

Organic Marketing Limited

Annual Report for the 7 month period ended 31 December 2016

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Organic Marketing Limited

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Strategic report for the period ended 31 December 2016

Review of business and future developments

On 6 October 2016 the company's ultimate parent company was acquired by Havas Shared Services Limited, a member of the Havas SA Group registered in France.

During the period, the company changed its accounting reference date from 31 May to 31 December. These financial statements cover the period 1 June 2016 to 31 December 2016.

In order to more effectively assess the results, a pro-forma analysis is set out below:

	Annualised results to 31 December 2016 £000	Unaudited Year to 31 May 2016 £000
Turnover	1,380	1,275
Gross profit	1,001	894
%	72.5	70.1
Administrative expenses	(951)	(908)
Operating profit/(loss)	50	(14)

The period has seen an increase in activity and margin. This, allied to cost control, has resulted in an increase in profitability.

The directors consider the company's financial position at the balance sheet date to be satisfactory and expect the current level of activity to be sustained for the foreseeable future.

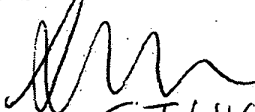
Principal risk and uncertainties

The principal risks and uncertainties faced by the company relate to the consumer confidence in the current economic climate. Management actively monitors the results of the business ensuring that they respond to changes in the market place.

Key performance indicators

The directors consider the key financial performance indicators to be the operating result and the result for the period before taxation.

On behalf of the board


Director S J WICKERSON
Date 28 February 2018

Directors' report for the period ended 31 December 2016

The directors present their report and audited financial statements for the period ended 31 December 2016.

Principal activities

The company provides marketing services.

Directors

The following directors served during the period and up to the date on which the financial statements were signed:

R F Wilkerson

S J Wickerson

L M Gaynor

A J Ross (appointed 6 October 2016)

D W Poynton (appointed 6 October 2016; resigned 30 June 2017; resigned 30 June 2017)

Dividends

No dividends were paid or proposed in respect of the period or the prior year.

Financial risk management

The company's operations expose it to a variety of financial risks that include credit and liquidity risks and the impact of interest rate changes.

The company mitigates credit risk by reviewing the credit worthiness of potential new customers and manages its cash reserves to ensure that the business has sufficient funds for its business activities and to minimise the level of interest costs.

Statement of directors' responsibilities in respect of the financial statements

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

Company law requires the directors to prepare financial statements for each financial period. Under that law the directors have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law). 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 the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

Organic Marketing Limited

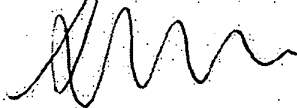
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Directors' report for the period ended 31 December 2016 (continued)

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.

The directors 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.

On behalf of the board

A handwritten signature in black ink, appearing to be 'S J Wickerson', written over a horizontal line.

**S J Wickerson
Director**

Independent auditors' report to the members of Organic Marketing Limited

Report on the financial statements

Our opinion

In our opinion, Organic Marketing Limited's financial statements (the "financial statements"):

- give a true and fair view of the state of the company's affairs as at 31 December 2016 and of its profit for the 7 month period (the "period") then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

What we have audited

The financial statements, included within the Report and financial statements (the "Annual Report"), comprise:

- the balance sheet as at 31 December 2016;
- the profit and loss account and statement of comprehensive income for the period then ended;
- the statement of changes in equity for the period then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in the preparation of the financial statements is United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice).

In applying the financial reporting framework, the directors have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Strategic Report and the Directors' Report. We have nothing to report in this respect.

Other matters on which we are required to report by exception

Adequacy of accounting records and information and explanations received

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- 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.

We have no exceptions to report arising from this responsibility.

Directors' remuneration

Under the Companies Act 2006 we are required to report to you if, in our opinion, certain disclosures of directors' remuneration specified by law are not made. We have no exceptions to report arising from this responsibility.

Independent auditors' report to the members of Organic Marketing Limited (continued)

Other matter

The financial statements for the year ended 31 May 2016, forming the comparative figures of the financial statements for the period ended 31 December 2016, are unaudited.

Responsibilities for the financial statements and the audit

Our responsibilities and those of the directors

As explained more fully in the Statement of Directors' Responsibilities in respect of the financial statements set out on page 2, 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) ("ISAs (UK & Ireland)"). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

What an audit of financial statements involves

We conducted our audit in accordance with ISAs (UK & Ireland). An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the directors; and
- the overall presentation of the financial statements.

We primarily focus our work in these areas by assessing the directors' judgements against available evidence, forming our own judgements, and evaluating the disclosures in the financial statements.

We test and examine information, using sampling and other auditing techniques, to the extent we consider necessary to provide a reasonable basis for us to draw conclusions. We obtain audit evidence through testing the effectiveness of controls, substantive procedures or a combination of both.

In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report. With respect to the Strategic Report and Directors' Report, we consider whether those reports include the disclosures required by applicable legal requirements.

Mark Ellis (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors

Swansea, 28 February 2018

Organic Marketing Limited

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Registered Number: 5681417

Profit and loss account for the period ended 31 December 2016

	Notes	7 months ended 31 December 2016 £000	Unaudited Year ended 31 May 2016 £000
Turnover	5	805	1,275
Cost of sales		(221)	(381)
Gross profit		584	894
Administrative expenses		(555)	(908)
Operating profit/(loss) and profit/(loss) on ordinary activities before taxation	7	29	(14)
Tax on profit/(loss) on ordinary activities	8	(7)	(6)
Profit/(loss) for the financial period/year		22	(20)

The turnover and operating profit/(loss) for the period/year above have been totally derived from the continuing operations of the company.

Statement of comprehensive income for the period ended 31 December 2016

	7 months ended 31 December 2016 £000	Unaudited Year ended 31 May 2016 £000
Profit/(loss) for the financial period/year	22	(20)
Other comprehensive income for the period/year	-	-
Total comprehensive income/(expense) for the period/year	22	(20)

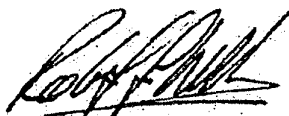
Organic Marketing Limited

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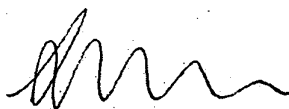
Balance sheet as at 31 December 2016

	Notes	31 December 2016 £000	Unaudited 31 May 2016 £000
Fixed assets			
Tangible assets	9	7	1
Current assets			
Debtors	10	835	782
Cash at bank and in hand		451	310
		1,286	1,092
Creditors: amounts falling due within one year	11	(1,471)	(1,293)
Net current liabilities		(185)	(201)
Total assets less current liabilities		(178)	(200)
Provisions for liabilities and charges	12	-	-
Net liabilities		(178)	(200)
Capital and reserves			
Called up share capital	13	-	-
Profit and loss account		(178)	(200)
Total shareholders' deficit		(178)	(200)

The financial statements on pages 6 to 17 were approved by the board of directors on 28 February 2018 and were signed on its behalf by:



R F Wilkerson
Director



S J Wickerson
Director

Organic Marketing Limited

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Statement of changes in equity for the period ended 31 December 2016

	Called up share capital £000	Profit and loss account £000	Total shareholders' (deficit)/funds £000
Balance as at 1 June 2015 (unaudited)	-	(180)	(180)
Loss for the financial year (unaudited)	-	(20)	(20)
Other comprehensive income for the year (unaudited)	-	-	-
Total comprehensive expense for the year (unaudited)	-	(20)	(20)
Balance as at 31 May 2016	-	(200)	(200)
Balance as at 1 June 2016	-	(200)	(200)
Profit for the financial period	-	22	22
Other comprehensive income for the period	-	-	-
Total comprehensive income for the period	-	22	22
Balance as at 31 December 2016	-	(178)	(178)

Notes to the financial statements for the period ended 31 December 2016

1 General information

Organic Marketing Limited ("the Company") provides marketing services.

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 45-51 Whitfield Street, London, W1T 4HD.

2 Statement of compliance

The individual financial statements of Organic Marketing Limited 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" ("FRS102") 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 FRS102 in these financial statements.

Basis of preparation

These financial statements are prepared on the going concern basis, 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. The areas involving higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 4.

Exemptions for qualifying entities under FRS102

FRS102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of, and no objection to the use of exemptions by the company's shareholders.

The company has taken advantage of the exemption, under FRS102 paragraph 1.12(b), from preparing a statement of cash flows, on the basis that it is a qualifying entity and its ultimate parent company, Havas SA, includes the company's cash flows in its own consolidated financial statements.

The company has taken advantage of the exemption, under FRS102 paragraph 33.7, from disclosing the total compensation of key management personnel, on the basis that it is a qualifying entity and its immediate parent company, Havas SA, includes the company's compensation in its own consolidated financial statements.

This information is included in the consolidated financial statements of Havas SA as at 31 December 2016 which can be obtained from 29/30 Quai de Dion Bouton, F92817, Puteaux Cedex France.

Going concern

The company is part of the Havas Group. Havas have confirmed that it will meet the company's future funding requirements. On this basis the directors are satisfied that it is appropriate to prepare the financial statements on the going concern basis.

Notes to the financial statements for the period ended 31 December 2016 (continued)

3 Summary of significant accounting policies (continued)

Revenue recognition

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the company and the turnover can be reliably measured. Turnover is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. Turnover comprises the amounts billed to clients in respect of marketing services supplied.

Pensions

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

The contributions are recognised as an expense in the profit and loss account when they fall due. Amounts not paid are shown in accruals as a liability in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.

Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the profit and loss account, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

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

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

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

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

**Notes to the financial statements
for the period ended 31 December 2016 (continued)****3 Summary of significant accounting policies (continued)****Tangible assets**

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

The company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the company. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to the profit or loss during the period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over the estimated useful lives, using the straight line method. The depreciation rates are as follows:

	%
Fixtures and fittings	15
Computer equipment	33.3

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

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within the profit and loss account.

Leased assets

At inception the company assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

Operating leased assets

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charge to the profit and loss account on a straight line basis over the period of the lease.

Cash and cash equivalents

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

**Notes to the financial statements
for the period ended 31 December 2016 (continued)****3 Summary of significant accounting policies (continued)****Financial instruments****Financial assets**

Basic financial assets, including trade and other receivables, cash and bank balances and inter-company balances. They are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is decrease in the impairment loss arising from an event occurring after the impairment was recognised the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Financial liabilities

Basic financial liabilities include trade and other payables and amounts due from fellow group companies. They are initially recognised at transaction price, unless the arrangement constitutes a financing transaction where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

Offsetting

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Notes to the financial statements for the period ended 31 December 2016 (continued)

3 Summary of significant accounting policies (continued)

Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares are shown in equity as a deduction, net of tax, from the proceeds.

Related party transactions

The company discloses transactions with related parties which are not wholly owned within the same group. It does not disclose transactions with members of the same group that are wholly owned.

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

Key accounting estimates and assumptions

In the application of the company's accounting policies, which are described in note 3, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period of revision and future periods if the revision affects both current and future periods.

Impairment of trade debtors

An allowance for impairment of trade debtors has been considered. This requires management's best estimate of impairment to specific debts on the basis of objective evidence that is available. A debtor of £284,000 due from one of the company's customers has been overdue for more than a year. No provision has been made as the directors are satisfied that at the date of signing these accounts that customer has the means to settle that debt.

5 Turnover

Turnover is attributable to one continuing activity and arose entirely within the United Kingdom.

6 Employee information

The average number of people (including directors) employed during the period/year was:

	7 months ended 31 December 2016 Number	Unaudited Year ended 31 May 2016 Number
Operations	18	17
Staff costs (for the above people):		
	7 months ended 31 December 2016 £000	Unaudited Year ended 31 May 2016 £000
Wages and salaries	347	523
Social security costs	38	59
	385	582

**Notes to the financial statements
for the period ended 31 December 2016 (continued)**

7 Operating profit/(loss) and profit/(loss) before taxation

The operating profit/(loss) is stated after charging:

	7 months ended 31 December 2016 £000	Unaudited Year ended 31 May 2016 £000
Auditors' remuneration	5	-
Depreciation	2	3
Directors' emoluments	-	-

8 Tax on profit/(loss) on ordinary activities

	7 months ended 31 December 2016 £000	Unaudited Year ended 31 May 2016 £000
Current tax		
UK corporation tax on profit/(loss) for the period/year	7	6
Deferred tax		
Origination and reversal of timing differences	-	-
	7	6

The tax assessed for the period is higher (unaudited year ended 31 May 2016: higher) than the standard rate of corporation tax in the UK: 20% (unaudited year ended 31 May 2016: 20%). The differences are explained below:

	7 months ended 31 December 2016 £000	Unaudited Year ended 31 May 2016 £000
Profit/(loss) on ordinary activities before taxation	29	(14)
Profit/(loss) on ordinary activities multiplied by the standard rate in the UK: 20% (year ended 31 May 2016: 20%)	6	(3)
Expenses not deductible for tax purposes	1	9
Group losses not paid for	-	-
	7	6

**Notes to the financial statements
for the period ended 31 December 2016 (continued)**

9 Tangible fixed assets

	Fixtures & fittings	Computer equipment	Total
	£000	£000	£000
Cost			
At 1 June 2016 (unaudited)	3	38	41
Additions	3	5	8
At 31 December 2016	6	43	49
Accumulated depreciation			
At 1 June 2016 (unaudited)	2	38	40
Charge for the period	1	1	2
At 31 December 2016	3	39	42
Net book value			
At 31 December 2016	3	4	7
At 31 May 2016 (unaudited)	1	-	1

10 Debtors

	7 months ended 31 December 2016 £000	Unaudited Year ended 31 May 2016 £000
Trade debtors	803	759
Amounts owed by group undertakings	-	5
Prepayments and accrued income	30	17
Other debtors	1	-
Deferred tax	1	1
	835	782

11 Creditors: amounts falling due within one year

	7 months ended 31 December 2016 £000	Unaudited Year ended 31 May 2016 £000
Trade creditors	9	25
Amounts owed to group undertakings	1,348	1,192
Corporation tax	6	-
Other taxes and social security	69	59
Accruals and deferred income	39	17
	1,471	1,293

Notes to the financial statements for the period ended 31 December 2016 (continued)

12 Provisions for liabilities and charges

Details of the deferred tax asset are set out below:

	7 months ended 31 December 2016 £000	Unaudited Year ended 31 May 2016 £000
Accelerated capital allowances	1	1

The movements on deferred tax asset are as follows:

	£000
At 1 June 2016 and 31 December 2016	1

13 Called up share capital and reserves

	7 months ended 31 December 2016	Unaudited Year ended 31 May 2016
Allotted, called up and fully paid		
100 (May 2016: 100) Ordinary shares of £1 each	100	100

Profit and loss account

The profit and loss account represents the accumulated profits, losses and distribution of the company.

14 Related party transactions

In accordance with the exemptions afforded by Financial Reporting Standard No 8, there is no disclosure in these financial statements of transactions with entities that are part of the Target MCG Limited group.

During the period, the company made sales of £Nil (unaudited year ended 31 May 2016: £23,000) and purchases of £Nil (unaudited year ended 31 May 2016: £33,000) to Target Live Limited, a fellow subsidiary. £64,000 was due to that company at 31 December 2016 (unaudited year ended 31 May 2016: £65,000).

**Notes to the financial statements
for the period ended 31 December 2016 (continued)****15 Ultimate and immediate parent company and controlling party**

At 31 December 2016 the immediate parent undertaking was 45-51 Whitfield Limited.

At 31 December 2016 the ultimate parent undertaking was Havas SA, a company incorporated in France.

At 31 December 2016 Havas SA was the parent undertaking of the largest and smallest group of undertakings to consolidate these financial statements at 31 December 2016. The consolidated financial statements of Havas SA are available from 29/30 Quai de Dion Bouton, F92817, Puteaux Cedex France.

16 Financial instruments

	31 December 2016 £000	Unaudited 31 May 2016 £000
Financial assets measured at amortised cost	833	764
Financial liabilities measured at amortised cost	1,402	1,234

Financial assets of trade and other receivables and amounts owed to group companies

Financial liabilities consist of trade and other payables and amounts owed to group companies.