

Dentsu UK Limited

Annual report and financial statements

Registered number 01939690

31 December 2024

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Strategic report

The directors present their strategic report for the year ended 31 December 2024.

Fair review of the business

The results of Dentsu UK Limited (“the Company”) for the year are set out in the Profit and Loss Account on page 14. The Company recorded revenue from contracts with customers of £271,080,000 (2023: £260,580,000), together with revenue from management recharges of £54,968,000 (2023: £68,775,000), amounting to total revenue of £326,048,000 (2023: £329,355,000). The profit before tax was £44,316,000 (2023: £7,301,000 loss), which was driven by a combination of factors. In addition to the growth in the Company’s underlying operations, the Company continued to make further progress regarding the dentsu Group’s business reorganisation and simplification programme. Average employee headcount during the year was 2,833 (2023: 2,863).

The Balance Sheet on page 15 of the Financial Statements shows the Company’s financial position. At 31 December 2024, the Company had net assets of £152,673,000 and net current assets of £118,289,000 (2023: net assets of £110,597,000 and net current assets of £155,276,000).

The Company’s immediate parent entity is Dentsu International Finance, which is itself a direct subsidiary of Dentsu International Limited. Dentsu International Limited is a company based in the United Kingdom and operates the international markets outside of Japan for the dentsu Group. The financial results and position of the Company are reported in the consolidated financial statements of Dentsu Group Inc., which is also the ultimate parent company.

Key performance indicators

As outlined in note 2, revenue from contracts with customers increased by 4% in 2024 (2023: 11.3% increase). Operating profit margin relating to revenue from contracts with customers improved from -8.4% in 2023 to 1.1% in 2024.

Section 172(1) statement

A description of how the directors have performed their Section 172 duties during the financial year through stakeholder engagement is included below. These activities are generally undertaken at either a UK- or Group-wide level within the Dentsu Group Inc. group (“the Group”).

Employees

The Company depends on the commitment, talent, creative abilities, and technical skills of its people. Engagement and clear communication are particularly important during a period of organisational restructuring.

Engagement with the workforce is achieved through:

- The systematic provision of information covering matters that concern both the business in general, and employees specifically. This is done through event-specific electronic communications (e.g. the Dentsu Group Inc. mid- and year-end results); regular UK- and Group-wide emails and business line or business unit-specific emails; and several electronic platforms for employee reference, including an intranet;
- Bi-annual employee engagement surveys;
- Townhalls, including monthly calls for the global leadership population;
- Consultation with specific groups/individual employees regularly so that their views can be considered in making decisions about matters which affect them;
- Disclosure of gender pay gap and pay comparison; and
- The establishment of a Diversity, Equity and Inclusion Council, which is led by representatives of the UK executive management team.

Strategic report (continued)

Customers

The Company engages with its customers through dedicated client relationship teams, as well as global client management teams established in regional offices to maintain strong customer relationships. The Company develops various services, with an emphasis on innovation for clients and managing any conflicts of interest with multiple agencies. Due diligence is undertaken for all new clients and written contracts must be in place before commencing any significant work.

Shareholders

The Company is a 100% subsidiary of Dentsu International Finance, and the smallest group in which the results of the Company are consolidated is the group headed by Dentsu Group Inc.. The directors consider engagement with the Group to be strong, and the flow of information regarding the Company's activities transparent. Dentsu Group Inc. is kept informed about the Company's performance through various management forums, which assists the Group in making decisions and reviewing performance as "One Dentsu".

Principal risks and uncertainties

The Company faces a range of market, strategic, financial, legal, operational and human resource risks. During 2024, there was a continual focus on working capital management and counterparty risks as a result of the shift in the economy. The Company continually reviews the key risks and strives to improve the internal control framework to help mitigate them, where possible. Listed below are what the Company believes to be the principal risk factors and uncertainties faced during the period and the strategies for managing them.

1. Maintaining strong client relationships

Risk description

- Loss of key clients and/or failure to win new ones.

Potential risk impact

- Loss of profit.
- Subsequent loss of key managers.

Risk management strategy

- To remain a highly-competitive organisation to help win new clients and continue to provide a high-quality service to existing clients.

Risk mitigation actions

- Dedicated client relationship teams are in place, as well as global client management teams established in regional offices.

2. Managing counterparty risk

Risk description

- Loss of income from clients who have cash flow or insolvency problems.

Potential risk impact

- Loss of profit, due to bad debt.

Risk management strategy

- To maintain and develop robust financial and operating systems to ensure any potential loss of income from third parties is minimised.

Risk mitigation actions

- Due diligence, including assessments of credit risk, is undertaken for all new clients and written contracts must be in place before commencing any significant work.
- Company policy requires either external credit insurance arrangements or internal credit limits to be in place for all new commercial clients.

3. Weak macroeconomic conditions in the UK

Risk description

- A weak UK economy may cause clients to reduce media investment and/or discretionary advertising expenditure.

Strategic report (continued)

Potential risk impact

- Loss of profit.

Risk management strategy

- To maintain a diversified business, with a strategy to increase exposure to areas less likely to be impacted by macroeconomic challenges, particularly digital.

Risk mitigation actions

- Diversify the business into faster-growing product areas.
- Review regular, detailed reporting by key business areas, ensuring senior management is kept abreast of divisional performance.
- Perform regular re-forecasts of financial performance, to reflect current economic environment/trends.

4. Maintaining a sound financial position

Risk description

- Insufficient liquidity and funding requirements to support the Company's liabilities and manage the growth of the business.

Potential risk impact

- Lack of funds for current operations and future growth.

Risk management strategy

- Maintain adequate funding to meet liabilities and facilitate the growth of the business. From a cost perspective, ensuring a cost management culture is integrated throughout the organisation.

Risk mitigation actions

- The Company has access to significant funding, via the cash pooling arrangements in place with relationship banks through Dentsu Group Inc..
- Daily cash reporting for all operations is maintained.
- Minimum headroom limits are monitored regularly.
- Working capital and cash conversion metrics are monitored regularly.

5. Managing the targeting and pursuit of acquisition opportunities

Risk description

- Acquisitions do not create value and support the Company strategy.

Potential risk impact

- Loss of profit.
- Distraction of management's attention from the core business activities.

Risk management strategy

- To target acquisitions which are aligned with the Company's strategy and culture, as well as ensuring specific financial criteria are met.

Risk mitigation actions

- A pipeline of potential targets is maintained.
- All acquisitions require approval by an internal acquisitions committee.
- The Company aims to limit the initial consideration, and pay the consideration over time through earn-out payment structures.

6. Ensuring acquisitions are fully integrated

Risk description

- Acquisitions are not integrated successfully.

Potential risk impact

- The economies of scale or access to new income streams expected from acquisitions are not realised, resulting in lost income.

Risk management strategy

- Post-acquisition integration plans are in place for all newly acquired entities to ensure they are integrated into the Company properly and in a timely fashion.

Strategic report (continued)

Risk mitigation actions

- The Company tracks and reports on the integration process tracked at three months and one year following acquisition, and provides additional assistance to any entities requiring more support.
- The Company aims to re-brand acquired businesses within the first full year of ownership.

7. Managing the security of data

Risk description

- Unauthorised access to, or inappropriate use of, client, employee or other confidential data, with a specific emphasis on the General Data Protection Regulation.

Potential risk impact

- Loss of profit and/or reputational damage.
- Material fines from regulatory bodies resulting from non-compliance.

Risk management strategy

- Ensure robust IT and financial reporting systems are in place in line with best practice data security and compliance regulations, and based on strict internal policies and procedures.

Risk mitigation actions

- External access to information is protected by the IT security framework which is assessed regularly through vulnerability testing and IT security audits.
- The Company insists on confidentiality clauses in employee and supplier contracts, and mandatory training is required from all Company employees, to ensure adequate awareness of data protection regulations.

8. Ensuring legal and regulatory compliance

Risk description

- The Company may be unprepared for legislative and regulatory changes.

Potential risk impact

- Loss of profit.
- Loss of license to operate and/or market.
- Damage to management reputation and credibility.

Risk management strategy

- Ensure compliance with a range of legal and contractual requirements around the world.

Risk mitigation actions

- The Company's Legal team, which includes specialist compliance capability, continually monitors changes in regulation with a view to changing company policies and communicating the changes before they come into force.
- Online compliance training packages are developed to supplement face-to-face training.
- The Company has a regulatory intranet, which is utilised as a tracking tool for new and updated regulation and an internal newsletter which updates employees on developments in the area of compliance.

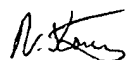
Future developments

The directors continue to focus on achieving the strategic targets of the Company, including organic and new business growth and expanding the digital and data strategy.

The Company continues to focus on a number of key areas, which include actions to preserve operating margin and cash, measures to increase liquidity in partnership with Dentsu Group Inc. and increased monitoring of cash and net working capital positions.

The impact on other areas of the financial statements is discussed in note 21 (Subsequent events). Management continues to monitor developments, and will take further action to mitigate any impact on the Company's operations as necessary.

By order of the Board



.....
N Storey, Director

Date: 5 September 2025

Directors' report

The directors, who served during the year and are shown below, present their report and the financial statements of Dentsu UK Limited ("the Company") for the year ended 31 December 2024.

Principal activity

The Company provides a range of services in the area of media communications, the principal of which is the placement of advertising. The Company also receives management recharges for the provision of services to fellow subsidiaries, for services including management services, technical services (e.g. finance, treasury, HR and media investment), client relationship management services, account management services, brand management services and new business/pitching services.

Research and development

The Company is involved in media research and development in order to offer its clients media planning and buying methodology and research data. During the year, the Company spent £2,788,000 on research and development (2023: £1,735,000).

Financial instruments

The Company's policy on the use of financial instruments can be found in note 1.1.

Proposed dividend

There were no dividends paid or declared in 2024 (2023: nil).

Directors

The directors who held office during the year were as follows:

R Baldwin
R Bradford (appointed 15 July 2024)
A Male (appointed 30 January 2025)
P Pontidas (resigned 31 March 2025)
N Sperrin (resigned 24 April 2024)
N Storey
A Tangas (appointed 15 July 2024 and resigned 31 December 2024)
M Villa Multedo

Company secretary

M Hitchon (resigned 30 June 2025)

Directors' indemnities

The Company's ultimate holding company, Dentsu Group Inc., has made qualifying third-party indemnity provisions for the benefit of the Company's directors and officers which were made during the year and remain in force at the date of this report.

Employment policies

It is the policy of the Company that there should be no unfair discrimination in considering applications for employment, including those from disabled persons. Should any employee become disabled, every practical effort is made to provide continued employment.

The directors are committed to maintain and develop communication and consultation procedures with employees, who in turn are encouraged to become aware of and involve themselves in the performance of their own division and the Company as a whole.

Consultation and involvement policies vary from division to division according to legal consideration and the size of the business.

Directors' report *(continued)*

Employee engagement and business relationships

Information on how the Company engages with its employees and key business relationships can be found in the Strategic report.

Political and charitable contributions

The Company made charitable donations of £155,000 (2023: £95,000) during the year. There were neither political donations, nor any political expenditure incurred.

Corporate governance reporting

Corporate governance within the Group encompasses a robust system of principles and practices designed to ensure transparency, accountability and responsible decision-making across all levels of the organisation. It balances the interests of key stakeholders – including shareholders, employees, clients, business partners and communities – while striving to deliver sustainable, long-term value.

Dentsu Group Inc. and its subsidiaries' operations are governed by Japan's Corporate Governance Code ("the Code"), being the governance Code adopted by the Group. The Code seeks to deliver sustainable corporate growth and increased corporate value over the mid to long-term, taking into account the needs of stockholders, customers, employees and local communities.

The "One dentsu Governance Handbook" covers a comprehensive range of governance-related areas, including legal structures, decision-making bodies, delegated authorities, rules of operation and terms of reference for committees within the Group.

Purpose and leadership

The eight values of the Company are consistent with the broader Group, and are: "we dream loud", "we inspire change", "we team without limits", "we all lead", "we make it real", "we climb high", "we choose excitement" and "we are a force for good". At dentsu, everything begins with our shared values. Our culture of innovation and collaboration has enabled us to tackle the challenges of an ever-changing environment, pushing the boundaries to reach the never before.

The Company's purpose is, through the significant network of the Group, to encourage an environment where people come together in a place where teams form effortlessly, where hearts and minds are open and diversity is the greatest resource, and innovation can come from anyone, anywhere. The Company is also where data, technology and creativity meet in endless possibilities – for the benefit of everyone. Change is embraced as the life force of business, helping it to adapt and thrive, even in the most challenging times.

The Company is committed to ensuring its strategy is articulated and implemented throughout the organisation clearly. In addition, a transparent, Group-wide Speak Up policy exists, to provide all employees a mechanism to report any unethical or inappropriate behaviour.

Board composition

The board is comprised of a number of directors, with a broad range of skills, backgrounds and experience, including Media-industry specific, finance and treasury experience, which in turn promotes a higher level of understanding of the Company's business needs and stakeholder interests. The size and composition of the board is considered proportionate to the Company's size, complexity and structure of the wider Group in which the Company operates.

Director responsibilities

The directors have a responsibility to ensure the Company complies with Group-wide policies and procedures. Regarding the assessment of any conflicts of interest, the directors are required to declare any interests – either personally or through any related parties – which conflict, or might conflict, with the interests of the Company or its stakeholders.

Opportunity and risk

The Group's senior management executive committee is well placed to promote the long-term sustainable success of the Company. Opportunities for future growth from acquisitions are assessed by the Group M&A Committee, to

Directors' report *(continued)*

ensure such opportunities are in line with the Group's long-term strategy. Significant risks facing the Group are considered by the Group Risk Committee, and risks which are specific to the Company are well considered. Further detail around the Company's approach to the identification, impact quantification and mitigation to the key risks facing the Company are outlined in the Strategic report on page 2.

Remuneration

Remuneration for directors and employees is aligned with business performance, individual performance, behaviours, and the achievement of broader purpose, values and strategy. The Company is a subsidiary entity of the Group headed by Dentsu Group Inc., and matters relating to remuneration across the Group are considered by the Dentsu Group Inc. Compensation Committee.

Stakeholder relationships and engagement

The directors promote effective stakeholder relationships, to ensure these are aligned to the Company's purpose. The Company's primary stakeholders include employees, customers and shareholder, and further information on how the Company engages with key stakeholders can be found in the Strategic report.

Greenhouse gas emissions and energy consumption

The Company has elected not to make separate disclosures in its annual report, as comprehensive disclosures are made within the accounts of the Company's parent undertaking, Dentsu International Limited.

Going concern

The Company has net assets of £152,673,000 (2023: £110,597,000) and net current assets of £118,289,000 (2023: £155,276,000). The financial statements are prepared on a going concern basis, which the directors consider to be appropriate.

The Company meets its day-to-day working capital requirements through cash generated from its trading and the use of a cash-pooling facility provided to participating subsidiaries in the group headed by Dentsu Group Inc. ("the Group"). The cash-pooling facility involves the daily closing cash position for participating subsidiaries, whether positive or negative, being cleared to £nil via daily bank transfers to / from a financing entity under Dentsu Group Inc., and the Company can draw down on the cash pool to enable it to pay its obligations as they fall due, where required. Cash-pooling balances are classified as intercompany receivables, and are presented within debtors in the Balance Sheet.

The directors have performed a going concern assessment for the period of not less than 12 months from the date of the approval of these financial statements ("the going concern assessment period"), which indicates that the Company will have sufficient funds through the cash-pooling facility to meet its liabilities as they fall due for that period.

As with any company providing and accessing its funds to/from the cash pool, the directors acknowledge that there can be no certainty that the Group cash-pooling facility will continue, although, at the date of approval of these financial statements, they have no reason to believe that this facility will not continue to be made available to the Company.

Consequently, the directors are confident that the Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Disclosure of information to auditor

The directors who held office at the date of approval of this directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditor is unaware; and each director has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Directors' report *(continued)*

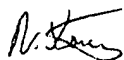
Other information

Particulars of significant events which have occurred since the end of the financial year have been included in note 21.

Auditor

KPMG LLP has indicated a willingness to continue in office, and a resolution for their reappointment as auditor will be proposed to the sole Member of the Company on the date of signing of these accounts.

By order of the Board



.....
N Storey
Director

Date: 5 September 2025
10 Triton Street, Regent's Place, London, NW1 3BF

Statement of directors' responsibilities in respect of the annual report and the financial statements

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

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 *Reduced Disclosure Framework*.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

Independent auditor's report to the members of Dentsu UK Limited

Opinion

We have audited the financial statements of Dentsu UK Limited ("the Company") for the year ended 31 December 2024 which comprise the Profit and Loss Account and Other Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2024 and of its profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 101 *Reduced Disclosure Framework*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard as applied to other entities of public interest. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease its operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the directors' conclusions, we considered the inherent risks to the Company's business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Company will continue in operation.

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of directors, legal counsel and inspection of policy documentation as to the Company's high-level policies and procedures to prevent and detect fraud, including the internal audit function, and the Company's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Board minutes.

Independent auditor's report to the members of Dentsu UK Limited (continued)

- Considering remuneration incentive schemes and performance targets for management/directors.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards and taking into account possible pressures to meet profit targets and our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make inappropriate accounting entries. On this audit we do not believe there is a fraud risk related to revenue recognition because revenue is non-complex, with few sources of judgement, and no pressures or incentives for management to commit fraudulent financial reporting through inappropriate revenue recognition were identified. We did not identify any additional fraud risks.

In determining the audit procedures, we took into account the results of our evaluation of the Company-wide fraud risk management controls.

We also performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included journals with unusual pairings to revenue and cash

Identifying and responding to risks of material misstatement related to compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors (as required by auditing standards) and from inspection of the Company's regulatory and legal correspondence and discussed with the directors the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation, and taxation legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, anti-bribery, employment law, advertising, data protection, commercial and competition laws, regulatory capital and certain aspects of company legislation recognising the nature of the Company's activities. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

Independent auditor's report to the members of Dentsu UK Limited *(continued)*

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Strategic report and directors' report

The directors are responsible for the strategic report and the directors' report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the strategic report and the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Directors' responsibilities

As explained more fully in their statement set out on page 9, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; 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 unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

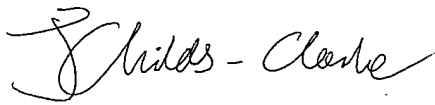
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit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

Independent auditor's report to the members of Dentsu UK Limited *(continued)*

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



James Childs-Clarke (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
15 Canada Square,
London,
E14 5GL

Date: 5th September 2025

Profit and Loss Account and Other Comprehensive Income
for the year ended 31 December 2024

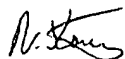
	<i>Note</i>	2024 £000	2023 £000
Revenue	<i>2</i>	326,048	329,355
Operating expenses		<u>(323,234)</u>	<u>(351,231)</u>
Operating profit/(loss)	<i>3</i>	2,814	(21,876)
Dividends received from subsidiaries		35,624	22,000
Amounts written off investments	<i>11</i>	(2,447)	–
Interest receivable and similar income	<i>6</i>	9,666	1,043
Interest payable and similar expenses	<i>7</i>	<u>(1,341)</u>	<u>(8,468)</u>
Profit/(loss) before tax		44,316	(7,301)
Tax (expense)/credit	<i>8</i>	<u>(2,240)</u>	<u>2,904</u>
Profit/(loss) for the year		42,076	(4,397)
Other comprehensive income		<u>–</u>	<u>–</u>
Total comprehensive income/(expense) for the year		<u>42,076</u>	<u>(4,397)</u>

The notes on pages 17 – 38 form an integral part of these financial statements.

Balance Sheet
as at 31 December 2024

	<i>Note</i>	2024 £000	2023 £000
Fixed assets			
Intangible assets	9	47	105
Tangible fixed assets	10	1,692	3,457
Investments	11	45,092	11,775
		<u>46,831</u>	<u>15,337</u>
Current assets			
Debtors and other receivables	12	760,176	843,573
Cash at bank and in hand		<u>8,395</u>	<u>15,455</u>
		768,571	859,028
Creditors: Amounts falling due within one year	13	<u>(650,282)</u>	<u>(703,752)</u>
Net current assets		<u>118,289</u>	<u>155,276</u>
Total assets less current liabilities		165,120	170,613
Creditors: Amounts falling due after more than one year	14	(9,484)	(50,495)
Provisions	16	<u>(2,963)</u>	<u>(9,521)</u>
Net assets		<u>152,673</u>	<u>110,597</u>
Capital and reserves			
Share capital	17	538	538
Share premium		89,598	89,598
Profit and loss account		117,967	75,891
Merger reserve	17	<u>(55,430)</u>	<u>(55,430)</u>
Shareholders' funds		<u>152,673</u>	<u>110,597</u>

These financial statements were approved by the board of directors and were signed on its behalf by:



.....
N Storey
Director

Date: 5 September 2025

Company registered number: 01939690

The notes on pages 17 – 38 form an integral part of these financial statements.

Statement of Changes in Equity
for the year ended 31 December 2024

	Share Capital	Share Premium	Merger reserve	Profit and loss account	Total equity
	£000	£000	£000	£000	£000
Balance at 1 January 2023	538	5,294	(49,799)	(52,739)	(96,706)
Share issue	–	84,304	–	–	84,304
Capital injection	–	220,760	–	–	220,760
Capital reduction	–	(220,760)	–	220,760	–
Net effect of common control transactions	–	–	(93,364)	–	(93,364)
Transfer of realised loss on common control transactions	–	–	87,733	(87,733)	–
Total comprehensive expense for the year	–	–	–	(4,397)	(4,397)
Balance at 31 December 2023	538	89,598	(55,430)	75,891	110,597

	Share Capital	Share Premium	Merger reserve	Profit and loss account	Total equity
	£000	£000	£000	£000	£000
Balance at 1 January 2024	538	89,598	(55,430)	75,891	110,597
Total comprehensive income for the year	–	–	–	42,076	42,076
Balance at 31 December 2024	538	89,598	(55,430)	117,967	152,673

The notes on pages 17 – 38 form an integral part of these financial statements.

Notes

(forming part of the financial statements)

1 Accounting policies

Dentsu UK Limited (“the Company”) is a private company incorporated, domiciled and registered in England in the UK. The registered number is 01939690 and the registered address is 10 Triton Street, Regent’s Place, London, NW1 3BF. The Company has taken advantage of the exemption under s401 of the Companies Act 2006 not to prepare group accounts as it is itself a wholly owned subsidiary of Dentsu Group Inc..

These financial statements present information about the Company as an individual undertaking and not about its group. These financial statements were prepared in accordance with Financial Reporting Standard 101 *Reduced Disclosure Framework* (“FRS 101”).

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of international accounting standards in conformity with the requirements of the Companies Act 2006, (“Adopted IFRS”), but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

The Company’s ultimate parent undertaking, Dentsu Group Inc., includes the Company in its consolidated financial statements. The consolidated financial statements of Dentsu Group Inc. are prepared in accordance with International Financial Reporting Standards and are available to the public and may be obtained from The Secretary, Dentsu Group Inc., 1-8-1 Higashi-shimbashi, Minato-ku, Tokyo 105-7001.

In these financial statements, the Company has applied the exemptions available under FRS 101 in respect of the following disclosures:

- a Cash Flow Statement and related notes;
- Comparative period reconciliations for share capital, tangible fixed assets, intangible assets and investment properties;
- Disclosures in respect of transactions with wholly owned subsidiaries;
- Disclosures in respect of capital management;
- The effects of new but not yet effective IFRSs;
- Disclosures in respect of the compensation of Key Management Personnel;
- Disclosures of transactions with a management entity that provides key management personnel services to the Company;
- Certain disclosures in relation to revenue from contracts with customers (IFRS 15);
- Disclosures in respect of related party transactions (IAS 24); and
- Certain disclosures in relation to leases (IFRS 16).

As the consolidated financial statements of Dentsu Group Inc. include the equivalent disclosures, the Company has also taken the exemptions under FRS 101 available in respect of the following disclosures:

- IFRS 2 *Share-Based Payments* in respect of group settled share-based payments;
- Certain disclosures required by IAS 36 *Impairment of Assets* in respect of the impairment of goodwill and indefinite life intangible assets;
- Certain disclosures required by IFRS 3 *Business Combinations* in respect of business combinations undertaken by the Company in the current and prior periods including the comparative period reconciliation for goodwill; and
- Certain disclosures required by IFRS 13 *Fair Value Measurement* and the disclosures required by IFRS 7 *Financial Instrument Disclosures*.

Notes (continued)

1 Accounting policies (continued)

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

1.1 Financial instruments

Financial assets

Classification and measurement of financial assets

All financial assets, unless it is a trade receivable without a significant financing component, are initially measured at fair value. Management determines the classification and subsequent measurement of the financial asset based on the contractual terms at the initial recognition date. The classifications and subsequent measurement include the following:

Financial assets at amortised cost

The Company classifies its financial assets as measured at amortised cost only if both of the following criteria are met.

- the asset is held within a business model whose objective is to collect the contractual cash flows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

All receivables are categorised as amortised cost.

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Investments in subsidiaries are carried at cost less impairment accounted for in accordance with IFRS 9. These assets, other than derivatives designated as hedging instruments, are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of the Company's cash management are included as a component of cash and cash equivalents.

Impairment of financial assets

The Company considers evidence of impairment for these assets at both an individual asset and a collective level at each reporting date. All individually significant assets are individually assessed for impairment. Those found not to be impaired are then collectively assessed for any impairment that has been incurred but not yet individually identified.

The Company applies the simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade and other receivables.

Offsetting of balances within financial assets

Where the company has a legally enforceable right and there is an intention to settle on a net basis in line with IAS 32, the respective assets and liabilities of the company are presented net.

Notes (continued)

1 Accounting policies (continued)

Financial liabilities and equity

Classification and measurement

Management determines the classification of its financial liabilities as either debt or equity at initial recognition according to the substance of the contractual arrangements entered into. All financial liabilities are measured initially and subsequently at amortised cost using the effective interest method or at FVPL. The classifications include the following:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss (FVPL) are either designated in this category; or they are held for trading, such as an obligation for securities borrowed in a short sale which are required to be returned in the future. Derivatives are also categorised as 'held for trading' unless they are designated as hedges. Subsequent to initial recognition, Financial Liabilities at fair value through profit or loss measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss.

Other financial liabilities measured at amortised cost using the effective interest method

Other financial liabilities measured at amortised cost using the effective interest method are non-derivative financial liabilities which are not designated on initial recognition as liabilities at fair value through profit or loss. Any subsequent Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Ordinary shares are classified as equity instruments. Equity instruments issued by the Company are recorded at the value of proceeds received, net of direct issue costs.

The Company's activities expose it to certain financial risks including changes in foreign currency exchange rates and interest rates. The Company uses foreign exchange forward contracts and interest rate swap contracts to hedge these exposures where they are considered to be significant. The Company does not use derivative financial instruments for speculative purposes

Derivative financial instruments are held at fair value at the balance sheet date. A derivative with a positive fair value is recognised as a financial asset whereas a derivative with a negative fair value is recognised as a financial liability.

Intra-group financial instruments

Where the Company enters into financial guarantee contracts to guarantee the indebtedness of other companies within its group, the Company considers these to be insurance arrangements and accounts for them as such. In this respect, the Company treats the guarantee contract as a contingent liability until such time as it becomes probable that the Company will be required to make a payment under the guarantee.

1.2 Measurement convention

The financial statements are prepared on the historical cost basis except certain financial assets and financial liabilities are measured at fair value.

Notes (continued)

1 Accounting policies (continued)

1.3 Going concern

The Company has net assets of £152,673,000 (2023: £110,597,000) and net current assets of £118,289,000 (2023: £155,276,000). The financial statements are prepared on a going concern basis, which the directors consider to be appropriate.

The Company meets its day-to-day working capital requirements through cash generated from its trading and the use of a cash-pooling facility provided to participating subsidiaries in the group headed by Dentsu Group Inc. ("the Group"). The cash-pooling facility involves the daily closing cash position for participating subsidiaries, whether positive or negative, being cleared to £nil via daily bank transfers to / from a financing entity under Dentsu Group Inc., and the Company can draw down on the cash pool to enable it to pay its obligations as they fall due, where required. Cash-pooling balances are classified as intercompany receivables, and are presented within debtors in the Balance Sheet.

The directors have performed a going concern assessment for the period of not less than 12 months from the date of the approval of these financial statements ("the going concern assessment period"), which indicates that the Company will have sufficient funds through the cash-pooling facility to meet its liabilities as they fall due for that period.

As with any company providing and accessing its funds to/from the cash pool, the directors acknowledge that there can be no certainty that the Group cash-pooling facility will continue, although, at the date of approval of these financial statements, they have no reason to believe that this facility will not continue to be made available to the Company.

Consequently, the directors are confident that the Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

1.4 Intangible assets

Intangible assets that are acquired by the Company are stated at cost less accumulated amortisation and less accumulated impairment losses.

The cost of an intangible asset acquired in a business combination is its fair value at the acquisition date.

Separately acquired intangible assets are capitalised at cost.

An internally generated intangible asset arising from the Company's development activities is recognised only if all of the following conditions are met:

- An asset is created that can be identified (such as software and new processes);
- It is probable that the asset created will generate future economic benefits; and
- The development cost of the asset can be measured reliably.

Where these criteria are met, the development expenditure is capitalised at cost. Where they are not met, development expenditure is recognised as an expense in the period in which it is incurred. Expenditure on research activities is recognised as an expense in the period in which it is incurred.

Notes (continued)

1 Accounting policies (continued)

1.5 Amortisation

Amortisation is charged to the profit and loss account on a straight-line basis over the estimated useful lives of intangible assets (both internally generated and separately acquired) unless such lives are indefinite. Intangible assets with an indefinite useful life are systematically tested for impairment at each balance sheet date. Other intangible assets are amortised from the date they are available for use. The estimated useful lives are as follows:

- Software – 20% to 50% per annum
- Patents and trademarks – Nil to 20% per annum
- Other – 10% to 50% per annum

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the profit and loss account.

1.6 Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Where parts of an item of tangible fixed assets have different useful lives, they are accounted for as separate items of tangible fixed assets.

Depreciation is charged to the profit and loss account on a straight-line basis over the estimated useful lives of each part of an item of tangible fixed assets. The estimated useful lives are as follows:

- Leasehold buildings – over the period of the lease
- Leasehold improvements – 10% to 20% per annum or over the period of the lease, if shorter
- Office furniture, fixtures, equipment and vehicles – 10% to 50% per annum
- IT hardware – 20% to 50% per annum

1.7 Provisions

A provision is recognised in the balance sheet when the Company has a present legal or constructive obligation as a result of a past event, that can be reliably measured and it is probable that an outflow of economic benefits will be required to settle the obligation.

Provisions are measured at the directors' best estimate of the expenditure required to settle the obligation at the reporting date and are determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

Notes (continued)

1 Accounting policies (continued)

1.8 Business combinations

Business combinations are accounted for using the acquisition method as at the acquisition date, which is the date on which control is transferred to the company. The Company measures goodwill at the acquisition date as:

- the fair value of the consideration (excluding contingent consideration) transferred; plus
- estimated amount of contingent consideration (see below); plus
- the recognised amount of any non-controlling interests in the acquiree; plus
- the fair value of the existing equity interest in the acquiree; less
- the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

When the excess is negative, this is recognised and separately disclosed on the face of the balance sheet as negative goodwill. Costs related to the acquisition, other than those associated with the issue of debt or equity securities, are expensed as incurred.

Any contingent consideration payable balances arising in the periods beginning after 1 January 2016 is recognised at fair value at the acquisition date. If the contingent consideration is classified as equity, it is not remeasured and settlement is accounted for within equity. Otherwise, subsequent changes to the fair value of the contingent consideration are recognised in profit or loss.

For contingent consideration balances arising in the periods beginning before 1 January 2016: Consideration which is contingent on future events is recognised based on the estimated amount if the contingent consideration is probable and can be measured reliably. Any subsequent changes to the amount are treated as an adjustment to the cost of the acquisition.

For acquisitions of subsidiaries and businesses under the common control of the Dentsu Group Inc. group, the Company has elected to adopt the book value method for acquisitions; in these situations, businesses are transferred for the book value of the assets.

Any resultant apparent impairments in the carrying value of investments arising from a hive-up of trade and assets under common control are accounted for directly in equity, within the Merger reserve. Where the carrying value of an investment exceeds the net book value of the net assets acquired, a debit to the Merger reserve arises. Such balances are considered to be unrealised losses in nature, and a notional goodwill impairment assessment is performed annually, to identify any balances that require transferring to distributable reserve balances, ensuring the Merger reserve represents non-distributable reserves only.

Where the net book value of the net assets acquired exceeds the carrying value of an investment and the consideration is subsequently waived by the transferee, a credit to the Merger reserve arises. Such balances are considered to be unrealised gains in nature.

The Company assesses whether any consideration received from its subsidiaries is a return of investment or is a return on investment. Any consideration received from subsidiaries during cessation of activities of the subsidiary not exceeding the investment made is considered as a return of capital and reduces the carrying value of the investment in subsidiary.

Other considerations received from subsidiaries are considered as a return on investment and are recognised in the profit and loss account as an intercompany dividend.

1.9 Revenue

Revenue comprises amounts from contracts with customers and management recharges. Revenue from contracts with customers is derived from arrangements involving fees for advertising services, commissions on media placements, performance-related revenue or a combination of the three, as agreed upon with each third-party customer. Revenue is recognised in line with the underlying arrangements with customers. Management recharges are derived from services provided by the Company to other Group entities. Management recharges are recognised at the point of the provision of the services.

Notes (continued)

1 Accounting policies (continued)

Revenue from contracts with customers

The Company's major sources of revenue are from advertising and media investments managed by the Company on behalf of clients, together with fees earned for media projects and market research services. The Company recognises revenue in accordance with the 5-step model established under IFRS 15 'Revenue from contracts with customers'. Further information on how the Company recognises revenue is outlined below.

The Company recognises revenue only when it has a binding contract with a customer. Revenue is recognised as it transfers control of a product or service to a customer. Revenue is measured based on the consideration to which the Company expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties where the Company is acting as an agent. The Company acts as a principal when the services are controlled by the Company prior to being transferred to customers. An assessment of key indicators including pricing discretion, inventory risk and primary responsibility, is performed to establish if the Company is an agent or a principal in a particular contract.

Most of the Company's contracts include many interconnected activities which are provided to the customer. In most instances, these activities are not considered distinct, or represent a series of activities which are substantially the same with the same pattern of transfer to the customer. As such, these activities are accounted for as a single performance obligation. However, when there are contracts with activities which are capable of being distinct, these are recognised as separate performance obligations. Where there are contracts with multiple performance obligations, the transaction price is allocated to the separate transaction prices based on relative stand-alone selling prices.

Revenue is recognised as the performance obligation to which it relates is satisfied. Most of the Company's revenue is recognised over time. When the Company recognises revenue over time it uses an appropriate measure, commensurate to the pattern of transfer of the service to the customer, to determine the rate of revenue recognition. These include:

- Straight line
- In proportion to the level of time worked as a percentage of total expected time worked on the contract
- In proportion to the costs incurred as a percentage of total expected costs
- Customer milestones delivered

When revenue is in the form of a retainer, it is a stand-ready obligation to perform services on an ongoing basis over the life of the contract, and it is recognised over time on a straight-line basis, unless there is high seasonality. If there are high levels of seasonality, then the retainer revenue is recognised over time in proportion to the level of time spent of the total expected time for the contract.

When revenue is in the form of commissions, revenue is recognised over time as the media airs or is published, depending on the form of the media.

Contracts may include variable consideration, such as performance related fees, which are part of the transaction price. Such fees are recognised in line with the revenue recognised in respect of the underlying performance obligation, to the extent that is not highly probable to result in a significant reversal. Costs of obtaining a contract are expensed as the vast majority of the Company's contracts run for 12 months or less.

Costs incurred on behalf of clients and other third-party costs that have not yet been billed to clients are considered receivables under IFRS 15 and therefore are presented as accrued income in the Balance Sheet. Media billings accrued in the current income statement but not yet invoiced to clients are considered receivables under IFRS 15 and therefore presented in the accrued media billings in the Balance Sheet.

The Company may receive volume rebates from certain suppliers for transactions entered into with customers. Customer contracts and local law determine whether such rebates are retained by the company or transferred to the customer. If rebates are retained by the Company, they are recognised in line with the revenue recognised in respect of the underlying performance obligation, and if transferred to customers, they are recorded as a liability until settled.

Notes (continued)

1 Accounting policies (continued)

1.10 Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which the company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the profit and loss account in the periods during which services are rendered by employees.

Deferred incentives

Liabilities are held in respect of deferred incentive payments to certain employees in relation to the Company's long-term incentive schemes. The payment of these incentives is conditional on continued employment for specific periods and, in certain cases, on business performance.

Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Termination benefits

Termination benefits are recognised as an expense when the Company is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the Company has made an offer of voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably. If benefits are payable more than 12 months after the reporting date, then they are discounted to their present value.

1.11 Foreign currency

The Company's functional currency and presentation currency is pounds sterling. Transactions in foreign currencies are translated to the Company's functional currencies at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to the functional currency at the foreign exchange rate ruling at that date. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are retranslated to the functional currency at foreign exchange rates ruling at the dates the fair value was determined. Foreign exchange differences arising on translation are recognised in the profit and loss account.

The Company does not apply hedge accounting of foreign exchange risks in its Company financial statements.

1.12 Expenses

Interest receivable and Interest payable

Interest receivable and similar income includes interest receivable on funds invested and net foreign exchange gains.

Interest payable and similar expenses include interest payable recognised in profit or loss using the effective interest method, and net foreign exchange losses that are recognised in the profit and loss account.

1.13 Taxation

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the profit and loss account except to the extent that it relates to items recognised directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Notes (continued)

1 Accounting policies (continued)

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: the initial recognition of goodwill; the initial recognition of assets or liabilities that affect neither accounting nor taxable profit other than in a business combination, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised.

1.14 Leases

At the inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract that contains a lease component, along with one or more other lease or non-lease components, the Company accounts for each lease component separately from the non-lease components. The Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone price and the aggregate stand-alone price of the non-lease components.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred, plus an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option. In that case, the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability. The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase option that the Company is reasonably certain to exercise;
- lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option; and
- penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

Notes (continued)

1 Accounting policies (continued)

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, to the extent that the right-of-use asset is reduced to nil, with any further adjustment required from the remeasurement being recorded in profit or loss. The Company presents right-of-use assets that do not meet the definition of investment property in 'Tangible fixed assets' and lease liabilities in 'Creditors' in the Balance Sheet.

Short-term leases and leases of low-value assets

The Company has elected not to recognise right-of-use assets and lease liabilities for lease of low-value assets and short-term leases. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Notes (continued)

2 Revenue

The analysis of the Company's revenue from contracts with customers for the year from continuing operations by geographical market is as follows:

Geographical market:

	2024 £000	2023 £000
UK	189,038	200,149
Europe	54,892	36,658
Rest of the World	27,150	23,773
	<u>271,080</u>	<u>260,580</u>

Revenue by activity:

	2024 £000	2023 £000
Communication services	53,100	47,550
Digital services	54,472	84,308
Planning and buying services	163,508	128,722
Revenue from contracts with customers	<u>271,080</u>	<u>260,580</u>
Management recharges	54,968	68,775
	<u>326,048</u>	<u>329,355</u>

Assets and liabilities related to contracts with customers

Contract asset balances recognised at 31 December 2024 total £1,947,000 (2023: £2,235,000). These balances are presented within Debtors and mainly represent accrued income where a performance obligation has been satisfied but has not yet been billed. Deferred income balances presented within Creditors in the balance sheet are considered contract liabilities.

Revenue recognised in relation to contract liabilities

Revenue recognised in the reporting period that had been included in the contract liability balance at the beginning of the period was £37,755,000 (2023: £17,024,000). These balances relate to advanced consideration received but not recognised as revenue at the period end, and are reported within deferred income. Revenue recognised in the reporting period from performance obligations satisfied (or partially satisfied) in previous periods is £nil (2023: £nil).

Unsatisfied long-term performance obligations

As permitted under IFRS 15, a practical expedient has been applied and the transaction price allocated to unsatisfied performance obligations for contracts with an expected duration of less than one year is not disclosed.

Assets recognised from costs to obtain or fulfil a contract

As at 31 December 2024 and 31 December 2023, there are no material contract assets in relation to the costs to obtain or fulfil contracts with customers.

Notes (continued)

3 Operating profit/(loss) and auditor's remuneration

Included in the Profit and Loss Account are the following:

	2024 £000	2023 £000
Depreciation expense	1,340	1,703
Amortisation expense	70	108
Research and development costs	2,788	1,735
Cost of restructuring	91	3,566
Exchange differences	252	1,910
	<u> </u>	<u> </u>

Auditor's remuneration:

	2024 £000	2023 £000
Audit of these financial statements	2,734	1,437
	<u> </u>	<u> </u>

The fees above include audit fees of other Group entities borne by the Company and not re-charged.

4 Staff numbers and costs

The average number of persons employed by the Company (including directors) during the year was as follows:

	2024 No.	2023 No.
Direct functions staff	2,268	2,361
Admin staff	565	502
	<u> </u>	<u> </u>
Total staff during the year	2,833	2,863
	<u> </u>	<u> </u>

The aggregate payroll costs of these persons were as follows:

	2024 £000	2023 £000
Wages and salaries	136,704	144,017
Social security costs	16,569	20,238
Other pension costs – contributions	8,215	8,424
	<u> </u>	<u> </u>
	161,488	172,679
	<u> </u>	<u> </u>

A long-term incentive bonus scheme is in place and the charge associated with the year ended 31 December 2024 is £5,550,000 (2023: £5,406,000).

Notes (continued)

5 Directors' remuneration

	2024 £000	2023 £000
Directors' remuneration	1,720	2,381
Company contributions to money purchase schemes	68	45
	<u>1,788</u>	<u>2,426</u>

During the year the number of directors who were receiving benefits, including retirement benefits, was as follows:

	2024 No.	2023 No.
Accruing benefits under money purchase pension scheme	<u>6</u>	<u>6</u>

The aggregate of remuneration and amounts receivable under long-term incentive schemes of the highest-paid director was £421,000 (2023: £868,000), and company pension contributions of £1,000 (2023: £0) were made to a money purchase scheme on their behalf.

6 Interest receivable and similar income

	2024 £000	2023 £000
Other interest income	1,184	1,043
Interest receivable on loans held with group undertakings	8,482	–
	<u>9,666</u>	<u>1,043</u>

7 Interest payable and similar expense

	2024 £000	2023 £000
Other interest payable	1,341	2,324
Interest payable on loans held with group undertakings	–	6,292
Fair value movements on deferred consideration	–	(148)
	<u>1,341</u>	<u>8,468</u>

Notes (continued)

8 Taxation

Recognised in the profit and loss account

	2024 £000	2023 £000
<i>UK Corporation Tax</i>		
Current tax credit for the period	587	7,533
Adjustments in respect of prior periods	(272)	(1,016)
Foreign tax paid	(2,555)	(3,613)
Deferred Tax	–	–
Total tax credit on ordinary activities	<u>(2,240)</u>	<u>2,904</u>

(b) Reconciliation of effective tax rate

The tax assessed for the year differs from the standard rate of corporation tax in the UK of 25% (2023: 23.52%). The differences are explained below:

	2024 £000	2023 £000
Profit/(loss) before tax	<u>44,316</u>	<u>(7,301)</u>

	2024 £000	2023 £000
Profit excluding taxation		
Tax using the UK corporation tax rate of 25% (2023: 23.52%)	(11,079)	1,717
Non-deductible expenses	(681)	(235)
Derecognition of deferred tax asset	–	–
Capital allowances in excess of depreciation	1,162	1,316
Income not subject to tax	9,622	6,060
Adjustment in respect of prior year – current and deferred	(272)	(1,016)
Deduction relief	(2,555)	(3,613)
Other timing differences not recognised	1,563	(1,325)
Tax credit on ordinary activities	<u>(2,240)</u>	<u>2,904</u>

At 31 December 2024, the Company has a gross unrecognised deferred tax asset in respect of trading losses carried forward of £41,440,000 (2023: £41,440,000).

Notes (continued)

9 Intangible assets

	Patents and trademarks £000	Development costs and software £000	Total £000
Cost			
Balance at 1 January 2024	27	2,660	2,687
Additions	–	12	12
Disposals	–	–	–
Balance at 31 December 2024	<u>27</u>	<u>2,672</u>	<u>2,699</u>
Amortisation			
Balance at 1 January 2024	26	2,556	2,582
Amortisation charge for the year	–	70	70
Disposals	–	–	–
Balance at 31 December 2024	<u>26</u>	<u>2,626</u>	<u>2,652</u>
Net book value			
At 31 December 2023	<u>1</u>	<u>104</u>	<u>105</u>
At 31 December 2024	<u>1</u>	<u>46</u>	<u>47</u>

Notes (continued)

10 Tangible fixed assets

	Long leasehold and leasehold improvements	IT Hardware	Furniture and equipment	Right-of-use assets	Total
	£000	£000	£000	£000	£000
Cost					
Balance at 1 January 2024	4,406	502	949	4,690	10,547
Additions	—	—	—	—	—
Disposals	—	—	—	—	—
Sublease	—	—	—	(812)	(812)
Balance at 31 December 2024	4,406	502	949	3,878	9,735
Depreciation					
Balance at 1 January 2024	4,275	268	930	1,617	7,090
Depreciation charge for the year	93	168	12	1,067	1,340
Disposals	—	—	—	—	—
Sublease	—	—	—	(387)	(387)
Balance at 31 December 2024	4,368	436	942	2,297	8,043
Net book value					
At 31 December 2023	131	234	19	3,073	3,457
At 31 December 2024	38	66	7	1,581	1,692

Notes (continued)

11 Investments

	Subsidiaries
	£000
Cost	
At 1 January 2024	11,775
Additions	35,764
Impairment	(2,447)
At 31 December 2024	<u>45,092</u>
Carrying Amount	
At 31 December 2024	<u>45,092</u>
At 31 December 2023	<u>11,775</u>

The additions to investments relate to the Company's capital injection made into Dentsu Ireland Holdings Limited, a direct subsidiary of the Company, to facilitate an earn out payment required of Dentsu Ireland Holdings Limited.

The impairment of investments relate to the elimination of investment balances for Isobar Commerce Global Limited, as part of the Company's business reorganisation and simplification programme.

Notes (continued)

11 Investments (continued)

The Company holds equity share capital in the following subsidiary undertakings as at 31 December 2024, all of which affected the profit or net assets of the Company:

Name of subsidiary	Principal activity	Country of incorporation and principal place of business	Ownership	
			2024	2023
Isobar Commerce Global Limited	Retail services	UK	100%	100%
Poster Management (N.I) Limited	Placement of advertising	Northern Ireland	100%	100%
Whitespace (Scotland) Limited *	Placement of advertising	UK	100%	100%
B2B International Ltd *	Consulting services	UK	100%	100%
RE:Production Limited	Placement of advertising	UK	100%	100%
Paragon Digital Services Limited	Placement of advertising	UK	100%	100%
John Brown Magazines Limited *	Publishing	UK	100%	100%
Dentsu Ireland Holdings Limited	Placement of advertising	Ireland	100%	100%
AGL UK Investments Limited	Placement of advertising	UK	100%	100%
Gleam Futures, LLC	Talent Management	USA	100%	100%
Dentsu Croatia d.o.o.	Placement of advertising	Croatia	100%	100%
John Brown Media FZ-LLC	Publishing	United Arab Emirates	100%	100%
D'Agyle Limited	Placement of advertising	Nigeria	25%	25%
Dentsu OOH Limited	Placement of advertising	Nigeria	25%	25%
Salesnet Nigeria Limited	Placement of advertising	Nigeria	25%	25%
B2B International GmbH	Placement of advertising	Germany	100%	100%
B2B International Consulting (Beijing) Co. Ltd	Placement of advertising	China	100%	100%

* Subsidiary was in members voluntary liquidation as at 31 December 2024.

Notes (continued)

12 Debtors and other receivables

	2024 £000	2023 £000
Trade debtors	311,718	344,738
Amounts owed from group entities	291,207	275,545
Other debtors	4,539	9,486
Corporation tax receivable	5,756	8,008
Prepayments	2,665	2,978
Accrued income	40,517	42,596
Accrued media billings	103,774	160,222
	<u>760,176</u>	<u>843,573</u>

Debtors include amounts owed from group entities of £0 (2023: £0) due after more than one year. Corporation tax receivable represents amounts receivable against group tax relief.

13 Creditors: amounts falling due within one year

	2024 £000	2023 £000
Lease liabilities (see note 15)	2,382	2,241
Trade creditors	177,436	89,379
Amounts due to group entities	178,266	180,628
Taxation and social security	22,215	24,484
Other creditors	104,289	106,224
Accruals	32,253	37,698
Accrued media owner liabilities	112,625	225,343
Deferred income	20,816	37,755
	<u>650,282</u>	<u>703,752</u>

Accrued media owner liabilities relate to amounts payable to media owners in respect of media, where the invoice has not yet been received, but the Company has a liability and the amount can be measured reliably.

14 Creditors: amounts falling due after more than one year

	2024 £000	2023 £000
Lease liabilities (see note 15)	1,527	3,502
Long-term bonus scheme	7,642	7,670
Amounts due to group entities	–	39,323
Other	315	–
	<u>9,484</u>	<u>50,495</u>

Creditors include amounts owed to group entities of £0 (2023: £39,323,000) due after more than one year. These balances are non-interest bearing and payable on demand. Long-term bonus scheme balances relate to deferred incentive payments to certain employees in relation to the Group's long-term incentive schemes. The payment of these incentives is conditional on continued employment for a specific period and, in certain cases, on business performance.

Notes (continued)

15 Lease liabilities

The lease liabilities are secured by the related underlying assets. Future minimum lease payments at 31 December 2024 were as follows:

	Total £000
Within 1 year	2,382
2 to 5 years	1,402
More than 5 years	125
	3,909
Less finance charge	(200)
	3,709

The following amounts have been recognised in profit and loss for which the Company is a lessee:

	2024 £000	2023 £000
Interest expense on lease liabilities	200	259
	2024 £000	2023 £000
Total cash outflow for leases	1,835	2,756

16 Provisions

	Restructuring Provision £000	Legal & Compliance Provision £000	Property Provision £000	Total £000
Balance at 1 January 2024	6,702	539	2,280	9,521
Provisions made during the year	307	183	732	1,222
Provisions utilised during the year	(5,945)	–	(679)	(6,624)
Provisions reversed during the year	(757)	–	(399)	(1,156)
Balance at 31 December 2024	307	722	1,934	2,963

At 31 December 2024, the Company has provisions amounting to £2,963,000 (2023: £9,521,000), relating to restructuring, legal and dilapidation provisions. During 2020, a restructuring programme was introduced to accelerate the implementation of the Group's new business model and deliver improvements and efficiencies for the Group's business and clients. As at the reporting date, the Company expects that the remaining provision would be utilised in 2025.

In respect of employee-related provisions, key assumptions applied in the calculation of the provision include local legislation in respect of severance payments and average employee salaries.

Property-related provisions relate to accelerated dilapidation costs, and other costs associated with terminating existing property rental leases.

Notes (continued)

The legal provision represents the directors' best estimate of the likely cost associated with various claims, disputes and other contractual and compliance matters to which the Company is party, or which are still being investigated as at the balance sheet date.

17 Capital and reserves

<i>Share capital</i>	Ordinary Shares	
	2024	2023
In thousands of shares		
On issue at 1 January	10,755	10,755
Shares issued during the year	–	–
On issue at 31 December – fully paid	<u>10,755</u>	<u>10,755</u>
	2024	2023
	£000	£000
<i>Allotted, called up and fully paid</i>		
Ordinary shares of £0.05 each (2023: ordinary shares of £0.05 each)	<u>538</u>	<u>538</u>

Merger reserve

As balances within the Merger reserve are considered to be unrealised in nature, a notional goodwill impairment assessment is performed annually, to identify any balances that require transferring to distributable reserve balances, ensuring the Merger reserve represents non-distributable reserves only.

18 Guarantees

The Company is party to a composite cross guarantee with certain other group companies as well as other subsidiaries of the parent undertaking, Dentsu International Limited, in order to secure banking facilities. Under the terms of this guarantee, each company is jointly and severally liable for any liability to Dentsu International Limited's bankers, which cannot be met by the company in whose name the liability exists.

19 Contingent liabilities

The Company may be subject to legal claims or regulatory inquiries as a result of its activities, including media audits by customers, media companies or sub-contractors. In addition, the Company's internal legal and compliance team regularly perform reviews to confirm that contractual terms and internal policies are being complied with. Whilst the timing and ultimate quantum of settlement of these matters remains uncertain, based on findings to date and external legal advice received the Directors do not currently anticipate that the outcomes individually, or in aggregate, will have a material adverse effect on the accounts or operations of the Company over and above the provisions currently recorded. However, as is inherent in any such matters there is a risk that the outcomes may be different and unfavourable to the Company.

Notes *(continued)*

20 Ultimate parent company and parent company of larger group

The Company is a wholly owned subsidiary of Dentsu International Finance. The ultimate parent company and controlling party, and the smallest group in which the results of the Company are consolidated, is that headed by Dentsu Group Inc., a company incorporated in Tokyo and registered in Japan. The consolidated financial statements of these groups can be obtained from: The Secretary, Dentsu Group Inc., 1-8-1 Higashi-shimbashi, Minato-ku, Tokyo 105-7001.

21 Subsequent events

In July 2025, the trade and assets of Merkle UK One Limited (a fellow Group company) were transferred at net book value to the Company, as part of the Company's business reorganisation and simplification programme.

In August 2025, the Company received £25,000,000 dividend from its subsidiary, AGL UK Investments Limited.

22 Accounting estimates and judgements

The Company makes estimates and judgements concerning the future, and the resulting estimates may, by definition, vary from the related actual results. The directors consider the critical accounting estimates and judgements to be:

Revenue recognition

Judgement is required in selecting the appropriate timing. Revenue is only recognised to the extent that it is not highly probable to result in significant reversal and, where there is a performance related element, to the extent to which the performance criteria have been met.

Impairment

In determining whether an impairment loss has arisen on notional goodwill or intangible assets, the Company makes judgements over the value-in-use of its cash-generating units. In calculating the value-in-use of a cash-generating unit, the Company makes estimates of future forecast cash flows and discount rates to derive a net present value of these cash flows and determine if an impairment has occurred. Key areas of judgement include the forecasted revenue growth and operating margins, as well as the determination of the long-term growth rate applicable to each cash-generating unit.