

## OUR BUSINESS MODEL

WPP is the creative transformation company.

We offer clients a comprehensive range of communications, experience, commerce and technology services.

We bring together diverse capabilities from integrated and specialist agencies globally.

We enhance the impact of our agencies with scaled data and technology capabilities, partnerships and platforms, with one goal: to unleash their creativity.

## OUR STRENGTHS

Our success depends on our creative talent, our client relationships, the scale and breadth of our offer, and our technology capabilities.

- **The creative talent of our people**
  - Strong creative reputation reflected by industry awards including Cannes, WARC and many others
  - Continuing to attract top talent to WPP and its agencies
  - Deep understanding of culture, consumers and brands

**109,000**  
people

- **Our relationships with the world's most successful companies**
  - Strong and enduring CEO, CMO and CIO relationships
  - Global Client Leaders, providing easy access to the breadth and depth of WPP's offer
  - Unique partnerships with leading technology companies, providing us with preferential access to training, new product development and joint go-to-market programmes

**317**

of the Fortune Global 500, 62 of the FTSE 100, and all 30 of the Dow Jones 30 are our clients

- **Home to many of the industry's most powerful and respected agency brands**
  - The #1 global media-buying organisation, GroupM, and its industry-leading agencies
  - Iconic creative brands: AKQA, Grey, Ogilvy, VMLY&R and Wunderman Thompson
  - Integrated agency model, meeting all the needs of clients in communications, experience, health, ecommerce, data and technology

**\$8.7bn**

of net new business in 2021<sup>1</sup>

- **The technology skills and platforms to deliver modern marketing solutions**
  - Ability to deliver integrated campaigns, globally across traditional and digital platforms
  - WPP Open – a common data and technology platform for agencies and clients to share the best innovation from across WPP and its strategic technology partners

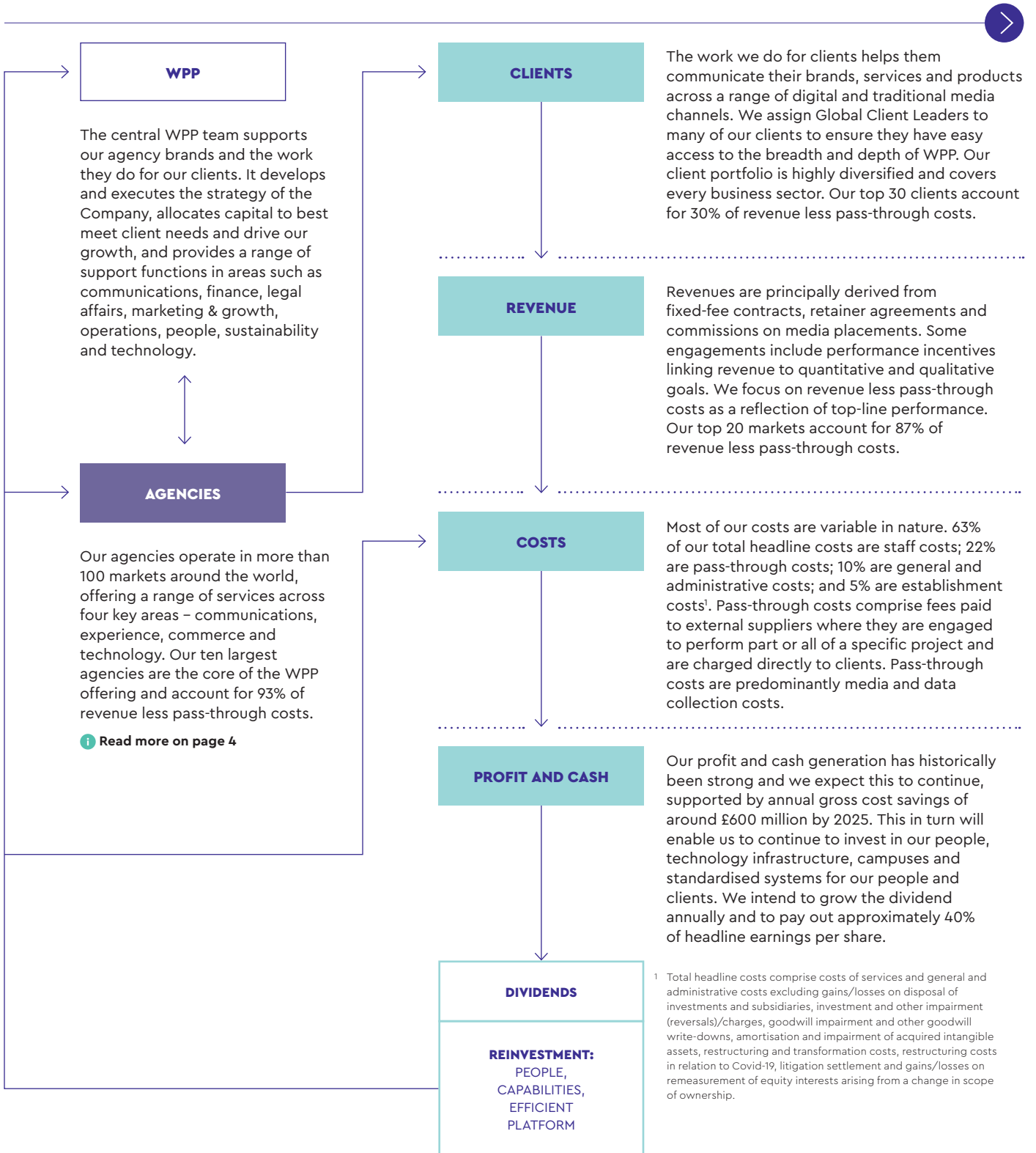
**3,300+**

Adobe-certified professionals across WPP, and over 4,500 practitioners

<sup>1</sup> Billings, as defined in the Glossary on page 222.

# OPERATING MODEL

We meet our clients' needs through a collaborative approach that works on a global scale. This drives our revenue while controlling costs, and funds re-investment into our capabilities and technology, for our agencies, clients, people and shareholders.



# OUR OFFER

Our offer to clients covers four areas that are critical to modern marketing: communications, and the higher-growth segments of experience, commerce and technology.



## COMMUNICATIONS

We create powerful ideas based on deep insights to connect brands with audiences at the right moment and in the right channels. This includes paid advertising campaigns and public relations.



## EXPERIENCE

We bring brands to life through engaging, unexpected and interactive experiences. This includes customer-facing platforms, such as websites, applications and stores, as well as broader touchpoints like product design and packaging.



## COMMERCE

We help our clients sell wherever and however their consumers want to buy. We advise on, build, run and activate ecommerce and physical channels, from direct-to-consumer websites and stores to marketplaces and social commerce.



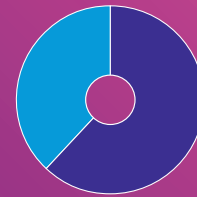
## TECHNOLOGY

We build and optimise technology and data solutions fit for our clients' needs. Our services include enterprise systems work – architecture design, systems implementation, managed services and data analytics – and specific platforms such as CRM, content and experience management, and data management. We also use our unique relationships with the world's leading technology companies – such as Adobe, Amazon, Facebook, Google, IBM, Microsoft, Salesforce and TikTok – to create unique advantages for our clients.

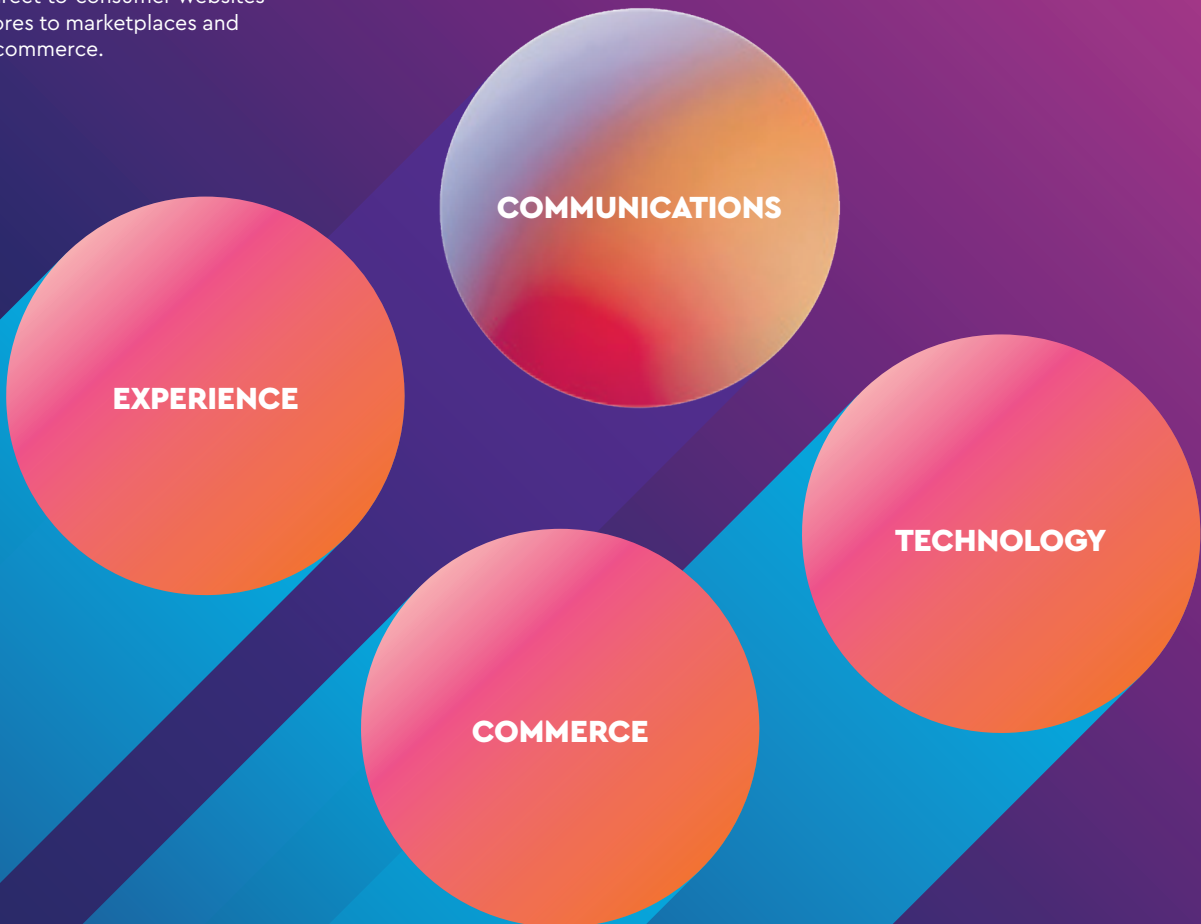


To learn more, see [wpp.com/about/our-offer-to-clients](https://wpp.com/about/our-offer-to-clients)

## REVENUE LESS PASS-THROUGH COSTS IN GLOBAL INTEGRATED AGENCIES, EXCLUDING GROUPM



● Communications 62%  
● Experience, Commerce and Technology 38%



# INVESTING IN OUR OFFER

To support our future growth, during 2021 we invested in new strategic acquisitions and partnerships – and in our existing operations – to further modernise our offer, strengthen our capabilities and serve clients in new and better ways.



## Higher-growth segments

TECHNOLOGY	COMMERCE	EXPERIENCE	COMMUNICATIONS
<p><b>A</b> <b>Satalia</b></p> <p>A technology company offering market-leading AI solutions for clients, to transform their business strategies and improve operational efficiency.</p>	<p><b>A</b> <b>NN4M</b></p> <p>A leading UK-based mobile commerce partner for global brands, offering innovative and cutting-edge commerce services for retailers.</p>	<p><b>P</b> <b>WPP</b>   <b>TikTok</b></p> <p>A first-of-its-kind global agency partnership, focusing on delivering new opportunities for creative excellence.</p>	<p><b>A</b> <b>FINSBURY GLOVER HERING</b>   <b>SIVIC</b></p> <p>The merger of Finsbury Glover Hering and Sard Verbinnen &amp; Co (SVC) to create the world's leading board-level strategic communications firm.</p>
<p><b>A</b> <b>dti</b></p> <p>A Brazilian digital innovation and software engineering business, helping clients become more efficient, digitalised and fully connected to their customers.</p>	<p><b>A</b> <b>Cloud Commerce Group</b> Omnichannel eCommerce Solutions</p> <p>A leading UK-based provider of omnichannel ecommerce platforms and marketplaces globally.</p>	<p><b>P</b> <b>WPP</b>   <b>Microsoft</b></p> <p>Developed on Microsoft Azure, WPP's new platform, Cloud Studio, enables greater collaboration between creative teams, regardless of location.</p>	<p><b>A</b> <b>MADE THOUGHT</b></p> <p>A UK-based branding and design agency, providing clients with transformational design and creative thinking.</p>
<p><b>M</b> <b>choreograph</b></p> <p>A global data company, bringing together the specialist data units of GroupM and Wunderman Thompson.</p>	<p><b>P</b> <b>WPP</b>   <b>SNAPCHAT</b></p> <p>A global partnership (The AR Lab) delivering state-of-the-art marketing and commerce solutions for brands using augmented reality.</p>	<p><b>I</b> <b>proto</b></p> <p>A new innovation consultancy that helps brands find growth amid disruption.</p>	<p><b>M</b> <b>BAVGROUP</b></p> <p>A global strategic consultancy, with expertise in consumer insights, brand and marketing strategy, formed by combining separate WPP operations into a single platform.</p>
<p><b>A</b> <b>Numerator</b></p> <p>A United States-based technology-driven consumer and market intelligence company (acquired by Kantar, which is 40% owned by WPP).</p>			

- A** Acquisition
- P** Partnership
- M** Merging of WPP capabilities
- I** Investment