



the missiontm

WE BELIEVE IN THE POWER OF CONNECTIONS

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IT RUNS THROUGH OUR NETWORK OF AGENCIES.

IT TURNS SPECIALISTS INTO COLLABORATORS.

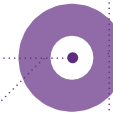
IT TRANSFORMS IDEAS INTO ACTION.

IT BRINGS OUR CLIENTS CLOSER TO THEIR AUDIENCES.

IT DRIVES THE NEXT GENERATION OF TECHNOLOGY.

IT INSPIRES OUR ENTREPRENEURS TO REACH NEW GOALS.

IT SEES ONE INNOVATION LEAD TO ANOTHER.



IT MAKES the missiontm



Overview

David Morgan
Chairman



What is **the mission**tm?

A technology-embraced marketing communications and advertising group

- Robust business – consistent and profitable growth over 7+ years
- Above average Client, vendor and senior management retention
- Strong cash flow
- Progressive dividend providing attractive yield
- Diverse and growing Client base
- Multiple cross-selling opportunities
- Early stages of commercialising IP/technology

7+
YEARS
consistent growth

National and growing international presence to service clients



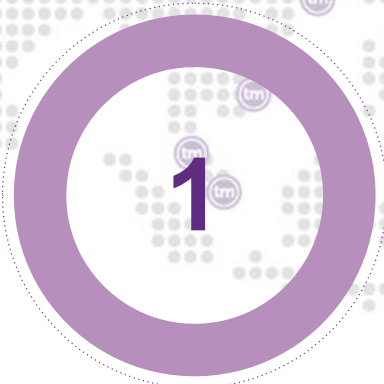
Agencies



Offices

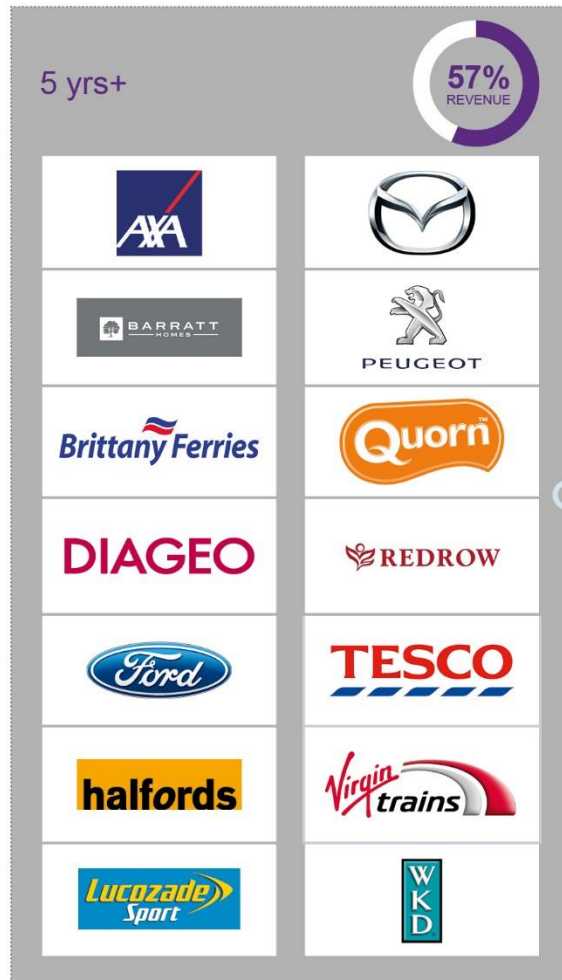


People



Mission

Client longevity above the industry norm



How we are growing



Organic

- New business activity in each Agency
- Client-focussed cross-selling and collaboration between Agencies
- New talent hired in
- New technologies developed
- New offices/new territories

Investment in start-up ventures and joint ventures

Accretive acquisitions

- Typically paid for over three years
- Dependent on post-acquisition profits

Overview of first half 2017



Continuing the trend...

Good financial performance

- Revenues and profits up
- Strong cash flow

Some great new Clients

- Mars, NEFF, Reckitt Benckiser, Revlon, The Royal Mint, Universal Studios

Acquisition of RJW strengthens healthcare offering

- High margin/high growth sector

Fuse prepared for formal launch in July

Interim dividend increased 10%

Financial review

Peter Fitzwilliam



Profit & loss



	H1 2017	H1 2016	%	
	£M	£M		
<i>TURNOVER</i>	71.2	74.2		
REVENUE	33.8	32.4	+4%	Good organic growth from core activity
OPERATING EXPENSES	(30.7)	(29.5)		
HEADLINE OPERATING PROFIT	3.1	2.8	+9%	Small improvement in margin
NET INTEREST	(0.2)	(0.2)		
HEADLINE PBT	2.9	2.6	+11%	Adjustments include restructuring costs in 2017
ADJUSTMENTS TO HEADLINE PROFIT	(1.1)	(0.6)		
PBT	1.8	2.0		
TAX	(0.5)	(0.5)		
EARNINGS	1.3	1.5		
DILUTED HEADLINE EPS (PENCE)	2.58	2.33	+11%	
DIVIDEND PER SHARE (PENCE)	0.55	0.50	+10%	



Balance sheet



	JUNE 2017	JUNE 2016	DEC 2016	
	£M	£M	£M	
INTANGIBLES	87.5	82.0	83.1	£4.7m increase from RJW acquisition
TANGIBLE FIXED ASSETS	3.4	4.4	3.5	
WORKING CAPITAL	4.4	4.4	6.9	
NET BANK DEBT	(9.2)	(9.4)	(11.3)	
EARN-OUT OBLIGATIONS	(6.4)	(5.4)	(4.7)	
TOTAL NET DEBT	(15.6)	(14.8)	(15.9)	
ALL OTHERS (MAINLY CORP. TAX)	(0.9)	(0.9)	(0.7)	
NET ASSETS	75.1	75.1	76.9	
COMMITTED BANK FACILITIES	16.4			RCF £12.0m Term loan £4.4m To April 2019 At 1.75% - 2.75% margin
HEADROOM (BEFORE OVERDRAFT)	7.2			



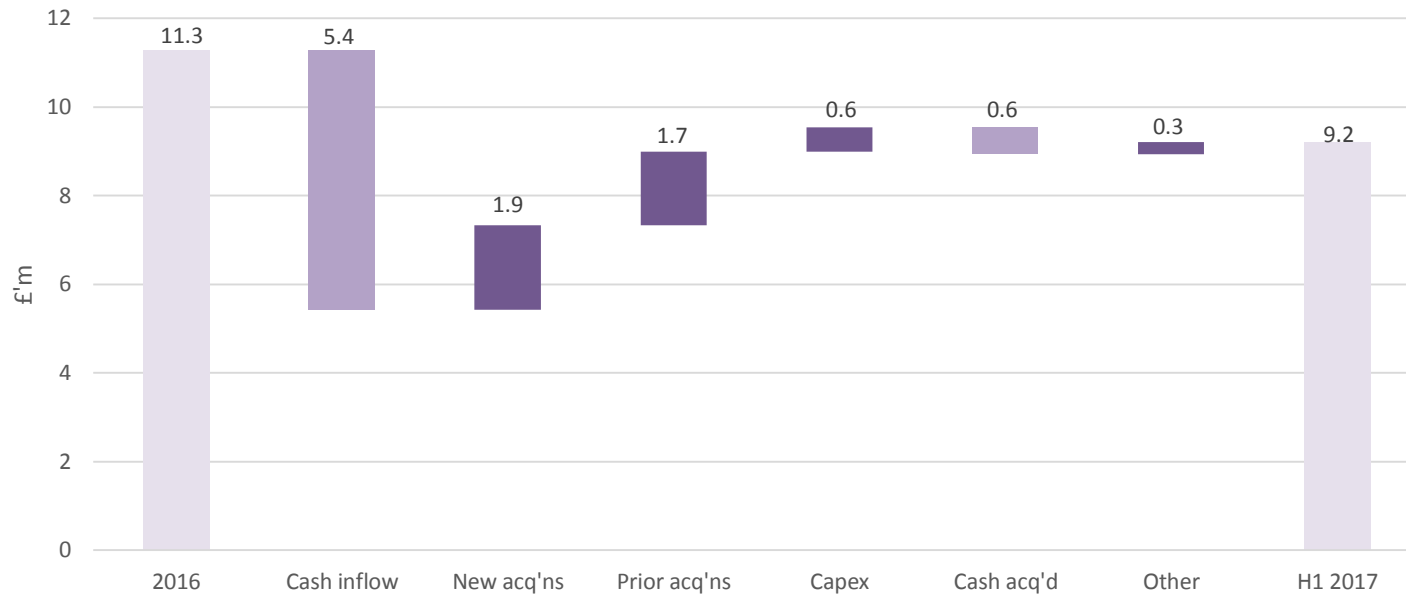
Cash flow



	H1 2017	H1 2016	
	£M	£M	
HEADLINE OPERATING PROFIT	3.1	2.8	
ADD BACK DEPRECIATION/OTHER NON - CASH ITEMS	0.8	0.8	
EBITDA	3.9	3.6	
CHANGES IN WORKING CAPITAL	3.4	2.6	H1 always strong inflow
NET INTEREST AND TAX	(0.7)	(1.1)	
HEADLINE OPERATING CASH FLOWS	6.6	5.1	
EXCEPTIONAL COSTS	(0.6)	-	
CAPEX/SOFTWARE INVESTMENT	(0.6)	(0.5)	Gross acquisition payment of £3.6m (vs £2.7m)
NET ACQUISITION PAYMENTS	(3.0)	(2.6)	
SHARES BOUGHT FOR EBT	(0.1)	(0.2)	
OTHER	(0.2)	(0.3)	
REDUCTION IN NET BANK DEBT	2.1	1.5	



Net bank debt and deferred consideration



£1.7m

2018

£1.9m

2019

£0.6m

2020

£2.2m

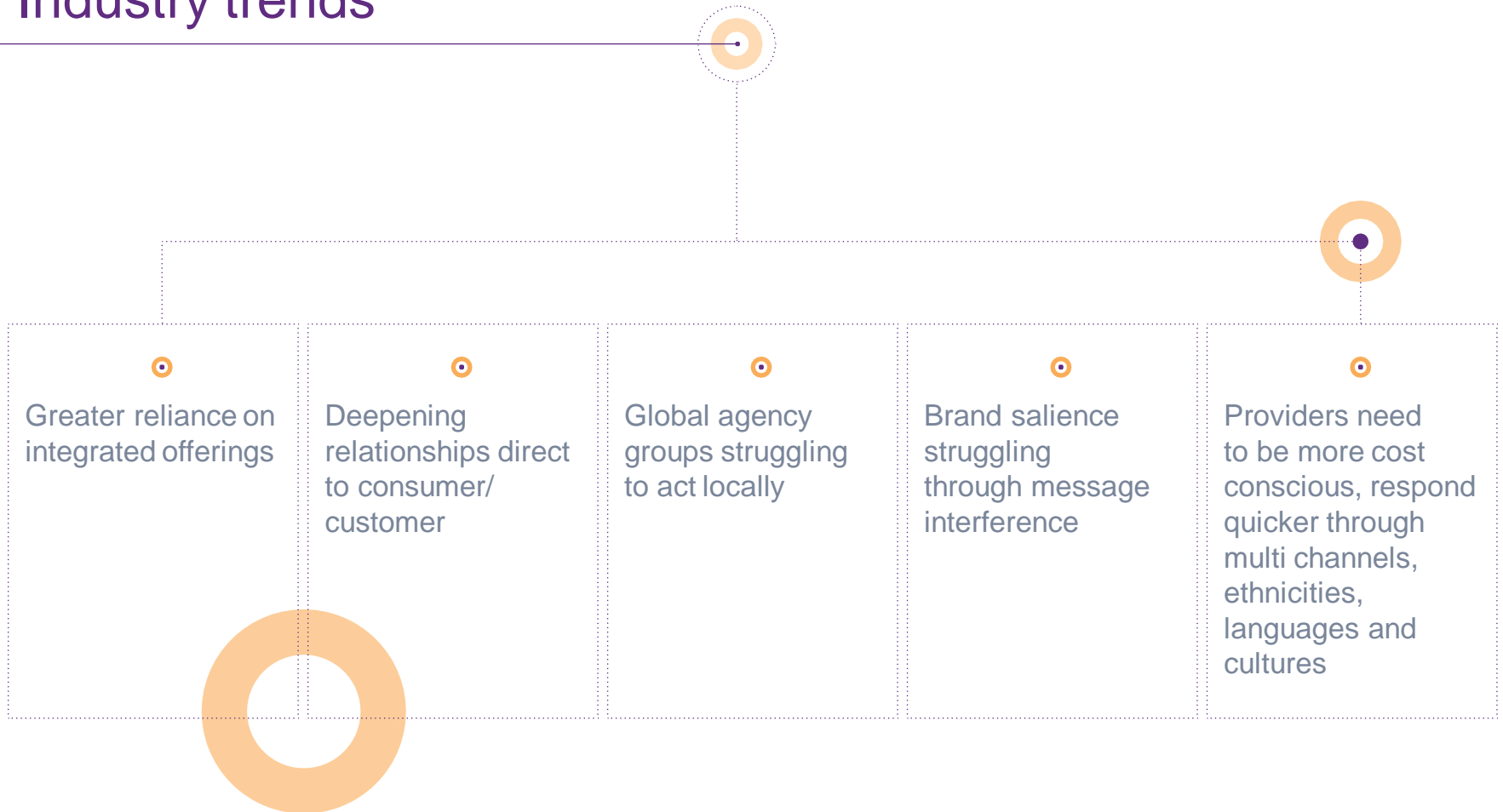
2021

Outlook

David Morgan
Chairman



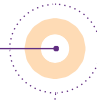
Industry trends



How we are positioned



- We integrated digital from day one
- We focus on navigation and impartiality
- Our cost base is lower
- Our unique structure allows us to act as one but deliver locally
- We are dedicated to technology that improves marketing
- We are well placed to be a brand's trusted partner in an increasingly complex market



Currently four products developed by Agencies

- Cortex/Pathfindr/Broadcare/easl

Represents both a growth and margin improvement opportunity

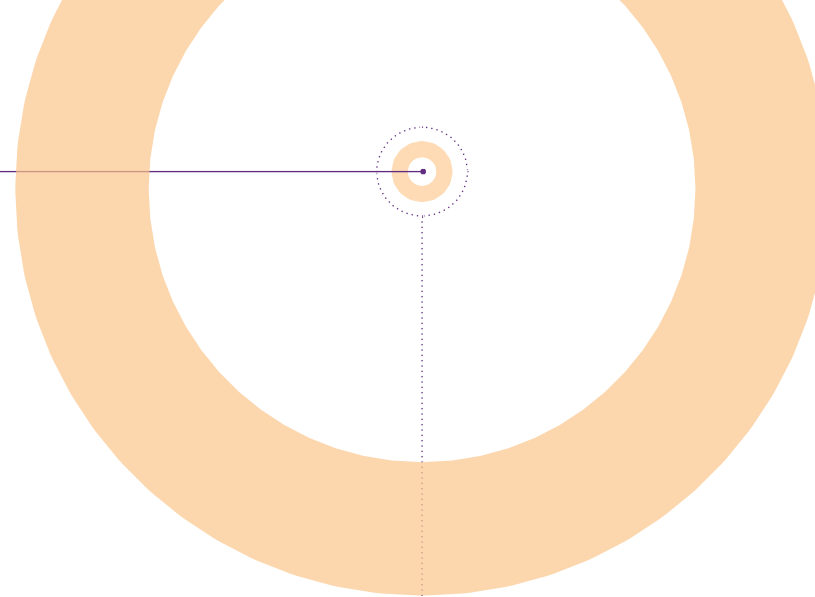
- Develop Intellectual Property once
- Sell over and over again
- Into new sectors
- Under a licensing model

Timelines

- Launched July 2017 with a sales focus
- Looking to launch further products in 2018



Prospects



Top line growth

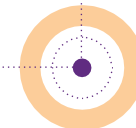
- Cross-selling
- fuse
- Targeted accretive acquisitions

Margin improvement

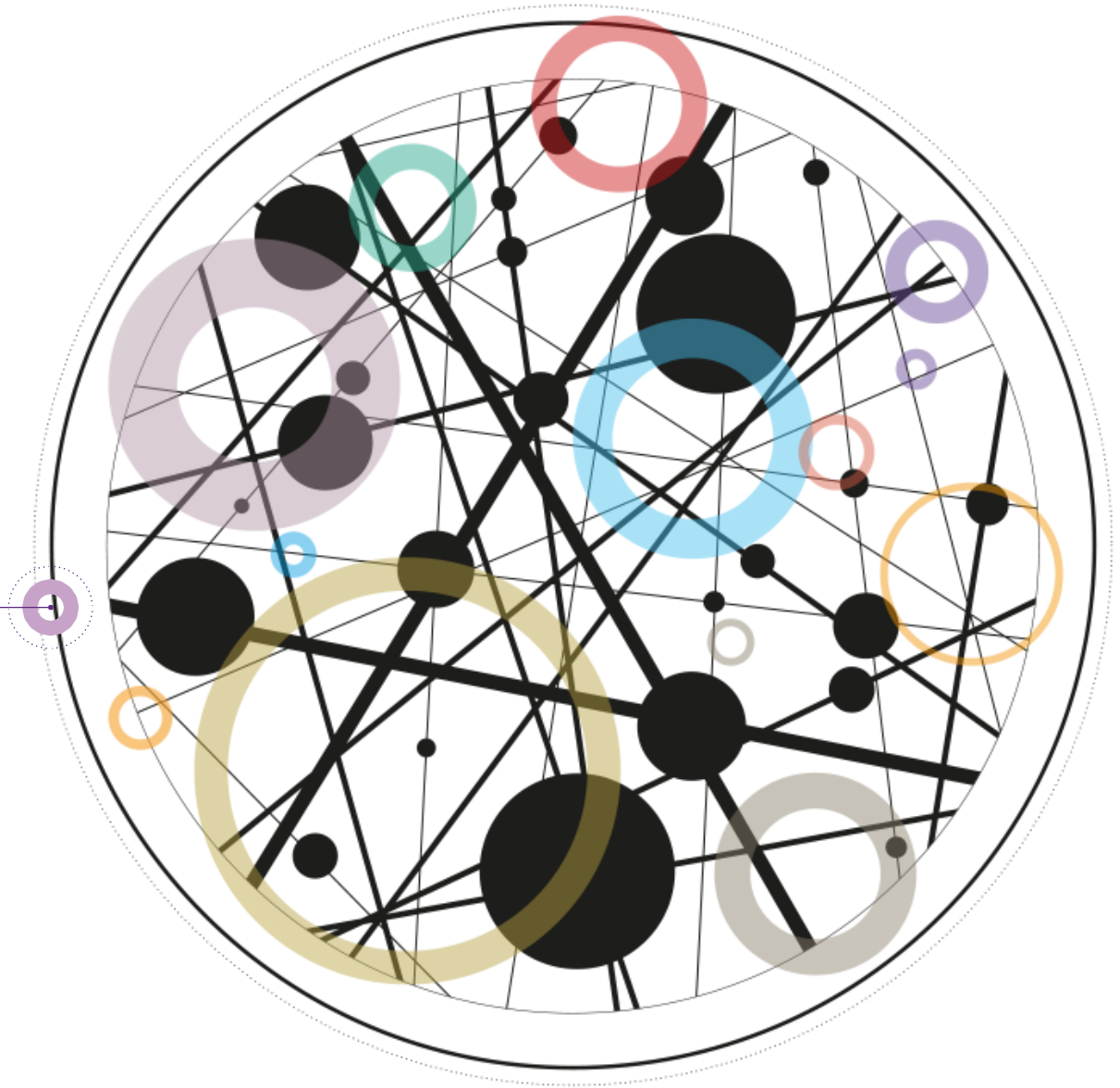
- Centralisation
- fuse
- Targeting high margin/high growth sectors for acquisitions

Dividend growth

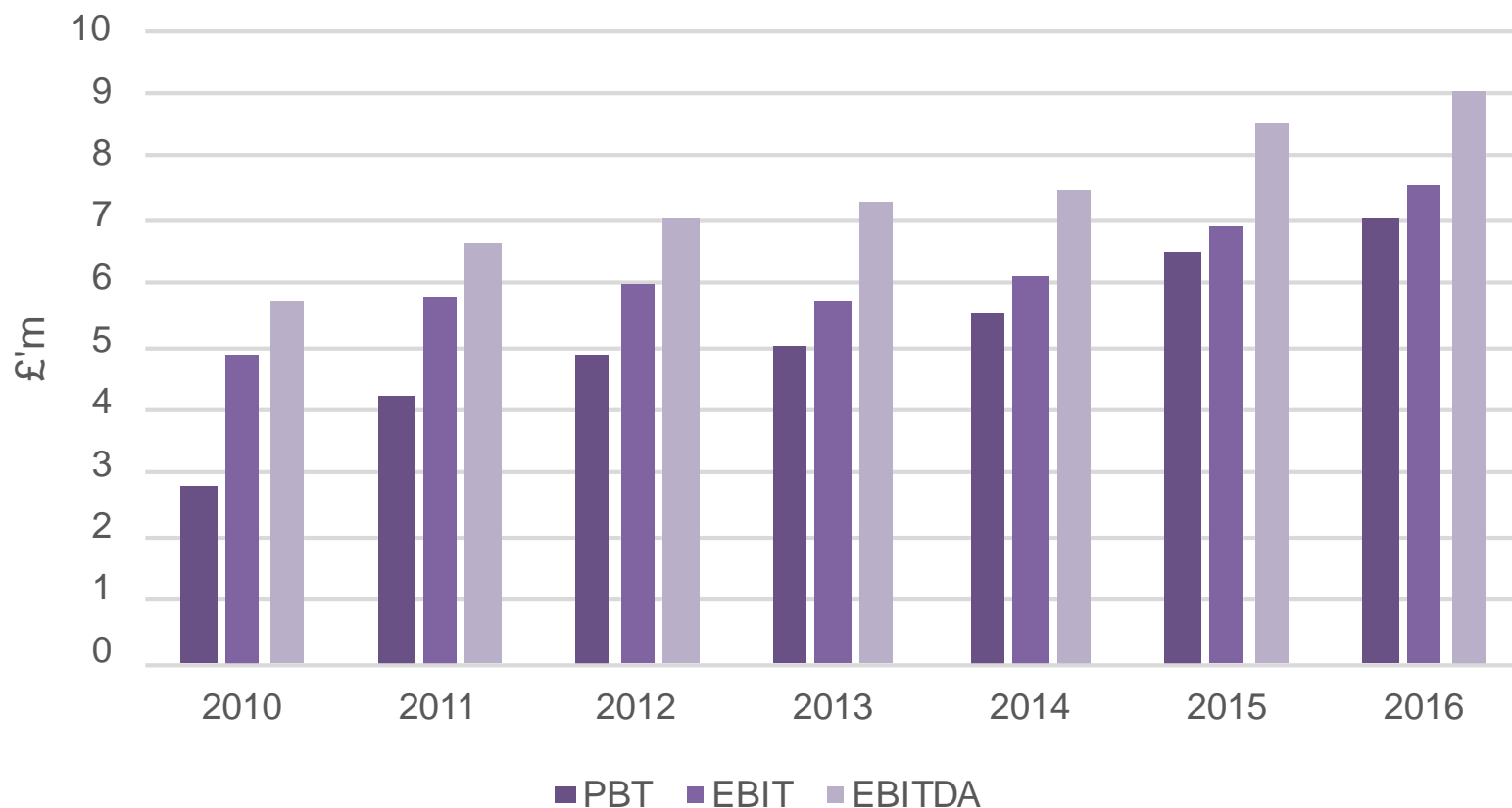
- Well covered by EPS
- Progressive policy



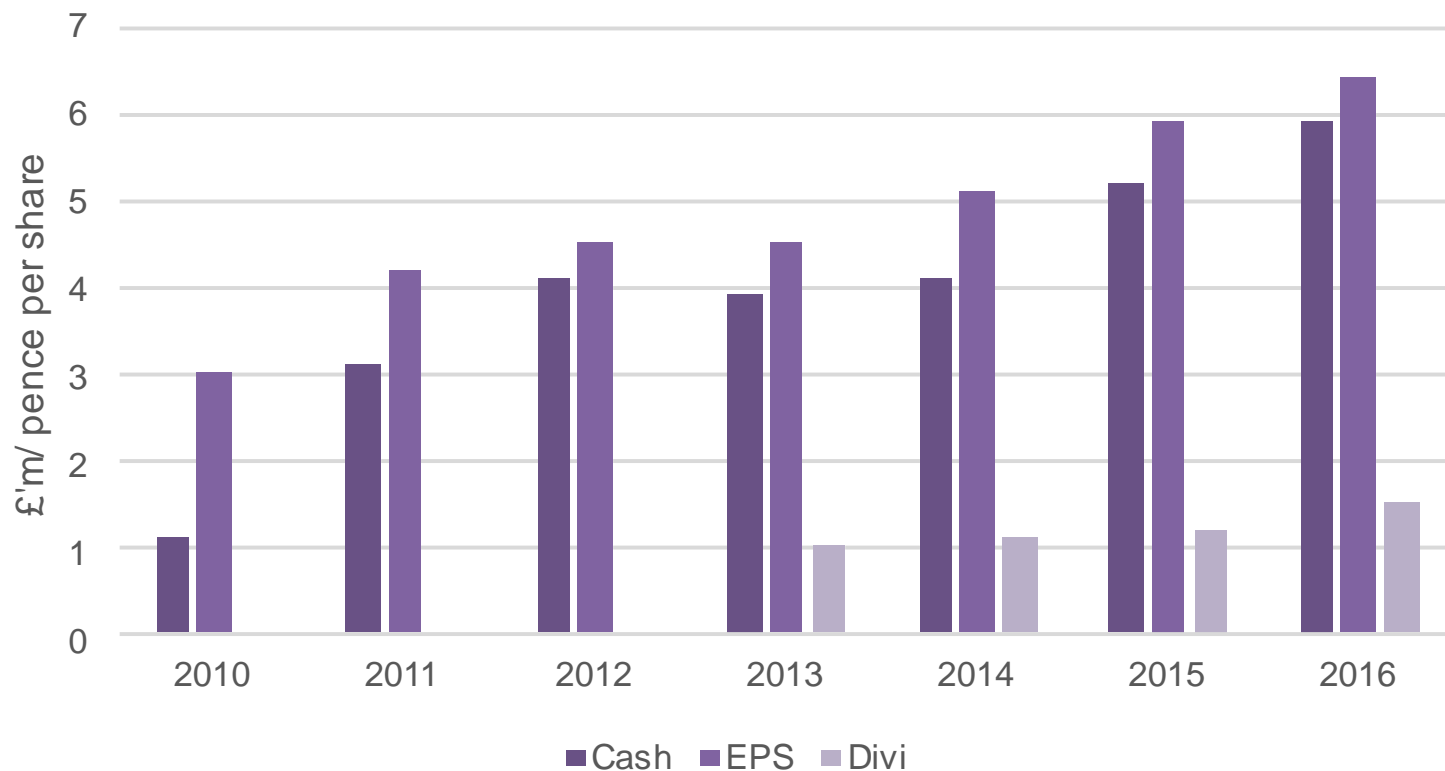
Appendix



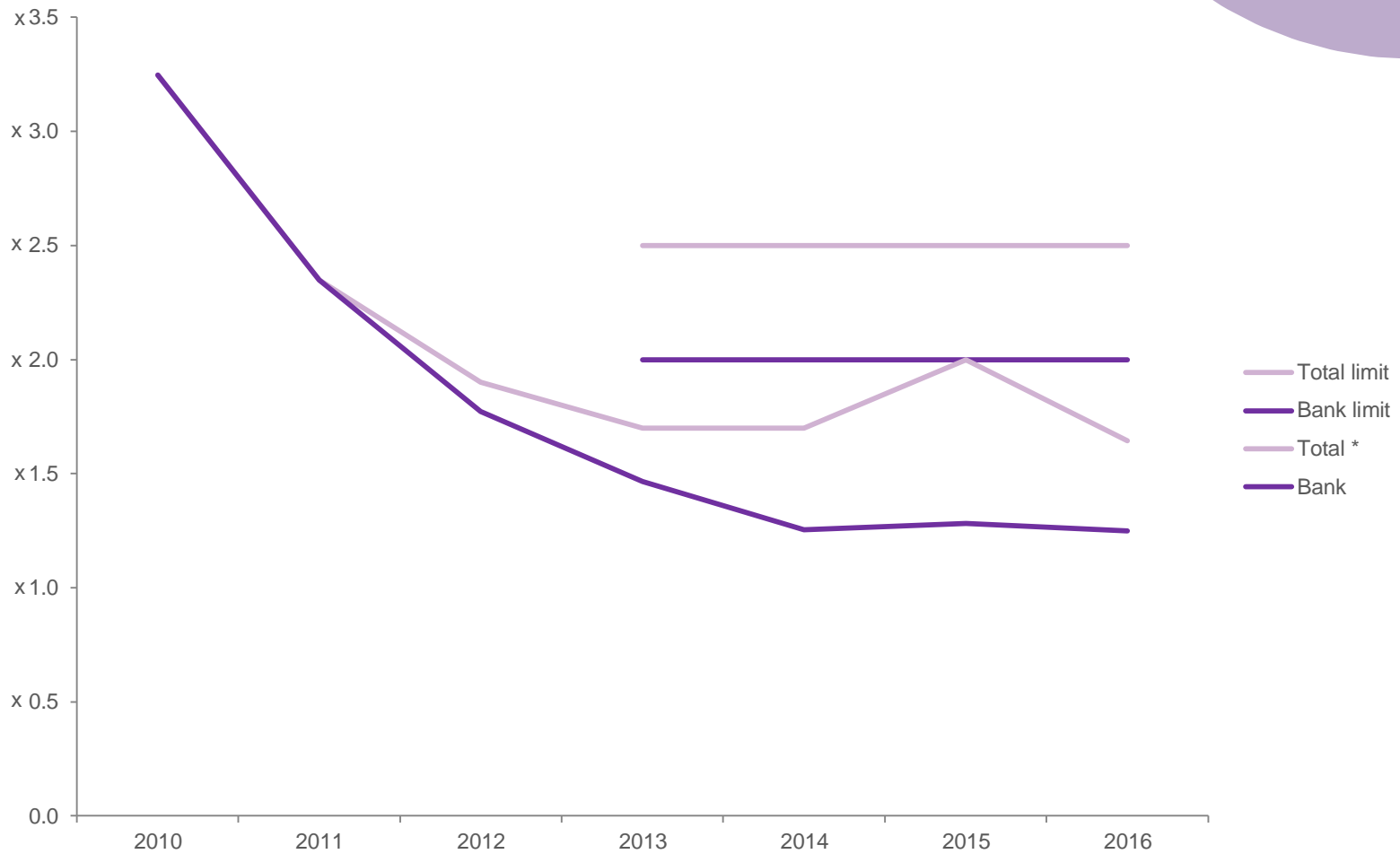
Profits



Cashflow, EPS and dividend



Debt leverage ratios



* includes deferred consideration