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Directors' Report and Accounts

J WALTER THOMPSON UK HOLDINGS LIMITED

31 December 1984



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31 December 1984

DIRECTORS' REPORT

The directors submit their report and the financial statements of the Company for the year ended 31 December 1984.

BUSINESS REVIEW AND FUTURE DEVELOPMENT

The Company is a holding company and the principal activity of its subsidiaries is to act as agents and consultants in advertising, marketing and market research.

During the year gross billings of the group increased by 11.1% from £166.2 million to £184.6 million. Commissions and fees increased by 10.4% from £26.9 million to £29.7 million.

Retained profit for the financial year of ${\tt fl,746,553}$ was transferred to reserves.

The group plans to further expand its client base in 1985 as well as continuing to consolidate its present client base.

DIRECTORS

The directors who served during the year were as follows:

JJ Cronin

(Canadian)

TF Sutton HP Connell

(American)

RM Sargeant was appointed 6th December 1985.

DIRECTORS' INTERESTS

None of the directors held beneficially any shares in the Company during the period, or had a beneficial interest in any contract or arrangement to which the Company was a party during the year.

POLITICAL AND CHARITABLE DONATIONS

The Company made no political donations during the year (1983 - ENil). Payments made to charities during the year amounted to fl1,621 (1983 - El1,761).

EMPLOYMENT OF DISABLED PERSONS

Applications for employment by disabled persons are fully considered, bearing in mind the aptitudes and abilities of the person concerned. In the event of employees becoming disabled every effort is made to ensure that their employment continues. It is the policy to further as far as possible, the training, career development and promotion of disabled employees.

EMPLOYEE INVOLVEMENT

The Company formally communicates with the staff in a number of ways; at an annual meeting attended by all staff when the company business and financial performance of the past year are reviewed and plans and forecasts for the coming year are outlined, at a six monthly presentation to which all newcomers are invited, and through a monthly house magazine containing current news about the company and employees.

AUDITORS

The auditors, Price Waterhouse, have indicated their willingness to be reappointed and a resolution will be proposed at the forthcoming Annual General Meeting to that effect.

By Order of the Board

MWR LAMP Secretary

3 March 1986

AUDITORS' REPORT TO THE MEMBERS OF J WALTER THOMPSON UK HOLDINGS LIMITED

We have audited the financial statements on pages 4 to 19 in accordance with approved Auditiing Standards.

In our opinion the financial statements give a true and fair view of the state of the affairs of the company and the group at 31 December 1984 and of the profit and source and application of funds of the group for the year then ended and comply with the Companies Act 1985.

Southwark Towers 32 London Bridge Street London SE1 9SY

3 March 1986

Price Waterhouse Chartered Accountants

Price Waterhouse

CONSOLIDATED PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 1984

		1984		1983 (Note 10)
TURNOVER (Note 2)	£	184,577,625	£	166,231,204
Commission and fee income Administrative expenses		29,655,056 (26,596,640)		26,940,379 (24,001,382)
TRADING PROFIT		3,058,416		2,938,997
Other operating income (Note 6) Interest receivable Gcodwill written off Interest payable and similar charges (Note 7)		254,061 357,477 (155,772) (531,228)		1,019,111 262,868 (143,806) (607,774)
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION (Note 3)		2,982,954		3,469,396
TAX ON PROFIT ON ORDINARY ACTIVITIES (Note 8)		(1,728,719)		(1,954,088)
PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION		1,254,235		1,515,308
Extraordinary item (Note 9)		492,318		-
PROFIT AFTER EXTRAORDINARY ITEM		1,746,553		1,515,308
Dividends paid		-		(815,000)
RETAINED PROFIT FOR THE FINANCIAL YEAR (MOTE 19) RESERVES BROUGHT FORWARD		1,746,553	-	700,308
As previously reported 3,770,514 Prior year adjustment (Note 10) 534,979				3,605,185
As restated		4,305,493		
RESERVES CARRIED FORWARD	£	6,052,046	£	4,305,493

The notes on pages 8 to 19 form part of these financial statements

CONSOLIDATED BALANCE SHEET - 31 DECEMBER 1984

	1984	1983
FIXED ASSETS		(Note 10)
Intangible assets (Note 11) Tangible assets (Note 12) Investments (Note 13)	2,254,423 4,076,680 3,391	2,410,195 3,952,146 3,391
OUDDDWS 100000	6,334,494	6,365,732
CURRENT ASSETS		
Work in progress Debtors (Note 15) Cash at bank and in hand	5,543,317 21,260,204 2,543,004	3,727,154 19,036,270 1,734,275
	29,346,525	24,497,699
CREDITORS (amounts falling due within one year) (Note 16)	(25,664,720)	(20,532,580)
NET CURRENT ASSETS	3,681,805	3,965,119
TOTAL ASSETS LESS CURRENT LIABILITIES	10,016,299	10,330,851
CREDITORS (amounts falling due after more than one year) (Note 16)	(2,667,783)	(4,331,257)
PROVISIONS FOR LIABILITIES AND CHARGES (Note 18)	(1,275,994)	(1,674,211)
	£ 6,072,522	£ 4,325,383
CAPITAL AND RESERVES	· · · · · · · · · · · · · · · · · · ·	
SHARE CAPITAL		
Authorised, issued and fully paid: 20,000 ordinary shares of £l each	20,000	20,000
PROFIT AND LOSS ACCOUNT	6,052,046	4,305,493
MINORITY INTERESTS	6,072,046 476	4,325,493 (110)
	£ 6,072,522	£ 4,325,383
DIRECTORS		

JJ Cronin
RM Sargeant
3 March 1986

The notes on pages 8 to 19 form part of these financial statements

J WALTER THOMPSON UK HOLDINGS LIMITED

COMPANY BALANCE SHEET - 31 DECEMBER 1984

	1984	1983
FIXED ASSETS		(Note 10)
Investments in group companies (Note 14)	1,715,989	1,774,737
	1,715,989	1,774,737
CURRENT ASSETS		
DEBTORS (Note 15)	5,231,783	7,507,046
CREDITORS (amounts falling due within	5,231,783	7,507,046
one year) (Note 16)	(498,857)	(657,845)
NET CURRENT ASSETS	4,732,926	6,849,201
TOTAL ASSETS LESS CURRENT LIABILITIES	6,448,915	8,623,938
CREDITORS (amounts falling due after more than one year) (Note 16)	(2,231,582)	
PROVISIONS FOR LIABILITIES AND CHARGES (Note 18)	(233,495)	(140,371)
	£ 3,983,838	£ 4,269,880
CAPITAL AND RESERVES		
SHARE CAPITAL		
Authorised, issued and fully paid: 20,000 ordinary shares of £l each	20,000	20,000
PROFIT AND LOSS ACCOUNT	3,963,838	4,249,880
	£ 3,983,838	£ 4,269,880

DIRECTORS

JJ Cronin RM Sargeant 3 March 1986

The notes on pages 8 to 19 form part of these financial statements $% \left(1\right) =\left\{ 1\right\} =\left\{ 1\right\}$

SOURCE AND APPLICATION OF FUNDS FOR THE YEAR ENDED 31 DECEMBER 1984

	1984	1983
SOURCE OF FUNDS		(Note 10)
Profit before taxation	2,982,954	3,469,396
Adjustment for items not involving the movement of funds:		
Depreciation Loss/ (Profit) on disposal of fixed assets Provisions for losses in unconsolidated	733,812 37,519	688,945 (15,839)
subsidiaries Goodwill written off Movement in minority interests	155,772 1,325	37,629 143,806 -
TOTAL GENERATED FROM OPERATIONS	3,911,382	4,323,937
(Decrease)/Increase in long-term loans	(1,982,105)	338,888
	1,929,277	4,662,825
APPLICATION OF FUNDS		
Dividend paid Corporation tax paid Purchase of fixed assets, net of proceeds on	- 540,033	815,000 1,297,889
disposal of assets Additional payments in connection with acquisition	895,877	944,556
of subsidaries	739	484,257
	1,436,649	3,541,702
£	492,628	£ 1,121,123
INCREASE/(DECREASE) IN WORKING CAPITAL		
Debtors Work in progress Creditors Movement in net liquid funds: Bank balances and cash in hand	2,223,934 1,816,163 (3,508,161) 808,729	6,103,353 71,367 (4,029,955)
Bank overdraft	(848,037)	(739,995) (283,647)
£	492,628	£ 1,121,123

The notes on pages 8 to 19 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984

ACCOUNTING POLICIES

The following is a summary of the principal accounting policies followed by the group in the preparation of the financial statements.

Basis of accounting

The consolidated financial statements, prepared under the historical cost convention, include the financial statements of the Company and its naterial subsidiaries. The accounts of three subsidiaries have not been consolidated on the grounds of immateriality. Intercompany transactions are eliminated. These accounts have been prepared in compliance with the Companies Act 1985.

Revenue recognition

Advertising and related activities:

The primary source of revenue from advertising and related activities is commission and fees retained from the gross cost of media and advertising production charges billed to clients. In general, revenue is recognised by the group based on public presentation date for media advertising and when billed to clients for production costs. Payroll costs are written off as incurred.

Market research activities:

In general, profit is recognised only upon completion of each project. Costs including appropriate overhead allocations relating to projects in progress at the balance sheet date are carried forward in expenditure billable to clients. All other expenditure is expensed as incurred.

Expenditure billable to clients

Production expenditure billable to clients is stated at the lower of cost or net realisable value. Media expenditure billable to clients is stated at net realisable value.

Fixed assets, depreciation and amortisation

Fixed assets are stated at cost less depreciation. Fixed assets are depreciated on a straight-line basis over their estimated useful lives which range from three to twenty years. Amortisation of leasehold improvements is provided over the term of the related lease or their estimated useful life, whichever is less.

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

1 ACCOUNTING POLICIES (CONTINUED)

Goodwill and amortisation

Gcodwill arising on consolidation, being the excess of cost of investment in subsidiaries over the fair value of the net assets of the companies at the date of acquisition, is amortised on a straight-line basis over the estimated periods of benefit ranging between 15 and 25 years.

Deferred taxation

Provision is made for deferred taxation, calculated on the liability method, arising primarily from the excess of taxation allowances claimed over the corresponding depreciation charged in the accounts in respect of fixed assets, where it is probable that a liability will crystallise in the foreseeable future.

Foreign currencies

Assets and liabilities are translated into sterling at the rate of exchange ruling at the balance sheet date. Items of income and expenditure are translated at the rate of exchange ruling at the date of recording the transaction in the accounts. Differences arising from movements in rates of exchange are dealt with in the profit and loss account.

Pensions

Contributory pension plans are maintained for substantially all qualifying employees. The annual pension fund contributions are calculated to meet liabilities accrued by virtue of service.

2 TURNOVER

The turnover of the group comprises:

	1704	1963
Fees and billings to clients Media costs paid by clients normally paid and billed by the agency (commission on these costs is included in fees and	174,776,553	157,659,846
billings above)	9,801,072	8,571,358
	£ 184,577,625	£ 166,231,204

1984

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION

This is stated after charging the following:

Wages and salaries Social security costs Other pension costs Depreciation of fixed tangible assets Hire of plant and machinery Auditors' remuneration	1984 £ 13,925,625 954,199 1,129,209 733,812 298,147 64,535	1983 £ 11,853,754 763,261 1,104,045 688,945 274,334 58,525
Net management charges from immediate holding company (Note 21)	172,305	92,575

4 DIRECTORS' AND HIGHER PAID EMPLOYEES' EMOLUMENTS

Aggregate directors emoluments were f117,041 (1983 - ξ 82,200) which formed part of the management charge of the immediate holding company.

Excluding pension contributions, the emoluments of the highest paid director (there was no chairman) were £117,041 (1983 - £82,200).

The emoluments of the other directors fell in the following ranges:

	<u>1984</u>	<u>1983</u>
	Number	Number
£0 - £5,000	2	3
Numbers of employees other than pension contributions) exceeded	directors whose emoluments £30,000, fell in the follow	(excluding ving ranges:
£30,001 - £35,000 £35,001 - £40,000 £40,001 - £45,000 £45,001 - £50,000 £50,001 - £55,000 £55,001 - £60,000 £60,001 - £65,000 £70,001 - £75,000 £75,001 - £80,000 £90,001 - £95,000 £100,001 - £105,000 £100,001 - £105,000	25 14 5 5 2 3 - 2 1 1	6 11 10 6 1 2 2 1 1 1
£125,001 - £130,000	2	-

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

5 EMPLOYEES

The average number of persons employed by the group during the year (excluding interviewers engaged in market research surveys) was 975 (1983 - 977).

In addition the market research subsidiaries employed on average 1,360 (1983 - 1,442) interviewers.

6 OTHER CPERATING INCOME

ceived		96,328		71,875
				719075
n sale of assets		168,015		153,928
ale of lease (Note 10)		(37,519)		15,839
ome		4,741		774,871 2,598
	£	254,061	£	1,019,111
AND SIMILAR CHARGES		7.75.1		-
		1984		1983
		86,865		93,900
(repayable within 5				
/ 11				274,901
(repayable on demand)		170,778		238,973
	_			
	ale of lease (Note 10) come AND SIMILAR CHARGES overdraft (repayable within 5 (repayable on demand)	eome £ AND SIMILAR CHARGES overdraft (repayable within 5	22,496 4,741 £ 254,061 AND SIMILAR CHARGES 1984 overdraft 86,865 (repayable within 5	22,496 4,741 £ 254,061 £ AND SIMILAR CHARGES 1984 overdraft (repayable within 5 273,585

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

8 TAX ON PROFIT ON ORDINARY ACTIVITIES

The taxation charge is based on the profit for the year at the rates specified below and comprises:

	1984	1983
Corporation tax at 46.25% (1983 52%)	1,670,951	1,538,620
Deferred tax	89,103	177,305
Deferred tax on chargeable gain rolled over		-
at 30%	6,749	232,461
Adjustments in respect of prior years:	-	ŕ
Corporation tax	(36,333)	(67,449)
Deferred tax	(1,751)	73,151
	£ 1,728,719	£ 1,954.088

9 EXTRAORDINARY ITEM

The extraordinary item of £492,318 represents the release of deferred taxation following the reductions in corporation tax rates embodied in the Finance Act 1984.

10 PRIOR YEAR ADJUSTMENT

During 1983 the terms of a lease agreement for the premises in Ealing due to expire at the end of December 1989, were renegotiated and the Company received £815,300 as a result of this transaction, generating a capital gain of £774,871. In 1984 a further gain of £22,496 was generated. The policy adopted for accounting for such gains has been changed so that they are recognised in the year in which they arose rather than deferred over the period of the lease. It is considered that the revised policy gives a fairer presentation of the results and the financial position of the Company. The corresponding figures for 1983 have been restated to the new basis.

11 INTANGIBLE ASSETS

Goodwill at 1 January 1984 Amount written off in year	2,410,195 155,772
Goodwill at 31 December 1984	£ 2,254,423
	,,

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

12 TANGIBLE ASSETS

Crown	Improvements to leasehold premises	Fixtures fittings and equipment	<u>Total</u>
Group			
Cost			
At 1 January 1984 Additions Disposals	4,152,228 444,863 (65,000)	2,600,095 507,532 (103,874)	6,752,323 952,395 (168,874)
At 31 December 1984	4,532,091	3,003,753	7,535,844
Depreciation			
At 1 January 1984 Charge for the year Disposals	1,155,322 406,656 —	1,644,855 327,156 (74,825)	2,860,177 733,812 (74,825)
At 31 December 1984	1,561,978	1,897,186	3,459,164
Net book amount			
At 31 December 1984	£2,970,113	£1,106,567	£4,076,680
At 31 December 1983	£2,996,906	£ 955,240	£3,952,146

Company

The Company has no tangible assets.

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

13 INVESTMENTS

The Group holds the following investments:

50% of the issued ordinary share capital of POA	<u>1984</u>	1983
Holdings Limited at a cost of:	50	50
24.5% of the issued ordinary share capital of		
Lanka Market Research Bureau, at a cost of:	1,571	1,571
Loan to India Market Research Bureau	1,770	1,770
f	3,391	£ 3,391

POA Holdings Limited ("Portland") provides poster advertising and space letting services to its members. Portland has an issued share capital of £100, making neither profit nor loss, each member contributing to its operating costs based on the letting value of services provided. The Group's share of Portland operating costs amounting to £199,587 (1983 - £170,609) has been dealt with in the profit and loss account. Loans of £25,000 (1983 - £30,000) made to Portland are included within debtors.

Lanka Market Research Bureau is incorporated in Sri Lanka. It has not been treated as an associated company since the directors do not influence its financial or operating decisions.

14 INVESTMENTS IN GROUP COMPANIES

Balance at 1 January 1984 Amount written off in year	1,774,737 58,748
Balance at 31 December 1984	£ 1,715,989

Investments in subsidiaries are stated at cost less amounts written off and are in the ordinary shares of the following wholly-owned companies, which are registered in England unless otherwise stated:

J Walter Thompson Group Limited LansdownEuro Limited

J Walter Thompson Group Limited has investments in the ordinary shares of the following wholly-owned companies which are registered in England:

- * J Walter Thompson Company (Manchester) Limited MRB International Limited
- J Walter Thompson Deltakos Group Limited

* Deltakos (UK) Limited

- * Earkelay Advertising Associates Limited
- British Marketing and Distributing Company Limited J Walter Thompson Trustees Limited
- * Lansdowne Marketing Limited
- * J Walter Thompson Company Limited
- * J Walter Thompson Middle East Limited Art Control Limited

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

14 INVESTMENTS IN GROUP COMPANIES (CONTINUED)

- * Astley Promotion Company Limited
- * Yeoward, Taylor Recruitment Limited
- * Yeoward, Taylor and Bonner (Chester) Limited

MRB International Limited has investments in the ordinary shares of the following companies, all wholly-owned unless otherwise stated and all registered in England except as noted:

- * British Market Research Bureau Limited
- * European Market Research Bureau Limited Mass Observation (UK) Limited
- ** Market Behaviour Inc. (incorporated in the United States of America)
 - Market Behaviour Limited
- * Media Research Consultancy Limited
- ** European Market Research Bureau Italia Srl (incorporated in Italy)
- Tele-Metric Research Bureau Limited (60% owned)
 ** Middle Eastern Research and Consultancy Limited (60% owned)

A third party holds 76 redeemable participating non-cumulative 10% preference shares in Market Behaviour Limited.

LansdownEuro Limited has investments in the ordinary shares of the following companies, all wholly-owned unless otherwise stated and all registered in England:

- * EA Media Services Limited (formerly EA Recruitment Limited)
- * Frint Management Limited
- * Ace Studios Limited (1983 93% owned)

During the year the remaining 7% interest in Ace Studios Limited, representing 7 fl ordinary shares were acquired at a cost of £739.

Seventeen of the above comparies (denoted by \star) either operate under agency agreements within the group or are dormant.

Three of the above companies (donoted by **) have not been consolidated on the grounds of immateriality.

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

15 DEBTORS (amounts falling due within one year)

	1984	<u>1983</u>
Group		
Trade debtors Amounts owed by fellow subsidiaries Amounts owed by employees Loans to associated company Other debtors Prepayments and accrued income	17,877,497 1,531,331 139,560 25,000 422,842 1,263,974	16,459,567 703,602 156,218 30,000 356,553 1,330,330
Company		
Amounts owed by subsidiaries	5,231,783	7,507,046
	£ 5,231,783	£ 7,507,046

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

16 CREDITORS

		1983		
	Due within	Due after	Due within	
	one year	one year	one year	one year
Group				
Bank overdraft	1,726,364	_	070 227	
Trade creditors	16,217,304	_	878,327 12,225,748	-
Amounts owed to:	,,50		12,223,740	-
Holding company	151,992		342,813	
Fellow subsidiaries	118,912	_	140,994	_
Other creditors	2,148,421	29,388	1,030,773	_
Accruals and deferred income	1,474,593	295,084	2,463,925	117,570
Taxation and social security	3,345,383	111,729	3,282,095	117,570
Loans (Note 17)	481,751	2,231,582	167,905	4,213,687
				
£	25,664,720	£ 2,667,783 £	20,532,580	£ 4,331,257
Company			***	
Amounts owed to:				
Holding company	_		158,652	_
Fellow subsidiaries	_	_	55,355	
Subsidiaries	-	_	160	_
Accruals and deferred			200	
income	17,106	-	51,610	_
Taxation and social			•	
security	-	-	224,163	_
Loans (Note 17)	481,751	2,231,582	167,905	4,213,687
£	498,857	£ 2,231,582 £	657,845	£ 4,213,587

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

17 LOANS (GROUP AND COMPANY)

17 LOANS (GROUP AND COMPANY	,	1984		1002
	Due within one year	Due after one year	Due within one year	1983 Due after one year
Unsecured 8% loan from Holding Company repayable after 31 December 1985	_	650,000	_	650,000
Unsecured loan stock, with interest payable at one percent above the base rate in London of Morgan Guarantee Trust Company of New York on 1 April immediately preceding the interest payable date, repayable on demand but not later than 30 September 1985 (loan stock held by Holding Company f Nil (1983 - f1,475,309)	313,847	_	_	1,814,200
Unsecured loan stock, with interest payable at a floating rate equal to one percent above the base rate in London of Morgan Guarantee Trust Company of New York, repayable on 20 January 1985.	167,904	_	167,905	167,905
Unsecured promissory note (held by fellow subsidiary), with interest payable at one percent above the base rate in London of Manufacturers Hanover Trust Company on 1 September immediately preceding the interest payment date, repayable after 31 December 1985	_	1,581,582		
		1,381,382	-	1,581,582
	481,751	2,231,582	167,905	4,213,687

NOTES TO THE FINANCIAL STATEMENTS - 31 DECEMBER 1984 (CONTINUED)

18 PROVISIONS FOR LIABILITIES AND CHARGES

	1984		Group 1983	<u></u>	984		Company 1983
Deferred taxation £	1,275,994	£	1,674,211	£ 23	3,495	£	140,371
Deferred tax is provided in full and comprises: Accelerated tax							
depreciation Short term timing	1,029,868		1,514,512		-		-
differences Chargeable gain rolled	1,187		(78,491)	(5,715)		(92,090)
over	244,939		238,190	23	9,210		232,461
£	1,275,994	£	1,674,211	£ 23	3,495	£	140,371

19 Of the retained profit for the financial year of £1,746,553, a loss of £286,042 (1983 profit of £1,461,293) has been dealt with in the profit and loss account of the Company.

Advantage has been taken of S228 of the Companies Act 1985 not to produce a separate profit and loss account for the Company.

20 CAPITAL COMMITMENTS

Capital expenditure contracted but not provided for at 31 December 1984 amounted to £73,000 (1983 - £16,321). There was no capital expenditure authorised but not contracted for at 31 December 1984 (1983 - £Ni1).

21 HOLDING COMPANY

The immediate holding company is J. Walter Thompson Company, which is incorporiated in the United States of America. The ultimate holding company is JWT Group Inc., which is incorporated in the United States of America.



NOTICE OF ILLEGIBLE DOCUMENT ON THE MICROFICHE RECORD

Companies House regrets that the microfiche record for this company contains some data which is illegible.

The poor quality has been noted but unfortunately the steps taken to improve the quality have been unsuccessful.

Companies House would like to apologise for any inconvenience this may cause.