SAFE HARBOUR STATEMENT

In order to utilise the ‘safe harbour’ provisions of the United States Private Securities Litigation Reform Act of 1995 (the ‘PSLRA’), WPP plc is providing the following cautionary statement. This presentation contains certain forward-looking statements – that is, statements related to future, not past events and circumstances, and including statements relating to the potential impact of the COVID-19 outbreak – which may relate to one or more of the financial conditions, results of operations and businesses of WPP plc and certain of the plans and objectives of WPP with respect to these items. These statements are generally, but not always, identified by the use of words such as ‘will’, ‘expects’, ‘is expected to’, ‘aims’, ‘should’, ‘may’, ‘objective’, ‘is likely to’, ‘intends’, ‘believes’, ‘anticipates’, ‘plans’, ‘we see’ or similar expressions.

Actual results may differ from those expressed in such statements, depending on a variety of factors including the risk factors set forth in our most recent Annual Report and Form 20-F under “Risk factors” and in any of our more recent public reports. Nothing in this presentation is intended as a forecast, nor should it be taken as such.

Our most recent Annual Report and Form 20-F and other period filings are available on our website at www.wpp.com, or can be obtained from the SEC by calling 1-800-SEC-0330 or on its website at www.sec.gov.
ROBERTO QUARTA
Chairman
WPP BOARD AND COMPANY SECRETARY

Roberto Quarta
Chairman

Mark Read
CEO

John Rogers
CFO

Nicole Seligman
SID

Jacques Aigrain

Sandrine Dufour

Tarek Farahat

Cindy Rose OBE

Sally Susman

Keith Weed

Jasmine Whitbread

Balbir Kelly-Bisla
## RESULTS OF AGM PROXY VOTES

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MARK READ
CEO
2019: SOLID FOUNDATIONS BUILT

**STRATEGIC**

- Significant progress on simplification: fewer, stronger agency brands
- Investments in technology, HR, client and new business teams for growth
- Improved client performance with good retention and important wins
- Successful completion of Kantar transaction
- Renewed purpose and strengthened culture

**FINANCIAL**

- Delivered organic growth and margin guidance set in December 2018
- Organic growth improvement through the year: H1 -2.5%, H2 -0.7%
- Strong working capital performance
- Leverage reduced significantly: year-end net debt £1.5B
2019 PROGRESS ON KEY METRICS

SIMPLER WPP
- Met all targets for closures, disposals and mergers

RETURN TO GROWTH
- Delivered December 2018 guidance
- Improved in H2 over H1

MARGIN
- Reinvesting for growth
- Slower progress on shared services

LEVERAGE
- Leverage at low end of target a year ahead of plan
BUILDING CULTURE THROUGH PURPOSE

Recognition of our commitment and progress
COVID-19: OUR PRIORITIES

PEOPLE

CLIENTS

COMMUNITIES
PEOPLE: EFFECTIVE RESPONSE TO "LOCKDOWN"

WORKING REMOTELY

95% of our people

REGULAR SUPPORT

- WPP Town Halls by market
- CEO and team communications
- WPP TV
- Mental wellbeing a particular focus

PROTECT JOBS WHEREVER POSSIBLE

- Over 3,000 execs on salary sacrifice
- Internal jobs market
- Upping training and development with our partners
84% of consumers will judge companies by how they respond.
CLIENTS: HUGE RANGE OF WORK
COMMUNITIES: STRONGLY SUPPORTING GOVERNMENT AND NGO COMMUNICATION

Stay in. Fight COVID-19 with the WHO’s Five Heroic Acts.

World Health Organization

WWW.WHO.INT
FINANCIAL RESILIENCE: KEY ACTIONS

1. Variable cost savings – £700-800m in-year
2. Exec salary sacrifice
3. Suspension of dividend and share buyback
4. Tight capex and working capital management
SHORT TERM FOCUS, INVEST FOR THE LONG TERM

MANAGE OUR IMMEDIATE RESPONSE

1. People
2. Clients
3. Communities
4. Financial resilience

INVEST FASTER FOR THE FUTURE

1. Creativity and Technology
2. Agility and Simplicity
3. Operational effectiveness
4. Culture and Purpose
ROBERTO QUARTA
Chairman
THANK YOU