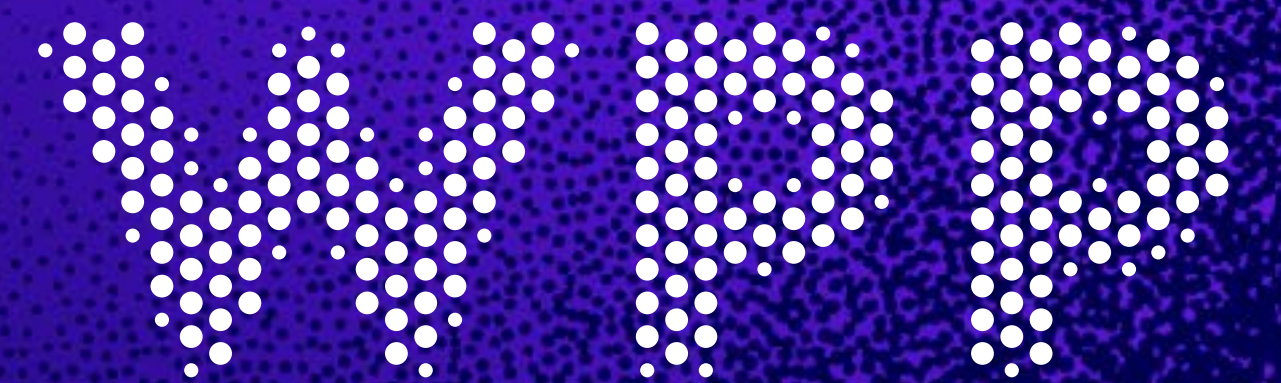


# ANNUAL GENERAL MEETING

24 May 2022



# ROBERTO QUARTA

Chairman

# MARK READ

CEO

## CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

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This document contains statements that are, or may be deemed to be, "forward-looking statements". Forward-looking statements give the Company's current expectations or forecasts of future events. An investor can identify these statements by the fact that they do not relate strictly to historical or current facts.

These forward-looking statements may include, among other things, plans, objectives, beliefs, intentions, strategies, projections and anticipated future economic performance based on assumptions and the like that are subject to risks and uncertainties. These statements can be identified by the fact that they do not relate strictly to historical or current facts. They use words such as 'anticipate', 'estimate', 'expect', 'intend', 'will', 'project', 'plan', 'believe', 'target', and other words and similar references to future periods but are not the exclusive means of identifying such statements. As such, all forward-looking statements involve risk and uncertainty because they relate to future events and circumstances that are beyond the control of the Company. Actual results or outcomes may differ materially from those discussed or implied in the forward-looking statements. Therefore, you should not rely on such forward-looking statements, which speak only as of the date they are made, as a prediction of actual results or otherwise. Important factors which may cause actual results to differ include but are not limited to: the impact of outbreaks, epidemics or pandemics, such as the Covid-19 pandemic and ongoing challenges and uncertainties posed by the Covid-19 pandemic for businesses and governments around the world; the unanticipated loss of a material client or key personnel; delays or reductions in client advertising budgets; shifts in industry rates of compensation; regulatory compliance costs or litigation; changes in competitive factors in the industries in which we operate and demand for our products and services; our inability to realise the future anticipated benefits of acquisitions; failure to realise our assumptions regarding goodwill and indefinite lived intangible assets; natural disasters or acts of terrorism; the Company's ability to attract new clients; the economic and geopolitical impact of the Russian invasion of Ukraine; the risk of global economic downturn; technological changes and risks to the security of IT and operational infrastructure, systems, data and information resulting from increased threat of cyber and other attacks; the Company's exposure to changes in the values of other major currencies (because a substantial portion of its revenues are derived and costs incurred outside of the UK); and the overall level of economic activity in the Company's major markets (which varies depending on, among other things, regional, national and international political and economic conditions and government regulations in the world's advertising markets). In addition, you should consider the risks described under Item 3D 'Risk Factors' in the Group's Annual Report on Form 20-F for 2021, which could also cause actual results to differ from forward-looking information. Neither the Company, nor any of its directors, officers or employees, provides any representation, assurance or guarantee that the occurrence of any events anticipated, expressed or implied in any forward-looking statements will actually occur. Accordingly, no assurance can be given that any particular expectation will be met and investors are cautioned not to place undue reliance on the forward-looking statements.

Other than in accordance with its legal or regulatory obligations (including under the Market Abuse Regulation, the UK Listing Rules and the Disclosure and Transparency Rules of the Financial Conduct Authority), the Company undertakes no obligation to update or revise any such forward-looking statements, whether as a result of new information, future events or otherwise.

Any forward-looking statements made by or on behalf of the Group speak only as of the date they are made and are based upon the knowledge and information available to the Directors on the date of this document.

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## OUR RESPONSE TO EVENTS IN UKRAINE AND RUSSIA

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- Provide practical and financial assistance for our 200 people in Ukraine
- Partnered with the UNHCR to run an emergency fundraising appeal
- \$150m raised to date, including over \$1.3m from our employee match-funding programme
- On 4 March 2022 we announced our decision to exit Russia; agreement now reached to divest businesses
- Limited financial impact: Russia represented 0.6% of revenue less pass-through costs in 2021

# 2021 - AN OUTSTANDING YEAR FOR WPP

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- **Strong revenue performance**
  - +12.1% like-for-like revenue less pass-through costs growth in 2021
  - Growth driven by demand for digital services, ecommerce and technology
- **Proving our value for existing and new clients**
  - Success with three of the world's biggest marketers, Coke, Google and Unilever
  - Total net new business of \$8.7 billion
  - Client satisfaction remains at record levels
- **Leading in creativity**
  - Most creative company of the year at 2021 Cannes Lions
- **Continued investment in client offer**
  - Creation of Choreograph, acquisitions including Sard Verbinnen, Satalia, Cloud Commerce and Numerator (Kantar)
- **Increased returns to shareholders**
  - Over £1 billion returned to shareholders in 2021
  - Final dividend +33.6% to 18.7p

# KEY ACQUISITIONS AND INVESTMENTS IN 2021

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Satalia

MADE THOUGHT



# SIGNIFICANT PROGRESS ON OUR PURPOSE AGENDA

## PEOPLE

- Democratised mobility through our **Career Explorer** platform
- Nurtured early career talent through our **NextGen Leaders** learning series (1,400 participants)
- Leader in the **Bloomberg Gender-Equality Index**

## PLANET

WPP will reach **Net Zero emissions** across our **operations by 2025** and across our **supply chain by 2030**, including emissions from media buying - an industry first



CDP climate change:  
rated A-

## CLIENTS

- Improving client satisfaction
- Strong new business performance
- Major creative awards



Holding Company  
of the year



#1 Creative 100  
#1 Media 100  
#1 Effective 100

## COMMUNITIES

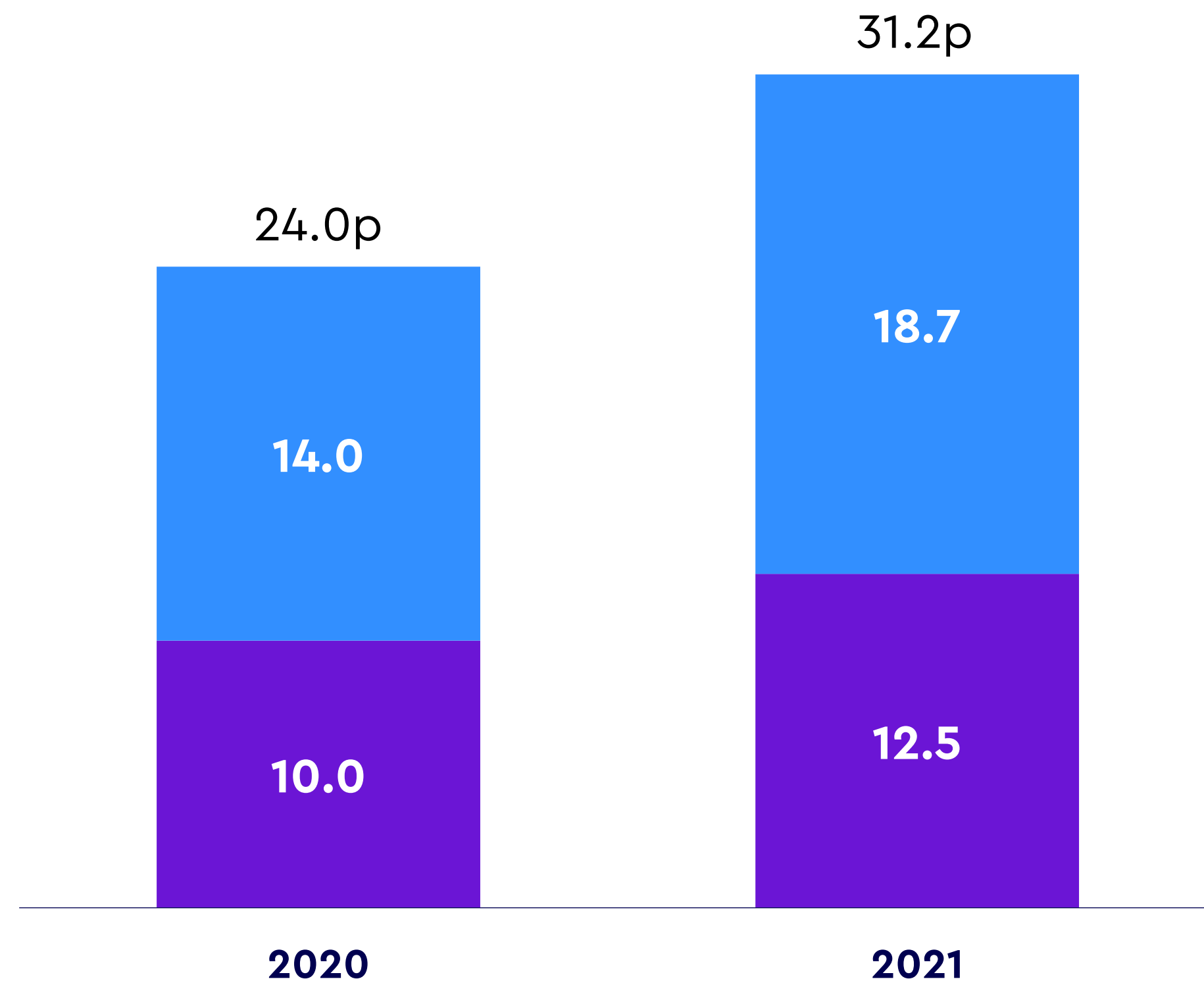


Initial investment in inclusion programmes as part of our commitment to invest \$30m over three years



## DIVIDENDS PER SHARE (P)

■ Final ■ Interim



- **Over £1 billion of total cash returns to shareholders:** dividends £315m, share buybacks £729m
- **Final dividend** of 18.7p proposed (+33.6% year-on-year)
- **Full year dividend** of 31.2p (+30% year-on-year)
- Intention to grow the dividend annually with a **payout ratio of around 40%** of headline earnings per share

# Q1 2022 AND OUTLOOK

## Q1 – GROWTH, INVESTMENTS AND OUTLOOK

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- Q1 like-for-like revenue less pass-through costs +9.5%
- Ongoing investment in expanding our offer to drive long-term growth
  - Further transformation of GroupM
  - Launches of Everymile (D2C commerce) and Metaverse Foundry
  - Creation of GroupM Premium Marketplace
  - Ongoing investment in product development in Xaxis, Finecast and Choreograph
  - Acquisition of Village Marketing
- Demand from clients remains strong but we remain mindful of the broader economic environment
- Q1 outperformance leading to growth guidance of 5.5-6.5% for the full year

### **2021 was a marquee year, well beyond a cyclical recovery**

- Our strategy is delivering results for our people, clients and shareholders
- We enter 2022 well-positioned in high-growth markets
- We have the financial strength to invest in future growth through talent, capabilities and targeted M&A, while rewarding shareholders today
- Our transformation programme gives us significant potential for efficiency and reinvestment for growth
- Continue to drive our purpose: to use the power of creativity to build better futures for our people, planet, clients and communities.

# Q&A

**THANK YOU**

