, payables and other monetary items in foreign currencies that have not been settled at the balance sheet date are translated at the exchange rates at the balance sheet date. Any differences between the exchange rates at the balance sheet date and the transaction date rates are recognised in financial income and expenses in the income statement.

Income statements of foreign subsidiaries and associates that are separate legal entities are translated at transaction date rates or approximated average exchange rates. Balance sheet items are translated at the exchange rates at the balance sheet date. Exchange adjustments arising on the translation of the opening equity and exchange adjustments arising from the translation of the income statements at the exchange rates at the balance sheet date are recognised directly in equity.

Income statements of enterprises that are integrated entities are translated at transaction date rates or approximated average exchange rates; however, items derived from non-monetary balance sheet items are translated at the transaction date rates of the underlying assets or liabilities. Monetary balance sheet items are translated at the exchange rates at the balance sheet date, whereas non-monetary items are translated at transaction date rates. Exchange adjustments arising on the translation are recognised in financial income and expenses in the income statement.

Income Statement

Revenue

Services are recognised at the rate of completion of the service to which the contract relates by using the percentage-of-completion method, which means that revenue equals the selling price of the service completed for the year. This method is applied when total revenues and expenses in respect of the service and the stage of completion at the balance sheet date can be measured reliably, and it is probable that the economic benefits, including payments, will flow to the Company. The stage of completion is determined on the basis of the ratio between the expenses incurred and the total expected expenses of the service.

Revenue is measured at the consideration received and is recognised exclusive of VAT and net of discounts relating to sales.

Other external expenses

Other external expenses comprise indirect production costs and expenses for premises, sales and marketing as well as office expenses, etc.

Notes to the Financial Statements

17 Accounting Policies (continued)

Staff expenses

Staff expenses comprise wages and salaries as well as payroll expenses.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise amortisation, depreciation and impairment of assets, equipment etc.

Income from investments in subsidiaries

The item "Income from investments in subsidiaries" in the income statement includes the proportionate share of the profit for the year.

Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year.

Tax on profit/loss for the year

Tax for the year consists of current tax for the year and changes in deferred tax for the year. The tax attributable to the profit for the year is recognised in the income statement, whereas the tax attributable to equity transactions is recognised directly in equity.

The Company is jointly taxed with other WPP entities in Denmark. The tax effect of the joint taxation is allocated to Danish enterprises in proportion to their taxable incomes.

Balance Sheet

Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and less any accumulated impairment losses.

Cost comprises the cost of acquisition and expenses directly related to the acquisition up until the time when the asset is ready for use.

Depreciation based on cost reduced by any residual value is calculated on a straight-line basis over the expected useful lives of the assets, which are:

Other fixtures and fittings, tools and equipment	3 - 5 years
Leasehold improvements	11 years

Notes to the Financial Statements

17 Accounting Policies (continued)

The fixed assets' residual values are determined at nil.

Depreciation period and residual value are reassessed annually.

Impairment of fixed assets

The carrying amounts of property, plant and equipment are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

If so, the asset is written down to its lower recoverable amount.

Investments in subsidiaries

Investments in subsidiaries are recognised and measured under the equity method.

The item "Investments in subsidiaries" in the balance sheet include the proportionate ownership share of the net asset value of the enterprises calculated on the basis of the fair values of identifiable net assets at the time of acquisition.

The total net revaluation of investments in subsidiaries is transferred upon distribution of profit to "Reserve for net revaluation under the equity method" under equity. The reserve is reduced by dividend distributed to the Parent Company and adjusted for other equity movements in the subsidiaries.

Other fixed asset investments

Other fixed asset investments consist of deposits.

Cash pool

The Company is part of a cash pool scheme with other Danish WPP companies. Consequently, a considerable portion of the Company's bank deposits and debt is included in receivables from group enterprises.

Receivables

Receivables are recognised in the balance sheet at amortised cost, which substantially corresponds to nominal value. Provisions for estimated bad debts are made.

Notes to the Financial Statements

17 Accounting Policies (continued)

Contract work in progress

Contract work in progress is measured at the sales value of the work carried out at the balance sheet date.

The sales value is measured based on the stage of completion and the total estimated income from the individual contracts in progress. Usually, the stage of completion is determined as the ratio of actual to total budgeted consumption of resources.

For some projects where the consumption of resources cannot be applied as a basis, stage of completion is determined as the ratio between completed and total sub activities of the individual projects.

Each contract in progress is recognised in the balance sheet under receivables or liabilities, depending on whether the net value, calculated as the selling price less on account billings, is positive or negative.

Cost of securing contracts are recognised in the income statement as incurred.

Prepayments

Prepayments comprise prepaid expenses concerning rent, insurance premiums, subscriptions and interest.

Equity

Dividend

Dividend distribution proposed by Management for the year is disclosed as a separate equity item.

Deferred tax assets and liabilities

Deferred income tax is measured using the balance sheet liability method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes on the basis of the intended use of the asset and settlement of the liability, respectively.

Deferred tax assets are measured at the value at which the asset is expected to be realised, either by elimination in tax on future earnings or by set-off against deferred tax liabilities within the same legal tax entity.

Deferred tax is measured on the basis of the tax rules and tax rates that will be effective under the legislation at the balance sheet date when the deferred tax is expected to crystallise as current tax. Any changes in deferred tax due to changes to tax rates are recognised in the income statement or in equity if the deferred tax relates to items recognised in equity.

Notes to the Financial Statements

17 Accounting Policies (continued)

Current tax receivables and liabilities

Current tax liabilities and receivables are recognised in the balance sheet as the expected taxable income for the year adjusted for tax on taxable incomes for prior years and tax paid on account. Extra payments and repayment under the on-account taxation scheme are recognised in the income statement in financial income and expenses.

Financial debts

Debts are measured at amortised cost, substantially corresponding to nominal value.

Financial Highlights

Explanation of financial ratios

Gross margin	$\frac{\text{Gross profit} \times 100}{\text{Revenue}}$
Profit margin	$\frac{\text{Profit before financials} \times 100}{\text{Revenue}}$
Solvency ratio	$\frac{\text{Equity at year end} \times 100}{\text{Total assets at year end}}$
Return on equity	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$