

INNOVATING TO LEAD

CAPITAL MARKETS DAY
30 JANUARY 2024

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

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 'aim', 'anticipate', 'believe', 'estimate', 'expect', 'forecast', 'guidance', 'intend', 'may', 'will', 'should', 'potential', 'possible', 'predict', 'project', 'plan', '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, epidemics or pandemics including restrictions on businesses, social activities and travel; 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 and conflicts arising in other international markets; the risk of global economic downturn, slower growth, increasing interest rates and high and sustained inflation; supply chain issues affecting the distribution of our clients' products; 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).

They use words such as 'aim', 'anticipate', 'believe', 'estimate', 'expect', 'forecast', 'guidance', 'intend', 'may', 'will', 'should', 'potential', 'possible', 'predict', 'project', 'plan', 'target', and other words and similar references to future periods but are not the exclusive means of identifying such statements. 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.

AGGENDA

INNOVATING TO LEAD

Journey to today

Positioned for growth

Strategy to lead

Financial plan

Ambitious for the future: a client perspective

CMD AGENDA

<p>WPP TODAY AND OUR STRATEGY TO LEAD</p> <p><i>Mark Read</i> CEO, WPP</p>	<p>1:00 – 1:35 pm</p>	<p>BUILD WORLD-CLASS, MARKET-LEADING BRANDS</p> <p><i>Jon Cook</i> CEO, VML <i>Mel Edwards</i> Global President, VML</p>	<p>3:05 – 3:45 pm</p>
<p>LEAD THROUGH AI, DATA & TECHNOLOGY</p> <p><i>Stephan Pretorius</i> CTO, WPP <i>Daniel Hulme</i> CEO, Satalia & Chief AI Officer, WPP</p>	<p>1:35 – 2:15 pm</p>	<p><i>Christian Juhl</i> CEO, GroupM <i>Evan Hanlon</i> CEO, Choreograph</p>	
<p>BREAK</p>	<p>2:15 – 2:25 pm</p>	<p>BREAK</p>	<p>3:45 – 3:55 pm</p>
<p>ACCELERATE GROWTH THROUGH THE POWER OF CREATIVE TRANSFORMATION</p> <p><i>Rob Reilly</i> CCO, WPP <i>Devika Bulchandani</i> CEO, Ogilvy <i>Ajaz Ahmed</i> CEO, AKQA <i>Richard Glasson</i> CEO, Hogarth</p>	<p>2:25 – 3:05 pm</p>	<p>FINANCIAL PLAN</p> <p><i>Joanne Wilson</i> CFO, WPP</p>	<p>3:55 – 4:25 pm</p>
		<p>AMBITIOUS FOR THE FUTURE: A CLIENT PERSPECTIVE</p> <p><i>Manolo Arroyo</i> CMO, The Coca-Cola Company <i>Laurent Ezekiel</i> Chief Marketing & Growth Officer, WPP and CEO, WPP Open X</p>	<p>4:25 – 4:40 pm</p>
		<p>CLOSING AND Q&A</p> <p><i>Mark Read</i> CEO, WPP</p>	<p>4:40 – 5:30 pm</p>
		<p>NETWORKING DRINKS</p>	<p>5:30 – 6:30 pm</p>

THE JOURNEY TO TODAY

RADICAL EVOLUTION: INNOVATING TO LEAD

STABILISATION

2018-2020

- **Set out** new vision, values and culture
- **Rebuilt** client relationships
- **Established** leadership team
- **Invested** in talent, creativity and technology
- **Integrated** analogue & digital: VMLY&R, Wunderman Thompson
- **Simplified operations:** brand consolidation, small offices, campuses
- **Sold 60% stake in Kantar** and deleveraged

ACCELERATING GROWTH

2020-2023

- **Expanded** major client relationships with strong growth
- **Strengthened** leadership and culture
- **Invested organically in AI and data** through WPP Open and Choreograph
- **Acquired further capabilities** in AI, influencer and commerce
- **Launched FGS Global** creating significant value
- **Launched transformation plan** to unlock back-office efficiency

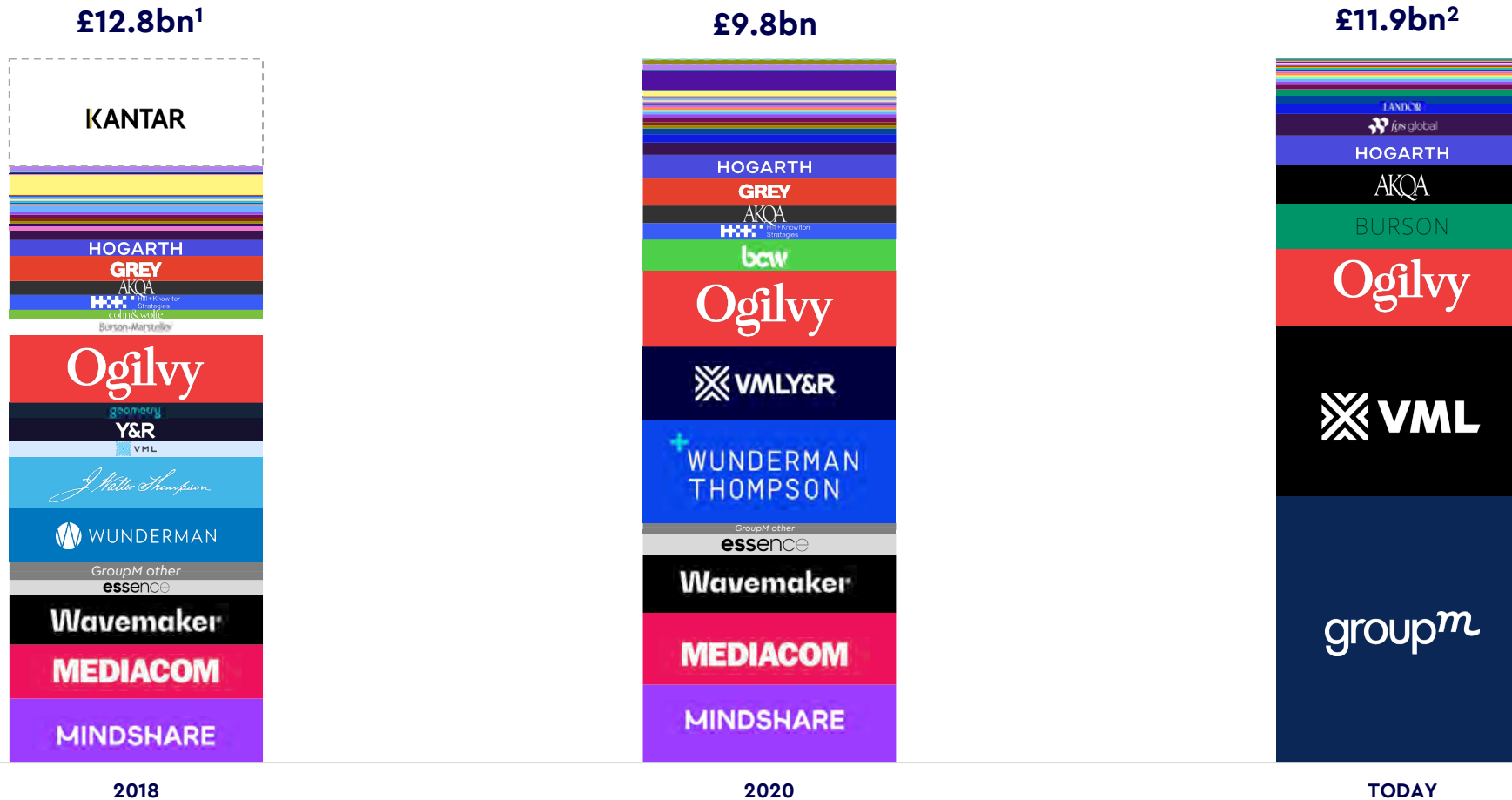
INNOVATING TO LEAD

2024+

- **Lead** through AI, data and technology
- **Accelerate growth** through the power of creative transformation
- **Build** world-class, market-leading brands
- **Execute efficiently** to drive financial returns through margin and cash

OUR STRUCTURE IS NOW RADICALLY SIMPLER

REVENUE LESS PASS-THROUGH COSTS



1. Includes Kantar, total excluding Kantar = £10.9B
 2. Provisional figure

WE'VE BUILT A WORLD CLASS LEADERSHIP TEAM



Mark Read
CEO
Years at WPP: 27



Joanne Wilson
CFO
Years at WPP: 9m



Andrew Scott
COO
Years at WPP: 25



Ajaz Ahmed
CEO, AKQA
Years at WPP: 12



Devika Bulchandani
Global CEO, Ogilvy
Years at WPP: 3



Jon Cook
Global CEO, VML
Years at WPP: 28



AnnaMaria DeSalva
Global Chairman,
Burson
Years at WPP: 10



Corey duBrowa
Global CEO,
Burson
Years at WPP: 6m



Mel Edwards
Global
President, VML
Years at WPP: 12



Laurent Ezekiel
Chief Marketing &
Growth Officer,
WPP & CEO, WPP
Open X
Years at WPP: 5



Jane Geraghty
Chief Client
Officer, WPP
Years at WPP: 17



Richard Glasson
Global CEO,
Hogarth
Years at WPP: 13



Andrea Harris
Group Chief
Counsel, WPP
Years at WPP: 27+



Michael Houston
WPP Country
President, US
Years at WPP: 20



Christian Juhl
Global CEO,
GroupM
Years at WPP: 10



Lindsay Pattison
Chief People
Officer, WPP
Years at WPP: 13



Stephan Pretorius
Chief Technology
Officer, WPP
Years at WPP: 11



Rob Reilly
Global Chief Creative
Officer, WPP
Years at WPP: 3

STRENGTHENED OUR TECHNOLOGY & DATA CAPABILITY

ORGANIC INVESTMENT IN CLIENT FACING TECH



AI capabilities,
leveraging Satalia



Integrated
operating system,
WPP Open
platform



Unification of
GroupM technology
and data assets,
Choreograph

OVER 70% OF OUR M&A SPEND HAS BEEN TECHNOLOGY LED

MAR-TECH & COMMERCE



Digital innovation
and software
engineering



Ecommerce
consultancy



Digital commerce
platform solutions

AI



Enterprise AI strategy
and technologies

OTHER DIGITAL CAPABILITIES



Platform-based
influencer solutions

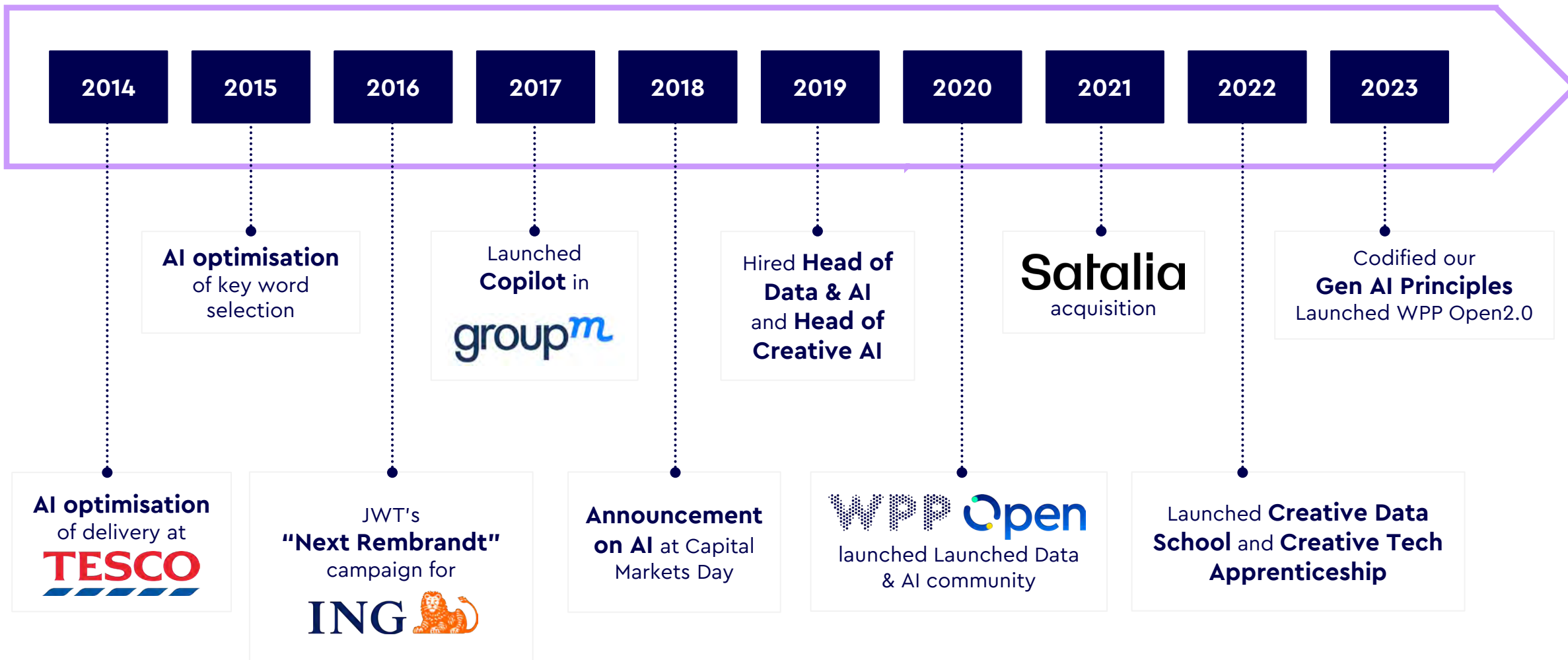


Sonic branding
solution

KEY STRATEGIC PARTNERSHIPS



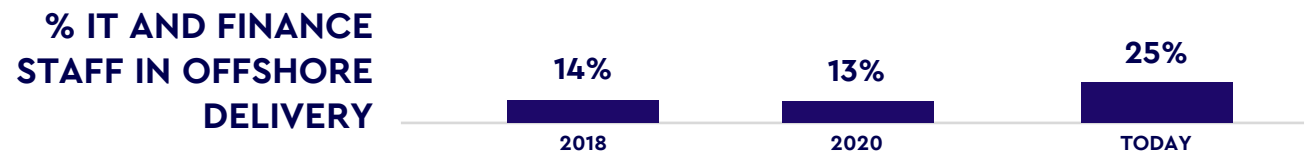
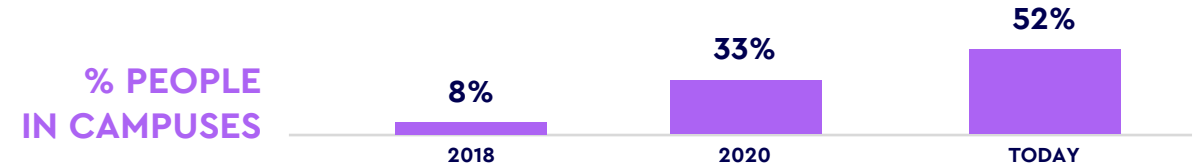
INVESTED IN AI OVER 10 YEARS



MADE SIGNIFICANT PROGRESS IN OUR TRANSFORMATION

KEY ACTIONS

- Retired **c.300** brands
- Eliminated **c.1,400** legal entities
- Switched off **c.70** ERP instances
- Closed **840** office locations
- Realised **£3.8bn** from **90+** disposals



AND IMPROVED FINANCIAL PERFORMANCE

	2016-2019 ¹		2019-2023 ²
Revenue growth less pass-through costs	-0.9% 3Y LFL CAGR 2016-2019	▷	2.6% 4Y LFL CAGR 2019-2023
Headline operating profit margin movement	-250 bps FY16-FY19	▷	+40 bps FY19-FY23
Adjusted net debt	£4.1bn at Dec-16	▷	£2.5bn at Dec-23

WHILE RETURNING £4bn TO SHAREHOLDERS

1. P&L metrics exclude Kantar contribution.
2. 2023 uses provisional 2023 LFL growth in revenue less pass-through costs of 0.9%, headline operating profit margin of 14.8%. Dec-23 adjusted net debt is a provisional figure.

POSITIONED FOR GROWTH

BRANDS















CLIENTS

GEOGRAPHIES

CAPABILITIES

PEOPLE & CULTURE











WORLD CLASS BRANDS, APPROACHING 90% NET SALES

GLOBAL INTEGRATED AGENCIES					PR
CREATIVE				MEDIA	
					
#1 creative agency, spanning brand, CX and commerce	Leading global creative agency	Leading ideas and innovation company	#1 global production agency	#1 global media agency	Top 2 global PR firm
30k people	15k people	5.5k people	7.5k people	41k people	6.5k people
60+ markets	75+ markets	34 markets	40 markets	80+ markets	43 markets
  GLOBAL AGENCY OF THE YEAR 2023		 GRAND PRIX DIGITAL CRAFT		 MINDSHARE MEDIA NETWORK OF THE YEAR 2023  ESSENCEMEDIACOM #1 GLOBAL MEDIA NETWORK & US AGENCY 2023	 4x BRONZE LIONS CANNES LIONS 2023

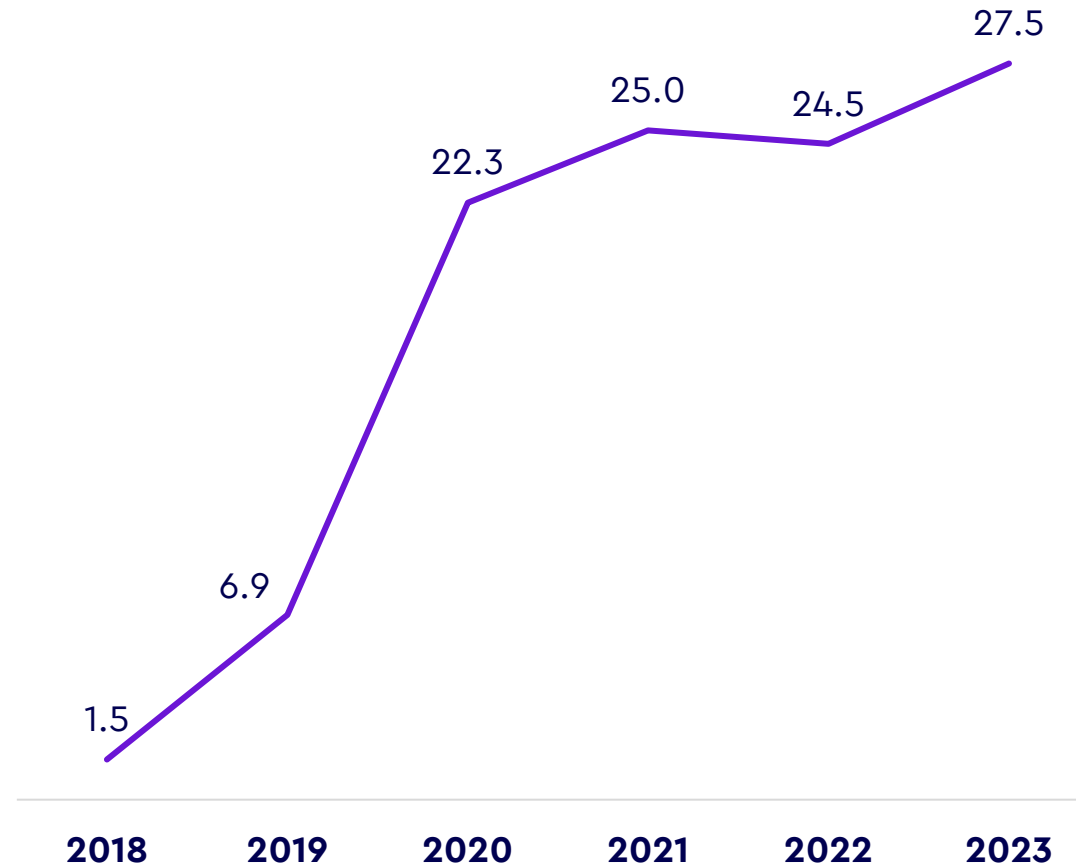
1. People figures rounded, FY23 provisional

UNPARALLELED CLIENT RELATIONSHIPS

MULTI-DECADE GLOBAL RELATIONSHIPS TOP 10 CLIENTS

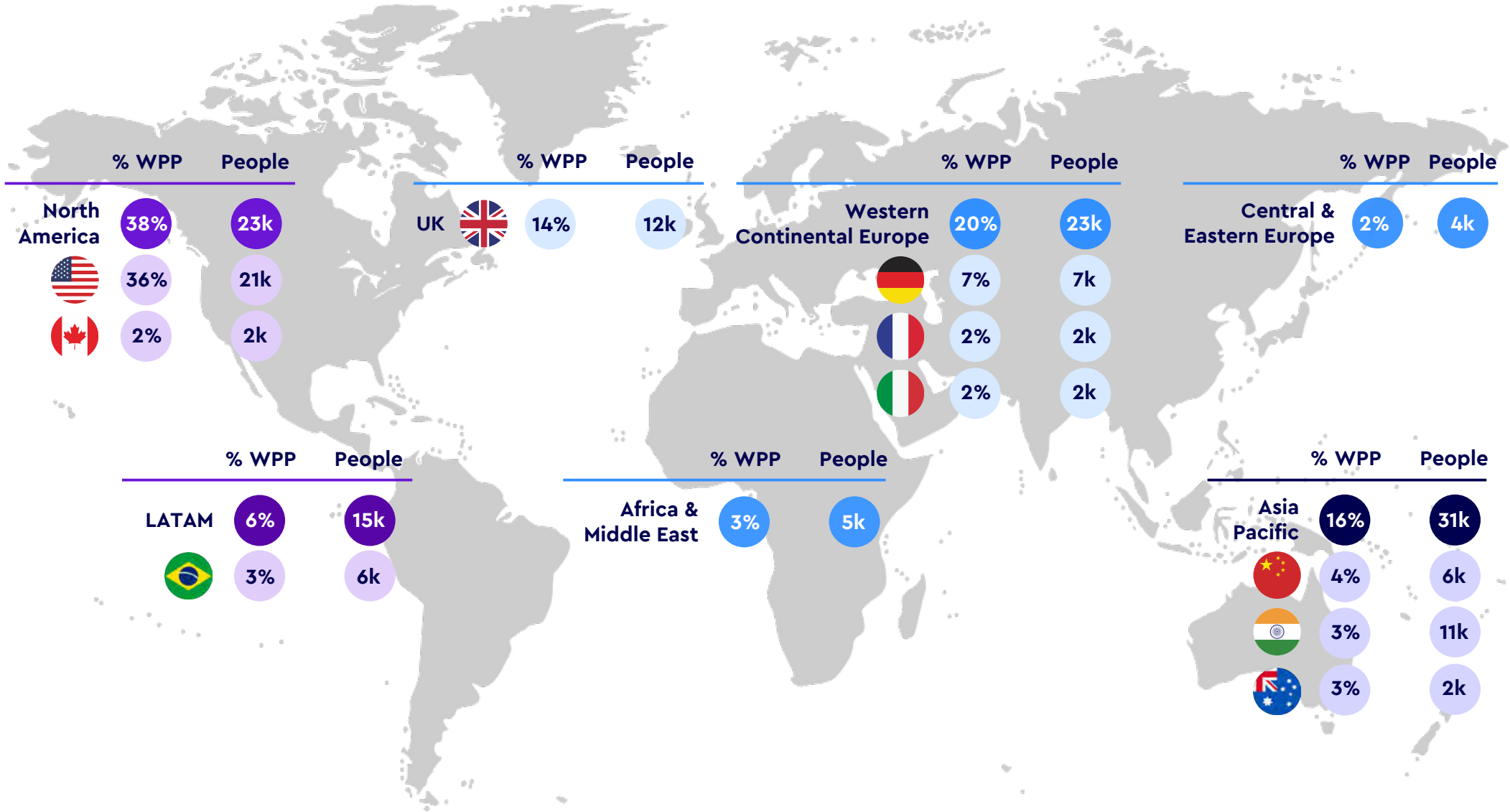
	RELATIONSHIP	# MARKETS	# AGENCIES
	2011	14	8
	1963	35	8
	1984	43	11
	1997	20	9
	1943	39	13
	2007	24	14
	1930	47	14
	1956	38	10
	1999	58	14
	1902	39	14

SIGNIFICANT IMPROVEMENT IN NPS ACROSS ALL CLIENTS



1. FY23 provisional
2. Clients ordered alphabetically

POWERFUL GLOBAL FOOTPRINT



1. % WPP = FY23 provisional share of WPP revenue less pass-through costs, may not sum to 100% due to rounding
 2. People = FY23 provisional closing permanent headcount, rounded

GLOBAL LEADERSHIP IN MEDIA

GROUPM MARKET POSITION

30%
Market Share

\$63.5bn
Global Billings

#1
Agency group in 47% of
measured markets

77%
Of global markets where
GroupM is 1st or 2nd

North America **#2**



2



2

LATAM¹ **#2**

EMEA **#1**



1



1



3



1



1



1

APAC **#1**



1



1



2



2

1. LATAM ranking includes COMvergence FY22 figures for Argentina, Chile, Colombia, Mexico, and Peru + Kantar 2023 for Brazil
2. Source: COMvergence FY22

ACCESS TO THE WORLD'S DATA FOR CLIENTS



WPP'S DATA CAPABILITY

- Data product and technologies
- Data consulting services
- 1,200 people
- A GroupM company serving WPP
- Ready for the post-cookie world

WPP OWNED DATA

800m geographic cohorts globally, indexed against **20m points of interest**
34 petabytes of campaign data
16bn+ data points on 63,000 brands
300m profiles in US, with 10,000 unique attributes

CONTEXTUAL DATA

30m unique geographic cohorts with over 10,000 data attributes
5 million events in **26 million** places of interest mapped to
38 million spatio-temporal cells

CLIENT DATA

Universal cloud integrations
Native clean room capability
Market leaders in federated learning

PLATFORM DATA

350+ API endpoints



Exclusive sales data informing universe of **230m** users in US



Interest data fuelling cutting edge planning products across 378m MAU globally



audience insights API
Access to **1.5bn individuals** via **3,000+ interest audiences**, updating real time. First holding company to integrate

WPP OPEN: OUR AI POWERED TECHNOLOGY PLATFORM





Creative Studio



Production Studio


Media Studio


Commerce Studio


Experience Studio


PR Studio


3rd Party Apps
Wrike NVIDIA
Miro Adobe ...

WPP Workspace



Google Workspace



Nestle Workspace



TCCC Workspace



 Brand Brain™

 Audience Brain™

AI

 Channel Brain™

 Performance Brain™

WPP

Licensed

DATA

Client

Public

COMMITTED TO BUILDING A STRONG, PURPOSE DRIVEN CULTURE

PEOPLE



Ranked 6th
FTSE100 Women Leaders Review



Leader
For 5th year running

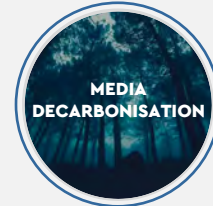


WPP Unite
LGBTQ+ community



WPP Roots
Championing cultural diversity

PLANET



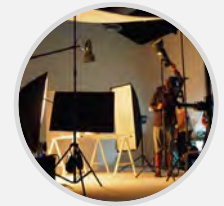
Media Carbon Calculator
Measures the carbon footprint of campaigns



Science-based reduction targets
In line with 1.5°C ambition

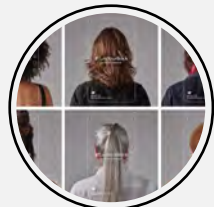


A- CDP score
Vs an average of 'C' for our industry globally



Sustainably made
Approach to creative production

CLIENTS



#TurnYourBack | Dove
Ogilvy



The Killer Pack | Maxx Flash
VML



Let's remake | H&M
AKQA



Green claims guide
Principles & practical tips for making effective green claims that are not misleading

COMMUNITIES



Racial Equity Programme
Part of our commitments and actions to help combat racism



The ONE School
Initiative for Black creatives in the UK



Covid Vaccination
Partnership on WHO rollout programme



Advantage Ukraine
Generated a pipeline nearing \$20B

STRATEGY TO LEAD

INNOVATING TO LEAD, TODAY AND TOMORROW

1



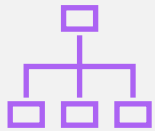
LEAD THROUGH AI, DATA & TECHNOLOGY

2



ACCELERATE GROWTH THROUGH THE POWER OF CREATIVE TRANSFORMATION

3



BUILD WORLD-CLASS, MARKET-LEADING BRANDS

4



EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH

INNOVATING TO LEAD, TODAY AND TOMORROW

1



LEAD THROUGH AI, DATA & TECHNOLOGY

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ACCELERATE GROWTH THROUGH THE POWER OF CREATIVE TRANSFORMATION

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BUILD WORLD-CLASS, MARKET-LEADING BRANDS

4



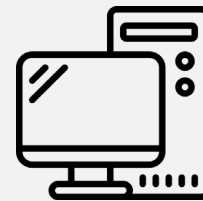
EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH



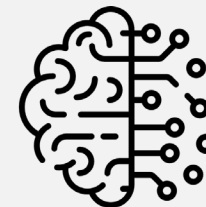
The newspaper
and radio age



The
television age

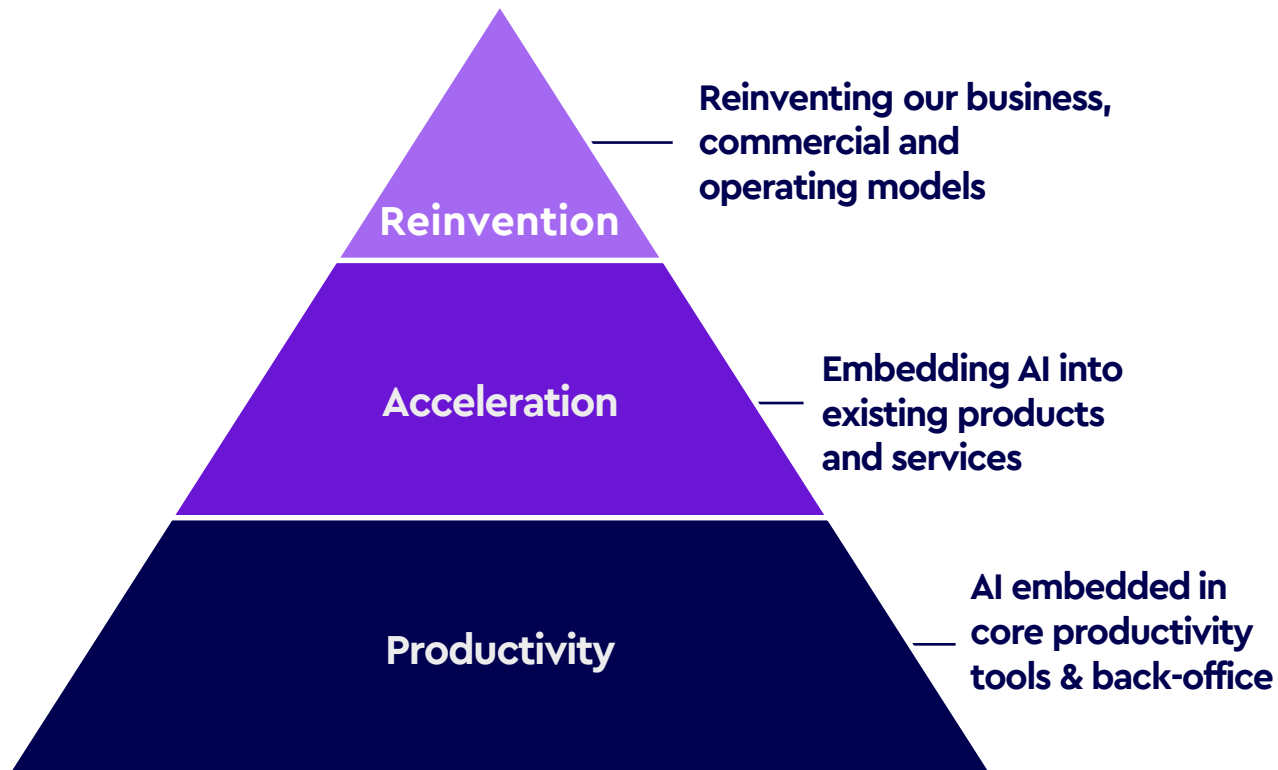


The
internet age



The
AI age

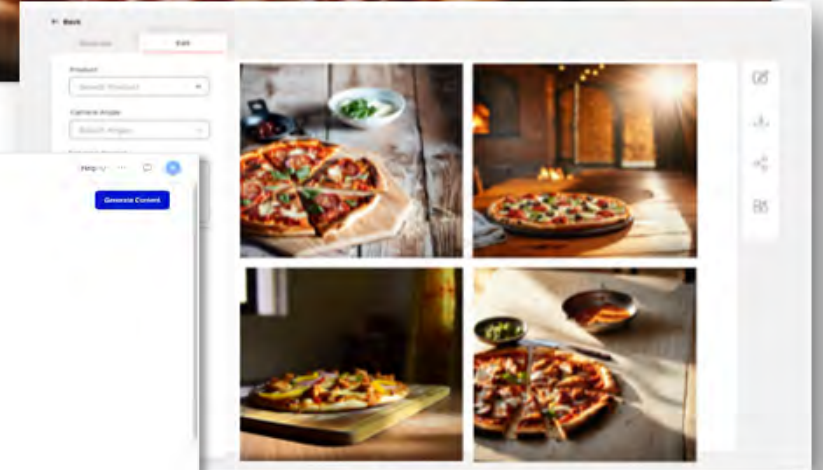
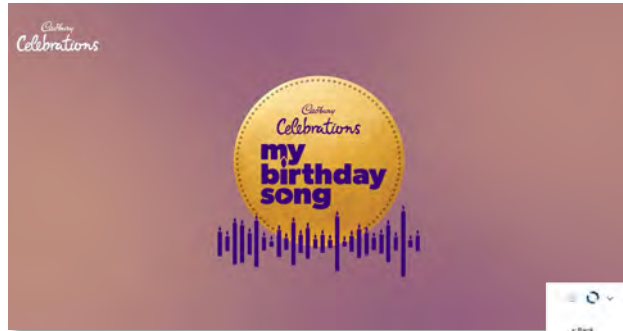
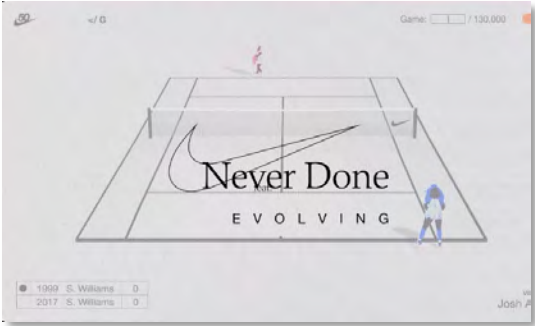
OUR APPROACH



OUR COMPETITIVE ASSETS



1 GEN AI LIVE IN CLIENT WORK & OUR OPERATIONS





AI-powered technology solutions through WPP Open

- *New opportunities for technology licence fees, particularly in commerce, production, media*



AI services and consulting

- *Consulting projects to enable clients to use AI*
- *Technology projects with AI embedded solutions*



Improved client ROI through AI-augmented creativity

- *AI augmented roles will become more productive increasing value of strategic skills and insights*
- *AI augmented work will drive better ROI for clients*



New business and financial models

- *Shift from FTE-based to output based business models, important when volumes increase significantly.*
- *Remuneration more closely linked to results, particularly in commerce, media, production*



AI-driven efficiencies

- *Unlock back office efficiencies to reduce overheads*

INNOVATING TO LEAD, TODAY AND TOMORROW

1



LEAD THROUGH AI, DATA & TECHNOLOGY

2



ACCELERATE GROWTH THROUGH THE POWER OF CREATIVE TRANSFORMATION

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BUILD WORLD-CLASS, MARKET-LEADING BRANDS

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EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH

A FAST CHANGING WORLD



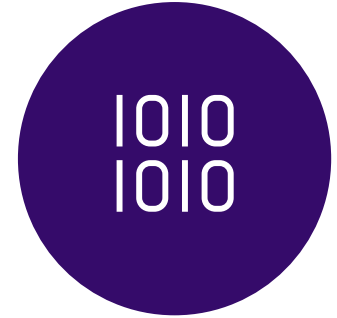
ACCELERATING AI
IMPACT



SOCIAL AND
INFLUENCER FIRST
MARKETING



CONVERGENCE OF
CULTURE &
ENTERTAINMENT



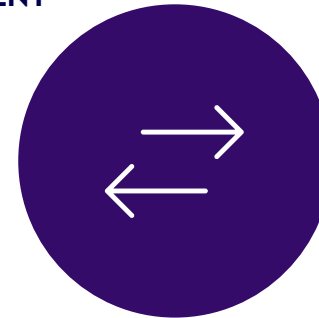
EXPLODING DATA
LANDSCAPE



CHANNEL
PROLIFERATION



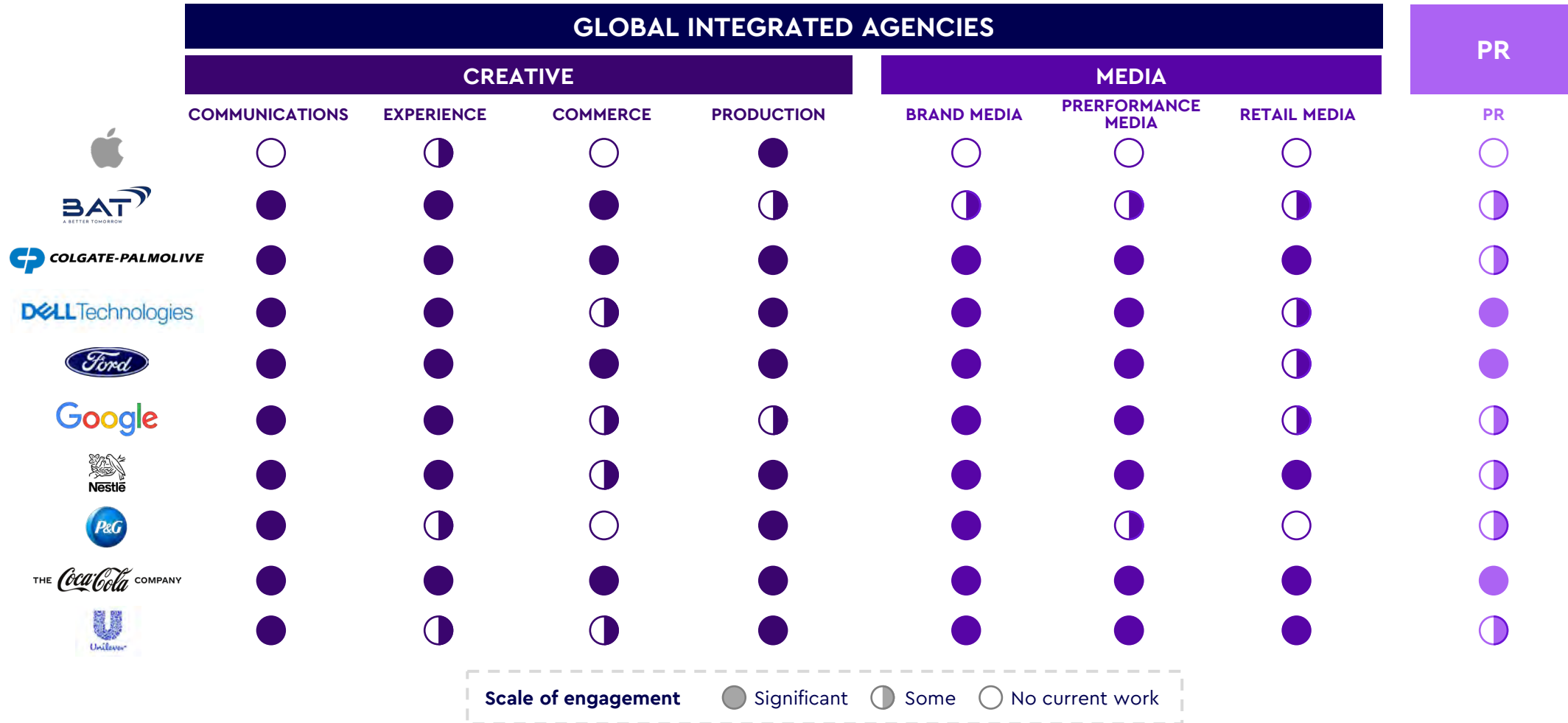
GROWING
GEOPOLITICAL
COMPLEXITY



POLARISED
CONSUMERS

2 DRIVING GROWTH IN OUR TOP 10 CLIENTS

TOP 10 CLIENTS GREW 6.6% VS. 2.6% CAGR OVERALL (2019-2023)¹



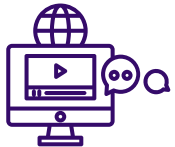
1. Revenue less pass-through costs, LFL. Based on 2023 provisional view
 2. Top 10 clients 2024, ordered alphabetically



WPP's creative offer is much greater than 'advertising'



Production continues to be a significant growth opportunity



Adoption of AI will improve our competitive position

INNOVATING TO LEAD, TODAY AND TOMORROW

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LEAD THROUGH AI, DATA & TECHNOLOGY

2



ACCELERATE GROWTH THROUGH THE POWER OF CREATIVE TRANSFORMATION

3



BUILD WORLD-CLASS, MARKET-LEADING BRANDS

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EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH



- **No 1 brand, experience and commerce agency**
- World-class **creativity with deep tech and data** expertise
- **Stronger revenue growth** from combined capabilities
- **Improved margin** from structural savings



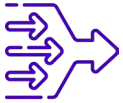
- **No 1 global media agency**
- Strong client facing brands with **common products and technology**
- **Stronger revenue growth** from integrated US structure and investment in talent, data and technology
- **Margin and reinvestment** from structural savings

BURSON

- **Top 2 global PR company**
- Strong **combined leadership**
- **Leading position** in critical markets
- Consolidated **AI investment** strategy



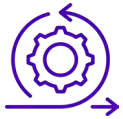
Faster growth



Greater simplicity



Increased scale



More agility



Improved profitability

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EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH

3%+

Organic growth
Revenue less pass-
through costs

16%-17%

Headline
Operating Margin

85%+

Adjusted Operating Cash
Flow Conversion

1.5-1.75x

Average Net Debt /
Headline EBITDA¹

DISCIPLINED CAPITAL ALLOCATION

Potential for M&A to accelerate growth by up to 1% p.a.

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EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH

5 PILLARS OF AI LEADERSHIP

PLATFORM

WPP Open

Satalia

choreograph



PARTNERSHIPS

amazon

Adobe

IBM

Microsoft

nvidia

G

AI

DATA

SKILLS

SCALING AI THROUGH WPP OPEN



Creative Studio
 Production Studio
 Media Studio
 Commerce Studio
 Experience Studio
 PR Studio
 3rd Party Apps
 Wrike, NVIDIA, Miro, Adobe, ...

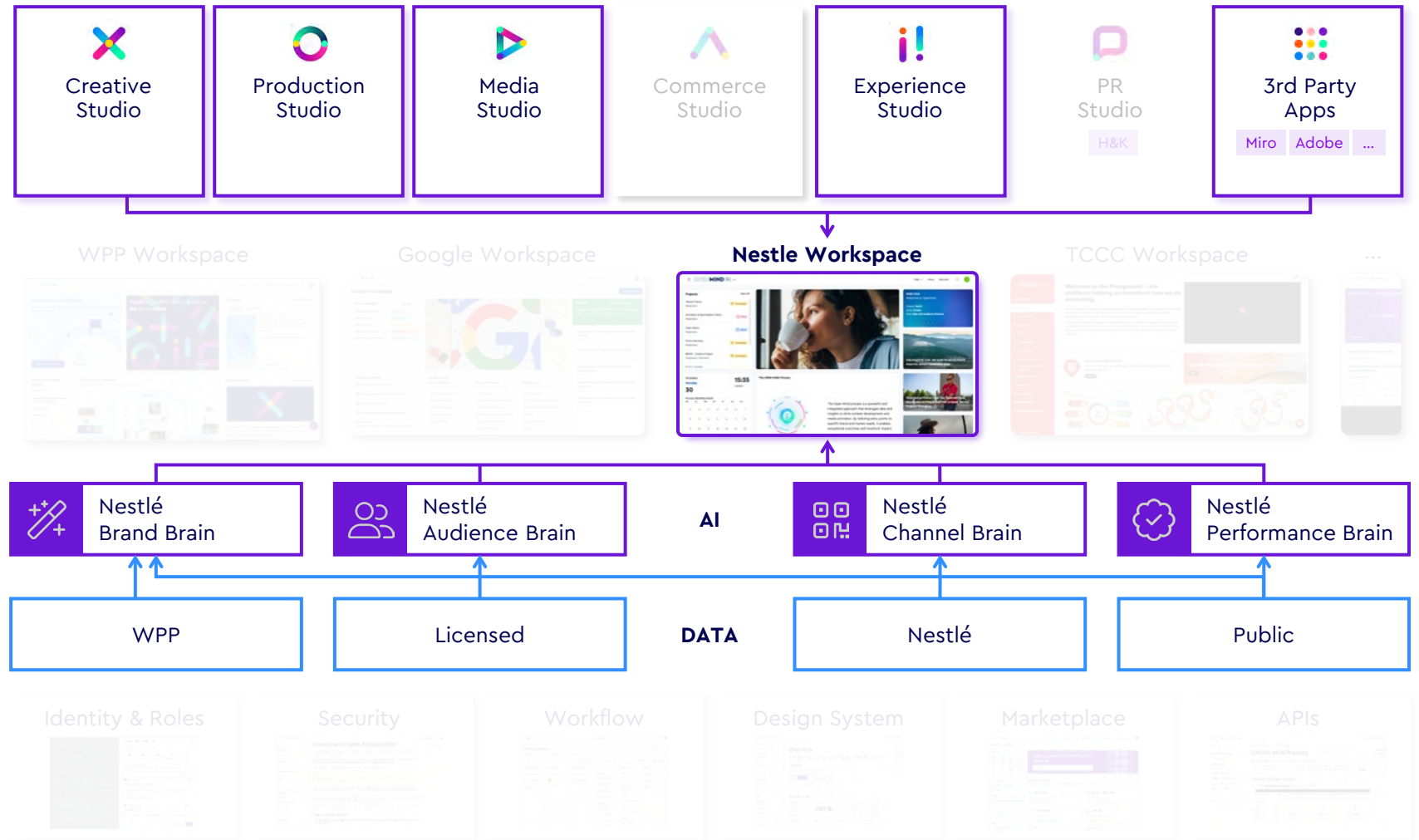
WPP Workspace
 Google Workspace
 Nestle Workspace
 TCCC Workspace
 ...

Brand Brain™
 Audience Brain™
 AI Channel Brain™
 Performance Brain™

WPP Licensed **DATA** Client Public

Identity & Roles
 Security
 Workflow
 Design System
 Marketplace
 APIs

SCALING AI THROUGH WPP OPEN



DEMOCRATISING AI THROUGH OPEN CREATIVE STUDIO

The screenshot displays the Creative Studio interface. At the top, there is a navigation bar with a menu icon, a home button, and a 'Creative Studio' dropdown. On the right, there are links for 'Help', a settings menu, a chat icon, and a user profile icon labeled 'S'. Below the navigation bar, the main header includes the 'Creative Studio' logo and a 'Back to Projects' link. The main content area is titled 'Stephan's playground' and features a 'Brand intelligence' tag. The interface is divided into several sections: 'Spotlight' with a 'Focus group' tool, 'Foundational models' with buttons for 'Chat', 'Image generation', 'Voice generation', 'Video generation', and '3D assets generation', and 'Tools' with four categories: 'Operations', 'Strategy & planning', 'Idea generation', and 'Content creation'. A search bar is located in the 'Tools' section. A help icon is visible in the bottom right corner.

Home / Creative Studio

Help

Creative Studio

< Back to Projects

Stephan's playground

Brand intelligence

Spotlight

Try out our most popular tools.

Focus group
Get feedback from a range of personas.

- Positive
Budget-conscious parent
I want to make sure my children are eating nutritious foods that won't break the bank.
- Mixed
Eco-conscious consumer

Foundational models

Interact with foundational AI models directly.

- Chat
- Image generation
- Voice generation
Coming soon
- Video generation
Coming soon
- 3D assets generation
Coming soon

Tools

Explore AI tools tailored to a specific task.

- Operations**
Organise your team
Learn and act by analysing your presentations, emails, and meeting notes.
- Strategy & planning**
Discover relevant insights
Connect data with objectives to get the facts before you ideate.
- Idea generation**
Develop your key creative
Build up your core idea and validate it against a range of AI Personas.
- Content creation**
Create or adapt content
Generate or improve content for audience, channel and market.

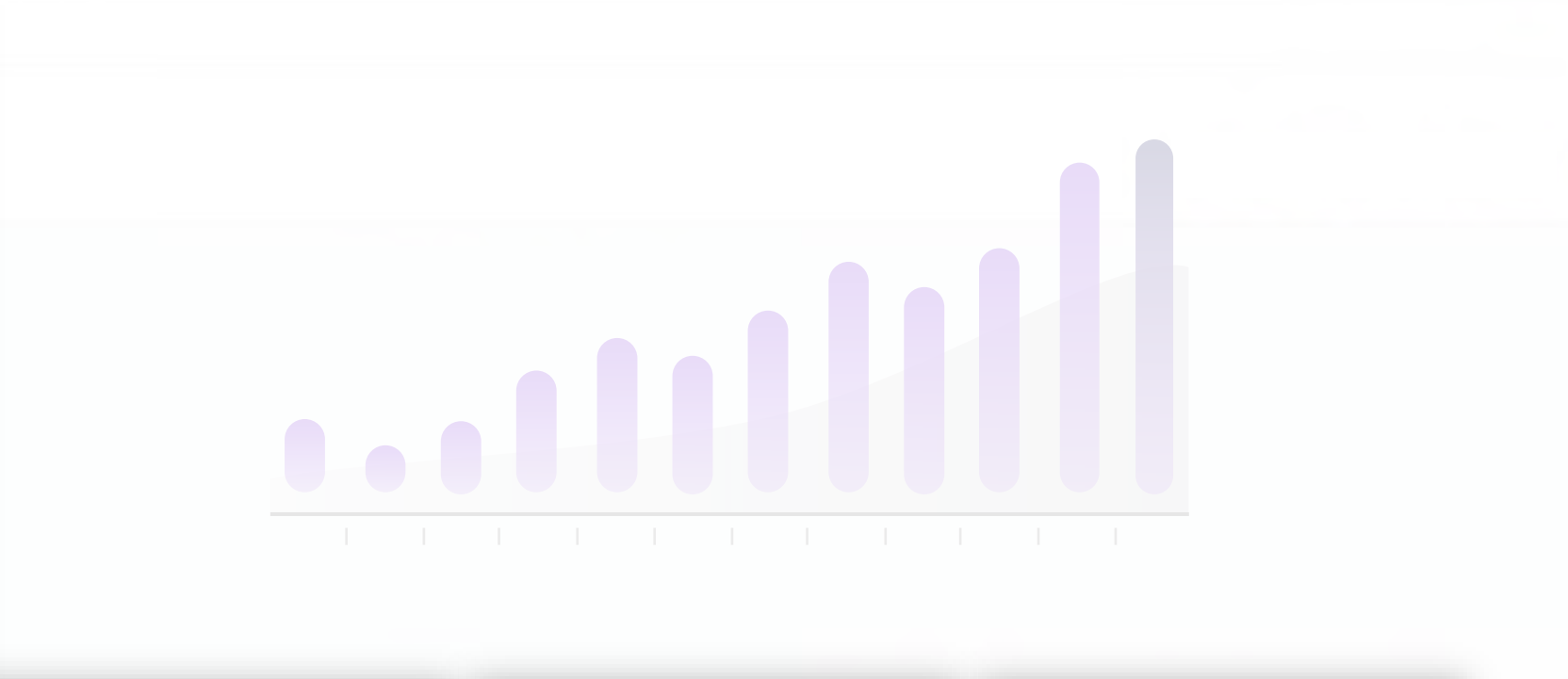
Search

Launched

September 2023

Content matrix

Customise text or images for different needs



Tools

Explore AI tools tailored to a specific task.

Operations

Organise your team

Learn and act by analysing your presentations, emails, and meeting notes.

Unique Users

>28,000

Strategy & planning

Discover relevant insights

Connect data with objectives to get the facts before you ideate.

LLM Prompts

1.5 million

Idea generation

Develop your key creative

Build up your core idea and validate it against a range of AI Personas.

Image Prompts

1.6 million

Content creation

Create or adapt content

Generate or improve content for audience, channel and market.



OPEN CREATIVE STUDIO DEMO

The screenshot displays the WPP Open Platform home page. At the top, the browser address bar shows 'wpp.os.wpp.com/home'. The navigation bar includes 'WPP Open' with a dropdown arrow, and links for 'Help', 'News', 'Marketplace', and 'Network'. A notification bell icon is visible in the top right.

Win client pitches with WPP Open
Our team is ready to assist you in setting up a WPP Open client workspace for your next pitch.
[Request pitch support](#) [Read more](#)

Welcome to WPP Open - Discover our applications
[Read more](#)

AI at WPP [AI Policies & Guidelines](#)
AI Assistant **WPP Brains**
By leveraging cutting-edge AI models and access to vast data resources, WPP Open's AI Assistant streamlines workflows, automates repetitive tasks, and provides data-driven insights that enhance decision-making abilities.
Click on the **AI toolbar icon in the top menu** to try it!
[Read more](#)

Explore our sample projects
[View all](#) →
Create your own project with these pre-designed templates:
[End to end](#)
Coming soon:
[Media](#)
[Creative](#)
[Commerce](#)
[Production](#)

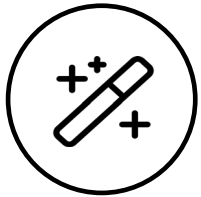
WPP Open workspaces
Hero examples showcasing WPP Open customisation capabilities.
TCCC
A central hero image displays a workspace interface for 'TCCC' with various charts and data visualizations.

Creative Studio [AI Policies & Guidelines](#)
Creative Studio is our **new Generative AI suite** for everyone at WPP, bringing together multiple tools in one seamless experience. Elevate your creativity with the power of AI innovation.
[Visit Creative Studio](#) [Read more](#)

SATALIA IS WPP'S DEEPMIND

Satalia

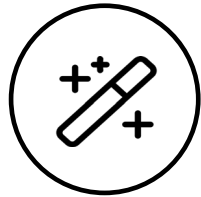
WE'VE PRODUCTISED OUR AI R&D THROUGH 4 KEY BRAINS



BRAND BRAIN™

Trained on
brand guidelines and
tone of voice

WE'VE PRODUCTISED OUR AI R&D THROUGH 4 KEY BRAINS



BRAND BRAIN™

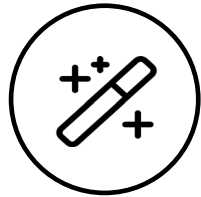
Trained on
brand guidelines and
tone of voice



AUDIENCE BRAIN™

Trained on
specific audience groups,
segments, mindsets or
demographic data

WE'VE PRODUCTISED OUR AI R&D THROUGH 4 KEY BRAINS



BRAND BRAIN™

Trained on
brand guidelines and
tone of voice



AUDIENCE BRAIN™

Trained on
specific audience groups,
segments, mindsets or
demographic data

DATA FOR ONE CLIENT'S AUDIENCE BRAIN

29k **208k** **220M**

Brands

Products

Consumers

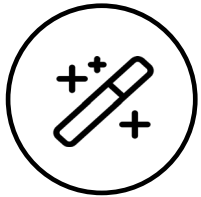
9.2Bn **624M**

Campaign Records

Transactions

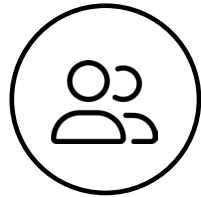


WE'VE PRODUCTISED OUR AI R&D THROUGH 4 KEY BRAINS



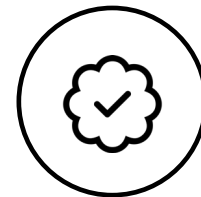
BRAND BRAIN™

Trained on
brand guidelines and
tone of voice



AUDIENCE BRAIN™

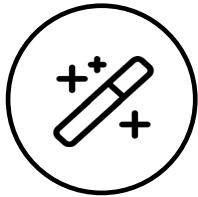
Trained on
specific audience groups,
segments, mindsets or
demographic data



PERFORMANCE BRAIN™

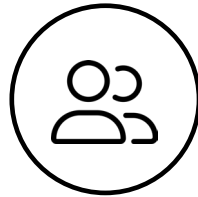
Trained on
business and channel
performance data

WE'VE PRODUCTISED OUR AI R&D THROUGH 4 KEY BRAINS



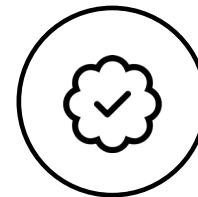
BRAND BRAIN™

Trained on
brand guidelines and
tone of voice



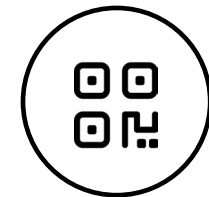
AUDIENCE BRAIN™

Trained on
specific audience groups,
segments, mindsets or
demographic data



PERFORMANCE BRAIN™

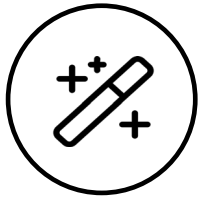
Trained on
business and channel
performance data



CHANNEL BRAIN™

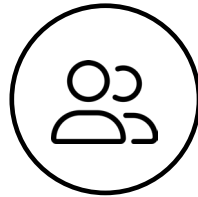
Trained on
performance and
variation of channels

WE'VE PRODUCTISED OUR AI R&D THROUGH 4 KEY BRAINS



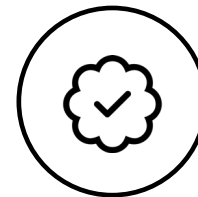
BRAND BRAIN™

Trained on
brand guidelines and
tone of voice



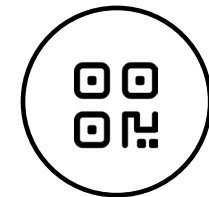
AUDIENCE BRAIN™

Trained on
specific audience groups,
segments, mindsets or
demographic data



PERFORMANCE BRAIN™

Trained on
business and channel
performance data

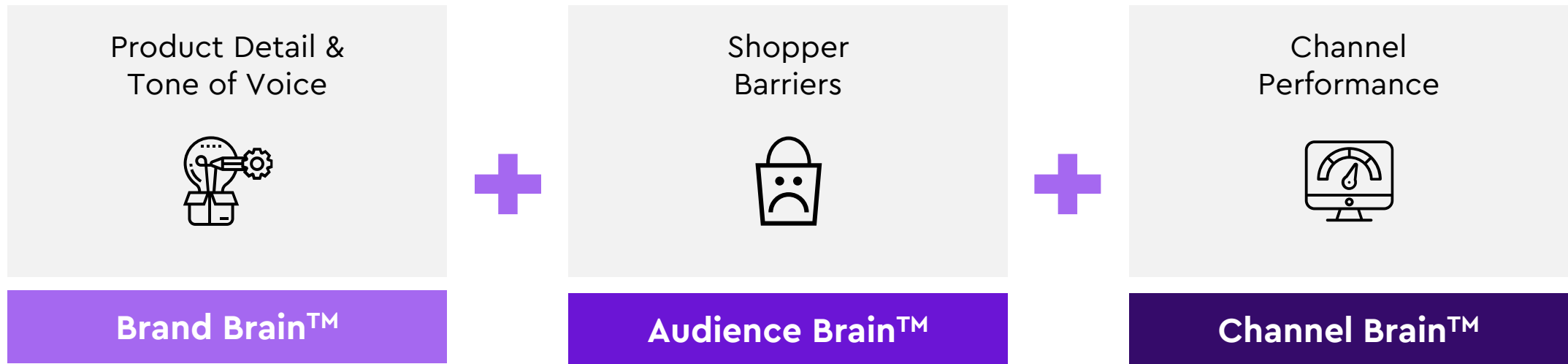


CHANNEL BRAIN™

Trained on
performance and
variation of channels

ETHICS & SAFETY

SCALING PDPs WITH OPEN COMMERCE STUDIO



25% Conversion Increase Contractually Guaranteed

OPEN COMMERCE STUDIO DEMO

Home / Commerce Studio PDP Generator

L'Oréal Dashboard

+ Create New Project

Default Tone of Voice

L'Oréal Volume Million Lashes DEMO

The tone of voice used by the brand L'Oréal Paris is informative and professional. They provide detailed descriptions of their products, highlighting their features and benefits in a clear, concise manner.

Projects

Name	Created By	Created	Modified	Unpublished Products
Seasonal Splendor Beauty	Jared Jones	5 months ago	5 months ago	2
Eternal Elegance Beauty Line	Jared Jones	5 months ago	5 months ago	2
Instant Age Rewind Launch	Ali Mithani	5 months ago	5 months ago	4
A Lip Liner (Summer 2023)	Sarah Phillips	7 months ago	6 months ago	
Year-Round Radiance Collection	Michael Brown	11 months ago	4 months ago	1

Items per page: 5 | 1-5 of 7 items

DELIVERING AI FOR OUR CLIENTS TODAY

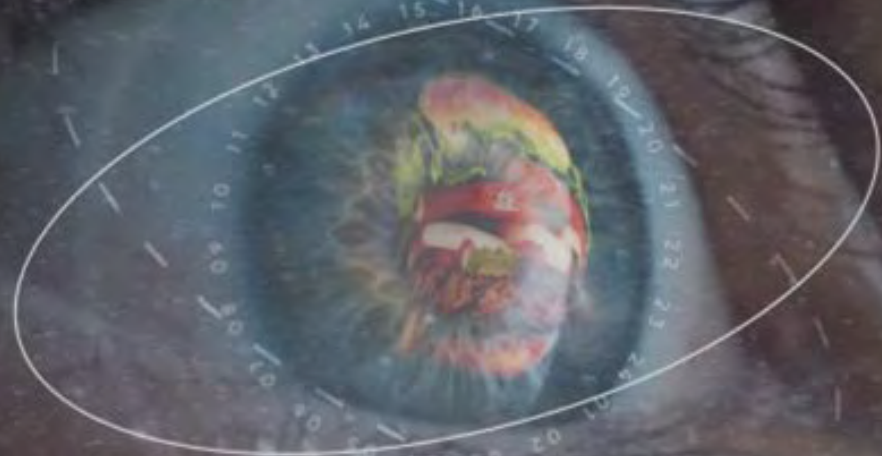


LEADING THROUGH AI, DATA AND TECHNOLOGY



THE BEST JOB IN THE WORLD.

MISSION



A hand is shown from the bottom, holding a rectangular product box. The box is light-colored with a blue fishnet pattern and a blue fish silhouette with a halo. The text on the box includes 'HEAVEN FISH FROM PURO' on the side and 'HEAVEN FISH' on the front. The background is a dark, stormy sky with heavy rain falling diagonally. The overall mood is dramatic and ethereal.

CREATIVE TRANSFORMATION



**WE USE THE POWER OF CREATIVITY TO BUILD BETTER FUTURES
FOR OUR PEOPLE, THE PLANET, CLIENTS AND COMMUNITIES.**

WHY DOES CREATIVITY MATTER?

GREENPEACE
LOS SANTOS
+3°C!

VML SÃO PAULO - GREENPEACE "LOS SANTOS +3 DEGREES"

An abstract graphic featuring a series of parallel, wavy black lines that curve across the frame. Three solid black circles are positioned along these lines. In the upper left, a sequence of numbers (0, 00, 07, 81, 11, 00, 2) is written in a light gray, slightly tilted font. The background is a uniform light gray.

CREATIVITY IS GOOD FOR BUSINESS.



**COMPANIES WITH THE HIGHEST QUALITY CREATIVITY
OUTPERFORMED THEIR PEERS IN ORGANIC REVENUE GROWTH
AND SHAREHOLDER RETURNS.**

- McKinsey and Cannes Lions



**AND GOES WAY BEYOND
TRADITIONAL ADVERTISING.**





Corona
Extra
4.8% vol.
CERVEZA MAL DECK

Corona
Extra

DA
CERVEZA
CERVEZA MODELO, S. DE RL. DE CV
MEXICO



Deliciosos e refrescantes

NOVA EXPERIÊNCIA COM OS AUDIOS

INCRIVEIS!



AI & TECHNOLOGY

ADVERTISING

**EXPERIENCE &
DESIGN**

SOCIAL & PR

CREATIVITY

DATA

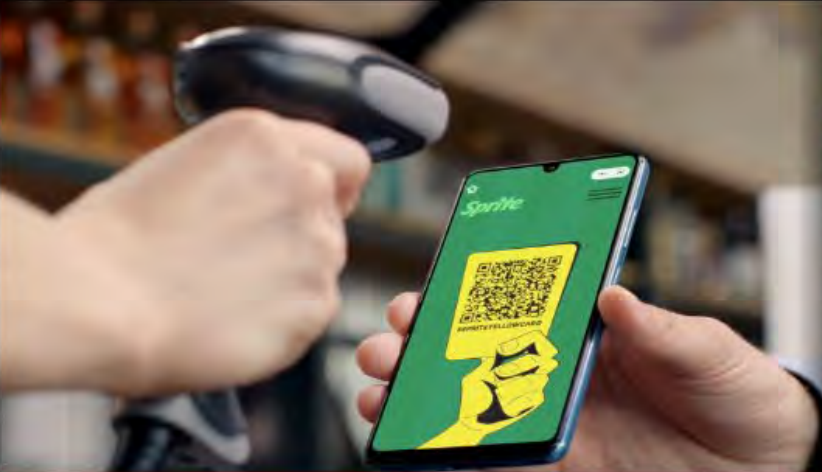
PRODUCTION

MEDIA

PRESENTANDO UN NUEVO UNREALITY SHOW

MONSTER MANSION

FANTA



I see Coke

In Retail: Enable Paper unrolled that now lets you see it on the shelf and that means you can see it on the shelf. Paperless has been used to create a virtual reality experience.

We created a custom Alexa skill that lets you see it on the shelf and that means you can see it on the shelf. We created a custom Alexa skill that lets you see it on the shelf and that means you can see it on the shelf.

Spot Code on any mobile on TV above

Scan validate what you are watching and give a witty reply

Buy "Alexa, I see Coke"

85% awareness

90% recognition

85% conversion



DRAWING THE ICONIC COCA-COLA BOTTLE WITH WHATSAPP'S ICONIC BUILT-IN FEATURE: THE AUDIO MESSAGE

"EVERYONE IS DRAWING THE COCA-COLA BOTTLE USING WHATSAPP AUDIO WAVES"

LatinSpots

"COCA-COLA TRANSFORMS WHATSAPP AUDIOS INTO GIFTS"

uol

magic audios

DRAW THE ICONIC COCA-COLA BOTTLE USING WHATSAPP AUDIOS AND WIN AMAZING GIFTS!

As part of our 2018 strategy, we drove a new initiative. Why? Because we realized the base of subscribers to WhatsApp is growing, and we wanted to increase the incidence of conversations with our partners.

WhatsApp's Magic Audios tool lets you draw the iconic bottle and get WhatsApp audio messages that are personalized to each user. The result? A new way to engage with our partners.

The thousands of audio shares and the millions of WhatsApp audio messages that were sent through our initiative are a testament to the power of WhatsApp as a platform for our partners and for our users. We're proud to have engaged the millions of users who used it.

100K USERS

4.2M MESSAGES

12M RECORDS OF GIFTS

400K REQUESTS FOR GIFTS

+100 ARTICLES

A woman with dark hair, wearing a dark blazer over a teal top, sits at a dark desk in an office. She is smiling and looking towards Santa Claus, who is seated across from her. Santa is wearing his traditional red suit with white fur trim and a red hat with a white pom-pom. The office has large windows with blinds, and a pair of glasses and a notepad are on the desk. The scene is dimly lit, with light coming from the windows.

THE ONLY METRIC THAT MATTERS.

[Get more Inspiration](#)

Coca-Cola: The most valuable food and beverage brand

With an increase of 9% YoY, Coca-Cola was the only top 10 brand to see an increase in value in 2023





Wendy's





A Fortnite character, Wendy, is shown from the chest up. She has long, dark hair styled in two braids, each tied with a red ribbon. She is wearing a light blue, button-up shirt with a red ribbon tied around the neck. Her eyes are a vibrant green. She is holding a large, silver knife with a red handle. The background is a blurred, colorful scene, possibly a festival or fair.

DETHRONED BK AND BECAME #2 QSR BURGER CHAIN IN AMERICA

12TH CONSECUTIVE YEAR OF POSITIVE SAME SALES GROWTH
(GLOBAL, THROUGH YE 2022)

NEARLY 25% AVERAGE UNIT VOLUME GROWTH SINCE 2019
(THROUGH YE 2022)

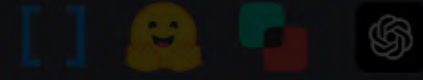
ONE SHOW PENTA PENCIL





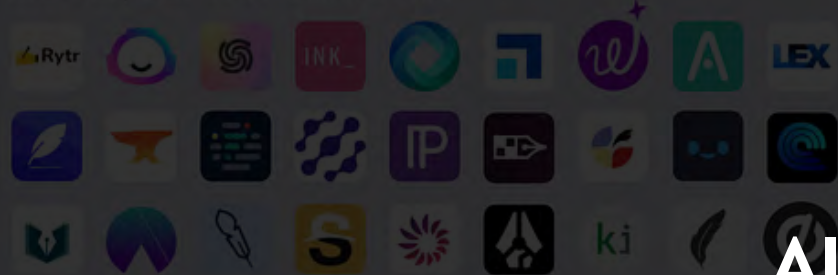
THERE'S BEEN A LOT OF TALK ABOUT AI.

The Artificial Creativity Landscape

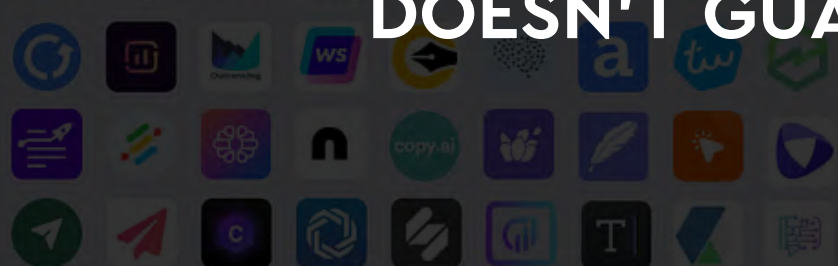


Linguistic Creativity

ALL-Purpose Text Generation



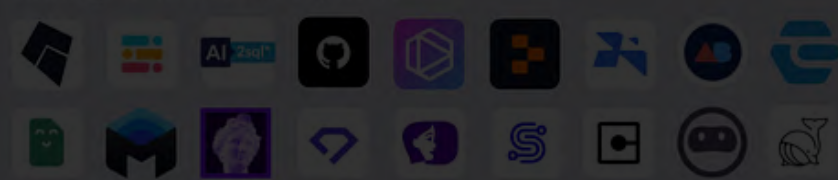
Marketing & Sales Copy



Text Optimization

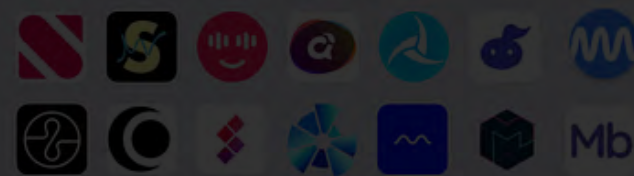


Coding & Web Development



Musical Creativity

Sound & Music Generation

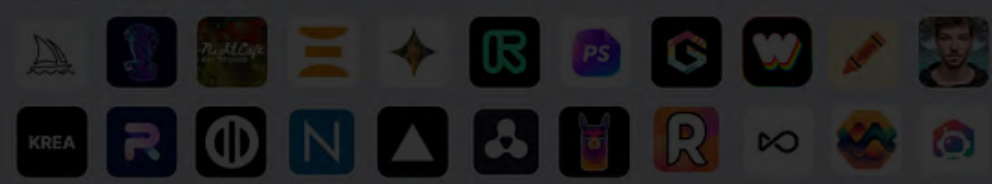


Voice Synthesis



Visual & Artistic Creativity

Image Generation



Video Generation



Design

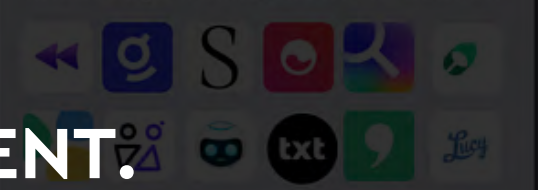


Scientific Creativity



Other

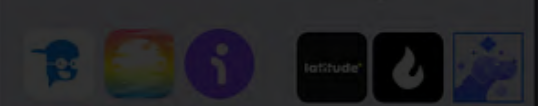
Knowledge Management & Search



Customer Support & Automation



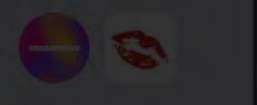
Characters



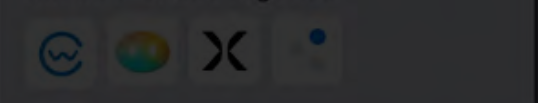
Gaming



Erotica



Market Intelligence



AI GENERATED-CONTENT
DOESN'T GUARANTEE AUDIENCE ENGAGEMENT.

The Artificial Creativity Landscape



Linguistic Creativity

ALL-Purpose Text Generation



Marketing & Sales Copy



Text Optimization



Coding & Web Development



Musical Creativity

Sound & Music Generation



Voice Synthesis



Visual & Artistic Creativity

Image Generation



Video Generation



Design

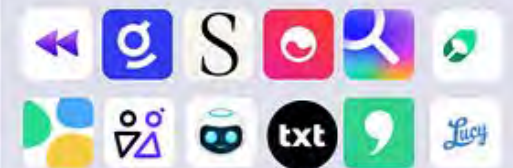


Scientific Creativity



Other

Knowledge Management & Search



Customer Support & Automation



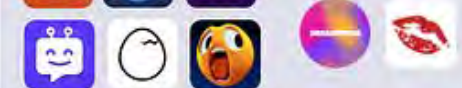
Characters



Gaming



Erotica



Market Intelligence



A woman is shown in profile, looking to the left. Her face and hair are overlaid with a white wireframe mesh. She is holding a tennis racket, which also has a wireframe overlay. The background is dark.

**THE BUSINESS OF HUMAN CREATIVITY,
ENHANCED BY AI.**

Never Done Evolving

feat. **Serena Williams**

Decoding the **GOAT** for the future **GOATS**

{ The Context }

On August 9th of 2022, Serena Williams announced her retirement from tennis, after remaining on top for over two decades. Two days later, Nike released a year-long study, in the form of avatars, showcasing what it takes to stay at such a high level of performance for so long.

{ The Idea }

After analyzing all data and footage from official tournaments throughout Serena's career, machine learning was able to model each era's playing style – decision making, shot selection, reactivity, recovery and agility. The data collected is already being used by Nike to improve their products' technology and also their athletes' performance.

{ The Achievement }

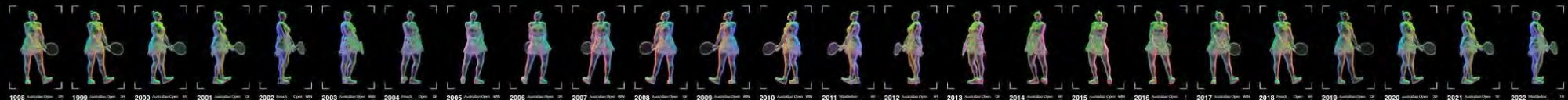
Never Done Evolving is more than a content, it's a game changer in the sports industry, and will help us find and train the next Serenas, Jordans, Ronaldos and so on.

{ The Match }

In order to make our data accessible and inspiring for everyone in the world, we've transformed it into a live virtual match, in which the 17 year old Serena, the age she won her first Grand Slam, faced the 35 year old Serena, the age she won her 23rd Grand Slam. The live match was a result of 130.000 matches generated using Vid2Player technique, developed by Stanford University. At the end of every game, Josh Appel showcased the study's main insights.

organic views
+1082%
from Nike's YouTube Benchmark

//:: The most accurate and detailed virtualization ever done with an athlete. ::\\



116 mph
AKQA SAO PAULO & MELBOURNE & PORTLAND - NIKE "NEVER DONE EVOLVING FEAT. SERENA"

ACCESS CODES

THE WORLD'S FIRST BARCODES THAT SPEAK INFORMATION FROM THE LABEL.

BACKGROUND

Globally, there are 2.2 billion people living with a visual impairment* and many more who have low literacy skills. When it comes to these people's everyday healthcare needs, they don't have equal access to important health and safety information simply because they have trouble reading the labels. 93% of visually impaired people said that health products aren't accessible enough and almost 1 in 5 have experienced taking the wrong dosage as a result of not being able to read the packaging**

*According to a WHO report on vision.
**According to a Haleon survey.

IDEA

As one of the world's largest consumer healthcare companies, Haleon (formerly part of GSK) had an opportunity to make everyday health more inclusive. We realized we could make every Haleon label accessible without the need to redesign packs or restock shelves. All we had to do was reimagine how to use the one universal element already on every package: barcodes.

RESULTS

We turned Haleon barcodes into Access Codes: the world's first barcodes that speak information from our labels aloud. By collaborating with Microsoft to enhance the functionality of the Seeing AI app, we enabled the app's existing barcode scanner to read all the important health and safety information that can be found on our product labels, ensuring those with trouble reading or seeing could access this information as easily as everyone else.



NUMBERS

- +20,000** products could be made accessible via global rollout.
- 100** global markets to be reached
- 547** million impressions
- 67%** total impressions from audio-first efforts
- 10X** Seeing AI app downloads
- 2.5** million people estimated to download the app
- 53%** of Haleon-aware consumers trust the brand over competitors.
- +40%** increase in familiarity with Haleon
- 10X** more people associate Haleon with "making everyday health accessible."
- +4.3%** growth in Haleon price in 2022
- +4.7%** growth in Haleon volume in 2022



**THE MOST AWARDED IDEA OF 2022
& THE MOST EFFECTIVE OF 2023.**

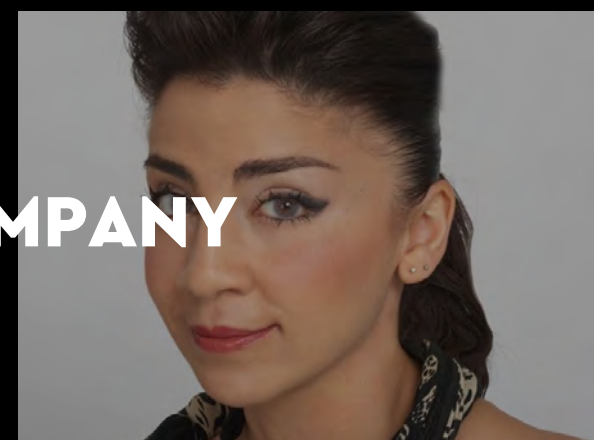
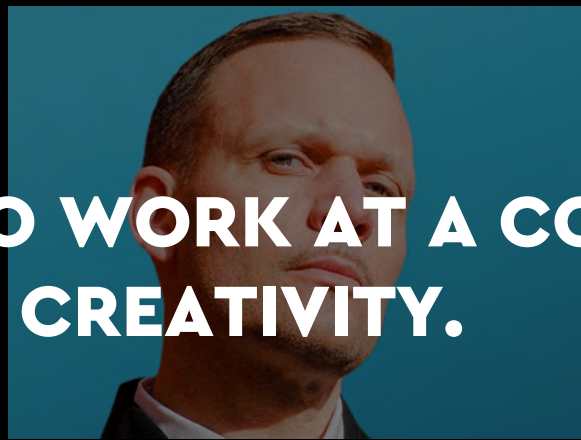
NEW **CARDBOARD BOX**
LET'S CUT PLASTIC!



**IT TAKES SPECIAL PEOPLE
TO MAKE SPECIAL THINGS.**

ARIEL All in 1
PODS

*brrr*illiant stain removal even in **COLD WASH**



**THE BEST PEOPLE WANT TO WORK AT A COMPANY
COMMITTED TO CREATIVITY.**



WARC

#1

MEDIA



WARC

#1

EFFECTIVENESS



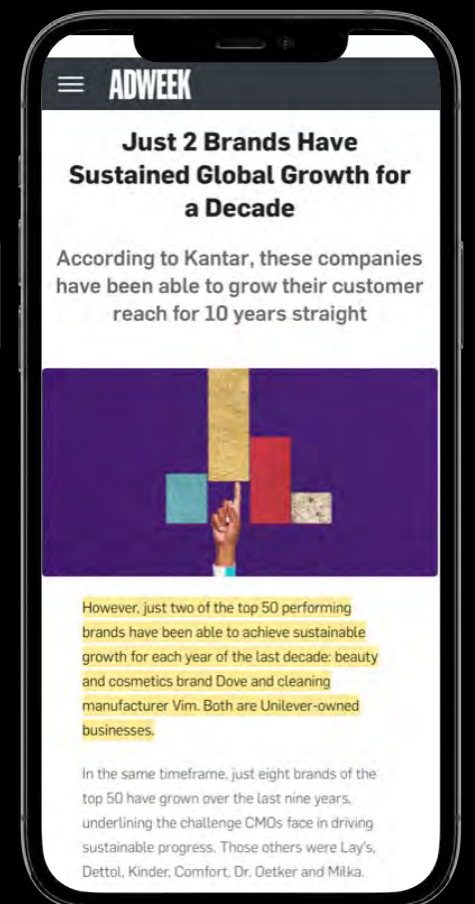
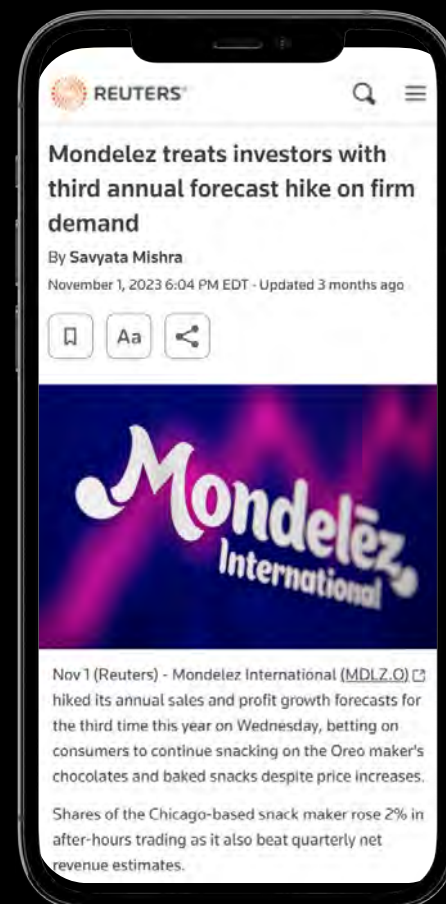
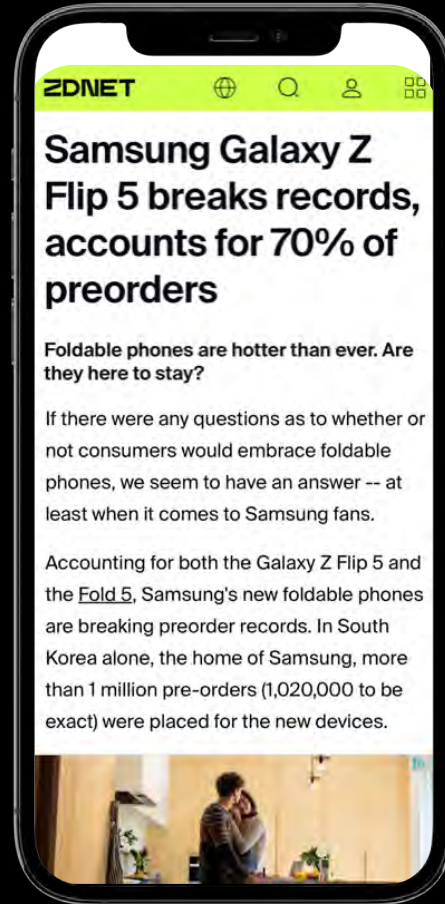
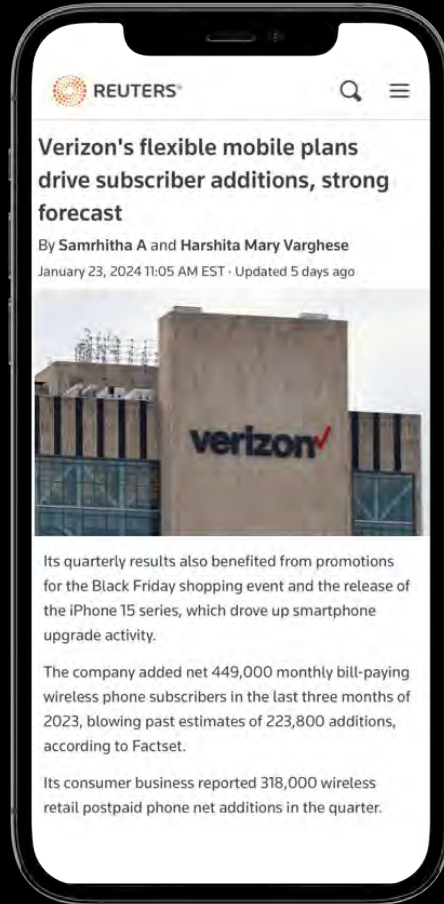
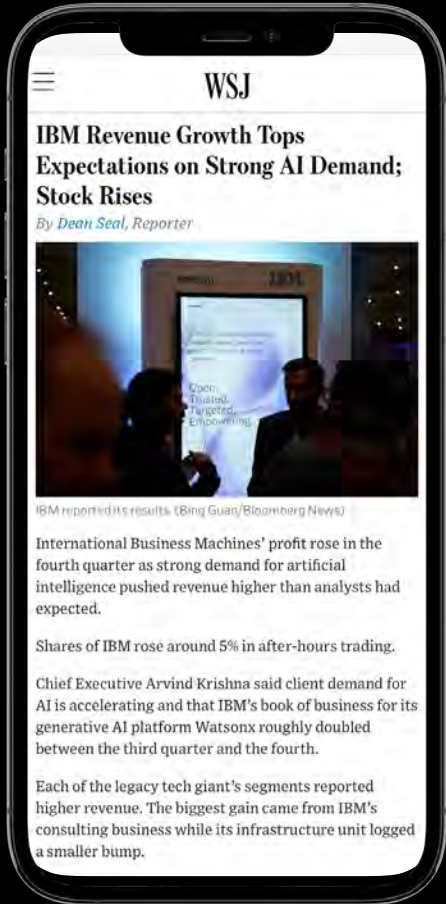
WARC
#1
CREATIVE



CEOS MAKE CREATIVITY HAPPEN.







THAT'S
THE VALUE OF
CREATIVITY



CREATIVE
100

EFFECTIVE
100

WARC Rankings



Pre-2019

Buy, Squeeze, Repeat

Zero-Based Budgeting

Cost-cutting

Post-2019

Growth Focused

Brand Innovation

Creative Transformation

**A CREATIVE
TRANSFORMATION
JOURNEY**

**WHERE IMAGINATION
MEETS INTELLIGENCE**

Culture

Data

Creative
Transformation

AI & Tech

Media





19 → 7

From the #19 **most-awarded creative brand** in the world to #7

8 → 4

From the #8 **most-effective brand marketer** in the world to #4

20 → 2

From the #20 **most-awarded for media excellence** in the world to #2

WARC[^]
RANKINGS



+30%

Higher ROI on personalised content vs. non-personalised.
38% of MDLZ media now personalised.



+36%

ROI on marketing spend vs. 2019




10.1%

Revenue CAGR growth from 2020-2023

**A PERFECT
MARRIAGE**
**IMAGINATION
& INTELLIGENCE**

Ogilvy × Mondelēz
International





Ogilvy

AKQA

30 Years of Innovation

AKQA

Agency of the Year
Winner 81 Times

AKQA

World's 9th Most Loved Workplace.

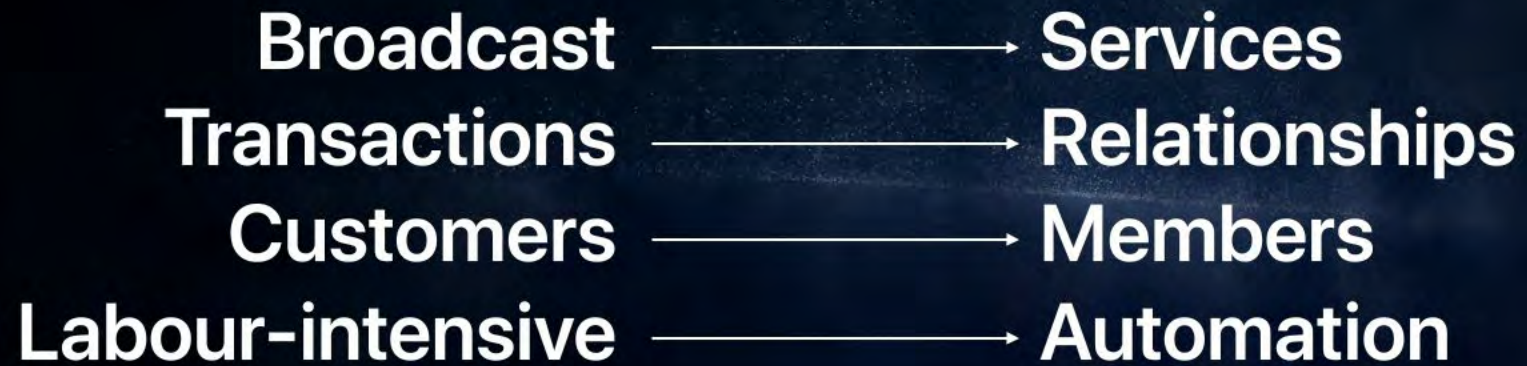
Newsweek

AKQA





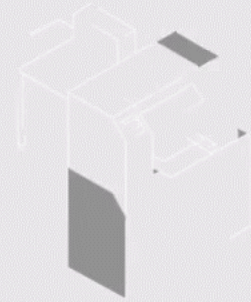
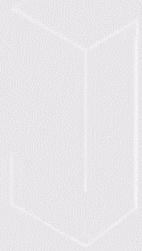
Marketing Evolution



Working with Leaders.
Creating work that Leads.

AKQA











LOUIS VUITTON

Yayoi Kusama



LOUIS VUITTON SERVICES

Personalization Art of Gifting



LV Dune Bomber Jacket



Services

Hello,

Welcome to LV App Services. Discover in-app exclusives, connect with our Client Services team, and explore our FAQ page.



Men's Fall-Winter 2023

Augmented Intelligence

AI-powered model to guide where & how to invest in growth

"This has been a revelatory relationship. It's brought a commercial focus we've not had before...that's changing our business."

CMO of Retail Fashion Client

33%

Growth over 12 months

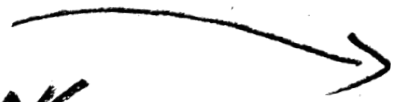
98%

Accuracy in model predictions

Enriching Lives with
Useful, inspiring work.

AKQA

CRAFT
STORYTELLING
LANGUAGE
BEAUTY
IMAGINATION



ART

CRAFT
STORYTELLING
LANGUAGE
BEAUTY
IMAGINATION

ART + SCIENCE

DATA
OBSERVATION
FRAMEWORKS
MODELS

CRAFT
STORYTELLING
LANGUAGE
BEAUTY
IMAGINATION

ART + SCIENCE + SOUL

DATA
OBSERVATION
FRAMEWORKS
MODELS

EMOTION
INTUITION
HUMANITY
GENEROSITY
VIBE

**The Most Powerful Force
in the Universe isn't
Technology, it's Imagination.**

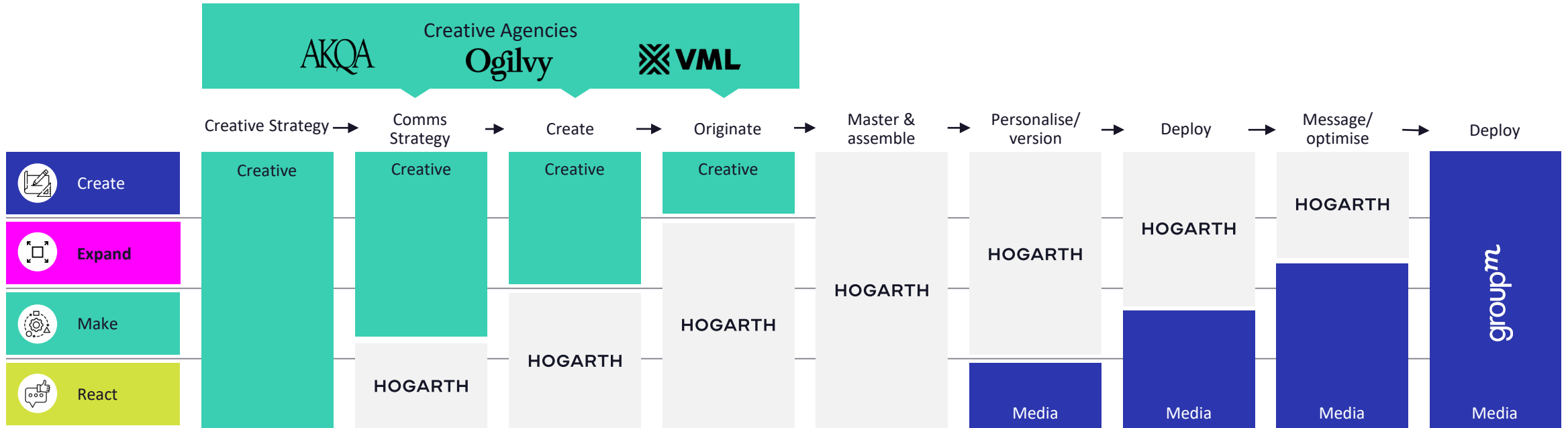
AKQA

AKQA



HOGARTH

Supporting integration across WPP



WPP Open Production Studio

We have grown organically over 15 years to become the largest advertising production company in the world

From 100 people when WPP invested in 2010 to 7,500 people today

CAGR of over 10% over the past 10 years

We expect our strong growth to continue in 2024 and beyond

Scale matters in production especially as the world goes digital

- Global clients need scaled global production capabilities
- Hyper-personalisation and dynamic content optimisation require scaled technology platforms
- Investment in emerging technology to bring scaled innovation and partnerships to all of WPP's clients

\$50bn
global spend
on production



In summary

**Unique scale
and breadth of
capabilities**

**Differentiated
model**

**Exceptional growth
opportunity**

INNOVATING TO LEAD, TODAY AND TOMORROW

1



LEAD THROUGH AI, DATA & TECHNOLOGY

2



ACCELERATE GROWTH THROUGH THE POWER OF CREATIVE TRANSFORMATION

3



BUILD WORLD-CLASS, MARKET-LEADING BRANDS

4



EXECUTE EFFICIENTLY TO DRIVE FINANCIAL RETURNS THROUGH MARGIN AND CASH

VML

THE WALL STREET JOURNAL

WSJ NEWS EXCLUSIVE | CMO TODAY

WPP Merging VMLY&R With Wunderman Thompson

The combined VML will employ more than 30,000 people in 64 markets

By Megan Graham
Oct. 17, 2023 9:00 am ET



BRANDNEWS

WPP FONDE WUNDERMAN THOMPSON E VMLY&R. L'AGENZIA SI CHIAMERÀ VML E SARÀ LA PIÙ GRANDE AL MONDO

© 11 dicembre 2023

AdNews

Wunderman Thompson and VMLY&R to merge

MAM MARKETING & MEDIA



WPP spojuje agentury VMLY&R a Wunderman Thompson pod značku VML

meio&mensagem

WPP promove fusão entre Wunderman Thompson e VMLY&R

Nova rede passa a se chamar VML e começa a operar oficialmente a partir de 2024

ADWEEK

MERGER & ACQUISITION NEWS

WPP Combines VMLY&R With Wunderman Thompson to Form VML

The two agencies will officially merge under the leadership of Jon Cook and Mel Edwards from Jan. 1



AdAge

WPP MERGES VMLY&R WITH WUNDERMAN THOMPSON TO FORM VML

The agency network will have over 30,000 employees

propmark



Por propmark - 17 de Outubro de 2023 | 10:10

Latin Spots .com

Agencias - Internacional
WPP UNE WUNDERMAN THOMPSON Y VMLY&R PARA CREAR VML

campaign

WPP merges VMLY&R and Wunderman Thompson

New agency will be called VML and led by Jon Cook and Mel Edwards.

branding in asia
what's up in asia's ad world

agency news

Wunderman Thompson and VMLY&R Merge to Form VML

The combined company will have more than 30,000 people in 64 markets.

by Bobby McGill
October 17, 2023



roastbrief

WPP incorpora a VMLY&R y Wunderman Thompson para crear VML

CB NEWS

WUNDERMAN THOMPSON ET VMLY&R FUSIONNENT POUR DEVENIR VML

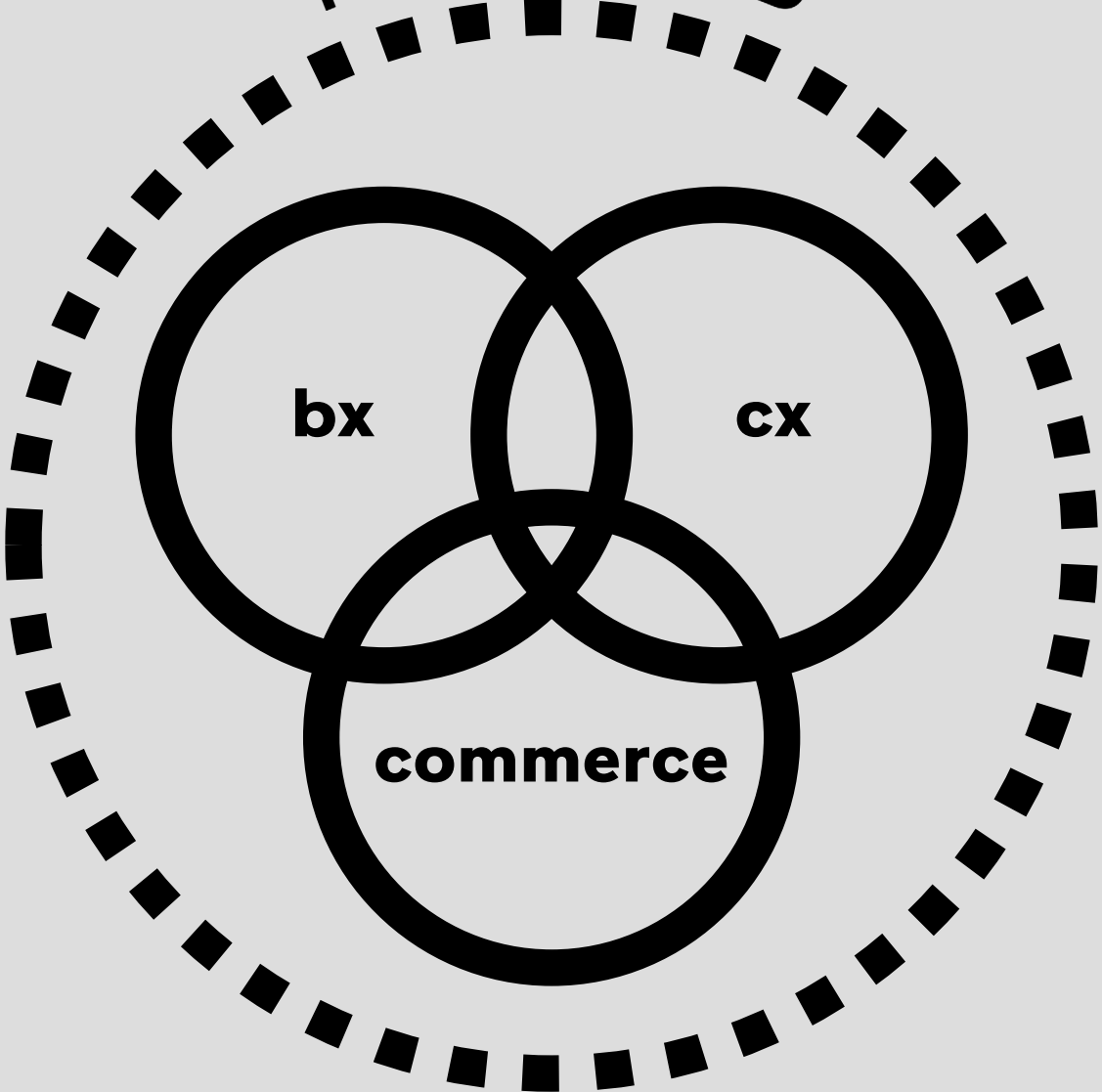


VML

Four reasons for creation of VML ...

Connected Creativity.

THE BRAND





Wendy's



NATIONAL ROAST DAY

2023

How do we solve a problem without borders



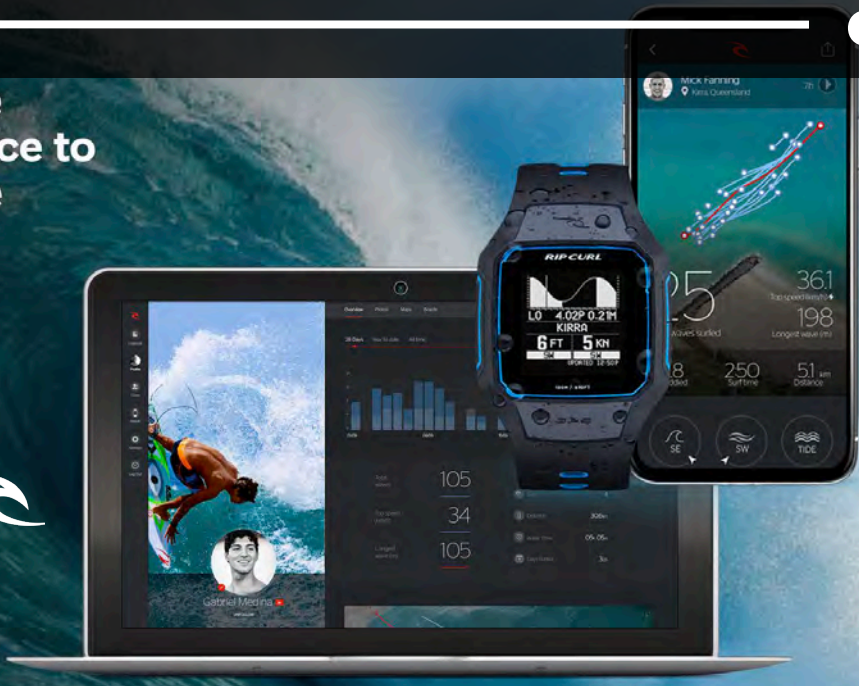
across borders?

HSBC Opening up a world of opportunity

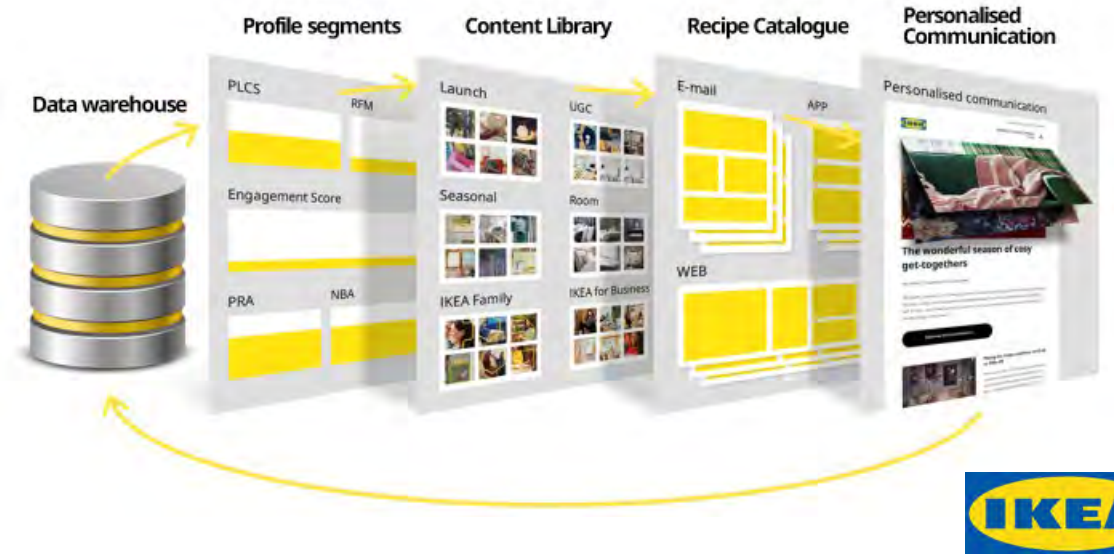


We designed the world's first device to really inspire the global surfing community to challenge itself.

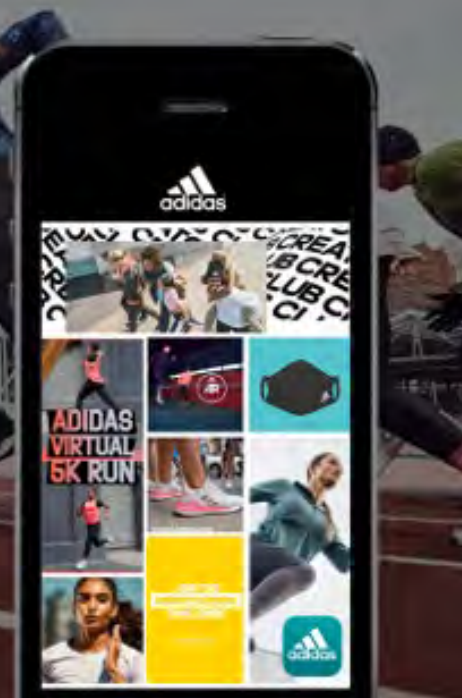
RIPCURL



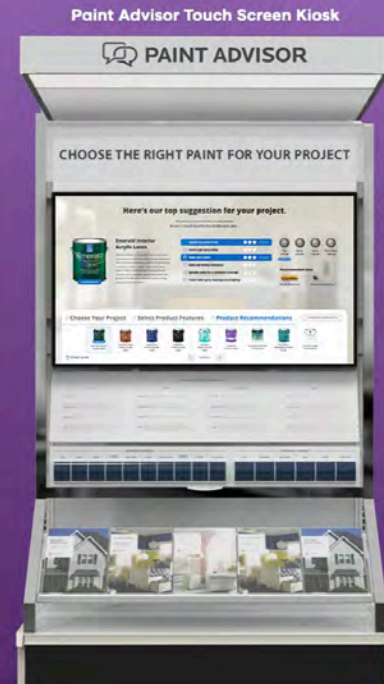
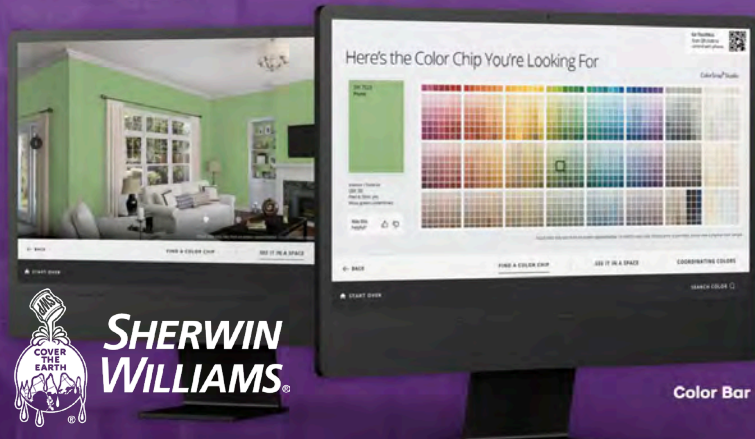
CX



adidas



IN-STORE EXPERIENCE
PUTTING EXPERT GUIDANCE AT SHOPPERS' FINGERTIPS



OREO CODES

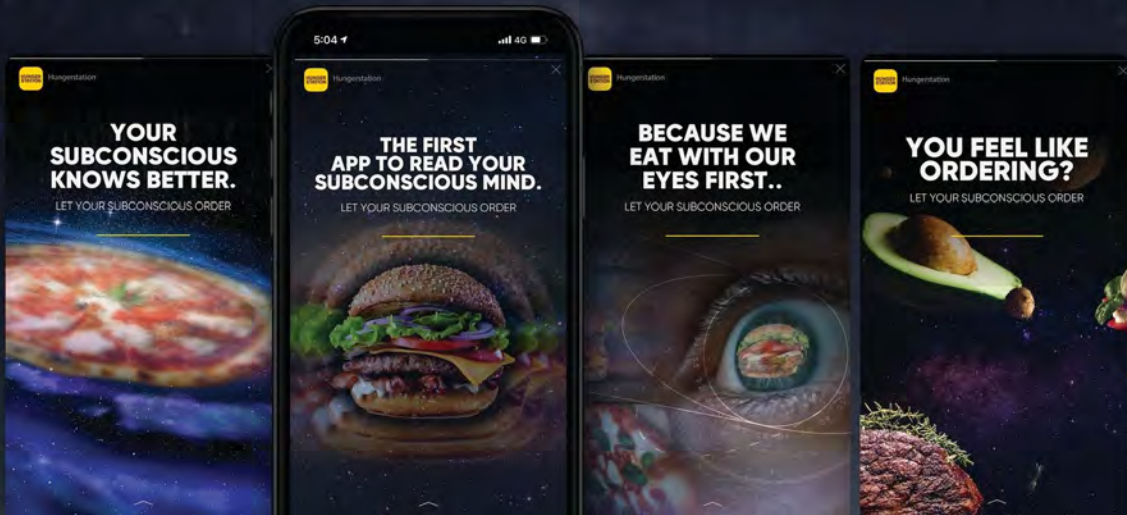
TURNING MILK BARCODES INTO DISCOUNTED OREOS



THE
SUBCONSCIOUS
ORDER

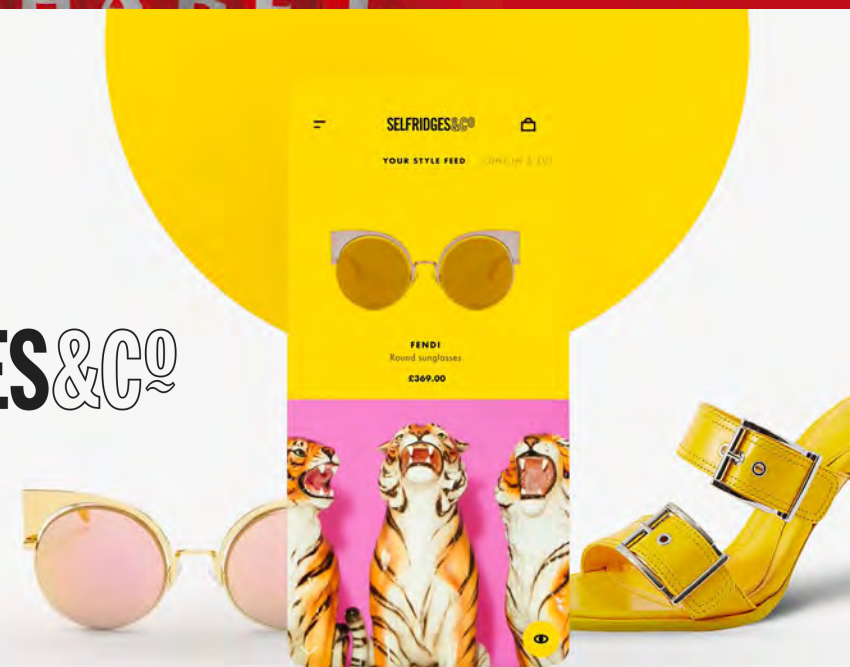


MIRRORING THE
EXPERIENCE ON
SOCIAL MEDIA

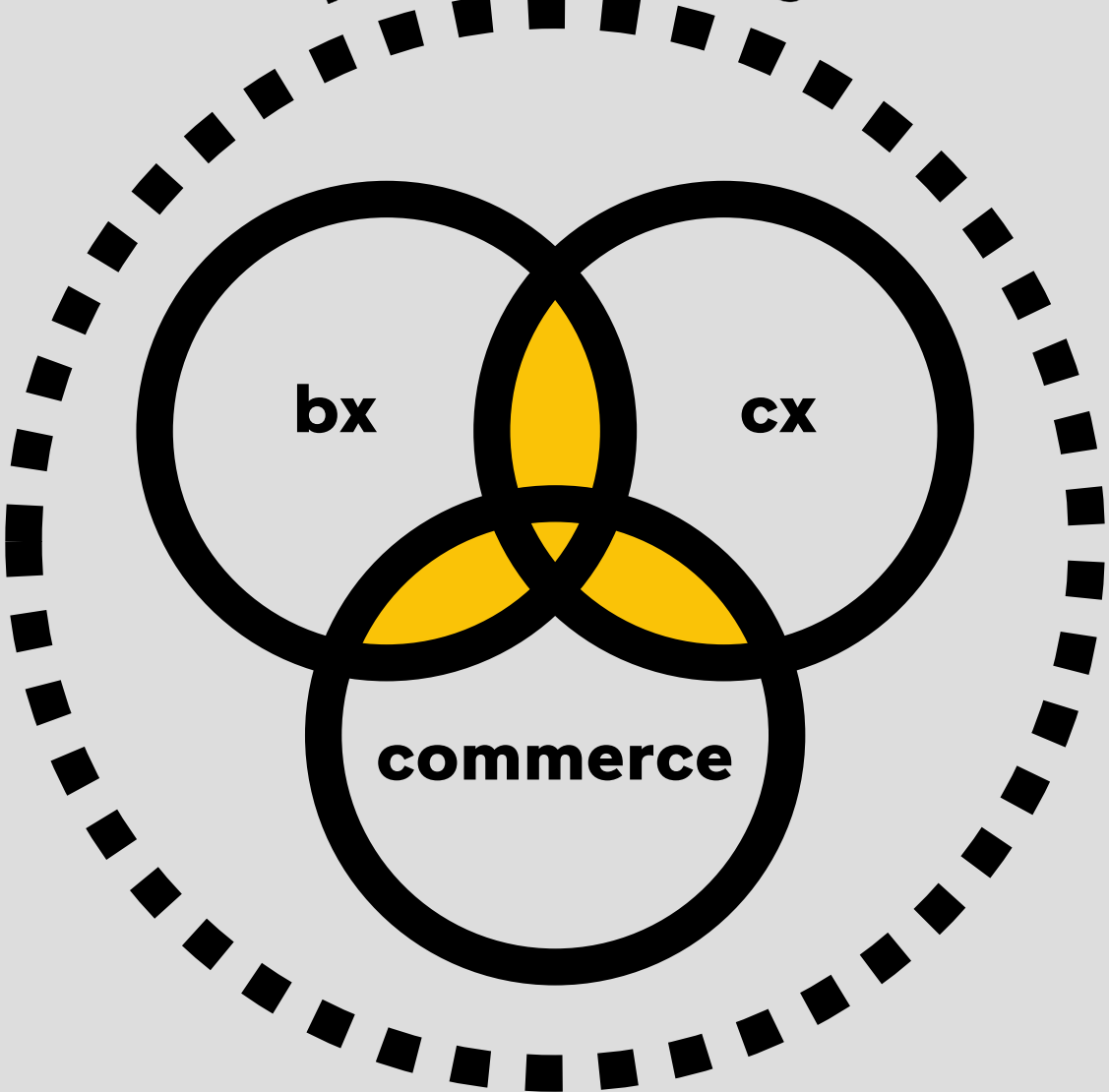


Coca-Cola

SELFRIDGES&C^o



THE BRAND

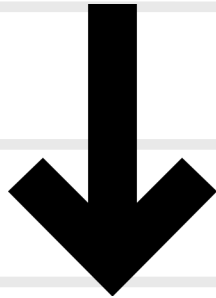


People won't give an amazing brand a chance if they have the wrong expectations.

expectations

experience

"I won't try this thing"

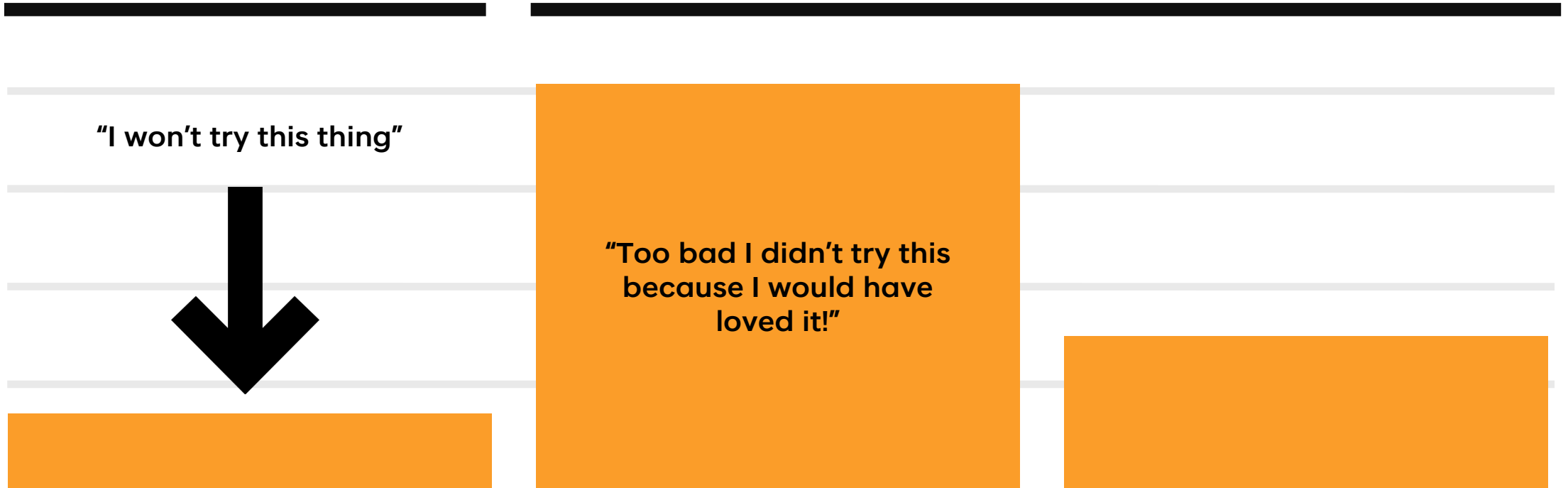


**"Too bad I didn't try this
because I would have
loved it!"**

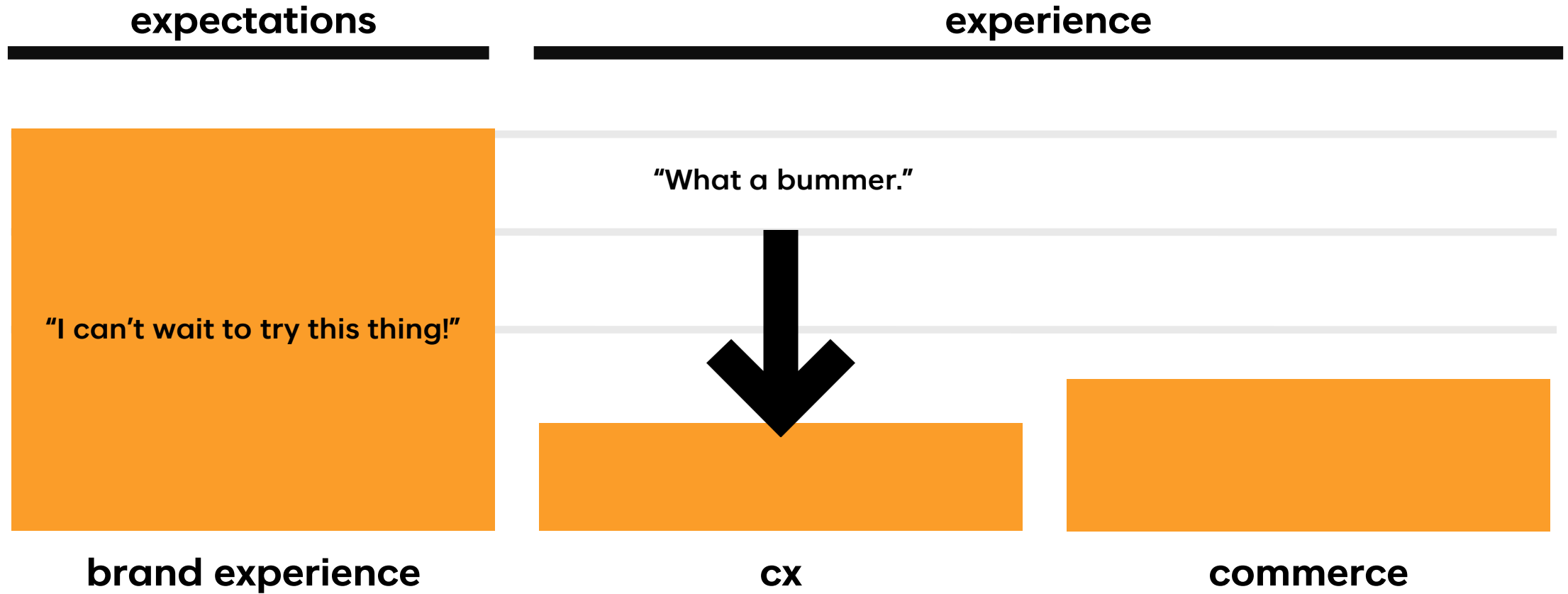
brand experience

cx

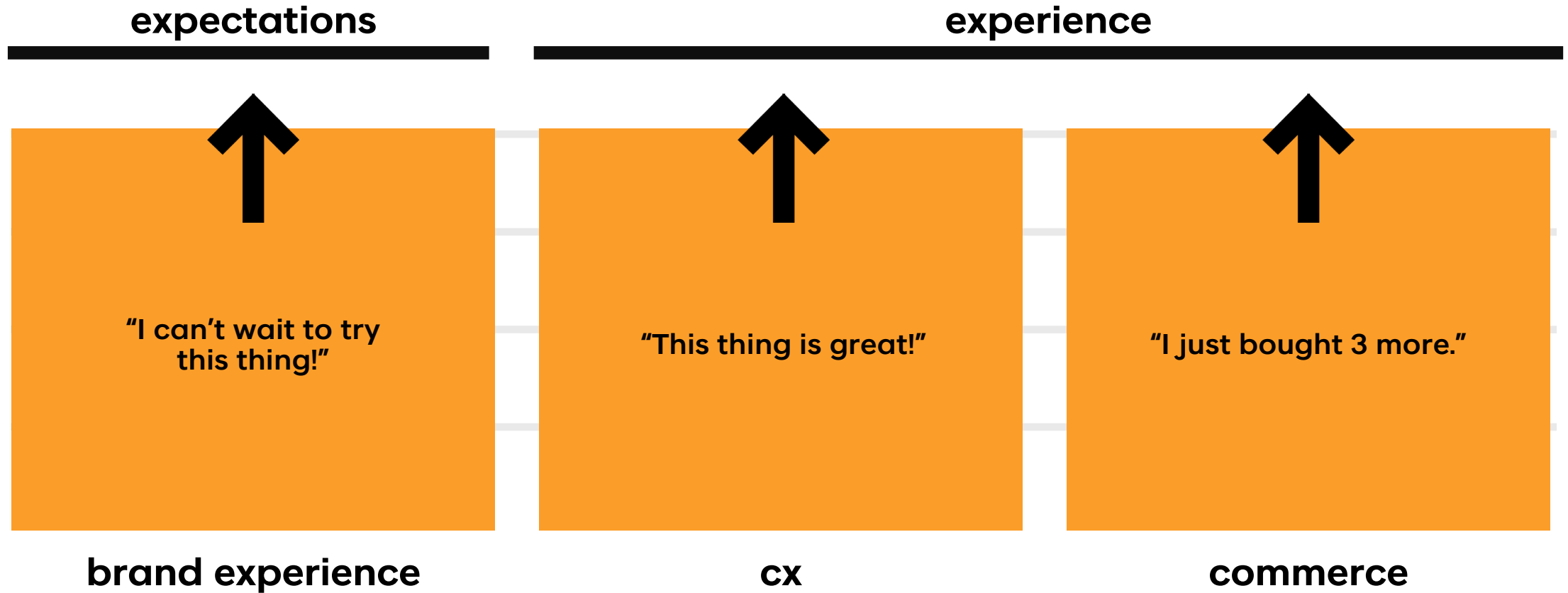
commerce



And, they won't stick with brands that fail to meet their expectations.



But they will support and adore brands that set the right expectations, and surpass them.





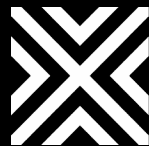
Simplicity.

J. Walter Thompson

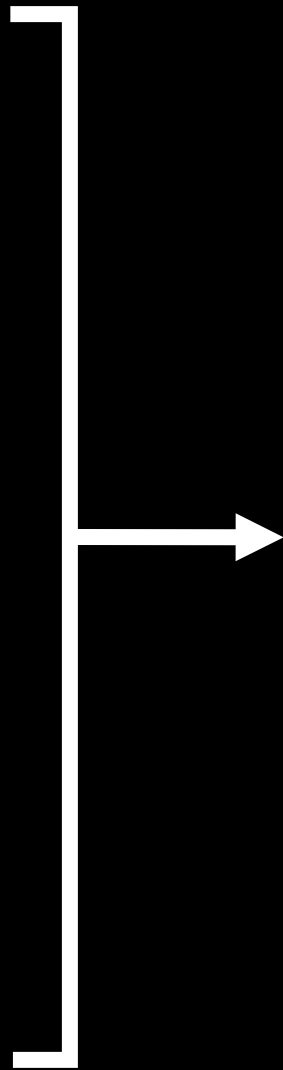
Y&R



WUNDERMAN



VML



VML

2023 Actuals Headcount

Rounded to nearest 100

VMLY&R	4,100
WT	2,700
<hr/>	
NA TOTAL	6,800

NA

VMLY&R	3,200
WT	3,800
<hr/>	
LATAM TOTAL	7,000

LATAM

EMEA

VMLY&R	4,400
WT	7,500
<hr/>	
EMEA TOTAL	11,900

VMLY&R	2,100
WT	3,100
<hr/>	
APAC TOTAL	5,200

APAC

Power of Scale.

Market Integration Playbook



WORKSTREAM	ACTIVITY	Market #1	Market #2	Market #3
01: Leadership	Lorem ipsum dolor sit amet, consectetur.			
02: Brand	Vestibulum aliquam ex a scelerisque placerat.			
03: Comms	In hac habitasse platea dictumst.			
04: Clients	Vestibulum ex eros, pulvinar eu pharetra.			
05: Commercial	Lorem ipsum dolor sit amet, consectetur.			
06: Finance	Vestibulum aliquam ex a scelerisque placerat.			
07: HR	In hac habitasse platea dictumst.			
08: Culture	Vestibulum ex eros, pulvinar eu pharetra.			
09: Resource Management	Lorem ipsum dolor sit amet, consectetur.			
10: Real Estate	Vestibulum aliquam ex a scelerisque placerat.			
11: Minority Interests	In hac habitasse platea dictumst.			
12: Legal Entity	Vestibulum ex eros, pulvinar eu pharetra.			
13: Compliance	Lorem ipsum dolor sit amet, consectetur.			
14: Other	Vestibulum aliquam ex a scelerisque placerat.			

ONE LEADERSHIP TEAM	VESTIBULUM EX EROS, PULVINAR EU PHARETRA. ETIAM NEC METUS PHARETRA NIBH PELLENTESQUE SUSCIPIT.
ONE ORGANIZATION	PRAESENT QUIS ORCI PORTTITOR, MALESUADA EROS ET, FAUCIBUS EST, FUSCE EU ELEMENTUM EROS, AT COMMODO IPSUM, PROIN NON AUGUE ID TURPIS LUCTUS VULPUTATE, NUNC LACUS VELIT, GRAVIDA EGRET ULTRICES ID, VEHICULA NON RISUS.
ONE ROOF	IN SED ELEFEND SEM, AENEAN CONVALLIS SAGITTIS LEO A SAGITTIS, MAURIS DICTUM, TORTOR VITAE TINCIDUNT PHARETRA, LECTUS EST LACINIA MASSA, VITAE.
ONE PAL	VESTIBULUM EX EROS, PULVINAR EU PHARETRA, ETIAM NEC METUS PHARETRA NIBH PELLENTESQUE SUSCIPIT.
ONE SUPPORT FUNCTION	VESTIBULUM EX EROS, PULVINAR EU PHARETRA, ETIAM.

Integration | Building your business plan: Three areas of focus

Vestibulum ex eros, pulvinar eu pharetra. Etiam nec metus pharetra nibh pellentesque suscipit pharetra, lectus est lacinia massa, vitae. Iacus velit, gravida eget ultrices id, vehicula non risus.



- Vestibulum ex eros
- Pulvinar eu pharetra
- Etiam nec metus pharetra



- Nam volutpat enim ex
- Sed neque ante
- Cras vitae tellus vel mauris



- Nunc porttitor mauris
- Pellentesque habitant
- Proin ex lacus, dignissim



Review of split between BX, CX, Commerce as well as leverage Distributed Working through production, tech hubs and specialisms to optimize

BEST PRACTICE



TIMESHEET POPULATION	Vestibulum ex eros, pulvinar eu pharetra.
TIMESHEET COLLECTION	Nulla quam quam
SENIOR BILLABILITY	Etiam sed mauris sed eros ullamcorper
DATA CLASSIFICATION	Morbi gravida iaculis tellus nec convallis.
TIMESHEET DATA VISUALISATION	Sed sed ante lacus
UTILISATION / BILLABILITY TRACKING PROCESS	Mauris ligula orci, ultricies pulvinar tincidunt vel
NEW HIRE APPROVAL PROCESS	Donec consectetur purus non turpis fermentum ornare

Growth.

VMLY&R

	Headcount 2019	Net Sales CAGR 4Y 2015-2019	Net Sales CAGR 3Y 2019-2022
Pre-merger	 VML	2.8k	5.4%
	Y&R	5.5k	-5.9%
	geometry	4k	-5.9%
	<i>gtb</i>	1.1k	-8.4%
Post-merger	 VMLY&R		3.0%

WUNDERMAN THOMPSON

	Headcount 2019	Net Sales CAGR 4Y 2015-2019	Net Sales CAGR 3Y 2019-2022
Pre-merger	 WUNDERMAN	8.7k	2.5%
	<i>J. Walter Thompson</i>	8.1k	-5.3%
Post-merger	 WUNDERMAN THOMPSON		2.9%

Wunderman Thompson CAGR has been adjusted like for like with the business in 2022 for transfers, acquisitions and disposals.

VML

**Connected Creativity.
Simplicity.
Power of Scale.
Growth.**

Ford



group^m

BEST OF WPP

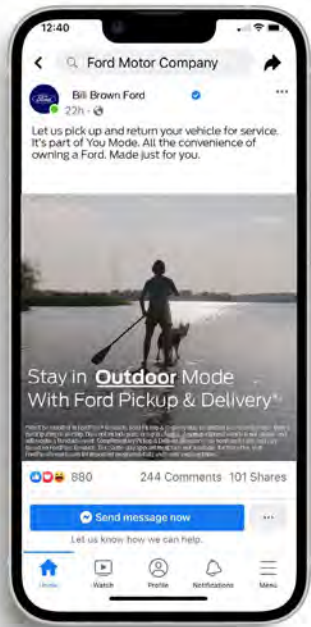
HOGARTH

WPP Open

Ford







ASE Experiences

Online Booking Experience

A holistic multi-channel effort designed to...
 - Seamless booking and scheduling
 - Streamlined service process
 - Personalized recommendations
 - Proactive maintenance alerts

Service Planning Experience

Drive satisfaction in exceptional aftersales by providing an OTR-based Ford ProPlan plan (Goal is 3.5/5) personalized and opportunity to engage in local OTR-based events from a trusted source.

Service Process Experience

1. Seamlessly offer a one-stop experience for handling...
 2. Total Impressions (TV-300K per Month)
 3. Engagement Rate: 1-1%

Service Follow-up Experience

Deliver exceptional, service-oriented experiences that elevate the customer experience for being...
 - Proactive maintenance alerts
 - Personalized recommendations
 - Proactive maintenance alerts

Mobile Service

Appointment Booking

Streamlined booking process with clear navigation and confirmation steps.

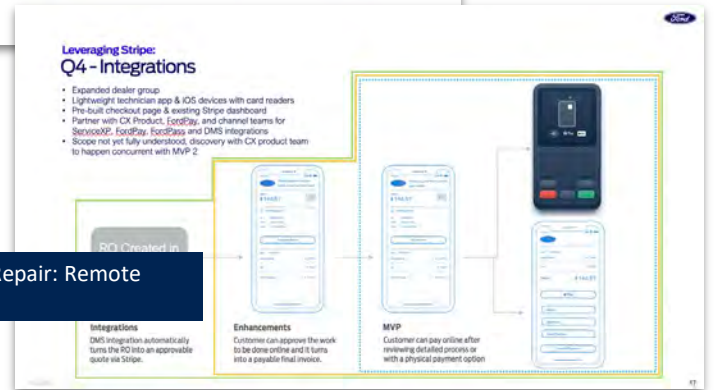
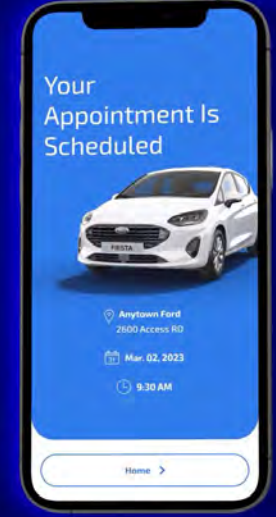
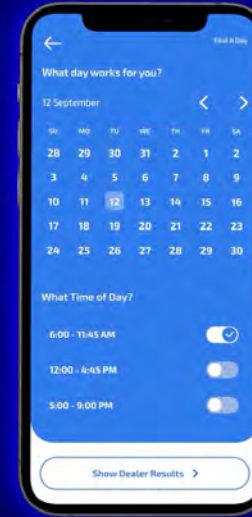
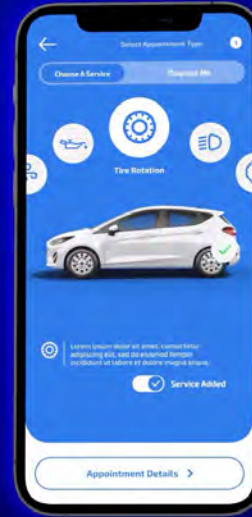
Service Status

Real-time updates on appointment status and service progress.

Service History

Access to past service records and maintenance schedules.

Ford Ownership Experiences

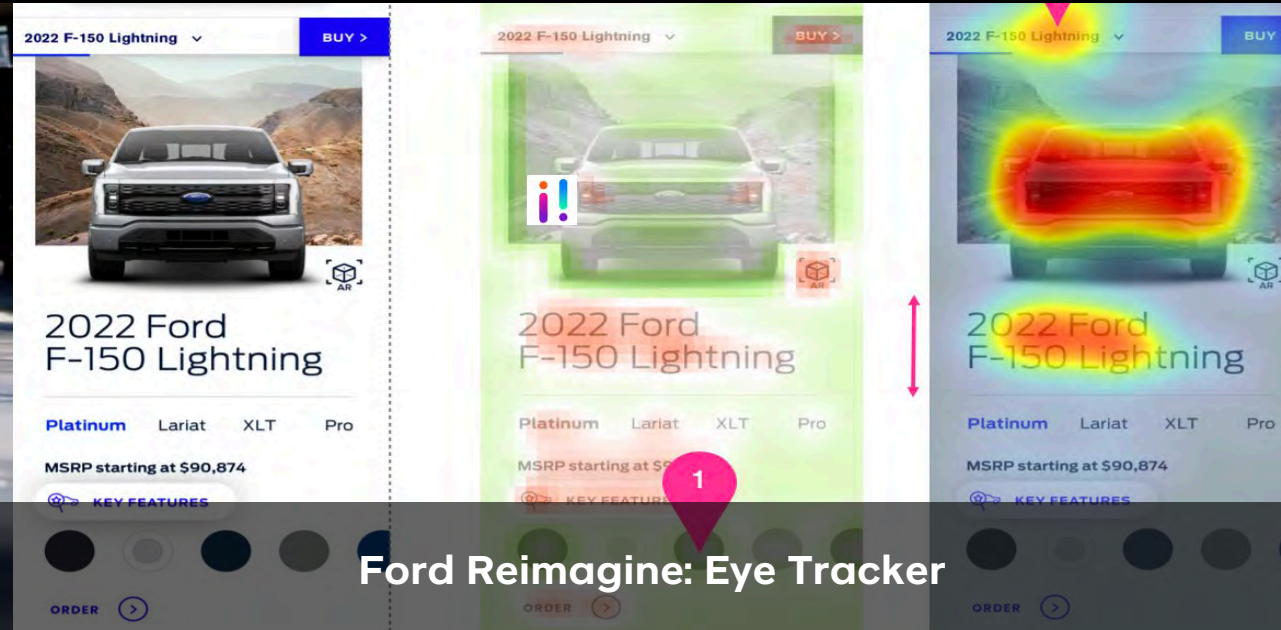


Effortless Maintenance and Repair: Remote Payment

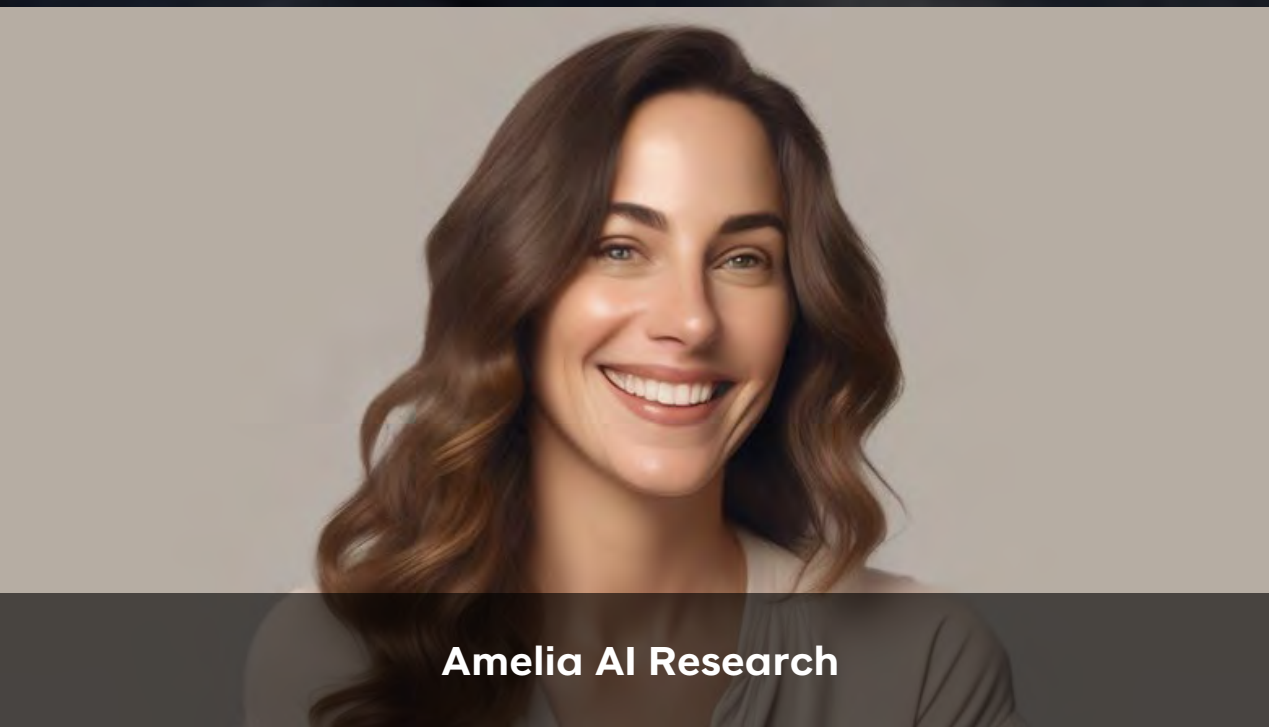
WPP & Ford AI impact ...



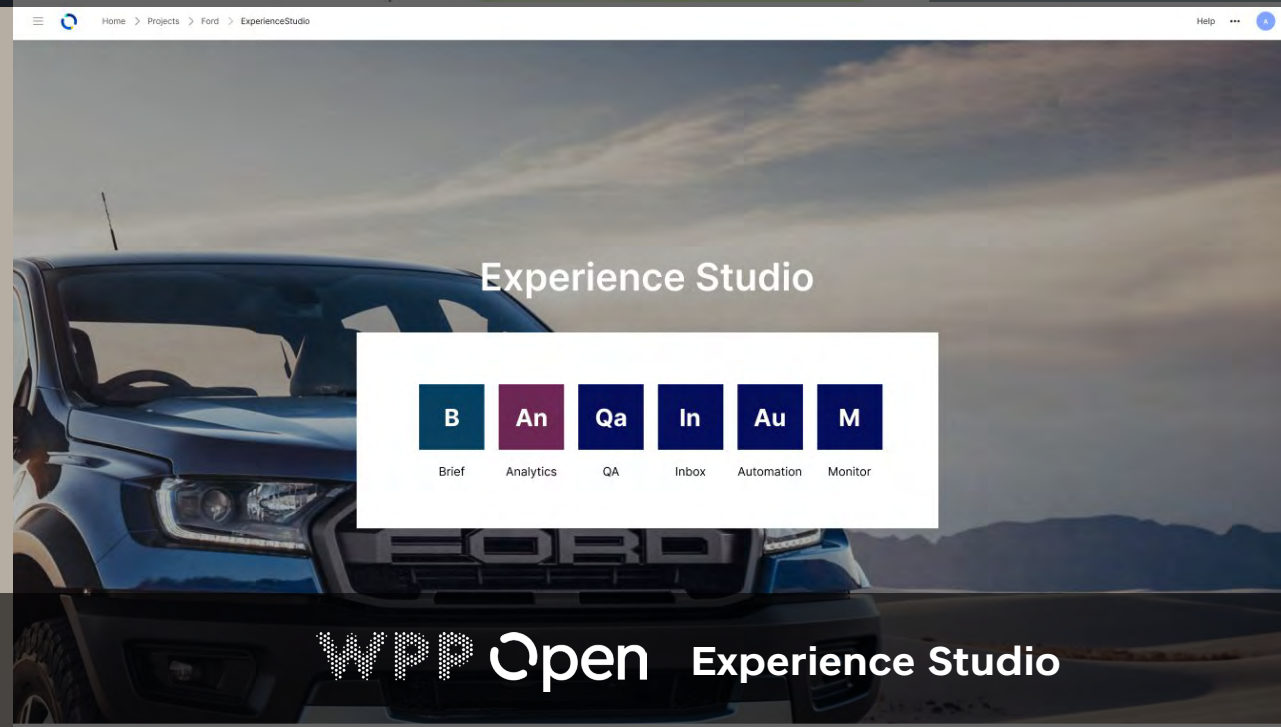
AI Ford Configurator



Ford Reimagine: Eye Tracker



Amelia AI Research



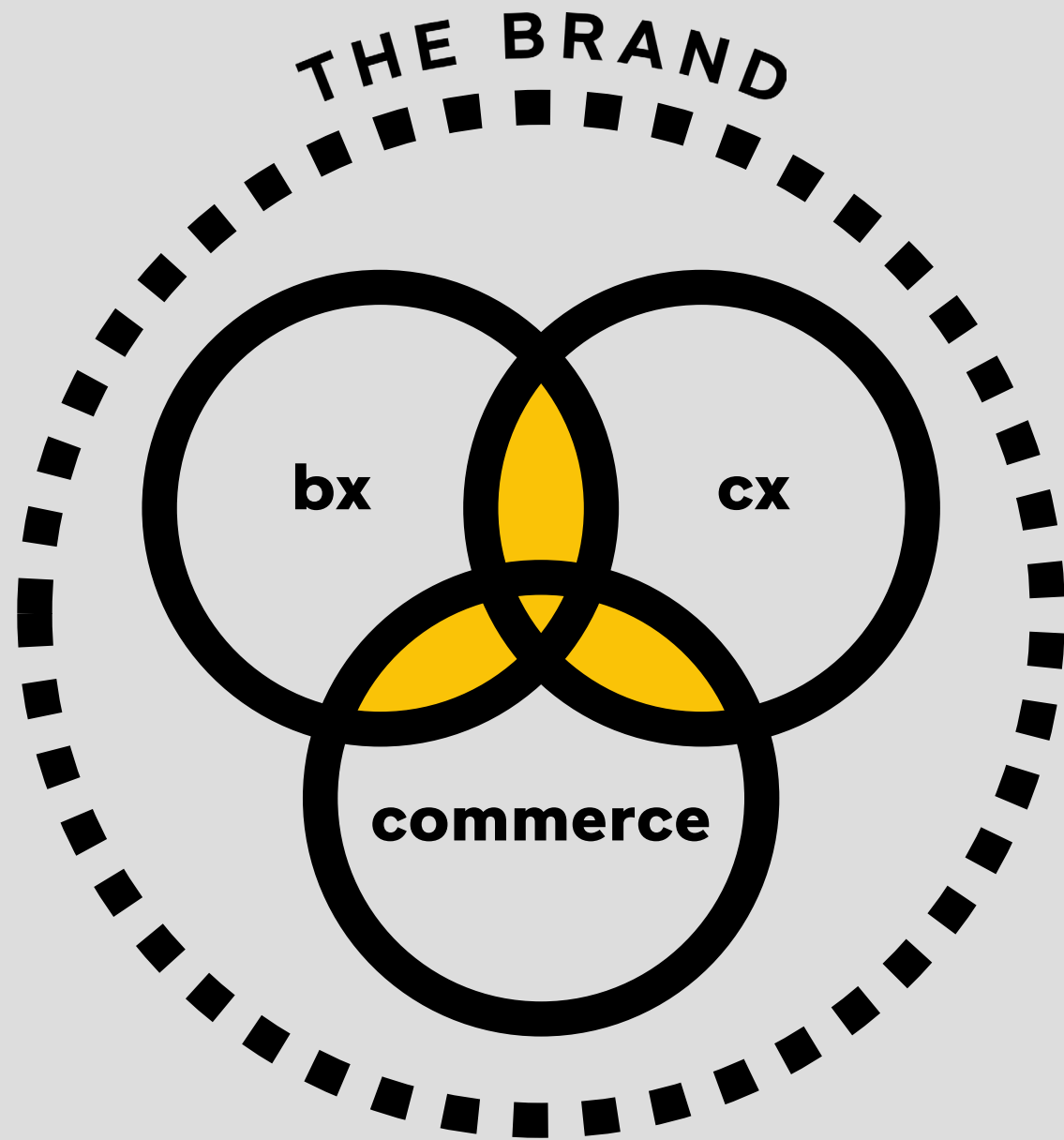
bx

CX



commerce





VML



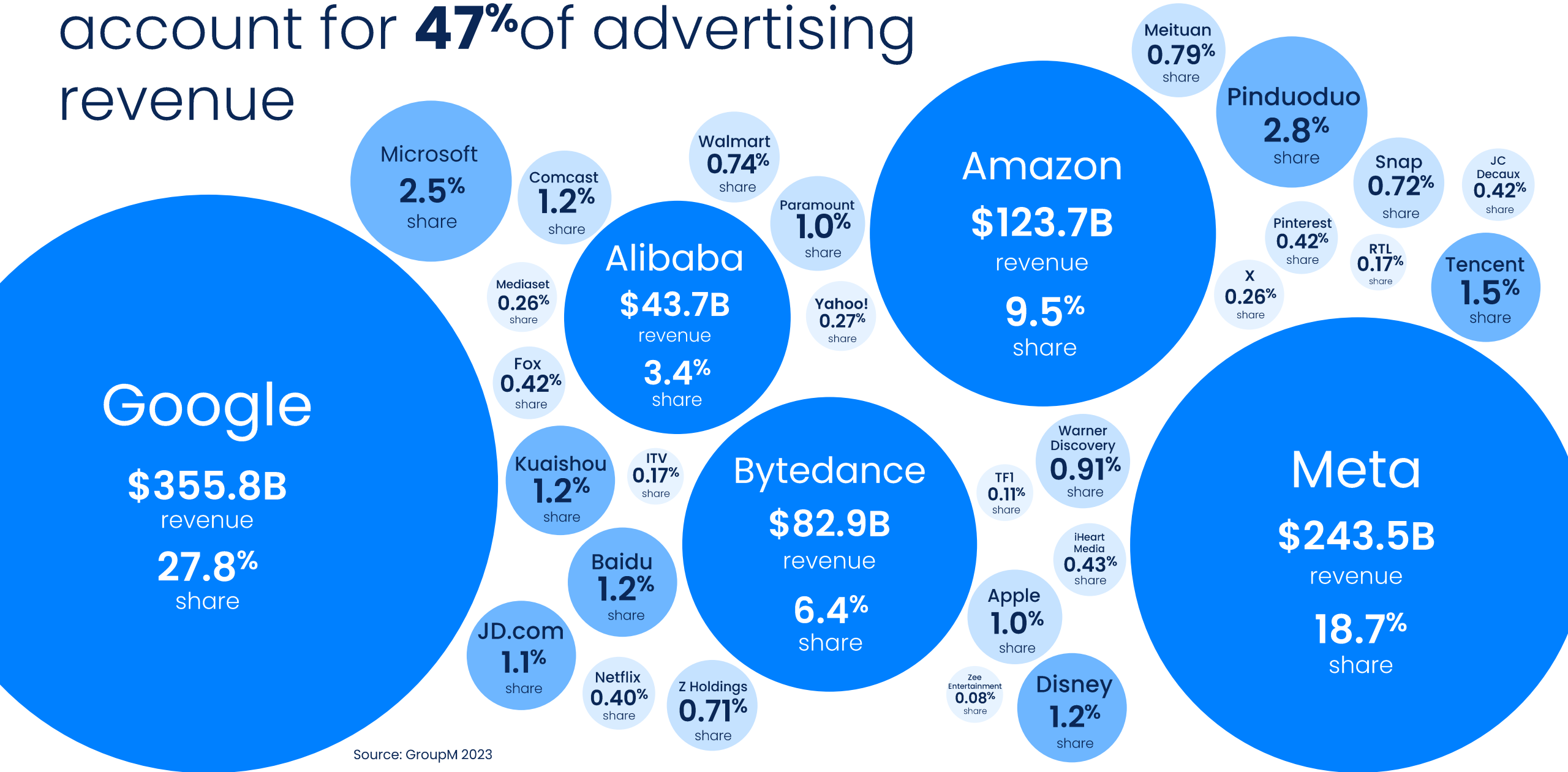
- The media marketplace
- GroupM's place in it
- How we will continue to grow

THE \$900B MEDIA MARKETPLACE



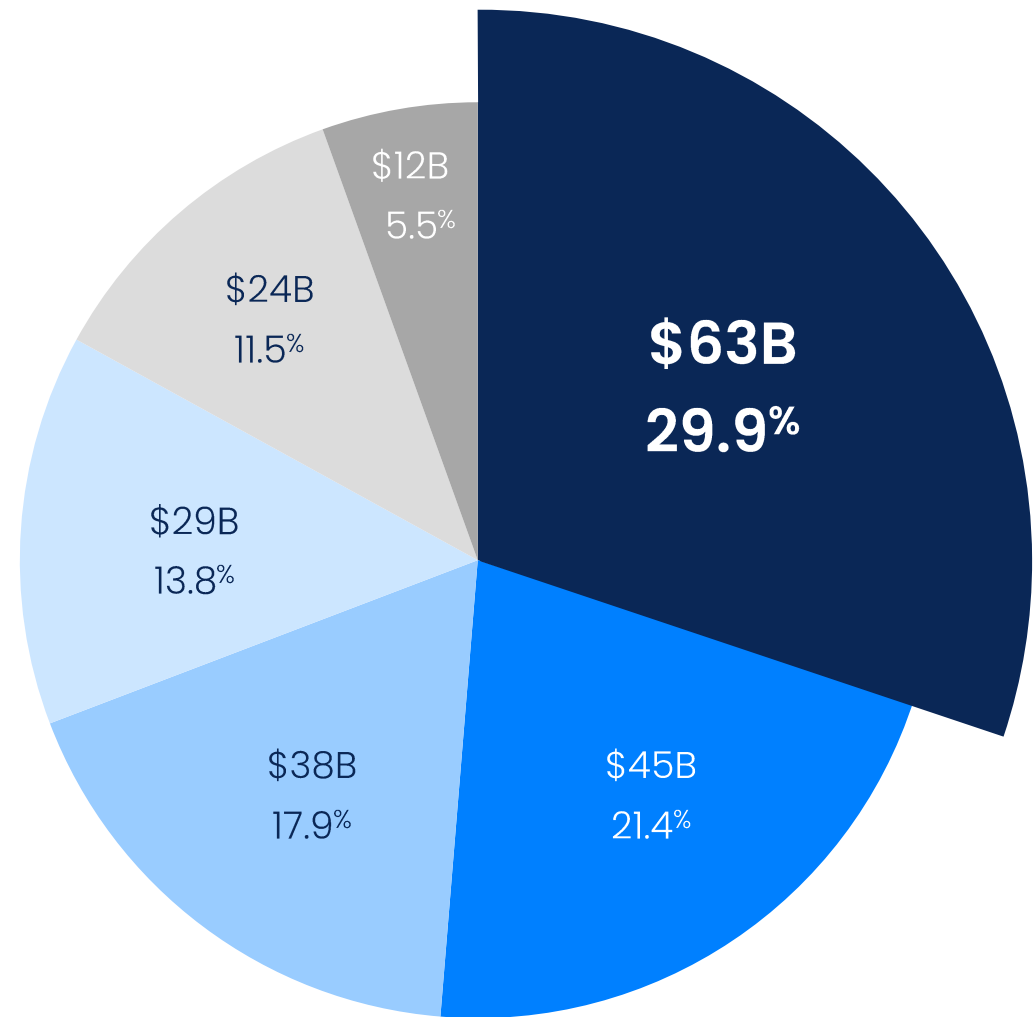
- > Ongoing digitization of content
- > Migration to programmatic
- > Increase of streaming vs linear
- > Heavy investment into Social, Influencer & Commerce
- > Ad free models
- > Alignment of brands with Sports & Entertainment
- > Complex & ambiguous regulatory context
- > Consolidation of revenue into global platforms

By 2030: The top 2 players account for 47% of advertising revenue



GroupM is the #1 media investment company

Our scale gives us significant influence



- #1 GroupM
- #2 Publicis Media
- #3 Omnicom Media
- #4 Dentsu
- #5 Mediabrands
- #6 Havas Media



The benefits of our scale

#1 global footprint

#1 market intelligence

#1 pricing advantage

Leadership in AI & data

Best collective talent

C-Suite influence with global giants

Global CMO relationships

Inclusion in every pitch



Clients that benefit from our scale





Our agencies are our growth engines

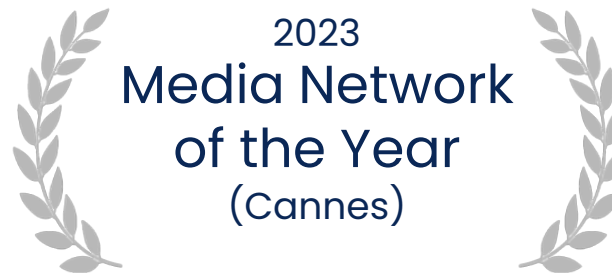
essence
mediacom

\$24.7B
(#1)



MINDSHARE

\$22.1B
(#3)



Wavemaker

\$15.1B
(#7)





Our work is the best in
the industry

Our objective is to be #1 everywhere



Our investment priorities



01

Operational
simplification

02

Industry
leading talent

03

Win in
the US

04

AI data
platform

01 We are 3 years through our 5 year plan



Our focus: Simplicity, Integration, Efficiency & Excellence



- Simplified operating model
- Divestiture of small & underperforming businesses
- One Voice investment strategy
- World class people proposition
- Responsible Investment Framework

- Choreograph
- Application of AI from Strategy to Execution
- 2000+ off-shore / automation
- GroupM Nexus
- EssenceMediacom
- Global Commerce Practice



- Further simplification & global consistency
- Further mid / back office cost reduction
- Reinvestment in talent, data & tech



- Single company
- Single product
- Single culture

Operational simplification



Agencies focused on
growth strategies &
client leadership

GroupM focused on codified, best
in class media & tech execution

Efficiencies from automation,
off-shoring, back-office
reduction & market clustering

Single P&L;
unified operating
model

02 Industry leading talent



91%

employee satisfaction

Annual churn reduced by

32%

30

awards won for best place to work & DE&I

Global culture of innovation & creativity



Winning in the US

> Refreshed leadership

> Application of scale for client value

> More client facing expertise

> Simplified GTM narrative

> Stronger technology deployment

> Reduction in mid / back office

> Heavier focus on Commerce & Retail Media

> Integration with WPP marketing ecosystem

04



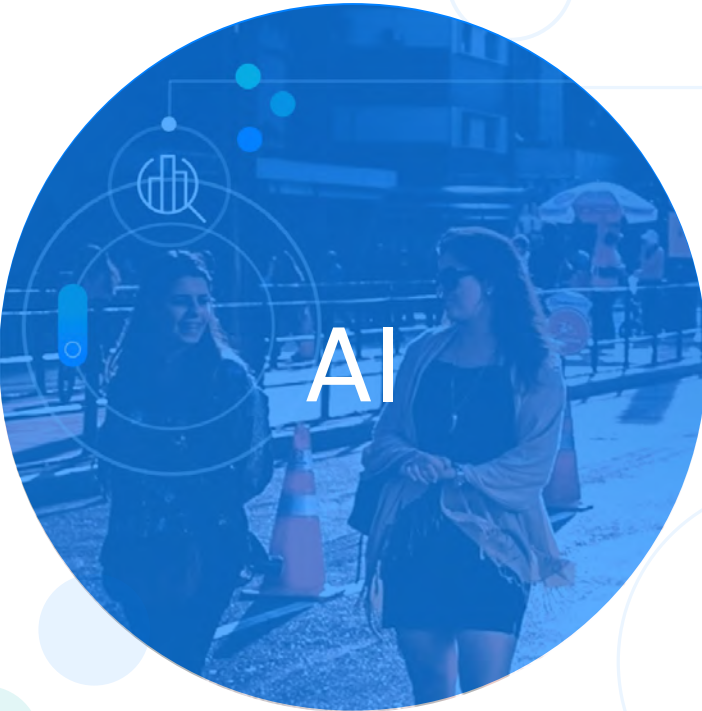
Next-gen AI media & data platform

Choreograph
reimagines the future
of planning and
buying through
new technology
standards

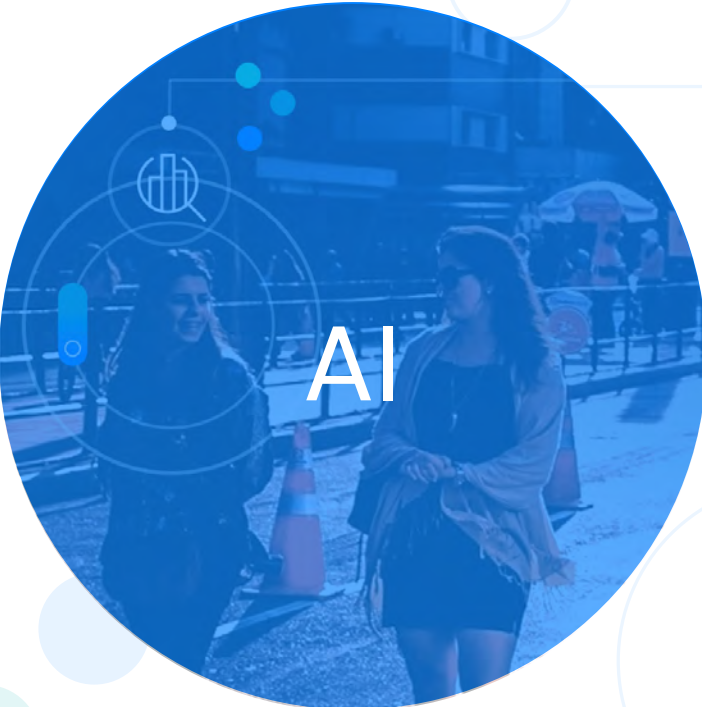
- > We own more than an identity graph
- > We have access to more data
- > We lead the industry in AI optimization
- > We create compound intelligence from our marketplace activities
- > We integrate our clients with WPP Open



Next-gen media platform



AI-native tools, powered by the best WPP brains



7 years of building AI-powered media systems



AUDIENCE BRAIN™

Data

ONE AUDIENCE BRAIN™
processes

9.2B
campaign records

624M
transactions

Data from
29K
brands

Details on
208K
products

Psychodemographic data from over
220M
consumer profiles

And delivers real-time generative insights

The largest, most connected data graph



INSIGHTS DATA

300M

individuals in US, with
10,000
unique attributes

800M

geographic cohorts globally

1.5B

real-time signals from Google

PLANNING DATA

50,000

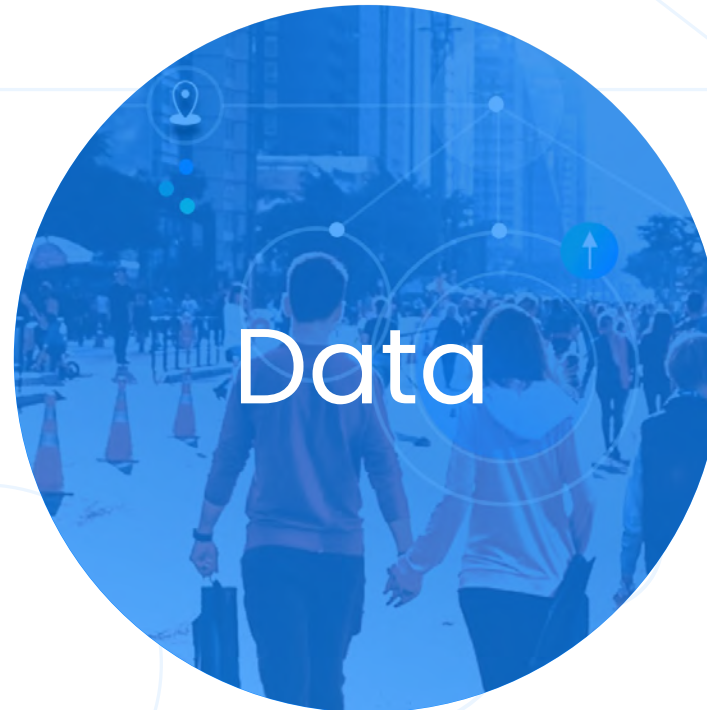
AI-modeled media scenarios for
62B
in spend

3,300

brand/market combinations

73

markets



OPTIMIZATION DATA

2.3TN

impressions evaluated by AI

1B

creative variant optimizations

34,000

AI-powered optimization strategies

CAMPAIGN DATA

34

petabytes of campaign data

13,000

unique plans

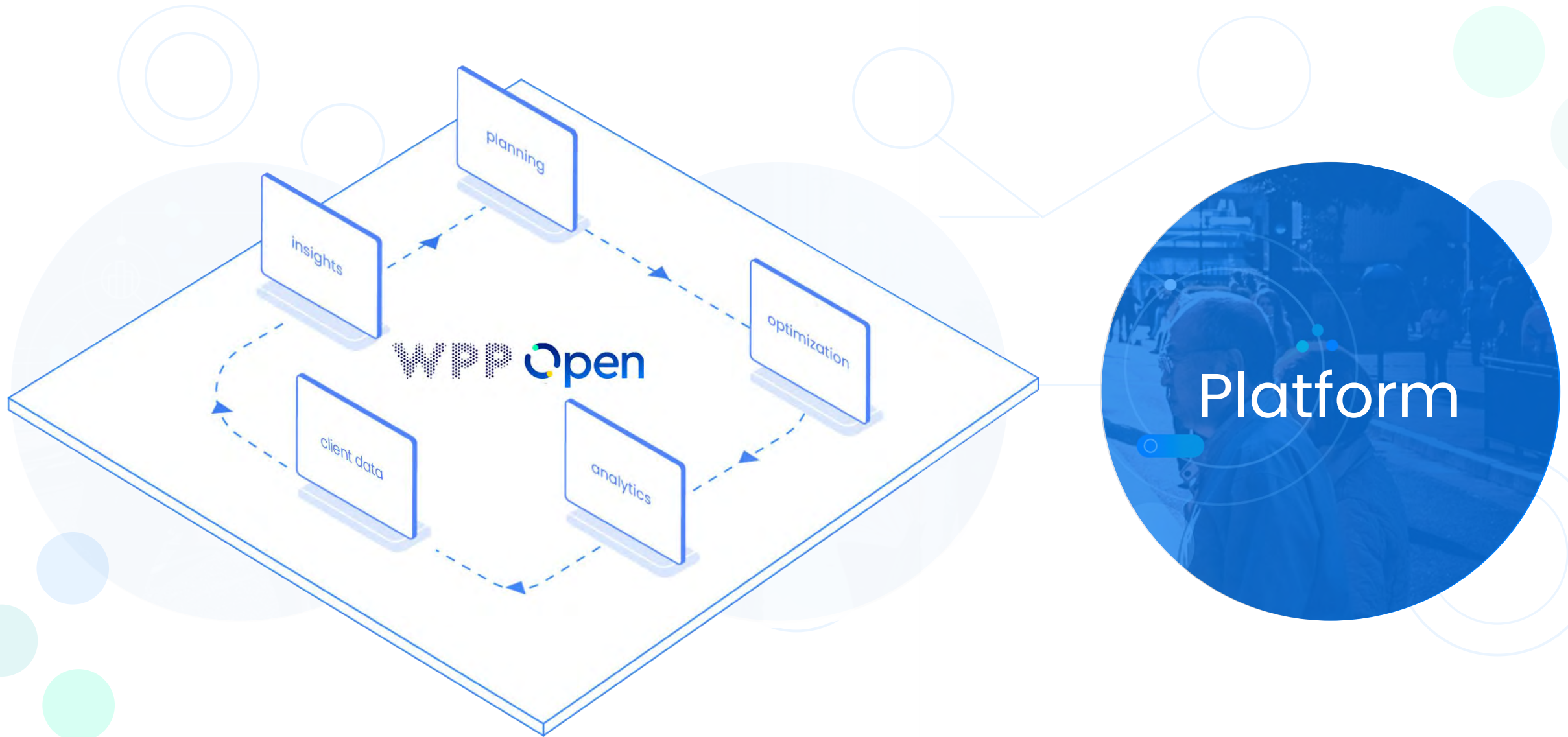
471,000

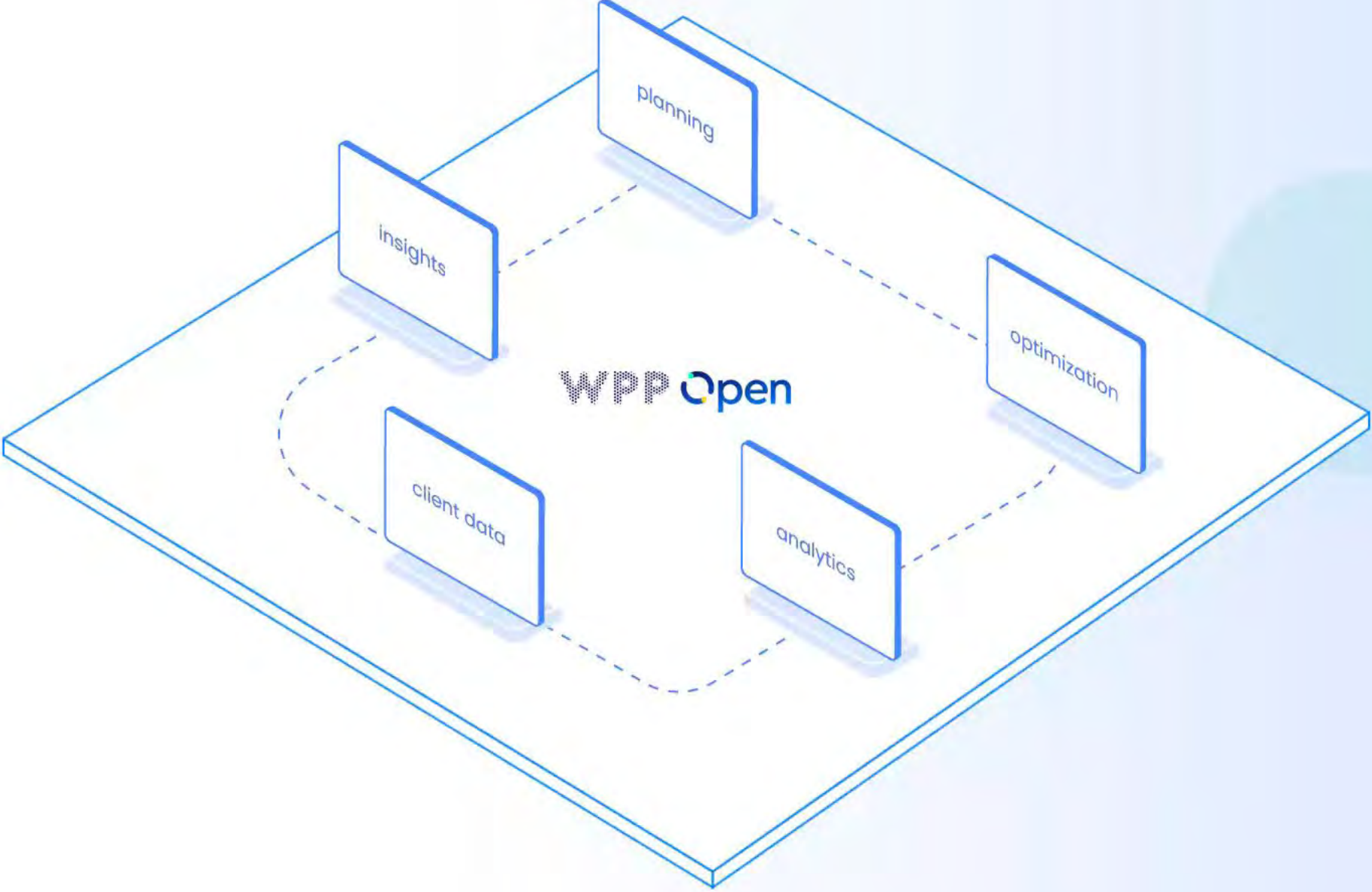
media placements

20B

data impressions processed daily

Open Media Studio





WPP Open

insights

planning

optimization

analytics

client data

Concluding



Scale

Simplicity

Vision



FINANCIAL PLAN

2023 OUT-TURN AND INITIAL 2024 GUIDANCE

2023 OUT-TURN¹

LFL² GROWTH

Revenue less pass-through costs 0.9%

HEADLINE OPERATING MARGIN

14.8%

At constant currency

+20 bps

Reported

flat

2024 OUTLOOK

LFL GROWTH

Revenue less pass-through costs 0%-1%

HEADLINE OPERATING MARGIN

+20-40bps³

1. Provisional figures based on estimates. Updated figures will be provided at FY Results on 22 February

2. Like-for-like. LFL comparisons are calculated as follows: current year, constant currency actual results (which include acquisitions from the relevant date of completion) are compared with prior year, constant currency actual results, adjusted to reflect the results of acquisitions and disposals

3. At constant currency

REFLECTIONS & PRIORITIES

REFLECTIONS

- Excellence in **value-creation for clients**
- Smart, highly-motivated **talent**
- A culture where **innovation thrives**
- Much achieved; **significant opportunity** and **ambition for more**

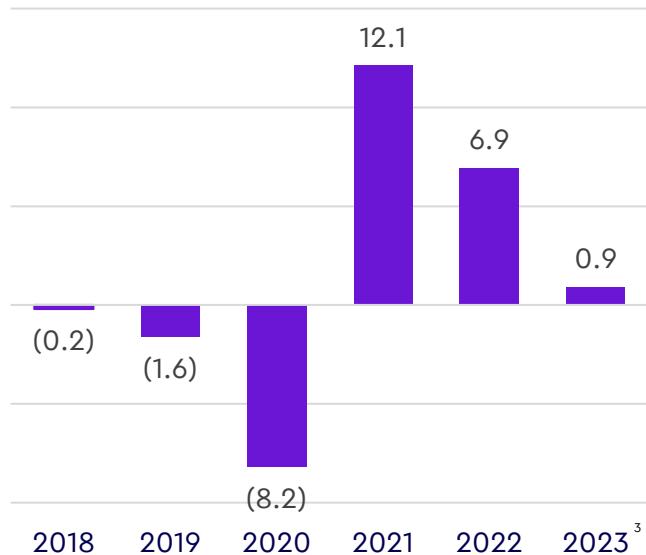
PRIORITIES

- More profitable **growth**
- Unlocking **operating model efficiencies**
- **Cash** generation
- Disciplined **capital allocation**

EXCITED TO BE PART OF THE TEAM AND THE JOURNEY AHEAD

HISTORY | GROWTH, MARGIN & CASH

LFL REVENUE LESS PASS-THROUGH COSTS GROWTH¹ (%)

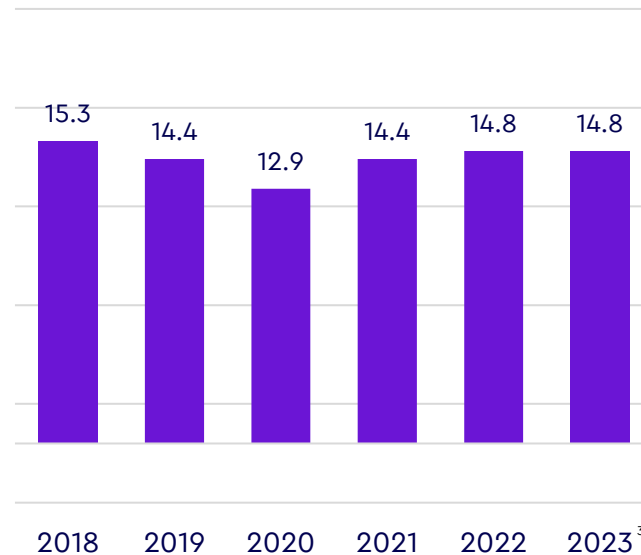


2018-2019 pressure on legacy creative agencies and client losses in media

2020-2022 an improved creative offer and renewed growth in media

2023 growth impacted by technology clients and project-related spending

HEADLINE OPERATING MARGIN¹ (%)

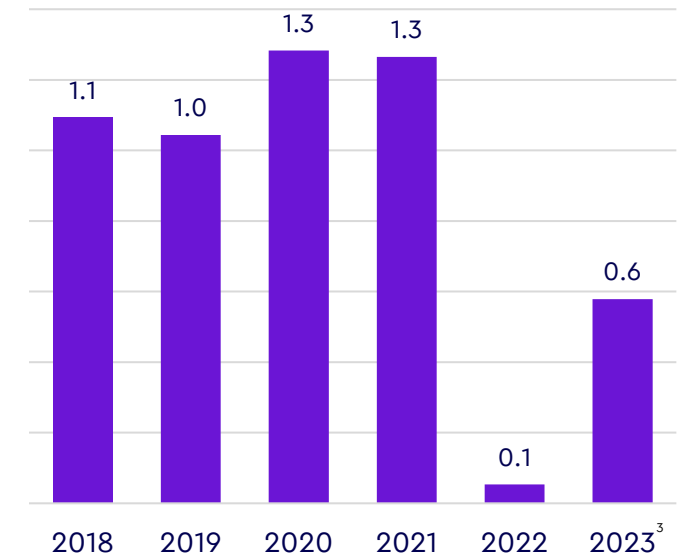


2018-2019 margin performance masked underinvestment in offer and back office

2020-2022 efficiencies offset by investment in IT and talent

2023 proactive and disciplined cost control

FREE CASH FLOW² (£BN)



2018-2021 strong performance driven by working capital improvements, partially offset by restructuring costs

2022 temporary weakness in FCF driven by working capital swings and restructuring costs

2023 improved working capital performance

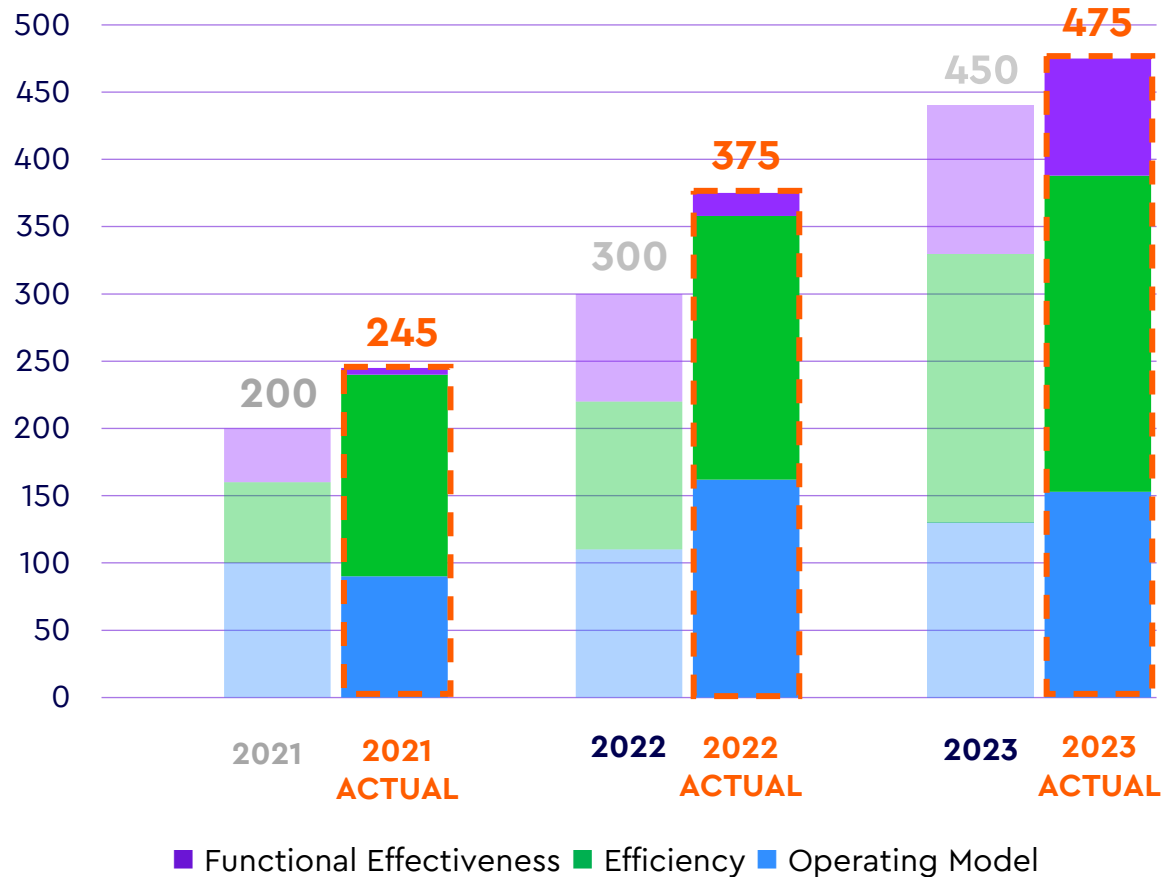
1. Metrics excluding Kantar historically

2. Adjusted Free Cash Flow after working capital, capex, lease payments, interest and tax

3. Based on 2023 provisional view

HISTORY | TRANSFORMATION – PROGRESS VS PLAN

ACTUAL GROSS COST SAVINGS VS DECEMBER 2020 PLAN



Back Office Transformation | £87m (Functional Effectiveness)

- ERP consolidation** – Workday and Maconomy deployments
- SSCs at scale** – Established global footprint
- Transforming WPP IT** – Cloud migration, cyber-security capability, offshore Global Engineering Centres

Efficiency | £236m

- Campus Strategy** – 41 campuses opened accommodating 60k people
- Procurement** – Implemented category-led model

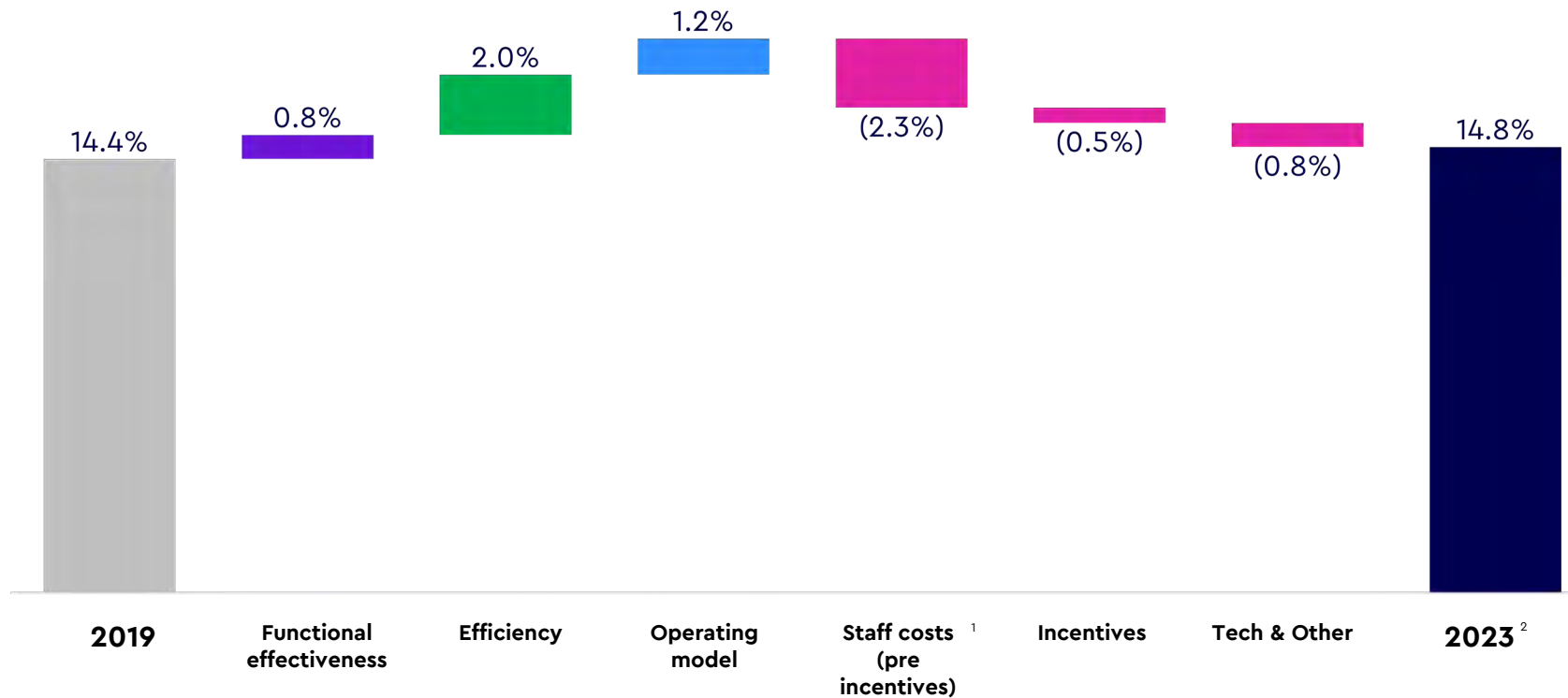
Operating model | £152m

- Simpler WPP** – Fewer brands, country models
- Travel** – Travel cost at c.60% of pre-COVID levels despite inflationary pressure

HISTORY | TRANSFORMATION – MARGIN BRIDGE

HEADLINE OPERATING MARGIN MOVEMENT 2019 TO 2023

Net reinvestment in new talent, incentives and IT, supporting top line growth and margin improvement



Investments

- **Staff costs:** increased headcount, particularly in growth areas, including commerce, data, AI and technology, and salary inflation
- **Incentives:** rebuilding bonus pool
- **Technology:** investment in enterprise tech and infrastructure, as well as our global capabilities including WPP Open and AI

1. Reallocation of IT staff cost to Tech & Other from Staff costs pre-incentives of 0.5%
2. Based on 2023 provisional view

OUR FINANCIAL FRAMEWORK

1

Accelerating organic growth through scale and innovation

2

More profitable growth from simplification and efficiencies

3

Consistent and stronger cash generation

4

Disciplined capital allocation

MEDIUM-TERM FINANCIAL TARGETS

3%+

Organic growth
Revenue less pass-
through costs

16%-17%

Headline
Operating Margin

85%+

Adjusted Operating Cash
Flow Conversion

1.5-1.75x

Average Net Debt /
Headline EBITDA¹

DISCIPLINED CAPITAL ALLOCATION

Potential for M&A to accelerate growth by up to 1% p.a.

1. Average adjusted net debt/Headline EBITDA (including depreciation of right-of-use assets)

MEDIUM-TERM FINANCIAL PLAN

1

Accelerating organic growth through scale and innovation

2

More profitable growth from simplification and efficiencies

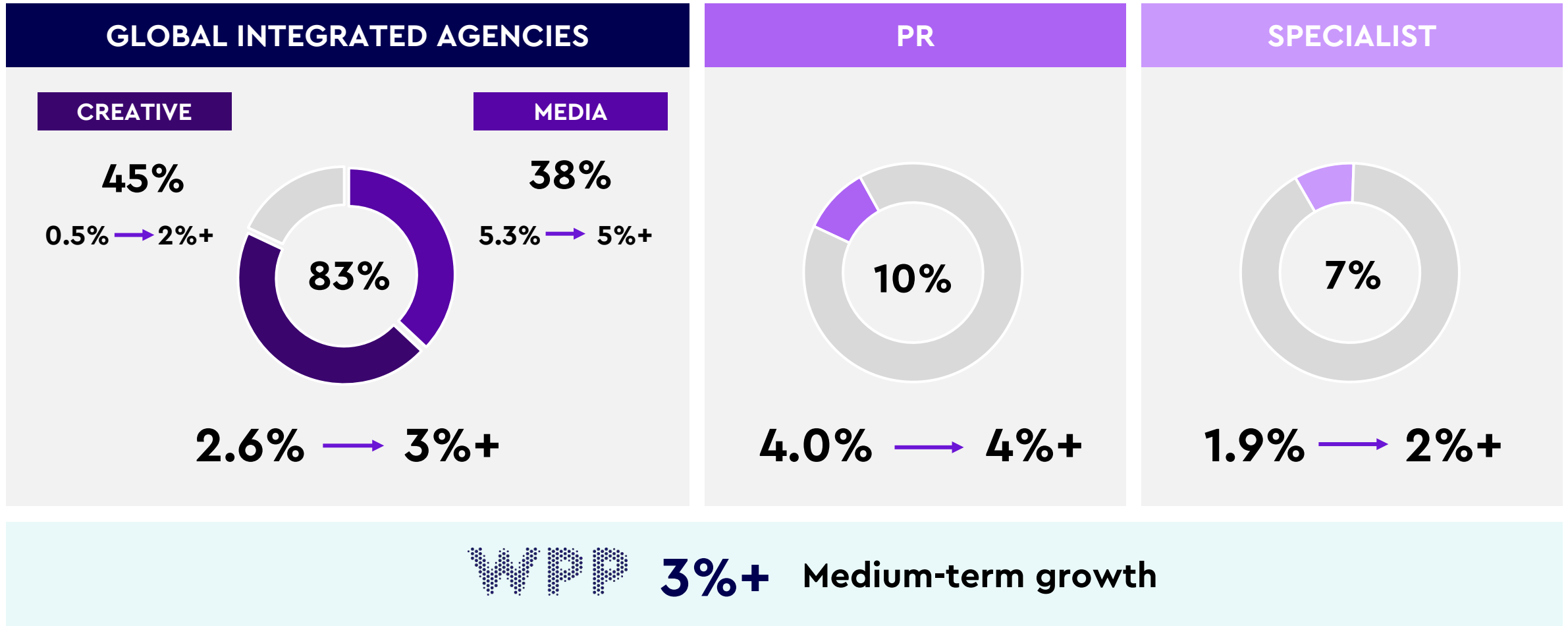
3

Consistent and stronger cash generation

4

Disciplined capital allocation

ACCELERATING GROWTH | OUR SCALED GROWTH PLATFORM



4Y CAGR: 2019-2023¹ → Medium term

LFL growth in revenue less pass-through costs
 1. Based on 2023 provisional view

ACCELERATING GROWTH | CREATIVE GIA

STRATEGIC PILLARS

Three differentiated creative brands

Leading capabilities across brand and customer experience and commerce

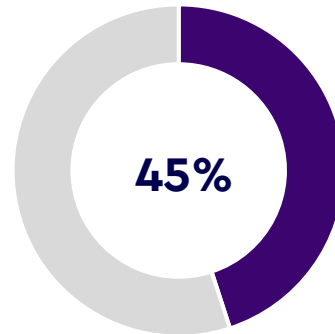
#1 Global production agency leveraging scale

Technology, data and AI tools, delivered through WPP Open

World-class, client-centric talent

MEDIUM-TERM TARGETS

CREATIVE



2%+ CAGR

 VML

Ogilvy

AKQA

HOGARTH

CONFIDENCE IN GROWTH ACCELERATION

Simpler, more effective go-to-market agency proposition

Scaled global capabilities to realise opportunity from growing addressable market

Consolidated and AI-driven production offer already showing strong progress

Significant headroom within Top 50 clients

ACCELERATING GROWTH | MEDIA GIA

STRATEGIC PILLARS

#1 Media agency globally – critical for driving highest returns for clients

Effective and simplified operating model with three differentiated media agency brands

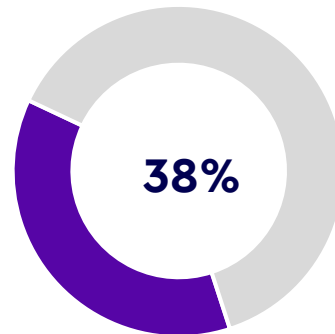
Proprietary global media platform powered by Choreograph technology, data and AI

Talent expert in connecting brands to audiences across a complex media landscape

Strategic and unrivalled partnerships with key global players

MEDIUM-TERM TARGETS

MEDIA



5%+ CAGR

group^m

essence^{mediacom} MINDSHARE

Wavemaker

CONFIDENCE IN GROWTH ACCELERATION

Simpler go-to-market model

Multi-year head start on AI-powered buying

Next-Gen data strategy and activation tools embedded in Choreograph

Strategic growth accelerators identified across commerce, influencer channels and consulting

ACCELERATING GROWTH | PR

STRATEGIC PILLARS

Scaled, global PR brands with full-service offer

Industry-leading talent, focused on high-value advisory services

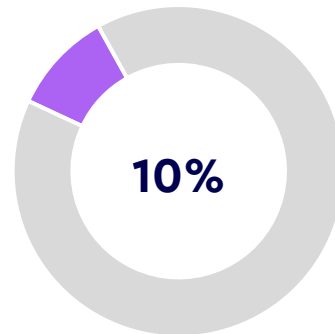
Unmatched capability in data, AI and other emerging tech

Full service offers across communications solution areas and client sectors

Global footprint

MEDIUM-TERM TARGETS

PR



4%+ CAGR

BURSON



fgs global

CONFIDENCE IN GROWTH ACCELERATION

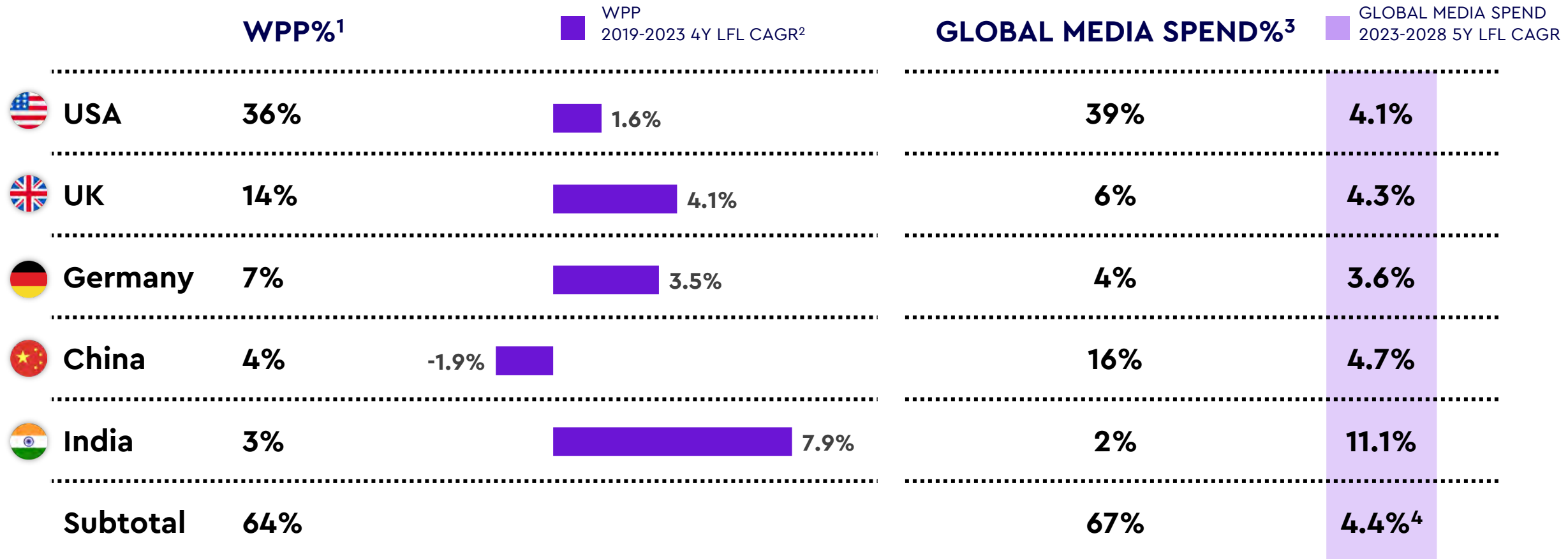
Burson established as global leader in communications

FGS specialist advisory with a strong track record of high-single digit growth

Increasing complexity in the media landscape

Increased importance of purpose and reputation

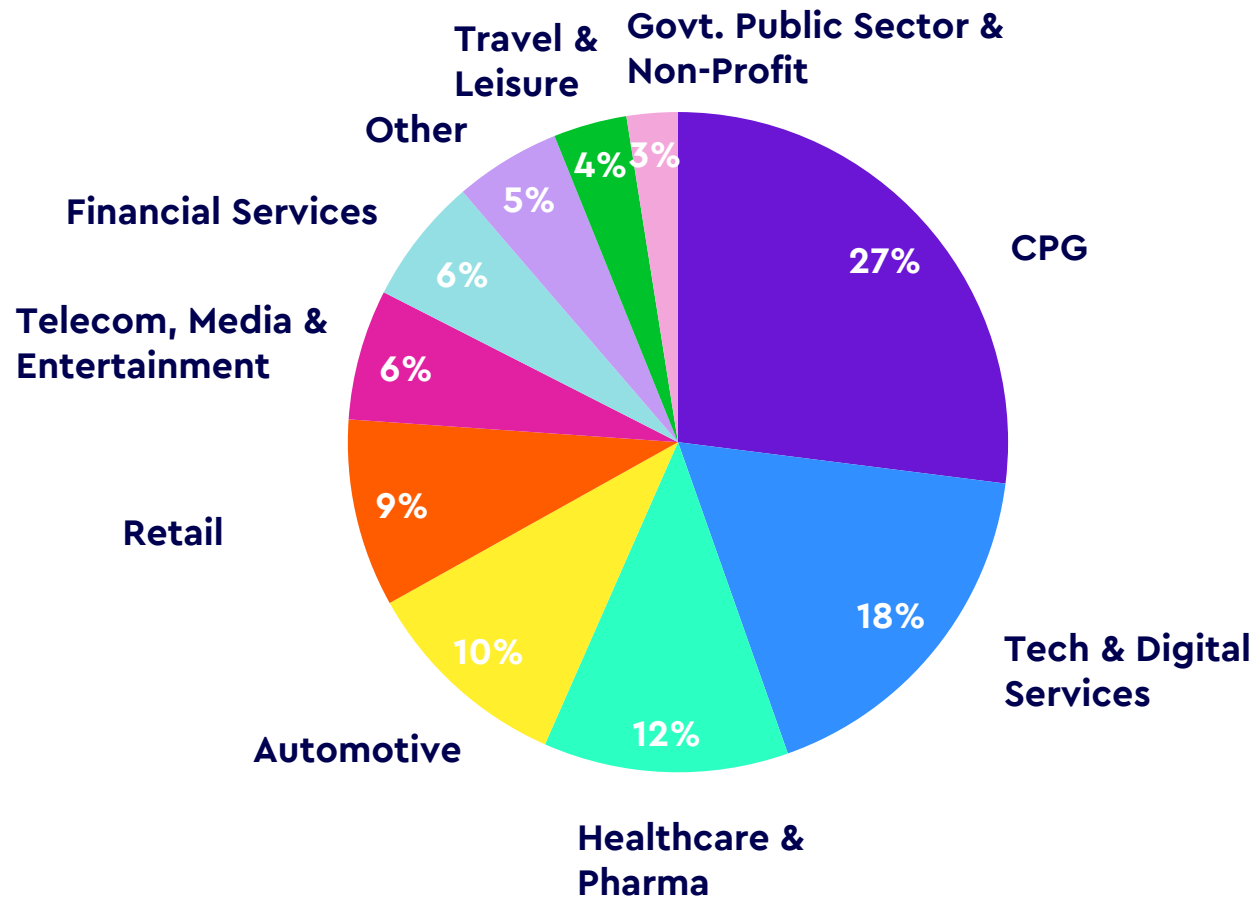
ACCELERATING GROWTH | TOP 5 MARKETS



Global footprint across large and attractive markets

1. Share of WPP revenue less pass-through costs
 2. LFL Constant \$ growth at given constant currency rates for each year. Based on 2023 provisional view.
 3. GroupM, This Year Next Year 2023 Global End of Year Forecasts, December 2023
 4. Average of the five markets shown, global total CAGR 5.6%

ACCELERATING GROWTH | DIVERSIFIED CLIENT BASE



	2023 ¹	2019-23 ¹ 4Y CAGR
CPG	+14.2%	+7.9%
Tech & Digital Services	-6.9%	+3.9%
Healthcare & Pharma	+0.6%	+4.5%
Automotive	+1.3%	-2.0%
Retail	-11.3%	-1.6%
Telecom, Media & Entertainment	+2.9%	-0.8%
Financial Services	+4.3%	-1.2%
Travel and Leisure	+7.1%	-3.9%
Govt. Public Sector & Non-Profit	+0.2%	+1.8%
Other	-3.4%	-0.5%

1. LFL Constant \$ growth at given constant currency rates for each year. Based on 2023 provisional view
 Chart shows the proportion of WPP group revenue less pass-through costs in 2023, based on the provisional view;
 chart made up of clients representing 77% of WPP total revenue less pass-through costs.

MEDIUM-TERM FINANCIAL PLAN

1

Accelerating organic growth through scale and innovation

2

More profitable growth from simplification and efficiencies

3

Consistent and stronger cash generation

4

Disciplined capital allocation

MORE PROFITABLE GROWTH

Strategic actions will underpin margin expansion...

...whilst generating headroom to continue to invest in growth

Efficiency opportunities identified will further margin to 16-17%

MEDIUM-TERM TARGET

16-17%

**Headline Operating
Margin**

MORE PROFITABLE GROWTH | MARGIN LEVERS

STRUCTURAL SAVINGS



BURSON

EFFICIENCY SAVINGS

BACK OFFICE

Leveraging global scale across
Finance, Enterprise IT, Procurement and Real
Estate

COMMERCIAL DELIVERY

Optimising across commercial, Global Delivery
Centres and resource utilisation

MORE PROFITABLE GROWTH | STRUCTURAL SAVINGS



BURSON

1. Global and Regional HQ synergies
2. Finance & HR simplification
3. Leveraging global capabilities
4. Production & Technology Hubs
5. Real Estate and other benefits

1. Front-office de-duplication
2. Overhead consolidation
3. Common tech platform, product & data management

1. Global and Regional HQ synergies
2. Finance & HR simplification
3. Leveraging global practices
4. Real Estate and other benefits

MEASURES OF SUCCESS

Internal metrics : New business conversion rate, Client satisfaction, Sales per FTE, Staff cost as % of sales, Overhead cost as % of sales

External KPIs : Cost saving achieved at end FY2024 and FY2025

2025 TARGET SAVINGS

c.£125m

annualised net savings
(c.40-50% expected to be realised in 2024)

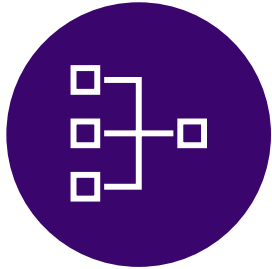
2024 COST TO DELIVER

c.£125m

restructuring costs
(incurred in 2024)

MORE PROFITABLE GROWTH | BACK OFFICE EFFICIENCY

BENEFITTING FROM INVESTMENTS MADE OVER THE LAST THREE YEARS



ENTERPRISE IT

Leveraging our global scale

AI-enabled productivity

Workforce optimisation

Cloud migration



FINANCE

Global Finance Operating Model

Shared Service Centre optimisation

Standardisation & automation



PROCUREMENT

Category-led procurement

Active mitigation of inflationary pressures



REAL ESTATE

Consolidation of leases

Campus programme¹

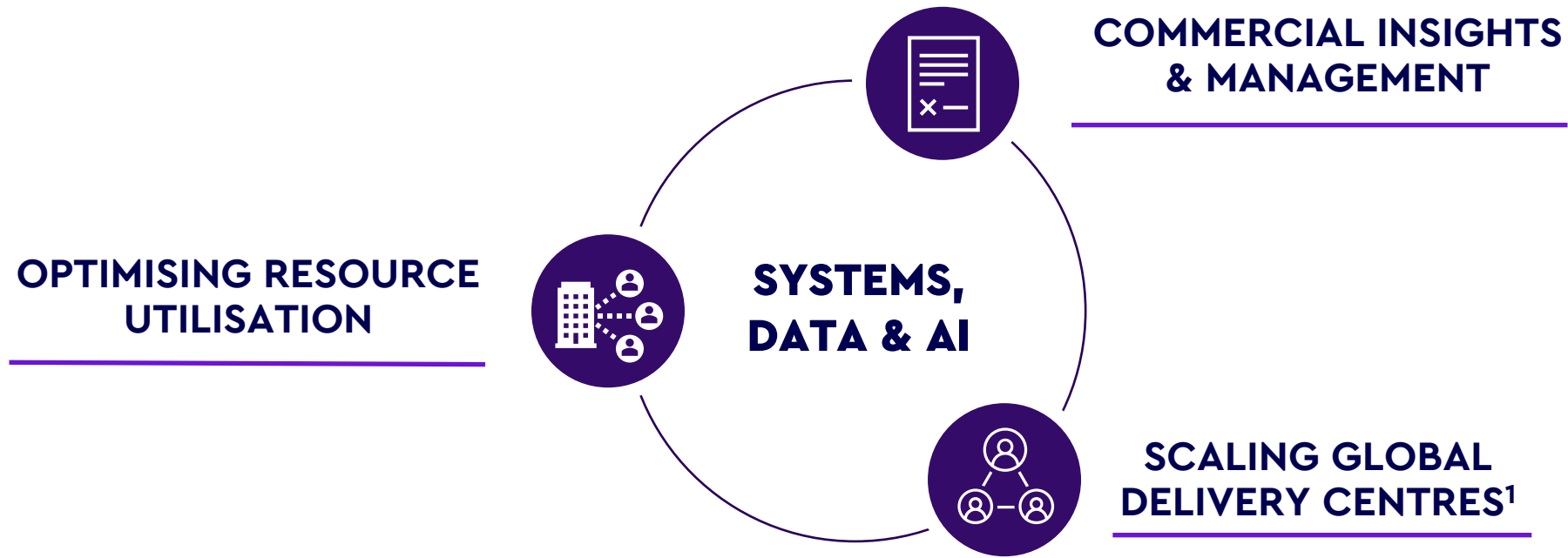
Medium-term gross savings opportunity

£75m+

1. Revised campus target of 75k people in 47 campuses by 2025 (previously 85k in 65 campuses)

MORE PROFITABLE GROWTH | COMMERCIAL DELIVERY

GREAT WORK, DELIVERED EFFICIENTLY



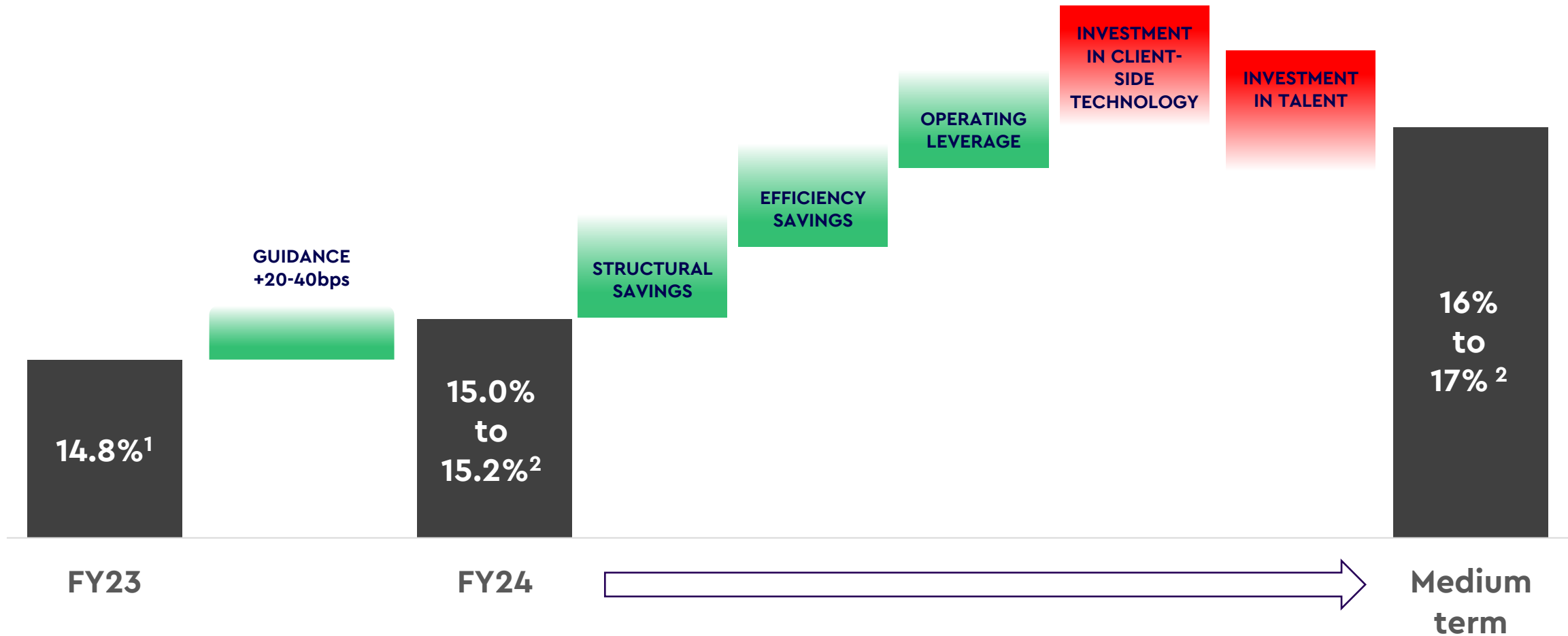
Medium-term gross savings opportunity

£100m+

1. Including established centres in India, Romania, Malaysia and Mexico

MORE PROFITABLE GROWTH

BALANCING MARGIN PROGRESSION AND INVESTMENT



1. Based on 2023 provisional view
2. At constant FX

MEDIUM-TERM FINANCIAL PLAN

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Accelerating organic growth through scale and innovation

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More profitable growth from simplification and efficiencies

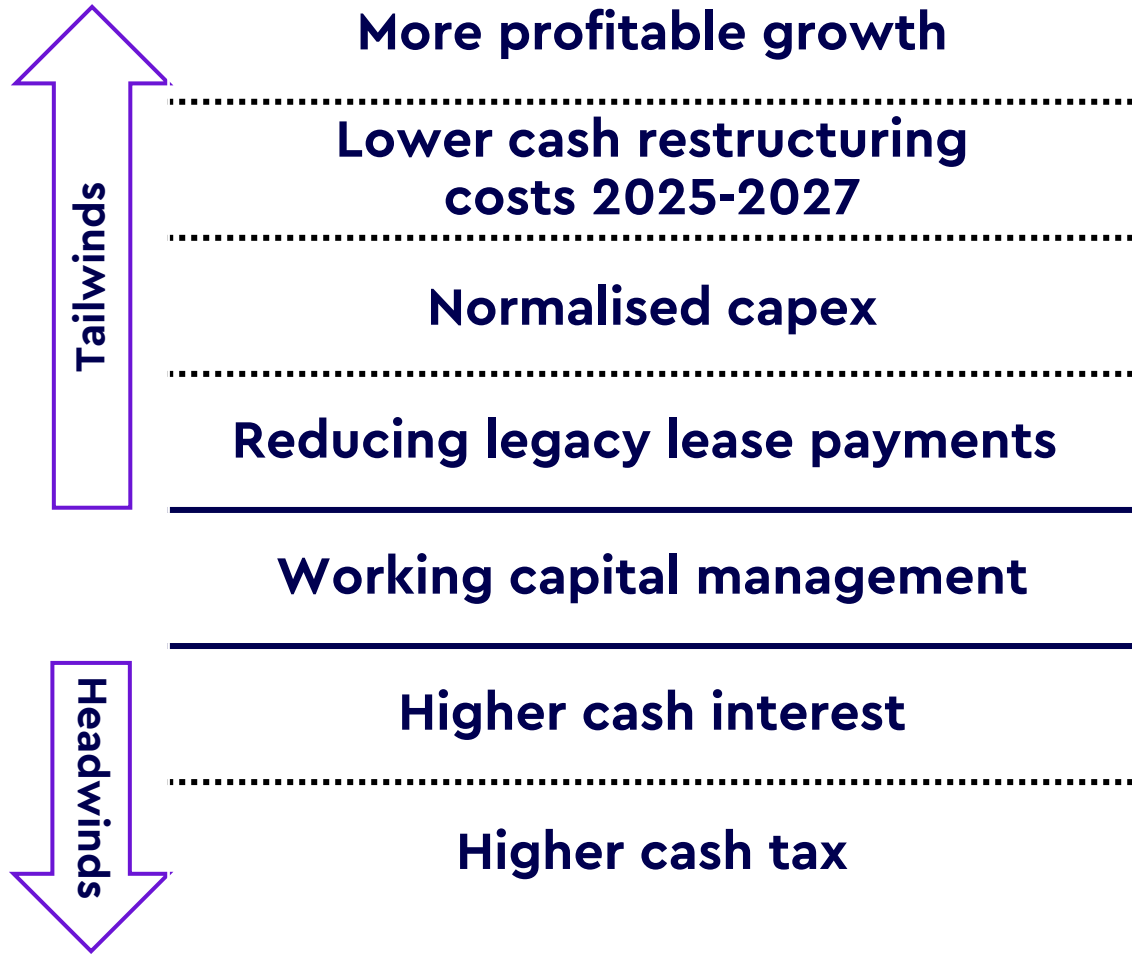
3

Consistent and stronger cash generation

4

Disciplined capital allocation

STRONGER CASH GENERATION

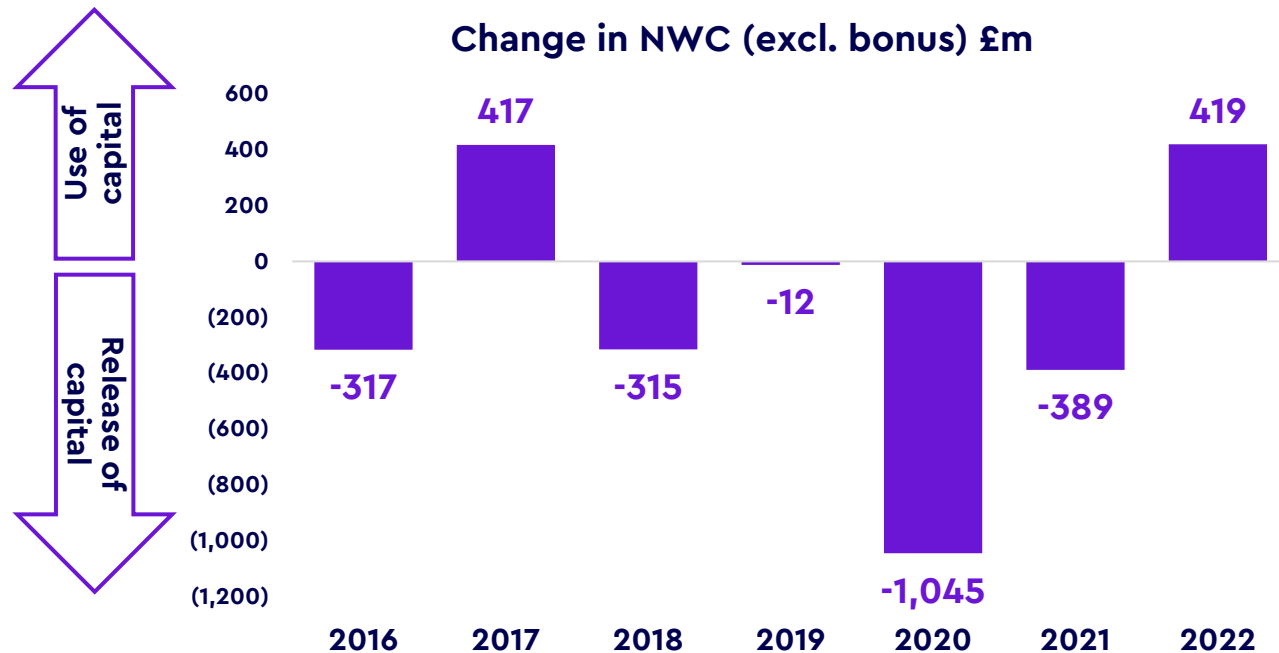


MEDIUM-TERM TARGET



STRONGER CASH GENERATION | WORKING CAPITAL

GOOD TRACK RECORD OF WORKING CAPITAL MANAGEMENT



2018-2021 significant release of cash
2022 impacted by mix and timing factors
2023 expect performance at least in line with guidance

Trade net working capital¹

Drivers

- Business mix, i.e. media vs other, geographic
- Client payment terms

Non-trade net working capital²

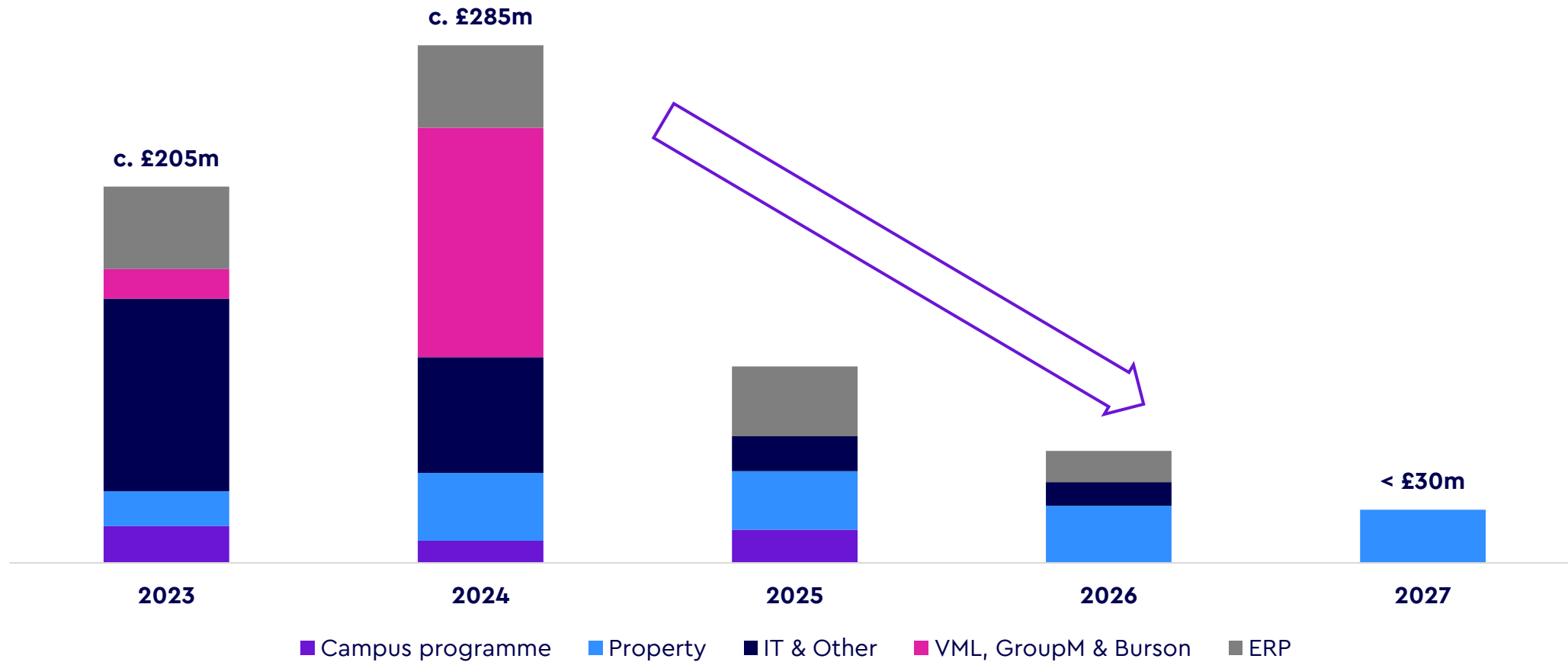
Drivers

- Annual incentive variation
- Campus funding structures
- Prepaid contracts, e.g. IT
- Taxes, including media billings

1. Trade net working capital: accounts receivables and payables, including those associated with media planning and buying on behalf of clients

2. Non-trade net working capital: salaries, social security & holiday pay; annual incentives; prepayments; VAT/Tax; other debtors; and other creditors

STRONGER CASH GENERATION | CASH RESTRUCTURING COSTS



MEDIUM-TERM FINANCIAL PLAN

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DISCIPLINED CAPITAL ALLOCATION



1. Average adjusted net debt/Headline EBITDA (including depreciation of right-of-use assets)

DISCIPLINED CAPITAL ALLOCATION | M&A TRACK RECORD

KEY ACQUISITIONS¹ 2020-2023



2020-2023 M&A COHORT² 2024 EXPECTATIONS

LFL GROWTH³ : HIGH TEENS

OPERATING MARGIN³: HIGH TEENS

ON TRACK FOR SIGNIFICANT
VALUE CREATION

+ DELIVERING ENHANCED
TECHNOLOGY-LED CAPABILITIES
ACROSS WPP

Mar-tech, Commerce, AI and Influencer

1. Majority acquisitions with EV>£20m; excludes Sard Verbinnen.

2. A portfolio of 26 acquisitions with total consideration of around £570m, excludes Sard Verbinnen.

3. LFL growth in revenue less pass-through costs and directly attributable operating profit not including significant synergy benefits to the broader business.

- **Unrivalled global reach and scale**
- **Attractive and growing addressable markets**
- **Deep client relationships with leading businesses**
- **Leading through AI, data and technology**
- **Financial strength with investment grade balance sheet**
- **World-leading talent, ambitious for the future**



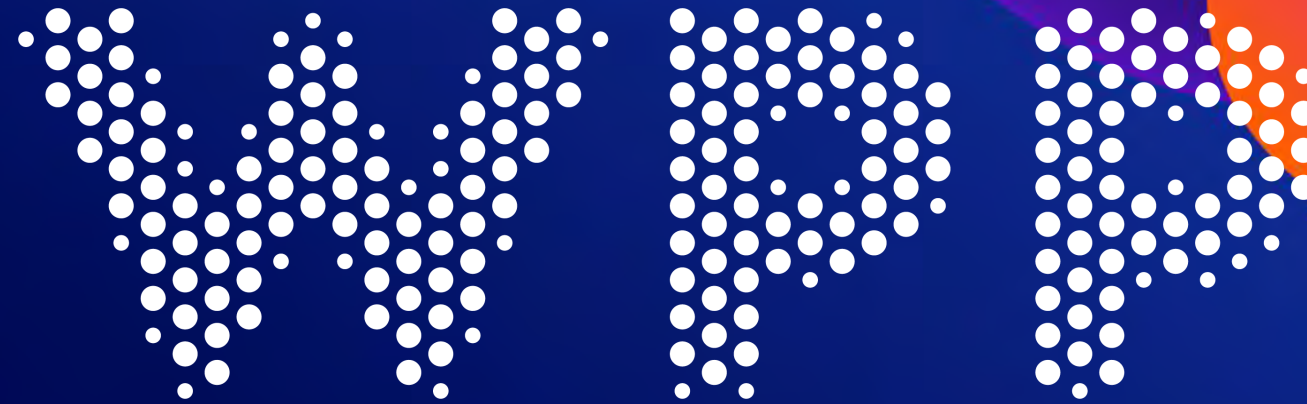
Ambitious for the Future: A Client Perspective

Manolo Arroyo, Global CMO TCCC

Laurent Ezekiel, Global CEO WPP OPEN X

WPP Open X

THE *Coca-Cola* COMPANY



INNOVATING TO LEAD

CAPITAL MARKETS DAY
30 JANUARY 2024

APPENDIX

CASH GENERATION | MEASURING CASH FLOW

	Headline Operating Profit	
+	Earnings from Associates (after tax, before adjusting items)	
+	Depreciation of property, plant & equipment	
+	Amortisation of other intangibles (e.g. software)	
=	Headline EBITDA (including depreciation of right-of-use assets)	
+	Depreciation of right-of-use assets	
=	Headline EBITDA	
-	Rent (repayment of lease liabilities and related interest) ¹	
+	Non-cash compensation	
-	Cash restructuring costs	
-	Capex	
-	Working Capital (net investment)	
=	ADJUSTED OPERATING CASH FLOW	New
-	Dividends paid to minorities	
-	M&A earnouts	
-	Cash interest	
-	Cash tax	
=	Adjusted Free Cash Flow	

Additional metric:

ADJUSTED OPERATING CASH FLOW

**Targeting 85%+ cash conversion of
Headline Operating Profit into
Adjusted Operating Cash Flow**

**Now a target that can be easily
translated into targets for the
agencies**