

MEMORANDUM

TO: EVERYONE

FROM: David, Peter, Adrian, Michael & Andrew

DATE: 27 February 1997

SUBJECT: A NOT UNPLEASANT FEELING

Well, it's happened. We're Number One.

It's our 20th birthday this year, so it's hardly an overnight success, but as these things go we've got there rather quickly.

And in a way, unexpectedly.

We didn't set out to be the biggest. In fact, survival was our first ambition. After that, we just wanted to work in a pleasant place and produce advertising that we'd be proud to see run.

While we've been doing that, somehow, we've become Number One.

We should enjoy it - all the more because we didn't seek it and we haven't compromised to become it.

You are a wonderful group of people who amaze us daily with your talent and affection for this company.

You made it happen. Let's celebrate in the Bar tomorrow evening.

Perhaps, we should even have some champagne.