





OUR BUSINESS MODEL

WPP is the creative transformation company



OUR OFFER

Our offer to clients covers four areas that are critical to modern marketing: communications, experience, commerce and technology

COMMUNICATIONS 	EXPERIENCE 	COMMERCE 	TECHNOLOGY 
<p>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</p>	<p>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</p>	<p>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</p>	<p>We build and optimise technology and data solutions to fit our clients' needs. Services include enterprise systems work – architecture design, systems implementation, managed services and data analytics – and platforms such as CRM, content and experience management, and data management</p>

To support our future growth, during 2022 we invested in new strategic acquisitions and partnerships – and in our existing operations – to further modernise our offer, strengthen the capabilities of our agencies and serve clients in new and better ways¹

<p>A Village</p> <p>Village Marketing, an industry leader in influencer marketing and creator economy partnerships in North America</p>	<p>P WPP EPIC GAMES</p> <p>A partnership with Epic Games, the interactive entertainment company, to help WPP agencies deliver a new era of digital experiences for brands in the metaverse</p>	<p>A corebiz</p> <p>Corebiz, a Latin American ecommerce agency specialising in VTEX, one of the largest enterprise digital commerce platforms in the region</p>	<p>M groupm nexus</p> <p>Finecast, Xaxis and GroupM Services combined to form GroupM Nexus, the world's leading media performance organisation</p>
<p>A JeffreyGroup <small>a Hill+Knowlton company</small></p> <p>JeffreyGroup, one of the most respected independent corporate communications, public affairs and marketing firms in Latin America</p>	<p>M Design bridge and partners</p> <p>The merger of Design Bridge and Superunion to create a single, world-leading design company, Design Bridge and Partners</p>	<p>A NEWCRAFT</p> <p>Newcraft, a data-first European ecommerce consultancy based in the Netherlands</p>	<p>A BOWER HOUSE DIGITAL</p> <p>Bower House Digital, a marketing technology services agency based in Australia</p>
<p>A PASSPORT</p> <p>Passport, a leading brand design agency based in California</p>	<p>A diff</p> <p>Diff, a commerce agency based in Canada, providing tailor-made commerce solutions</p>	<p>A FENOM DIGITAL</p> <p>Fēnom Digital, one of the fastest-growing digital transformation agencies in North America</p>	
	<p>P WPP instacart</p> <p>A partnership with Instacart in North America, offering advertising solutions and measurement tools for CPG brands</p>		

KEY **A** Acquisition **P** Partnership **M** Merger

¹ In 2022, Village Marketing, Newcraft, Diff, and Fēnom Digital joined Wunderman Thompson; Corebiz and Passport Brand Design joined VMLY&R; Bower House Digital joined Ogilvy; and JeffreyGroup joined Hill+Knowlton Strategies

OUR CAPABILITIES

Our success depends on strong talent across all marketing disciplines, dynamic client relationships, the scale and breadth of our offer, and our data and technology skills

THE TALENT OF OUR PEOPLE

- Strong creative reputation reflected by industry awards including Cannes Lions, WARC and many others
- Excellence in media planning and buying
- Continuing to attract top talent to WPP and our agencies
- Deep understanding of culture, consumers and brands

115,000
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

307
of the Fortune Global 500,
60 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 number one global media buying organisation, GroupM, and its industry-leading agencies
- Iconic creative brands: including AKQA, Ogilvy, VMLY&R and Wunderman Thompson
- Leading public relations agencies, such as BCW, Hill+Knowlton Strategies and FGS Global
- Integrated agency model, combined with global reach and scale

\$5.9bn
of net new billings in 2022¹

THE TECHNOLOGY AND DATA SKILLS AND PLATFORMS TO DELIVER MODERN MARKETING SOLUTIONS

- Capability in modern marketing areas of commerce, experience, data and technology, as well as traditional communications
- Deep innovation capabilities: including WPP Open, our common data and technology platform; GroupM Nexus, our media performance organisation; and Choreograph, our data company

13,500+
people delivering commerce
services globally

¹ Billings as defined in the Glossary on page 232

OUR AGENCIES

We provide services to clients through integrated creative agencies, media agencies, public relations agencies and specialist agencies¹

GLOBAL INTEGRATED AGENCIES

Our creative services include advertising, marketing and brand strategies and campaigns across all media. We are increasing our share in targeted fast-growth areas including digital communications, healthcare, ecommerce, experience, marketing technology and production

Our media offer includes the full range of media planning and buying services, delivered primarily through GroupM, the world's leading media investment company, and its agencies. Targeted growth segments are digital media (search, social and programmatic), new business models such as GroupM Nexus, and data and technology

WUNDERMAN THOMPSON

17,000

Ogilvy

15,000

VMLY&R

13,000

AKQA

6,000²



HOGARTH

5,000

groupm

42,000

(including the GroupM agencies below)³

MINDSHARE

10,000

Wavemaker

7,000

essence&mediacom

10,000⁴

mSix & Partners

500

PUBLIC RELATIONS AGENCIES

Our PR firms help clients communicate with their stakeholders, from consumers and investors to governments and NGOs. Purpose, reputation, sustainability and digital and social media are key growth areas

bcw

4,000

Hill+Knowlton Strategies

3,000

fgs global

1,000

SPECIALIST AGENCIES

Our specialist agencies provide services by region or type. Brand experience and identity and specialist, targeted services are the principal growth segments

Design bridge and partners

850⁵

LANDOR & FITCH

1,000

CM MEDIA GROUP

1,000

KEY

👤 Employees

¹ These agencies represent 95% of WPP's revenue less pass-through costs and employees

² Includes employees in AKQA and Grey

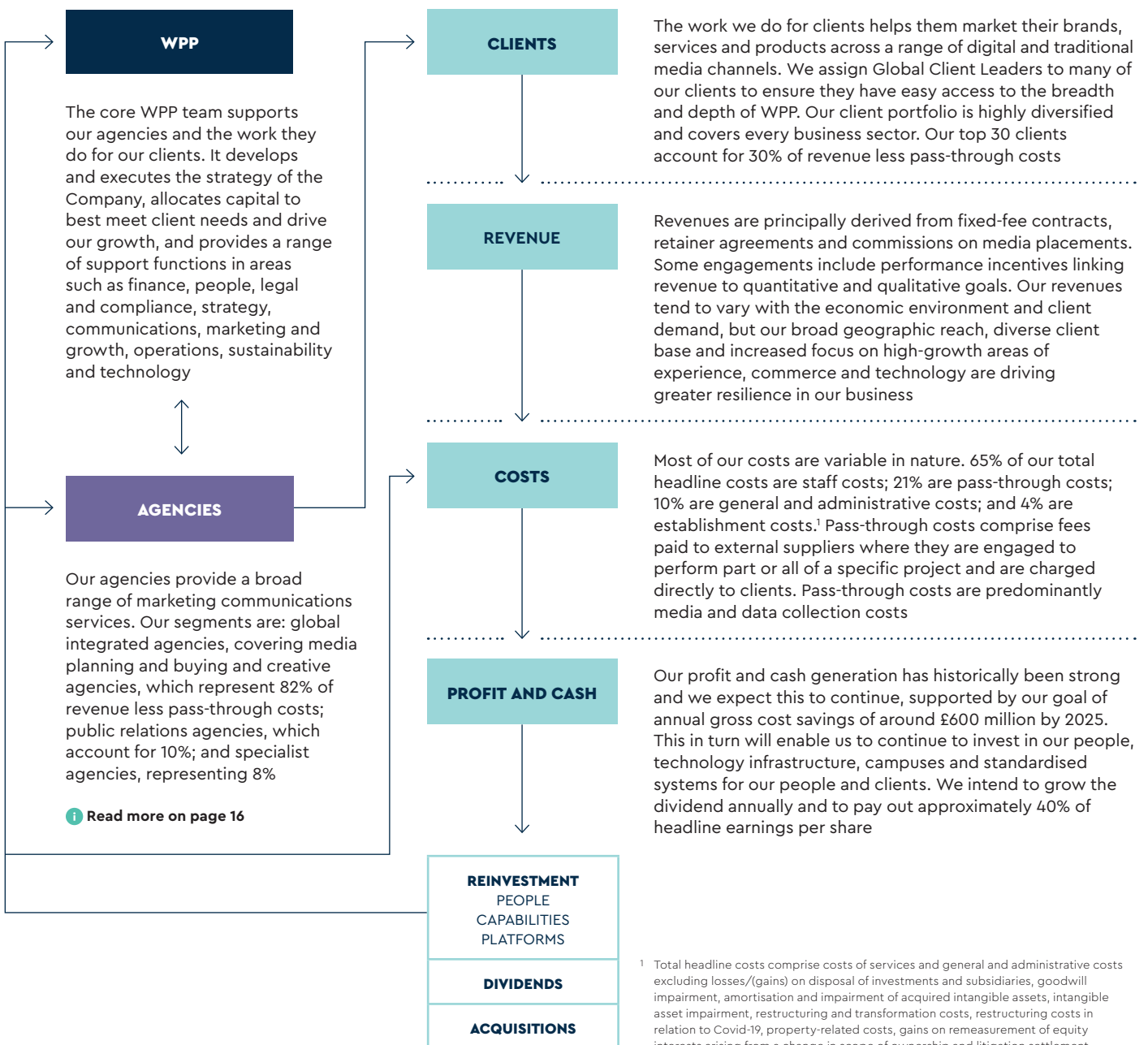
³ Includes employees in GroupM and its agencies: Mindshare, EssenceMediacom, Wavemaker, M/Six, and other smaller agencies not listed here

⁴ In January 2023 the GroupM agencies Essence and MediaCom merged to form EssenceMediacom

⁵ In January 2023 Superunion and Design Bridge merged to form Design Bridge and Partners

OUR OPERATING MODEL

We meet our clients' needs through collaboration on a global scale. This drives our revenue while keeping costs down, funding further investment for the benefit of our agencies, clients, people and shareholders



¹ Total headline costs comprise costs of services and general and administrative costs excluding losses/(gains) on disposal of investments and subsidiaries, goodwill impairment, amortisation and impairment of acquired intangible assets, intangible asset impairment, restructuring and transformation costs, restructuring costs in relation to Covid-19, property-related costs, gains on remeasurement of equity interests arising from a change in scope of ownership and litigation settlement