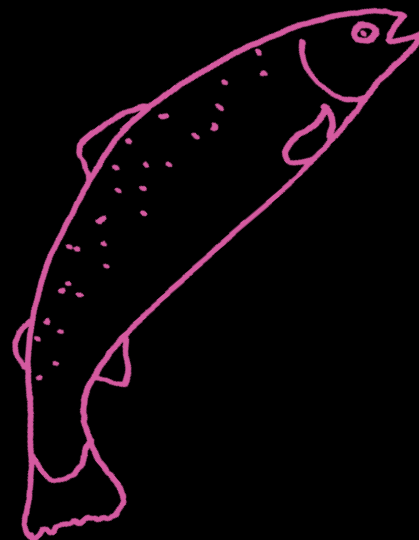


Growing internationally

We adopt a cautious approach to international expansion, using micro networks and affiliated agencies to deliver exposure to rapidly growing markets whilst minimising investment and infrastructure costs. We will look to establish operations for specific sectors in key international hubs only where there exists well-established client demand.



Emerging market opportunities for Insight

In the research sector, the growth potential of emerging markets significantly exceeds that of the UK. International business already accounts for 8 per cent of revenues for our Insight division and we are acting to increase our exposure to this important channel for future growth. Research budgets in emerging markets are increasingly co-ordinated from regional hubs such as Asia and the US. With demand from existing clients for Insight operations in these hubs, we are in a strong position to establish divisional operations there, as low-risk investments, in the coming year.

Growing our micro-network in healthcare

Indigenus, our network of affiliated healthcare advertising agencies, has proved highly effective at meeting growing international demand in the healthcare sector without the need for significant overseas investment. International business currently accounts for 35 per cent of divisional revenues, with strong activity in the 'pharmerging' economies of the BRIC countries (Brazil, Russia, India and China), Mexico, Turkey, South Korea and Central and Eastern Europe. This year, we launched a new healthcare PR network, The Health Collective Network, which leverages the skills of Red Door Communications across these growth markets.

35%

of Health division revenues derived from international business

