

SIMPLER STRUCTURE

CLIENTS

The new WPP is built around the needs of clients.

How we are delivering on our strategy

ACCESS TO THE BEST OF WPP

Client-centricity runs through every aspect of our strategy. It means simplifying our structure, building solutions tailored to clients, and making available our best talent and cutting-edge capabilities – all in service of client growth and satisfaction.

Many of our clients have Global Client Leaders assigned to ensure easy and expert access to the breadth and depth of WPP. They play a critical role in setting our clients up for success in the modern marketing world, delivering our expanded offer of communications, experience, commerce and technology (see page 19).

Progress in 2019

- Appointed 17 Global Client Leaders to head up our most important client relationships
- Won 18 new major global accounts
- Expanded almost half of our existing top-50 client relationships

Focus for 2020

- Support clients and help them chart a course through the Covid-19 pandemic
- Establish a best-in-class customer feedback satisfaction system
- Continue to strengthen central resources for high-impact engagements, including more resource in the United States



**"CLIENT-CENTRICITY
KEEPS US FOCUSED
AND FRESH."**

Lindsay Pattison
Chief Client Officer

COMPANIES

Our streamlined company structure delivers what our clients need.

How we are delivering on our strategy

A SIMPLIFIED PORTFOLIO

The mergers to create VMLY&R and Wunderman Thompson combined brilliant creativity, expertise in data and sophisticated technology skills. These are the capabilities that our clients demand – and we can deliver them through single, joined-up companies that work on a global scale.

The sale of 60% of Kantar to Bain Capital in 2019 further simplified our business. Our partnership with Bain Capital means we will participate in the growth of Kantar and allows our clients to continue to benefit from its services. This transaction largely completed our disposal programme set out in last year's Annual Report.

Progress in 2019

- Sale of 60% share in Kantar
- 22 disposals of non-core businesses
- 100 local office mergers and 80 business unit closures

Focus for 2020

- Deliver cost-reduction and cash-conservation measures to address the impact of Covid-19
- Develop single approaches to technology, finance and people functions across the Company



"WPP TODAY IS SIMPLER, EASIER TO MANAGE AND EASIER FOR OUR CLIENTS TO NAVIGATE."

Andrew Scott
Chief Operating Officer

A SEAMLESS EXPERIENCE

AGENCIES

**GTB, VMLY&R, BURROWS,
OGILVY AND COGNIFIDE**

CLIENT

FORD

The Mustang Mach-E was the first significant ecommerce release for Ford and this global launch came with a deadline that depended on collaboration across our agencies.

Ford needed a seamless experience – to turn the anticipation of Mach-E into reality – for a vehicle that would not physically exist at the time of launch.

What started as an exploration to simply extend the existing online experience soon became a holistic global approach. Through a series of design sprints, involving the client, we demonstrated that ecommerce had to be considered as part of the full customer experience. The output was a strategy with three recommendations: ecommerce integrated into the entire online journey; tools to support and guide customers to the right vehicle; and the ability to purchase whenever is right for them, on their personal ecommerce journey.

With a hard launch deadline approaching, co-location with Ford IT was critical to delivery.

GTB, VMLY&R, Ogilvy and Cognifide in Europe and North America created a Global Design Delivery Process, with Burrows leading visualisation. This meant designs were delivered to Ford's developers by a combined international agency team.

We were collectively responsible for bringing the Mach-E to launch – selling the aesthetic and innovation before the vehicle itself had even been built.





COUNTRIES

Our country strategy is designed to leverage our collective strengths in important markets.

How we are delivering on our strategy

WORLD-CLASS WORKING ENVIRONMENTS

Our Campus programme is central to our country-level integration strategy. WPP Campuses provide our people with outstanding environments that allow them to do their best work; they foster an open, inclusive and collaborative culture; they help to simplify our structure; they cement our leadership position in key country markets; and they provide our clients with a tangible expression of WPP's integrated, agile, tech-enabled offer.

In 2019, we opened five new Campuses: in Helsinki, Bucharest, Amsterdam, Madrid and Mumbai, bringing our total to 16 WPP Campuses across four continents. Before the end of 2020, we will open a further three Campuses and we aim to have 75,000 people in 60 Campus locations worldwide by 2023.

Progress in 2019

- Established our WPP Campus strategic vision
- Opened new Campuses in Helsinki, Bucharest, Madrid, Amsterdam and Mumbai

Focus for 2020

- Ensure safe workspaces when people return to offices after Covid-19 lockdowns
- Activate a collaborative WPP Campus culture that facilitates extraordinary work
- Open new Campuses in Gurugram, Hong Kong and Chicago

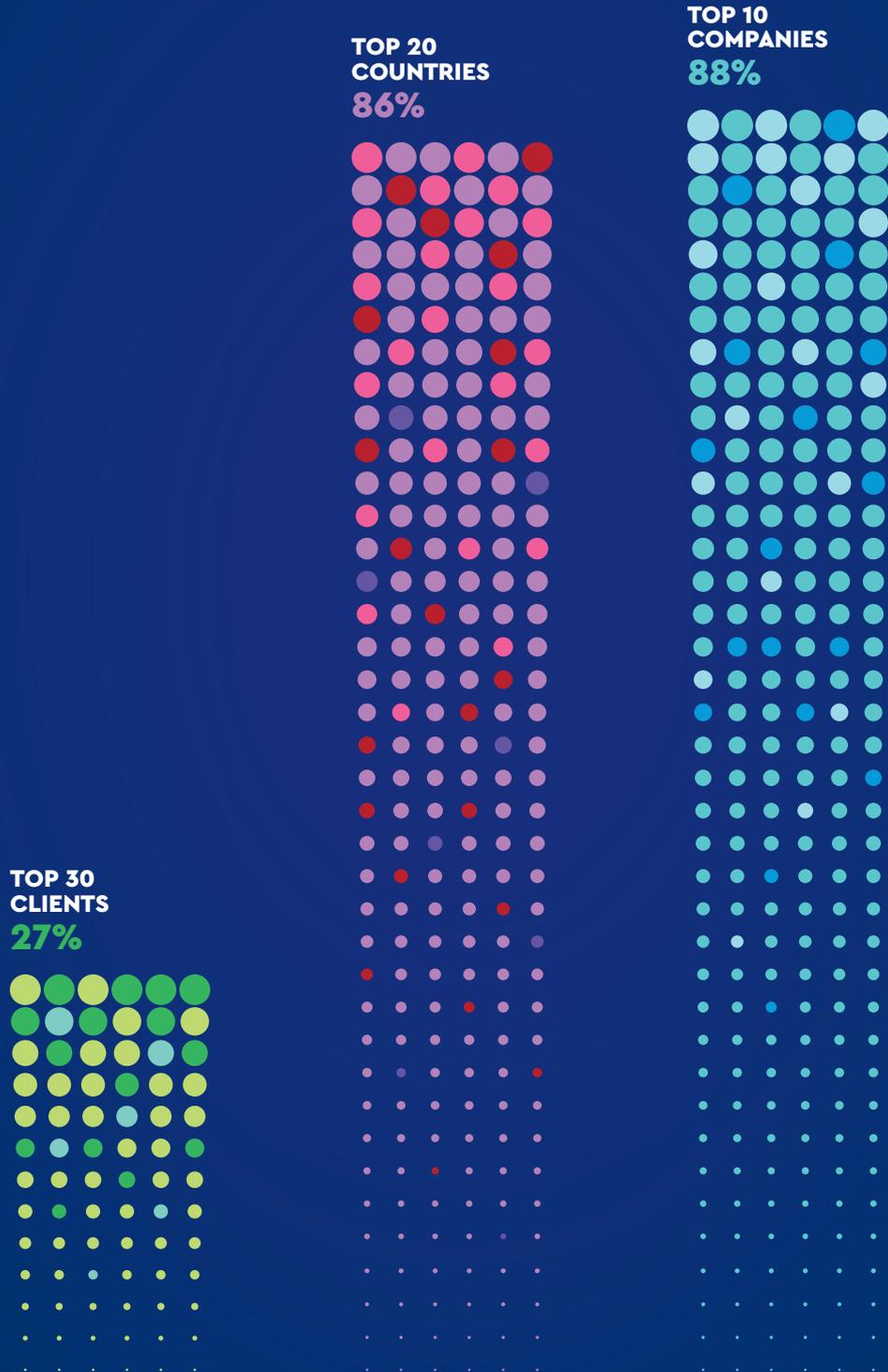


**"WPP CAMPUSES
INSPIRE OUR
PEOPLE TO COME
TOGETHER TO DO
THEIR BEST, MOST
CREATIVE WORK."**

Ranjana Singh
Indonesia and Vietnam
Country Manager

CLIENTS, COUNTRIES AND COMPANIES

Proportion of total WPP revenue less pass-through costs



INTEGRATED, COLLABORATIVE AND CREATIVE

CAMPUS AMSTERDAM

At the beginning of 2019, WPP had 1,500 people in Amsterdam operating across 11 different locations in the city. Today, our people and their agencies are housed in a single modern workplace – Amsteldok.

Refurbished by WPP's architectural and design consultancy BDG, the previously derelict building has been transformed into a vibrant 19,000m² working environment that will act as both an innovative office and community space.

The office building was Europe's largest when it was completed in 1973 by renowned architect Huijg Aart Maaskant. Located on the river Amstel, the striking, box-stacked structure is a new centre of creativity in the heart of Amsterdam, complete with renovated roof terraces, a business lounge and an event space.

Each WPP Campus is designed to provide world-class spaces that bring together our people and agencies in one location, encouraging greater collaboration and giving clients easier access to all of WPP's talent and expertise.

Winner

FX International Design Awards 2019

BREEM

Very Good certification standard

**"A FABULOUS GIFT
FOR THE CITY."**

Femke Halsema
Mayor of Amsterdam

