

WPP

WPP Investor Briefing Introduction

Sir Martin Sorrell, WPP CEO

November 18, 2015

London



WPP Investor Day

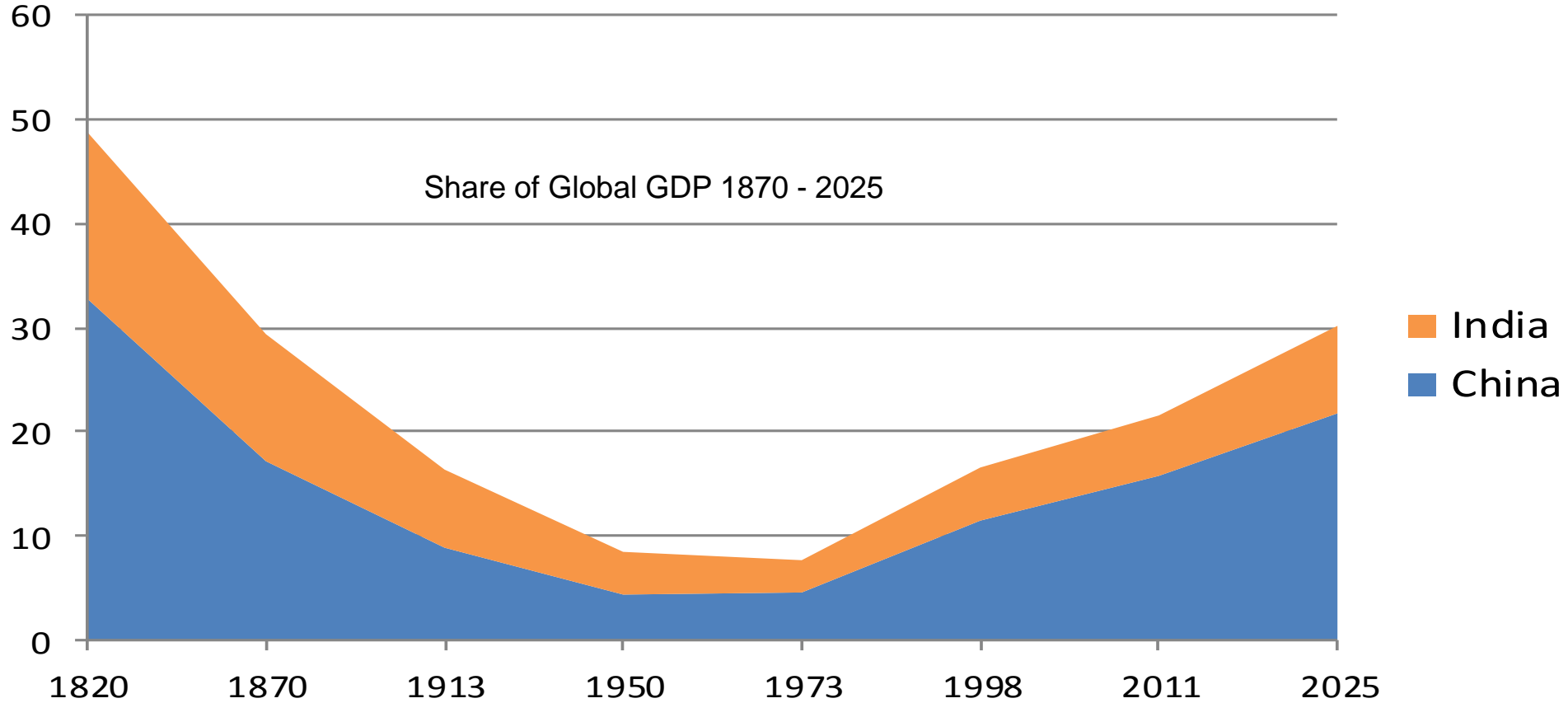
Our 4 Strategic Priorities

- Horizontality – ensuring our people work together through client teams and country and sub-regional managers for the benefit of clients.
- Fast growth markets to be 40-45% of total Group revenue over the next five years.
- New media to be 40-45% of total Group revenue over the next five years.
- Data investment management and quantitative disciplines to be one half (achieved) with focus on data, technology and content.



Faster Growing Markets to be 40% - 45% of Group Revenues Importance of China

Back to the Future



1. Prof Angus Maddison - The World Economy 1870 - 1998: OECD
2. Conference Board Global Economic Outlook 2011 - 2025: January 2012

Agenda

Briefing on China

- 1315 WPP China Overview
Bessie Lee – WPP Greater China Country Manager
- 1345 China Top 100 BrandZ
Doreen Wang – Global Head of BrandZ
- 1415 Advertising in China – a JWT view
Tom Doctoroff – JWT Asia Pacific CEO
- 1445 China Media Market
Patrick Xu – GroupM China CEO



Changing World of Media

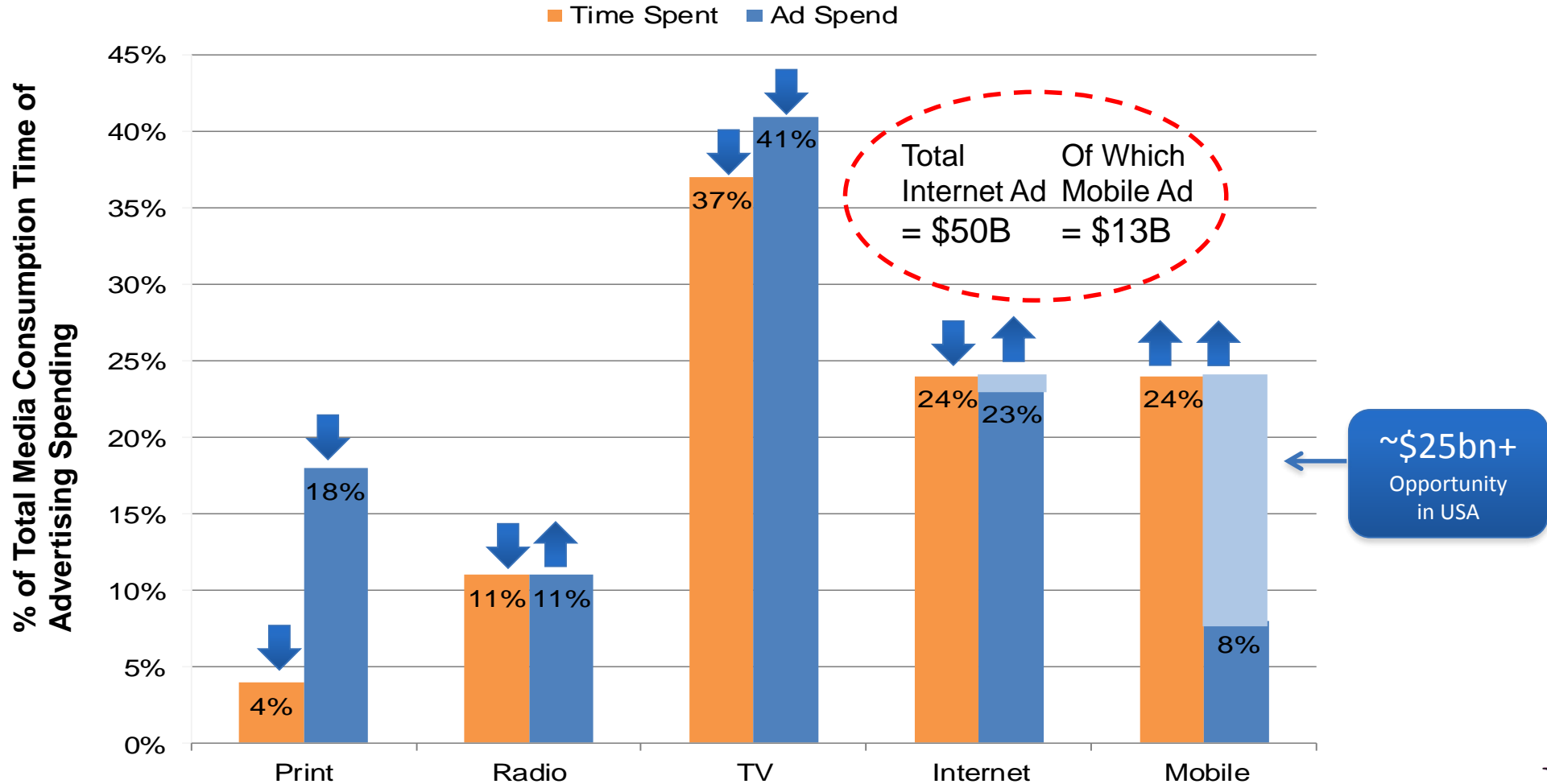
Consumers Face a Proliferation of Channels



Changing World of Media

Media Time Spent vs. Ad Spend Not Aligned

% of Time Spent in Media vs. % of Advertising Spending, USA, 2014

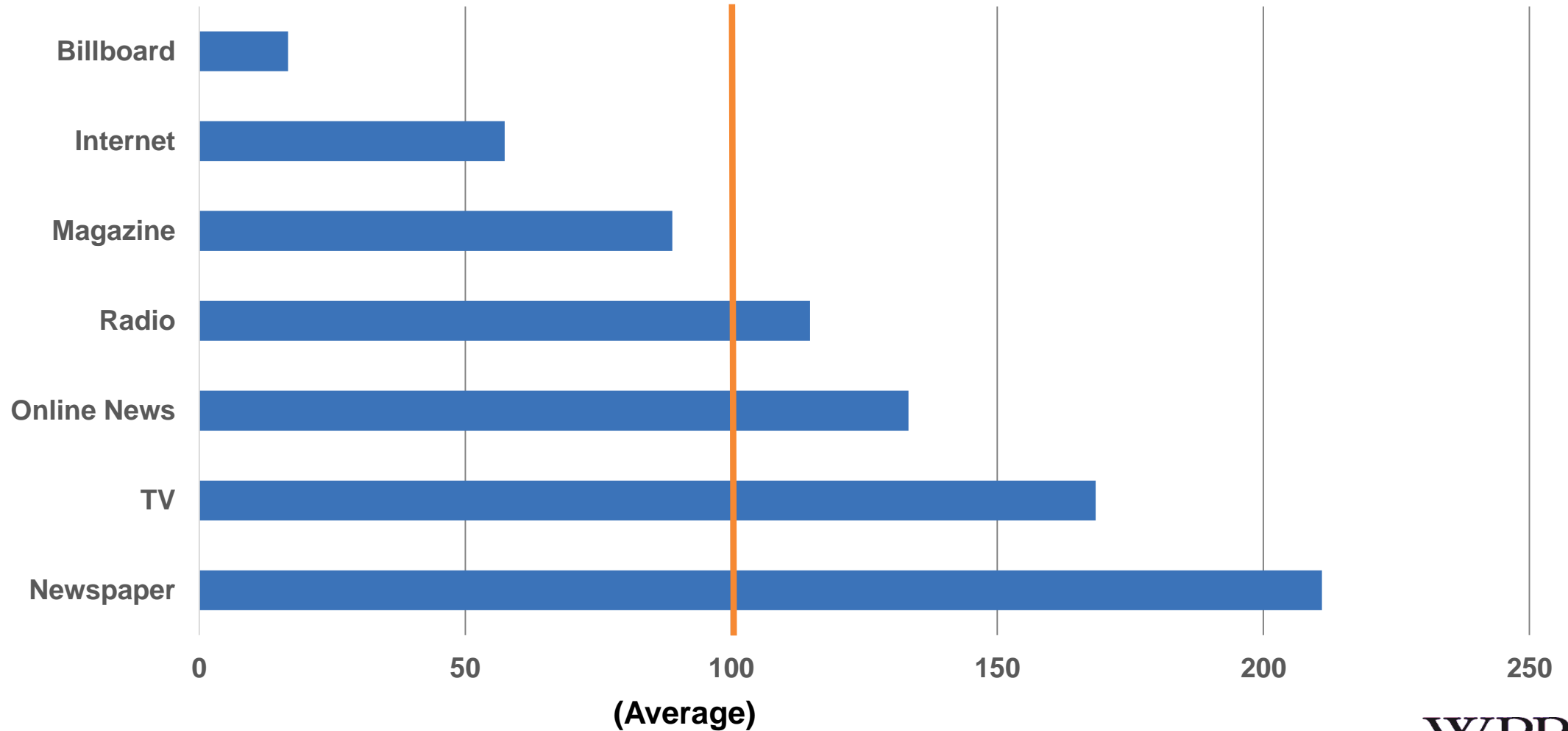


Source: (KPCB 2015) Advertising spend based on IAB data for full year 2014. Print includes newspaper and magazine. ~\$25bn+ opportunity calculated assuming Mobile ad spend share equal its respective time spent share. Time spent share data based on eMarketer 4/14 (adjusted to exclude outdoors / classified media spend). Arrows denote Y/Y shift in percent share.

* Based on \$ spend, not impressions

Changing World of Media

More Time Spent Does Not Mean Great Engagement



Source: Newspapers Canada

Agenda – Media Briefing

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- 1415 Advertising in China – a JWT view
Tom Doctoroff – JWT Asia Pacific CEO
- 1445 China Media Market
Patrick Xu – GroupM China CEO

- 1515 GroupM and Media Market
Irwin Gotlieb – GroupM Chairman
Dominic Proctor – GroupM CEO

- 1545 Developments in Programmatic
Brian Lesser – GroupM USA CEO (formerly Xaxis Global CEO)

- 1615 Media Measurement in the Digital Era
Eric Salama – Kantar CEO

- 1640 Panel Q&A
- 1730 Close/drinks

Speaker Biographies





Bessie Lee

WPP Greater China Country Manager

In April 2013, Ms. Lee assumed the role of CEO, WPP China. In this position, Ms. Lee is responsible for mobilizing WPP companies and resources across disciplines, for the benefit of both international and local clients. Further, Ms. Lee helps to identify new business opportunities, potential acquisitions and investments, as well as support the Group's ongoing efforts to attract and retain the best talent in China. Ms. Lee has worked in the media communications industry in Greater China for more than 20 years, across a number of WPP companies. Prior to her current role, Ms. Lee served as the CEO of GroupM China. During her seven-year tenure, GroupM's media billings in the country tripled, and GroupM was named the number one media holding group in China in terms of billings, for five consecutive years from 2007 to 2012, according to RECMA.

Ms. Lee is recognized as one of the most experienced and highly respected individuals in China's media industry, and is a frequent commentator and public speaker. Ms. Lee has received a number of awards for her contributions to the media industry, including China's Business Mulan Award, from *China Entrepreneur* (2012); Media Person of the Year, from Communication University of China (2010); Media Person with Major Contribution to the Industry by *China Advertising* (2010); China's top 10 most creative media professionals by the China Economic Newspaper Association (2007); and China's top business women leaders by the All-China Women's Federation (2006).

An avid tennis fan, Ms. Lee is also a member of the Women's Tennis Association Global Advisory Council, where she advises the association on advertising, publicity and marketing in the Asia-Pacific region, particularly in China. Ms. Lee also was named a member of the World Economic Forum's Global Agenda Council on Women's Empowerment 2010.

Ms. Lee holds a Master's degree in communications at the Illinois State University, USA. Ms. Lee is based in Shanghai.





Doreen Wang

Global Head of BrandZ

Doreen Wang, a seasoned executive with extensive experience in providing outstanding market research and strategic consulting services for senior executives in Fortune 500 companies in both China and the US. Doreen currently leads the global WPP BrandZ engagement across 45 countries, and the launch of BrandZ Global Top 100 Most Valuable Brands, China Top 100 Most Valuable Brands, Brazil, India and Indonesia rankings.

Doreen plays a leading role in providing branding consultancy services to top global companies and the fast-growing companies in China. She is often invited as the plenary lecture speaker on prestigious forums including UK House of Commons, Nasdaq, Bloomberg News, Wall Street Journal and Cambridge Judge Business School. Doreen translated the book *Grow* by ex-P&G Global CMO Jim Stengel into Chinese and wrote the chapter of “Brand Ideal in China”.



Tom Doctoroff

CEO J. Walter Thompson Asia Pacific

Tom is the CEO of J. Walter Thompson Asia Pacific and one of Asia's most respected advertising professionals. He is also a leading expert in Chinese consumer psychology. His unique combination of pan-Asian work, plus more than a decade based in China, has made him a leading expert in the cross-border management of brand architecture and brand building.

He has appeared regularly on CNBC, NBC's The Today Show, Bloomberg and NPR and is featured in publications ranging from the Financial Times to the Wall Street Journal. He is a sought after keynote speaker for events such as the International Advertising Association's global symposium, University of Chicago's Global Management Conference and the JPMorgan Asia Pacific Equities conference.

Tom started his career at Leo Burnett in Chicago but jumped ship to J. Walter Thompson (Chicago). In 1994, he moved to Hong Kong as Regional Business Director for clients such as Pepsi, Kraft and Citibank. In 1998, he landed in China as the Managing Director of J. Walter Thompson Shanghai. In 2013, he was appointed Asia Pacific CEO of the company. Through diversification of services, J. Walter Thompson Asia has emerged as one of the most synergistically integrated, creatively dynamic communications networks. Some of J. Walter Thompson Asia's key clients include: Unilever, HSBC, Ford, Mattel and leading local enterprises across APAC.

Tom is the recipient of the "Magnolia Government Award (白玉玉兰政府纪念 奖)," the highest honor given by the Shanghai municipal government to expatriates and was an Official Torchbearer for the Beijing 2008 Olympics. He is the author of the best-selling books "Billions: Selling to the New Chinese Consumer" (2006) and "What Chinese Want" (2012). He launched his third book, "Twitter Is Not a Strategy: Rediscovering the Art of Brand Marketing," in November 2014.

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Patrick Xu

CEO GroupM China

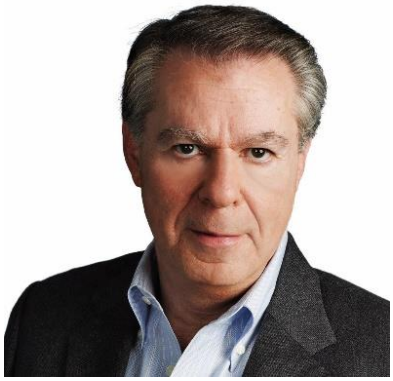
Appointed as CEO of GroupM China in 2014, Patrick Xu is responsible for the strategic development, operations and continued growth of GroupM China and its media agencies in China.

Patrick brings more than twenty years of extensive sales, commercial and management experience to GroupM. He started his marketing career at Procter & Gamble in 1992, joined Danone China in 2000 which was later acquired by Kraft Foods in 2008. Prior to GroupM, he was the Hong Kong-based General Manager of Mondelez International for Hong Kong, Singapore and Taiwan.

Patrick has a track record in identifying market opportunities, driving and accelerating business growth and setting long term growth strategy. He has excelled himself in managing a large-size team with proven competence in integration and organization transformation. In past general management roles, he expanded the corporate business capabilities considerably in revenue and market share with strategic vision and strong market insight.

Patrick has a bachelor's degree in Science from Shanghai Jiao Tong University and an EMBA degree from Singapore Management University.

Patrick is based in Shanghai.



Irwin Gotlieb

Global Chairman, GroupM

Irwin Gotlieb is the Global Chairman of GroupM, the world's leading, full service media investment management company.

GroupM is the parent organization to WPP media agencies including Mindshare, MEC, Mediacom and Maxus. The focus of GroupM is the intelligent application of scale in the areas of trading, data and technology for the benefit of clients and GroupM companies.

Irwin's tenure at WPP began in September 1999 when he joined the company as Chairman and CEO of Mindshare Worldwide. He launched Mindshare North America by consolidating the media resources of JWT and Ogilvy, thus creating a global media entity. In April 2003 WPP established GroupM; Irwin moved into the role of Global CEO of GroupM.

Prior to WPP he was President and CEO of MediaVest Worldwide, a company he founded in December 1993, the first spinout of an agency media department into a standalone company in the United States. The founding of MediaVest represented the fulfillment of a 22-year journey with the company which started when he joined Benton & Bowles in 1977 as Associate Director of Broadcast Programming.

He began his career in 1970, first at Norman Craig and Kummel, then onto SSC&B prior to Benton & Bowles.

Among his many achievements, Irwin has been a three time Adweek/Mediaweek All Star, including a President's Award in 1997. And, a double Advertising Age Media Maven honoree. In 2007, he was the first media/ad agency executive inducted into Broadcasting & Cable Magazine's Hall of Fame. Finally, in 2015 he was named to Adweek's first-ever 'Power List', which ranked the 100 most influential, innovative and effective leaders controlling media and technology.





Dominic Proctor

President, GroupM Global

Dominic Proctor is President of GroupM Global; a role he assumed in January 2012. GroupM is the holding company for all WPP's media agencies. It has global billings of over \$100bn and buys approx. 30% of all global media (RECMA).

Prior to taking responsibility for managing GroupM worldwide operations, Dominic spent fifteen years as CEO of Mindshare Worldwide; a GroupM agency that he founded in 1997.

Dominic began his agency career in 1979 and joined J. Walter Thompson in 1986. He became Managing Director in 1991, and then Chief Executive in December 1992; a position he held for five years. At the time he was the youngest Executive ever to be named CEO and he also held a seat on the Board of Directors of JWT Worldwide.

In September 1997, Dominic launched Mindshare, WPP's first-ever media agency. During the next 15 years Mindshare grew to become one of the world's leading agency networks, with more than 100 offices around the world.

As GroupM President, Dominic oversees the management of the company's global media agencies, including Maxus, MEC, MediaCom and Mindshare, as well as the many specialist operations. GroupM's regional heads, specialist leads and the company's four major media agencies all report to him.



Brian Lesser

CEO, GroupM USA

Brian Lesser is CEO of GroupM USA and formerly CEO of Xaxis, a digital media company servicing over 2800 clients in 40 markets across North America, Europe, Asia Pacific and Latin America. Xaxis programmatically connects advertisers to audiences across all addressable media channels through the expert use of anonymous consumer data, advertising technology and media relationships. Advertisers working with Xaxis achieve exceptionally high return on advertising spend through the company's proprietary media products, as well as through its wholly-owned specialist companies, Light Reaction, Bannerconnect, and ActionX.

Prior to founding Xaxis, Brian was Senior Vice President and General Manager of the Media Innovation Group (the MIG), a company he started in 2007. As the leader of the MIG, WPP's first technology development organization dedicated to media buying and optimization, Brian created the first integrated data management, targeting and ad delivery platform for media agencies. He was instrumental in creating the first and largest agency trading desk, the rapid success of which led to the formation of Xaxis.

Before leading the MIG, Brian was Vice President of Product Management and Director of Product Marketing at 24/7 Media, a global media and technology firm acquired by WPP in 2007 and merged into Xaxis in 2014. Brian has over 20 years of experience in advertising and technology.

Brian has a BA from the University of Pennsylvania and an MBA from Columbia Business School. He is regularly quoted in business publications and has been a featured speaker at various conferences. Brian sits on the WPP Digital Advisory Board, the GroupM Global Executive Committee, and the 4A's Data Advisory Council. He was named one of Advertising Age's '40 Under 40' in 2014 and one of 'Five Advertising Execs to Watch in 2015' by the Wall Street Journal. Brian is a director and advisor to emerging advertising technology companies. He lives in New Jersey with his wife and three children.



Eric Salama

Chairman and CEO, Kantar

Eric is the Chairman and CEO of Kantar, WPP's data investment management division. We have over 28,000 employees and revenues of approximately \$4 billion. Kantar clients include most of the FTSE and Fortune 100 companies, carrying out a range of work around the world covering everything from innovation and new product development to optimisation of marketing spend, customer satisfaction, and measurement of TV ratings. Kantar brands include Added Value, Benenson Strategy Group, IMRB, Kantar Health, Kantar Japan, Kantar Media, Kantar Retail, Kantar Worldpanel, Lightspeed GMI, Millward Brown, The Futures Company and TNS.

Between April 1994 and October 2002 Eric was a Main Board Director of WPP Group - the largest communications company in the world. He was the Group's Strategy Director and was responsible for developing client businesses, acquisitions and joint ventures, practice development, knowledge sharing, the creation of new offers and of integrated teams for clients. He was also the CEO of wpp.com, the Group's vehicle for developing its digital capabilities.

Prior to that Eric was Managing Director of The Henley Centre, Europe's leading consumer consultancy. And previous to that he was a researcher and speechwriter to The Labour Party Foreign Affairs Team in the House of Commons.

He has a BA in Politics, Philosophy and Economics from Trinity College Oxford and an MSc with distinction in Economics from Birkbeck College London.

Eric is a non-executive director at DFID (the UK Government's Department for International Development) and was previously a non-executive director of The British Museum.