ANNUAL CORPORATE SOCIAL RESPONSIBILITY REPORT

2015



PREFACE

MediaMonks is one of the biggest and fastest growing digital production companies in the world. 2015 marks our 15-year anniversary. In the past number of years we took our business to the far ends of the world. Besides our brand new offices in LA and Dubai, we recently set foot in Stockholm, São Paulo and Shanghai. This makes us the number one digital production company with most FWAs worldwide. In this leading position, our business involves an ever-growing responsibility to contribute to a better world. Since we strive to be the best digital production agency in the world, we take our responsibilities very seriously.

Digitalization helps us decrease our negative impact on the world around us through online communications and connectivity. As a digital production company, this is the area where we can make the biggest impact. What's more, setting foot in cities like Singapore and São Paulo helps us reducing our overall footprint and contributes to a low-carbon economy too, especially when it comes to our worldwide logistics.

However, we can only point out the direction of where the digital economy is heading and make the first steps towards realizing it. Those who will actually shape it are the next generation of upcoming young talents. They are the leaders of the future and the real architects of a low-carbon economy. We see them as our biggest inspiration as they help us realize we are heading in the right direction. In this light, we developed the Digital Design Master to give young talented people a stage to develop themselves (in close collaboration with the HvA) and empower them with the tools they need to be a leader of the future. We are proud that in 2015, the Master was awarded the "NVAO onderwijsplan" quality assessment. With a result that September 2016, 25 international students will enroll in the very first year.

In the meantime, we make our best efforts to produce new digital innovations and to apply our expertise and knowledge in doing good. We strongly believe in the power of combining strengths, as other important parties can benefit from our digital expertise. We want to contribute to business and society in an impactful way. That is why we dedicate a significant number of

voluntary hours to charitable projects and those for the public good in order to create the best campaigns that contribute shared value. For example, for Dutch NGO Fight Cancer we produced the Interactive Punching Bag. This installation helped raise funds and awareness for the NGO by allowing people to donate by the punch for research concerning cancer development. What's more, MediaMonks contributed to various charities in different sectors.

Nevertheless, we realize the energy and data centers needed to digitalize our economy puts a great pressure on the environment. The emissions we expel as an industry shouldn't be underestimated. Therefore, we continuously strive to optimize our own organizational processes in order to make them more energy efficient. As we can't do this alone, we actively involve our stakeholders and employees to encourage them to do the same.

OUR WAY FORWARD

In the upcoming years we want to continue using our expertise and services for doing good in the world by offering modern solutions for modern problems. These include solutions for cyber crime, digital divide, e-waste and other polluting artifacts of our modern society. The digitalization of the economy is an ongoing development. As a leader of the industry, it's our job to make sure this development happens as responsibly as possible.

We have set an energy efficiency target for our Amsterdam headquarters in 2016: from energy label D to B. We will achieve this by installing 76 solar panels on the office roof, reconditioning our air channels, linking light sensors in bathrooms, implementing LED lighting in common areas and stairwells, replacing circulators and improving heating by replacing outdated boilers for energy efficient models.

In the following report you will find the results of our 2015 operational daily practices as well as the choices we've made in our efforts to become a more responsible global company.

VICTOR KNAAP

Main Monk

This report reviews MediaMonks' Corporate Social Responsibility performance of 2015. Complying with United Nations Global Compact, the report follows the GRI guidelines. MediaMonks is a member of the United Nations Global Compact since 2012.

GLOBAL REPORTING INITIATIVE (GRI)

The Global Reporting Initiative is a non-profit organization that promotes economic, environmental and social sustainability. GRI provides all companies and organizations with a comprehensive sustainability reporting framework that is widely used around the world.



UNITED NATIONS GLOBAL COMPACT (UNGC)

The United Nations Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

Corporate Social Responsibility is a form of corporate self-regulation integrated into a business model. CSR is titled to aid an organization's mission as well as a guide to what the company stands for and will uphold to its consumers.



CONTENT

01MANAGEMENT SUMMARY

02 2015 IN NUMBERS

05LETTING TALENTS FLOURISH

I PEOPLE

II EDUCATION & INNOVATION

08OFFERING OUR TALENTS WHERE NEEDED

I CHARITY

10

A FAIR AND SUSTAINABLE WAY OF WORKING

I ENERGY & ENVIRONMENT

II SUSTAINABLE PROCUREMENT

15 APPENDIX

MANAGEMENT SUMMARY

MEDIAMONKS 2015

MediaMonks is a creative digital production company that works for and with advertising agencies to craft amazing digital work for global brands. You can find us anywhere online as well as in Amsterdam, London, Stockholm, New York, Singapore, LA and Dubai. As of 31.12.2015, MediaMonks boasts an in-house team of 365 Monks that are versed in a virtually infinite range of digital disciplines, collectively covering almost anything you could possibly throw at a digital campaign.

We've recently set foot in São Paulo and Shanghai, but these offices were established in 2016 (or in the case of Stockholm, at the end of 2015) and will therefore not be included in the performance overviews of this report.

CREATING SHARED VALUE

MediaMonks wants to be the best digital production agency in the world. Being the best demands leadership and adding long-term value to our stakeholders and the world around us. In 2015, we've put a strong effort in adding value to the world that goes beyond a regular Corporate Social Responsibility (CSR) program. Where as CSR is reactionary (a response to a growing concern from employees, customers and investors about our business conduct), creating shared value refers to the process where business and society achieve success together.

Creating shared value for business and society lies at the heart of our way of doing business and forms the foundation of our business executions and the choices we make. For us, being responsible and showing leadership is inextricably linked to being the best production agency in the world. It is a logical way of developing and innovating our business. Using our core business and specialities, we want to add value to the areas where we can make our biggest impact. In this year, we therefore explored areas where we can really make a difference. We reformulated these areas into three pillars that we obtained in our corporate strategy:

1. Letting talents flourish

People have a central place in our business: their talents make us who we are. They are the ones that help us achieve our goals, and we aim to be the best employer because of this. We take care of our people. As many employees enter the business at a young age, MediaMonks is their home base — the place where they grow up. We take this role very seriously and provide our employees with an environment in which they can

develop themselves personally and in which they can let their talents flourish. Secondly, we are a frontrunner in taking Dutch Digital Design onto the next level, internationally. To this end, we are developing the Digital Design Master to educate new talent and to take Dutch digital design to the international stage. In September 2016, 25 international students will be starting this master that is funded by the government in the coming 10 years.

2. Offering our talents where needed

MediaMonks contributes to the world around us by using our talents to make this world a better place. We believe the world can benefit from digital design and production as it brings modern solutions to modern problems. Therefore, we put our talents and expertise in place to accelerate charity-projects and social initiatives to help them achieve their goals. A good example of this is Hope Locker: Our increasingly cashless society is quick and convenient but has raised a problem for charity organisations dependent on small cash donations. As a creative solution, Proximity and MediaMonks produced Hope Locker: a digital kit that fits inside existing swimming- pool lockers to raise money and awareness for WaterAid. Hope Locker is equipped with an interactive display that tracks how long people swim. Upon their return, it shows the sobering reality of children who died because of drinking dirty water in the same timeframe. With this new poignant perspective, swimmers are asked if they're willing to donate their deposit to the cause.

3. A fair, sustainable and effective way of working
Our way of working is fair, sustainable and effective.
Only by organising our business as such, will secure the
future of our world and our company. Part of being the
best, is striving for operational excellence in every part of
your company. We did not set up a separate department
for this, but we make sure it is integrated in our general
procurement and facility management.

PERFORMANCE 2015

MediaMonks started measuring performance on CSR indicators over 2012. This assessment will be repeated every year and forms a basis for improvement policy. In the following chapter you will read an elaboration of the scores from 2015.

2015 IN NUMBERS

7OFFICES (AMSTERDAM, LONDON, STOCKHOLM, NEW YORK, LA, SINGAPORE AND DUBAI)

365 EMPLOYEES

1175 PRODUCTIONS DELIVERED

36.8m TURNOVER IN EUROS

916 tonnes CO2 EMISSIONS

6 CHARITIES SUPPORTED

^{*}Figures at 31.12.2015

MOST IMPORTANT FIGURES

*The MediaMonks CSR performance figures are based on the yearly average number of 244 employees in 6 countries.

PEOPLE

Employee / Employer ratio	0.26 lowest gross income / highest gross income [ratio]
Health & Safety	
Absenteeism	2.32% absent hours / yearly worked hours [%]
Accidents	0 number / year [#]
Training & Education	436 €/FTE[€]
Nationalities	37 number [#]
Diversity	0.21 female / male [ratio]

ENVIRONMENT & ENERGY

	LU2 emission [tonne]	LUZ emission [kg] / FTE
Mobility		
Car	87	372
Public Transport	130	556
Flights	556	2,377
Energy	127	544
Water	515	2.20

BUSINESS

Innovation	19,320 hours / yearly worked hours [#]
Suppliers	
CSR policy	48% number of top 20 suppliers [%]
Publicity disclosing CSR policy	48% number of top 20 suppliers [%]

COMMUNITY

Donations	
Projects for Public good	5 projects per year [#]
Unpaid / voluntary hours	1,849 hours per year [#]

LETTING TALENTS FLOURISH

I PEOPLE

PERFORMANCE 2015

Employee / Employer ratio	0.26	lowest gross income / highest gross income [ratio]		
Health & Safety				
Absenteeism	2.32%	absent hours / yearly worked hours [%]		
Accidents	0	number / year [#]		
Training & Education		€ / FTE [€]		
Nationalities	37	number [#]		
Diversity		female / male [ratio]		

LOOKING AFTER OUR MONKS

The health & well-being of our people is a serious matter for MediaMonks. Our monks work hard. We want to make sure this happens in a safe and healthy environment. This means having all important safety procedures and standards in place, such as having emergency response qualified staff (in Dutch: BHV) and all health and safety regulations (in Dutch: ARBO). It also means providing healthy catering and encouraging them to take part in sport events such as the annual skiing trip and outdoor activities like Mud Masters and bootcamp sessions.

Aside from our health and safety measures during work, MediaMonks also gives above-and-beyond support for our employees in their personal lives. If needed, we will provide loans, assistance with debt, as well as general advice and administrational support. With many of our staff coming from all over the country and even overseas, MediaMonks also pays careful attention to housing and accommodation. Aside from offering assistance in finding a home, each MediaMonks office also has its own MediaMonks house. Rooms are offered for free to interns, and at a low cost for full employees. Such premises drastically improve the potential for individuals all over the world to work for MediaMonks, making their move and relocation a far less stressful experience.

In 2015 the combination of an excellent working environment, our health and safety measures have led to only 2,3% absenteeism and the successful prevention of any accidents.

A DIVERSE FAMILY WITH EQUAL FAMILY VALUES

Like most global companies, there is a lot of diversity present among our Monks. Numerous nationalities from all over the world work at MediaMonks. Almost 20% of the workforce of MediaMonks is non-Dutch. This diversity is highly valuable and encouraged by the management of MediaMonks as it brings our organization lots of benefits. But in general, recruitment is set to attract and align the most talented people to the organization. All monks should breathe the same values and have the same working ethics. Therefore, MediaMonks puts a lot of effort in preserving its cultural values among the entire family across the globe.

II EDUCATION & INNOVATION

PERFORMANCE 2015

Innovation 19,320 hours / yearly worked hours [#]

Our ambition is to be a frontrunner in digital design and inspire young talent whilst doing so. We want to provide talented people a platform to develop themselves and let them get enthusiastic about our working field. Furthermore, we continuously strive for innovation within our own sector and search for the latest technologies that will improve it.

DIGITAL DESIGN MASTER

In 2014 MediaMonks started, in collaboration with several other partners from the digital design industry, developing the first Digital Design Master in the Netherlands. This master in digital design was set up especially to educate new talent and to bridge the gap between higher education in digital media and the actual digital media industry. In this way MediaMonks wants to provide a platform for (young) talented people where they can develop themselves and get an internationally recognised diploma in digital design. Furthermore, MediaMonks wants to take a leading position pushing Dutch Digital Design to the international stage and to improve its reputation worldwide. With that, the Digital Design Master enhances the power to innovate for the entire sector in the Netherlands.

The Digital Design Master is a two year-study inclusive an official title. In 2015, the master received an official quality status (NVAO onderwijsplan/macrodoelmatigheidstoets). We also safeguarded 10 years of financing for the master from the Dutch government. The master will start in September 2016 with 25 international students. In the years to come, we will intensify our efforts to contribute to the development of young talent and making the Digital Design Master a comprehensive and progressive master-

DIGITAL LEADERSHIP & INNOVATION

MediaMonks wants to show leadership in digital design and digital communication. This means improving and optimizing all of our organizational processes as well as sharing our latest improvements with others within and outside the sector. We give our clients, suppliers and partners the opportunity to grow with us by giving them insights to our latest innovations. This is also part of our shared value-vision. Collaborating instead of competing with each other. This applies to our stakeholders outside the sector as well. Part of this is openly sharing the latest software developments and updates via an online nlatform

MediaMonks' innovation and development work is eligible for the fiscal stimulus of WBSO (Wet Bevordering Speuren Ontwikkelingswerk). In 2015, 19,320 hours of WBSO grant have been assigned to MediaMonks, which amounts to 4.21% of the total amount of hours worked. This gave us the time and capacity to do research & development activities and search for innovations regarding new software and creative products.

OFFERING OUR TALENTS WHERE NEEDED

I CHARITY

PERFORMANCE 2015

Donations	
Projects for Public good	5 projects per year [#]
Unpaid / voluntary hours	1,849 hours per year [#]

OFFERING OUR EXPERTISE WHERE NEEDED

Another way MediaMonks wants to contribute to society is by actively share our knowledge and offering our expertise to social initiatives and charity projects. Our expertise in digital design and communication provides modern time solutions to modern time problems in society. In doing so we help social initiatives and charity projects in achieving their goals. From our point of view, digital design and communication can be strong drivers to enhance positive social change. This means we provide voluntary hours to help build digital communication platforms, digital videos, applications or productions to help them convey their message. In comparison to 2014 we almost spent five times as many voluntary hours on charitable projects or projects for the good of the public.

We always do this together with and for our customers: for many years now we've supported our largest clients to develop the best and most innovative charitable campaigns by contributing our talents and skills in digital communication. In doing so we create shared value together. A great example of a charitable campaign is the Interactive Punching Bag for Fight Cancer: an inventive installation that shows how cancer cells develop. The digital punching bag lets people donate by the punch to raise funds and awareness for cancer research.

CHARITY

We are investing a substantial amount of time and resources into these great charitable projects. In 2015 we have donated in kind a total of 1849 hours of our professionalism to 3 foundations and projects for the public good in the Netherlands and 2 in the UK.

Our aid goes to charities with a diverse focus; for example besides health care research (Fight Cancer) we focused in 2015 on equal rights. For the Gay Pride parade MediaMonks launched an initiative to let people participate from anywhere in the world. Also, for the Equal Pay Day campaign The Undubbed Truth we produced an online platform.

CHARITY CASE

KPN: Pridestream

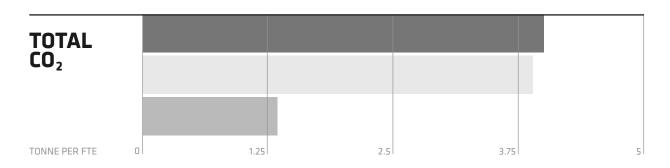
For the 2015 Amsterdam Gay Pride Canal Parade, N=5 and MediaMonks launched an initiative to let people participate from anywhere in the world. Equipped with large LED screens and a 360 camera, the Pridestream boat enabled almost 70,000 people from 128 countries to sail along and show their pride to the crowds of Amsterdam. Pan around the canals of Amsterdam in a 360-degree livestream on pridestream.org and experience Gay Pride in all its glory.

A FAIR, SUSTAINABLE AND EFFECTIVE WAY OF WORKING

I ENVIRONMENT & ENERGY

PERFORMANCE 2015

I LIXI OIXII	initel 2015	Amount	CO2 emission [tonne]	CO2 emission [kg] / FTE
Mobility				
Commuting	Car	354,431 km	73	312
	Public Transport	2,954,742 km	130	556
Business	Car	65,091 km	14	60
	Flights	3,939,487 km	556	2,377
Energy	Gas	12,158 m³	22	95
	Electricity	230,916 kWh	105	449
Water		1,727 m³	515	2.20



AVERAGE MEDIAMONKS TOP SCORE

MediaMonks has the ambition of being the best in all we do. This also applies to the way we organize our business processes and how we handle the impact we have on the world. We believe the ICT industry is a key player in creating a low-carbon society and provides a significant contribution to pushing the world in this direction. In the first place, our digital communication products provide an interesting and low-carbon alternative to the printing industry. Also, as people are looking for ways to live a responsible and conscious life, the digital interfaces we build can offer them innovative and low-carbon tools. A good example is the digital interface we developed for smart watches.

At the same time however, digital production agencies are large consumers of electricity due to the nature of their work, which requires intensive use of computers, displays and servers. To grasp the global impact of the total digital traffic worldwide, all the data centers in the world together consume 2% of the global electricity supply. This is similar to the carbon footprint of the airlines industry.

To address this challenge, over the last years we've implemented all necessary means to improve our business processes and reduce emissions, distinguishing three key areas: energy, waste and sustainable procurement. MediaMonks strives for operational excellence in these areas and tries to decrease its environmental impact to a minimum.

ENERGY EFFICIENCY MEASURES

The largest impact we can make regarding our carbon footprint is the conservation of energy. One part of reducing our carbon footprint is making some basic efficiency measures in our electricity usage, one of our largest emissions. These are measurements such as central power switches and energy saving lights, as well as purchasing green-certified electricity.

More importantly, together with our strategic partners we keep looking for ways to improve our energy efficiency. For example, we constantly strive for innovations in our data center. We've deliberately chosen a data center that

makes use of cold corridors, smart meters and extensive virtualization of its servers. All these measurements have lead to a decrease in electricity and gas use this year.

As a growing international agency, our carbon footprint is increasing as well due to mobility. Therefore we have been encouraging our Monks to use public transport when commuting to work. We do this by offering every employee a yearly subscription for free public transport to and from work, plus our careful choice of headquarters next to the train station. In 2015, this again resulted in a growing number of Monks that commute to work by train. As for our increasing number of flights abroad we started opening offices in those parts of the world we were visiting regularly, such as Singapore, New York, London, LA, Dubai and very recently Stockholm, São Paulo and Shanghai. Moreover, we highly promote video conference calls between the offices and strive to compensate our flights in the upcoming year. In 2016, we have the ambition to reach energy label B in our office in Hilversum. To do so, amongst other things, we will place 76 solar panels on our rooftop, install LED lightning and renovate our heating and air-conditioning installations.

OUR WASTE HANDLING

As mostly all is digital at MediaMonks, we produce minimal physical waste. We have hardly any paper waste due to the use of digital administrative processes and our ambition to use as less paper as necessary. Notably, the majority of waste produced at MediaMonks is organic, and therefore biodegradable. What's more, in addition to paper and glass recycling, MediaMonks also collects plastic waste. As our organization is growing we put our best effort in getting all employees aligned to keep our physical waste production to a minimum.

MediaMonks also uses a sustainable end-of-life policy regarding old hardware. This policy distinguishes three scenarios:

- If hardware is not working, we will first try to repair it. If this is not possible, the hardware will be recycled in appropriate ways:
- Workable parts of old hardware, will be re-used;
- 3. Hardware (or parts of old hardware) that we cannot use anymore will be sold.

II SUSTAINABLE PROCUREMENT

PERFORMANCE 2015

Suppliers	
CSR policy	48% number of top 20 suppliers [%]
Publicity disclosing CSR policy	48% number of top 20 suppliers [%]

We put a lot of effort in making our supply chain more sustainable. One key aspect in doing so is a conscious choice of suppliers. For all business partners and suppliers we apply basic sustainable procurement principles: in 2015 48% of our suppliers has a CSR policy and publically discloses their CSR performance on their website. This is a rise of more than 20% compared to 2014. Based on the size of the potential order and influence this has on our operational excellence, we're able to make the best choice for sustainability. Moreover, we encouraged our suppliers and business partners to pay attention to CSR by underlining its importance. Energy, office supplies and other facility requirements thereby have our full priority. This helps us to maintain a fair and transparent relationship with all parties involved.

SUPPLIER ASSESSMENT

Next to our own carbon footprint, we are aware of the fact that our choice of supplier has a significant impact on our total carbon footprint. To ensure our sourcing is transparent, we assess the sustainability behavior of our current suppliers by annually tracking the CSR policies and publications of the largest 20 suppliers.

More than 48% of our suppliers are transparent about their CSR policy and activities and present them openly on their website. Examples of our top 5 suppliers who are transparent and serious about their CSR efforts are NS, Vodafone and Sligro NV. As part of our procurement policy of 2015, the amount of suppliers that are transparent substantially increased since 2014.

CLIENTS

Our clients are what drives our business. Therefore, we take our relationship with them, their data security and their privacy very seriously. We do this in two ways:

1. Confidentiality

Both customer data and information about productions are treated confidential at all costs. Every MediaMonks employee has signed a confidentially agreement/non-disclosure agreement, acknowledging that they cannot disclose data or information from MediaMonks nor our

customers or other business partners. The same goes for all our suppliers that are dealing with our core business, or are in direct contact with our customers. They too sign a confidentially agreement.

On a more regular basis, employees are informed by their team leader about developments regarding customer data, privacy and integrity on specific assignments. Sometimes, a customer even requires the individual MediaMonks project team members to sign a special non-disclosure agreement.

Again in 2015, our data and our office have been secured by following the highest industry standards. All our NDA work is processed on in-house servers, managed by certified datacenter managers and secured by hardware firewalls. Also, the in-house servers are protected by an alarm and secured electric gates. All these measurements are taken to optimally secure all our and our customers' data and information.

2. Integrity

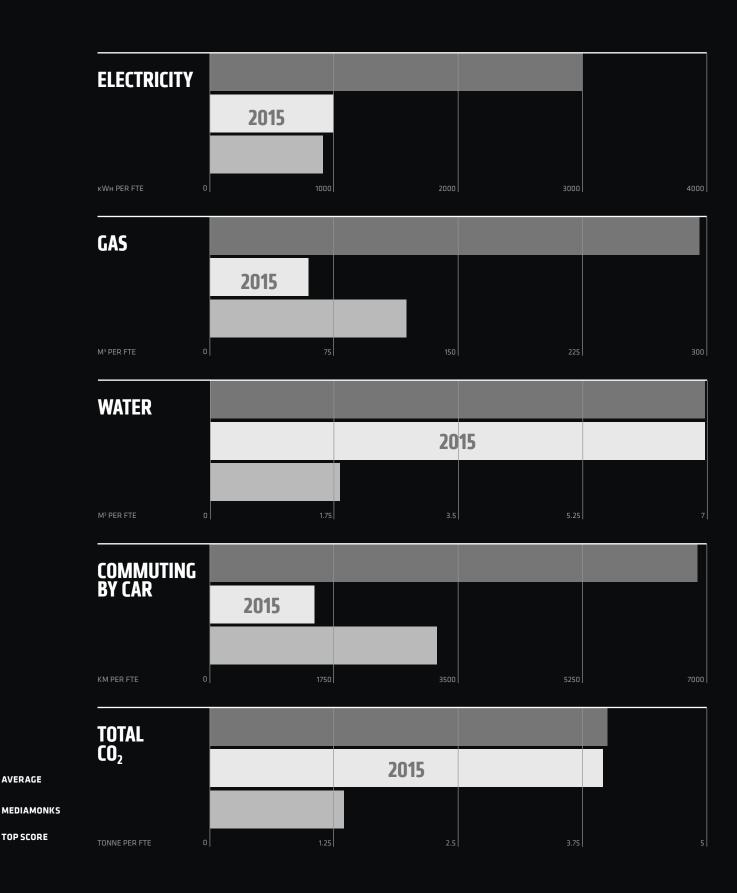
Secondly, to maintain fair relationships with our customers, MediaMonks employees are prohibited from purchasing goods or services from a client unless the purchase is made at the same price and if it is subject to the same conditions as the public. It is also forbidden to accept money, gifts or goods or oblige oneself in any way to the client. This policy was still very valid this year.

MEDIAMONKS ENVIRONMENTAL PERFORMANCE 2015

AVERAGE

TOP SCORE

The results below indicate MediaMonks' performance relative to the 'average' office and best practices in the Netherlands. The scores are based on a benchmark set by the Dutch government.



APPENDIX

TEN UNIVERSALLY ACCEPTED PRINCIPLES

The UN Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption:

PRINCIPLES UNITED NATIONS GLOBAL COMPACT		
Principle 1	Support and respect protection of internationally proclaimed human rights MediaMonks takes a clear position and global responsibility against violations of basic human rights, such as the right to privacy and integrity.	6, 7, 13
Principle 2	Make sure business is not complicit in human rights abuses We contribute to this by promoting fair labour conditions in all our offices, and have integrated this in our human resource policy and procurement policy.	6, 7, 13
Principle 3	Uphold freedom of association and right to collective bargaining MediaMonks respects the freedom of association and employees' rights to organize or join employee organizations.	6, 7
Principle 4	Support elimination of all forms of forced and compulsory labor Diversity is a prerequisite for success and all discrimination is prohibited. For example, in total 28 different nationalities are working for MediaMonks.	6, 7
Principle 5	Support effective abolition of child labor We do not tolerate bullying or other physical or verbal acts of an abusive character. Decisions that concern employment, promotions, development and compensation are based on the employees' job knowledge and competence.	6, 7
Principle 6	Eliminate discrimination in employment and occupation Active responsible supply chain management helps us track possible human rights violation such as child, forced or compulsory labor.	13
Principle 7	Support a precautionary approach to environmental challenges MediaMonks works actively with minimizing our environmental impact - it is part of our everyday business. Focus areas within our environmental policy are energy, mobility and waste.	11, 12
Principle 8	Undertake initiatives to promote greater environmental responsibility Active sustainable supply chain management helps us raise awareness on energy efficiency amongst our suppliers, and work with them on innovations.	11, 12
Principle 9	Encourage the development and diffusion of environmentally friendly technologies Knowledge is an important factor to our environment and energy management. We work together with our strategic partners on innovative energy measurements. For example with our datacenter supplier.	11, 12
Principle 10	Work against all forms of corruption, including extortion and bribery MediaMonks has zero tolerance with regard to all forms of bribes and corruption. We neither offer nor accept gifts and hospitality that are improper. This is integrated in our contracts with our employees. Also, they have signed a non-confidentiality agreement to prevent data breaches.	13
	Our undertaking is to conduct ourselves in an ethically correct manner in everything we do, in compliance with applicable legislation and our company values, industry standards and international guidelines.	

OUR CSR PROGRAM

For questions, recommendations or ideas about the MediaMonks policy, please contact us:

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