

WPP

**Annual General
Meeting 2017**

A brick wall with a blue-to-green gradient overlay. The text is centered in white.

Roberto Quarta
Chairman

WPP

**Annual General
Meeting 2017**

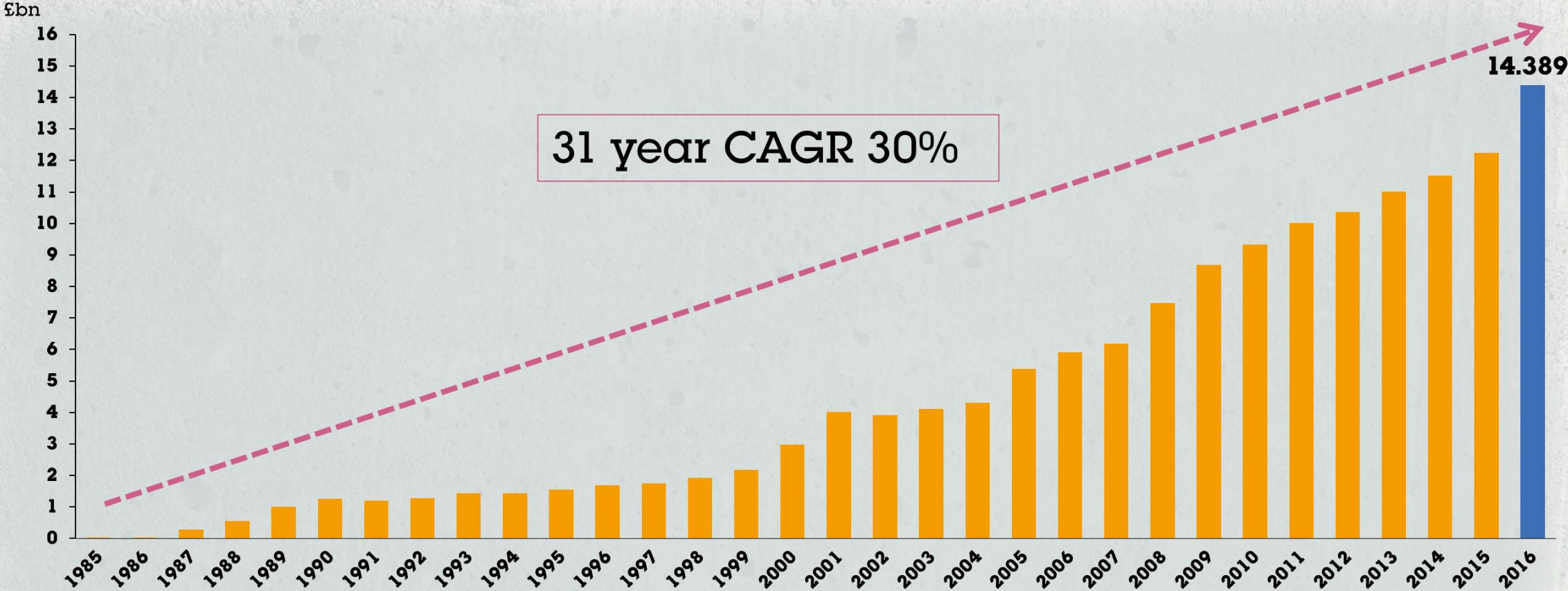
Sir Martin Sorrell
CEO

Our Financial Performance

Long-term Brand Building

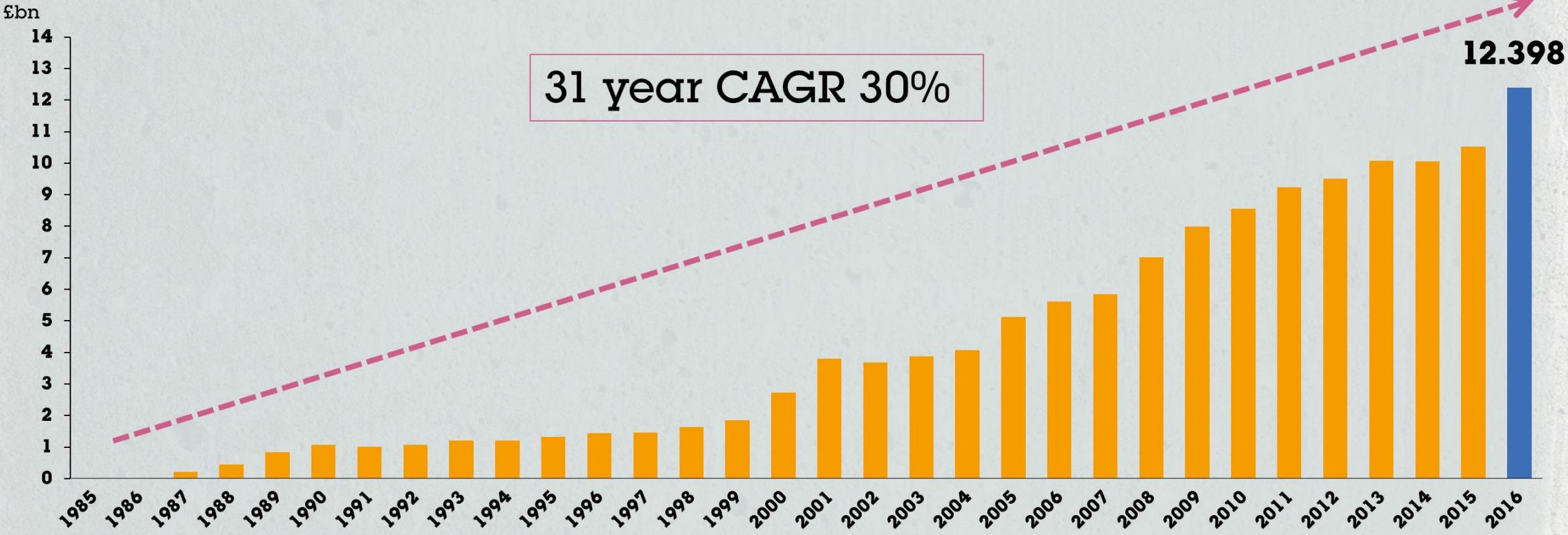
31 Year History

WPP Reported Revenue



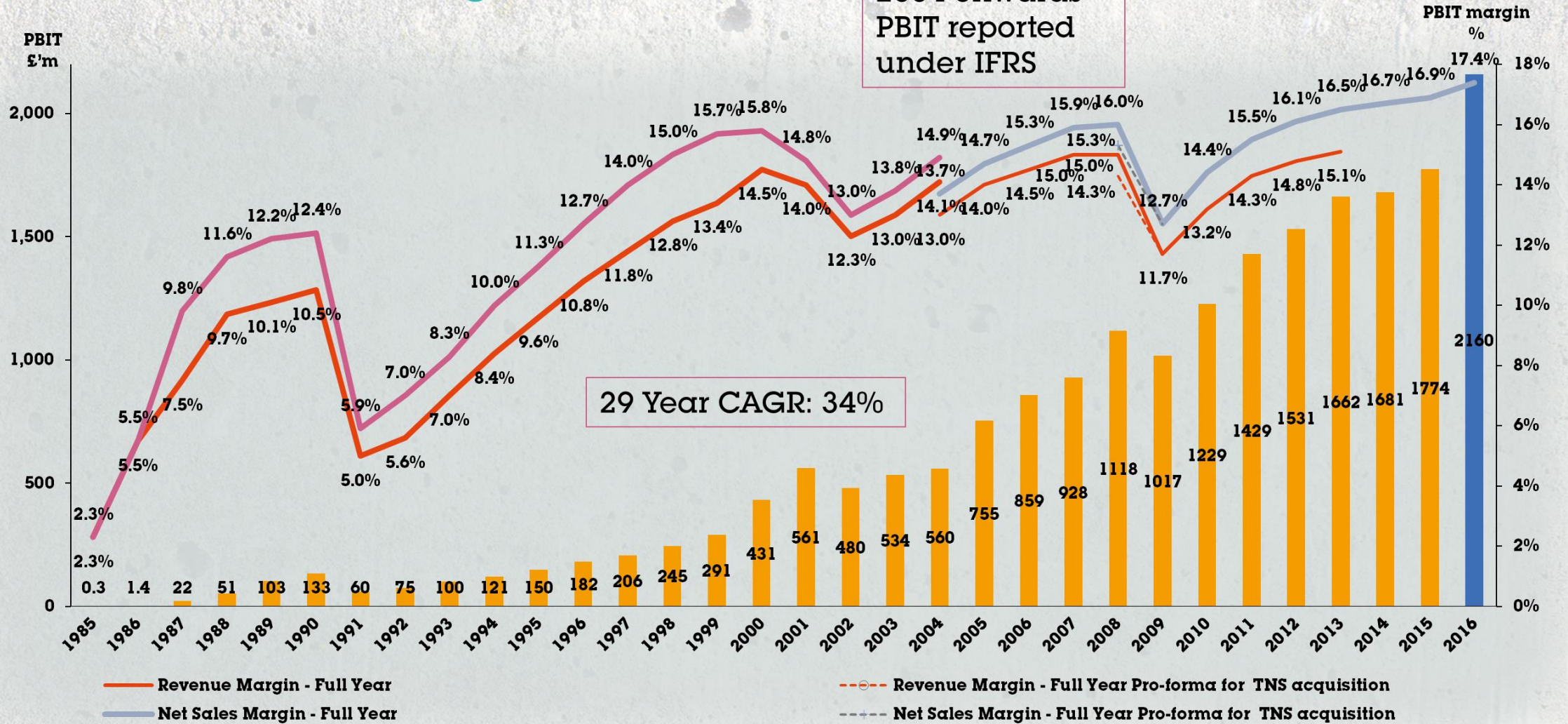
31 Year History

WPP Net Sales



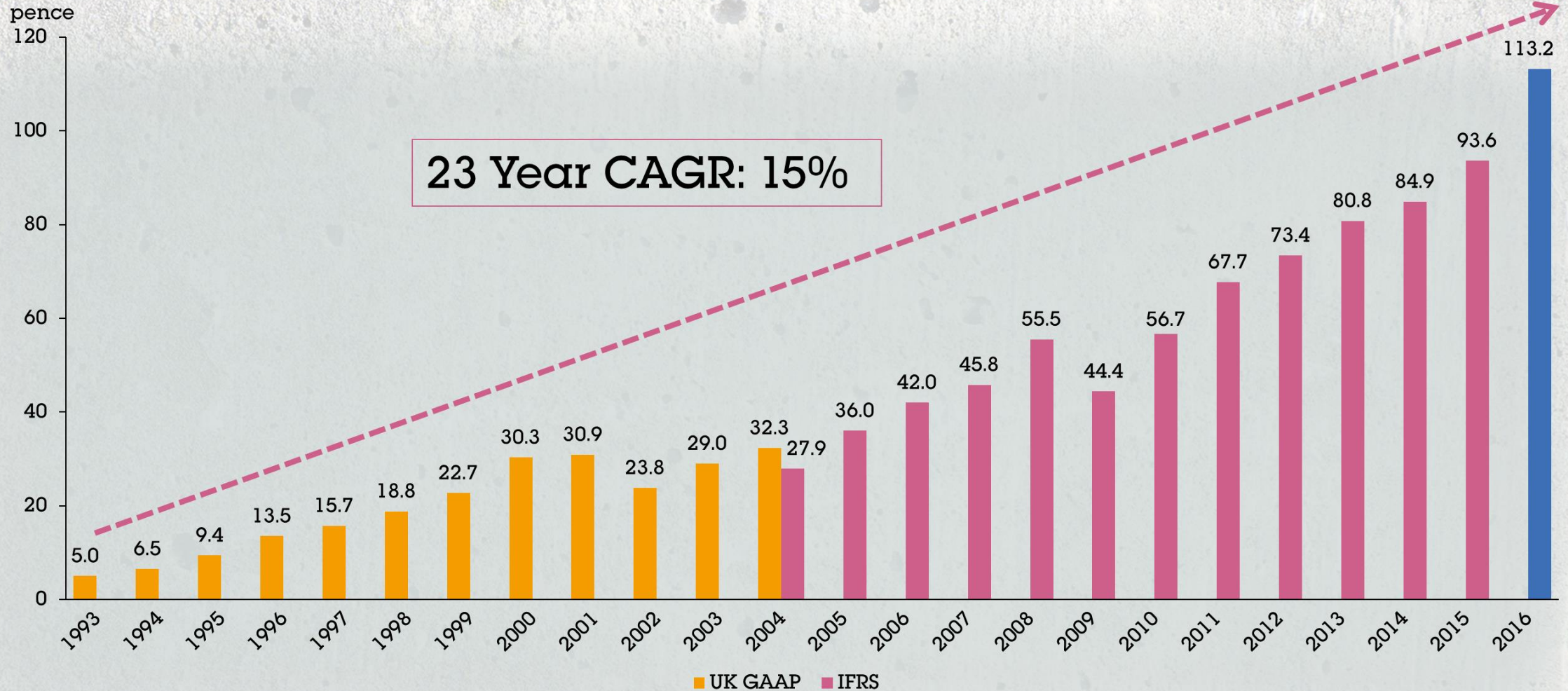
31 Year History

WPP PBIT and Margins



31 Year History

WPP Headline Diluted EPS Post 1992 Rights Issue



Investor Returns

1985

2017

£1,000 invested in WPP = £ 85,970

£1,000 invested in FTSE = £ 19,021

\$1,000 invested in WPP = \$ 91,681

\$1,000 invested in S&P 500 = \$ 26,036

Investor Returns

1985

£1,000 invested in WPP

=

2017

£ 85,970

£1,000 invested in peer group =

£ 37,157

Peer group - Omnicom, Publicis, IPG, Havas

The New Normal

**Low GDP
Growth**

**Low or No
Inflation**

**Little Pricing
Power**

**High Focus
on Costs**

The Legacy Spectrum



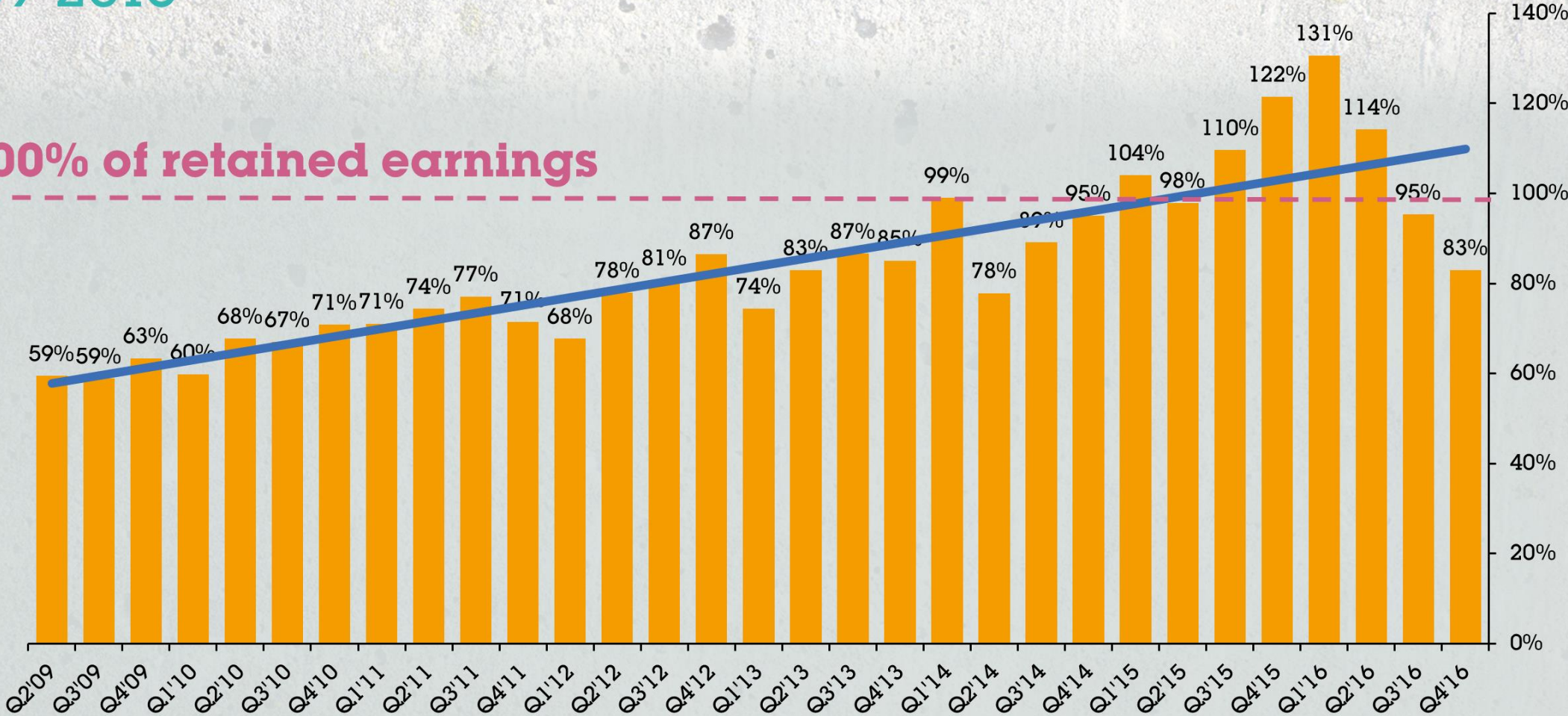
Short Executive “Life Expectancy”

- CEO tenure 6 to 7 years
(FTSE 100 5.9 years, S&P 500 7.1 years)
- CFO tenure 4 to 5 years
(FTSE 100 4.1 years, S&P 500 4.8 with 50% less than 3 years)
- CMO tenure 2 to 3 years
(S&P 3.9 years)

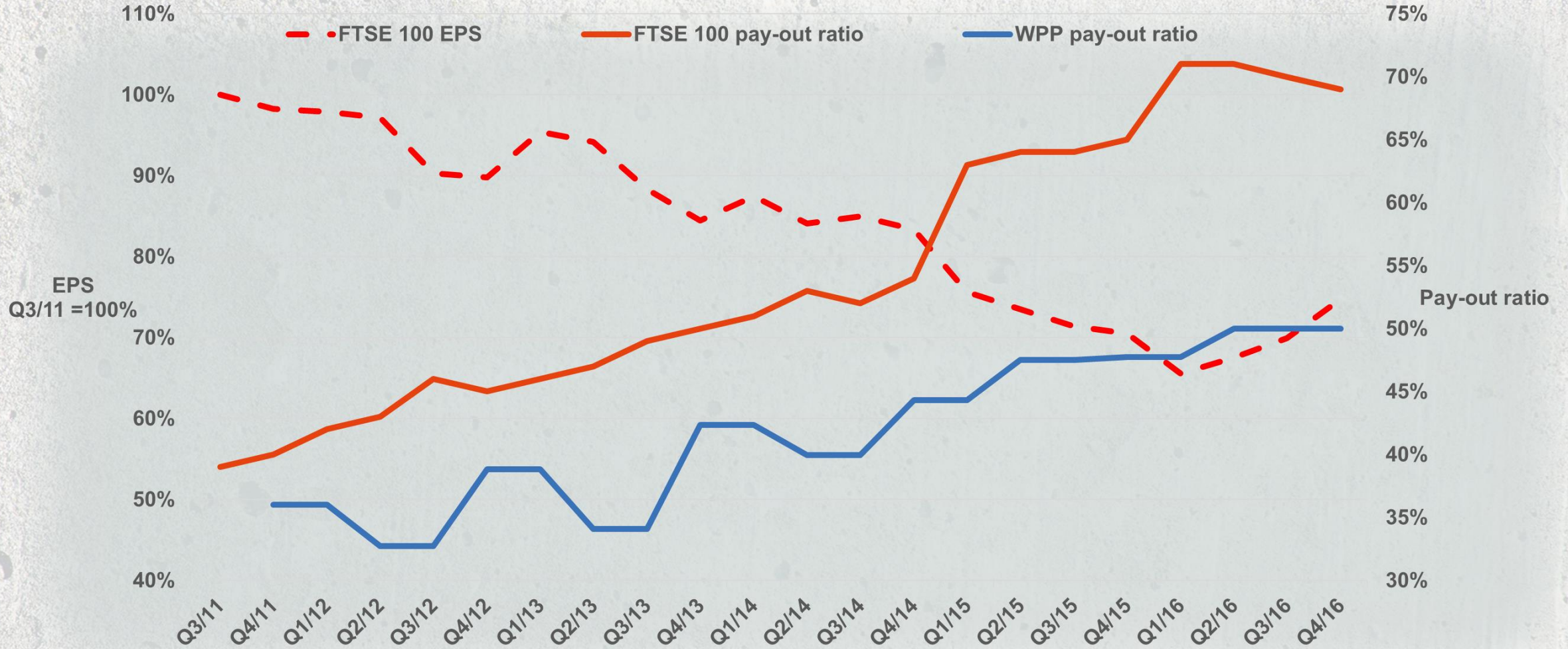
S&P 500 Effectively Shrinking

2009-2016

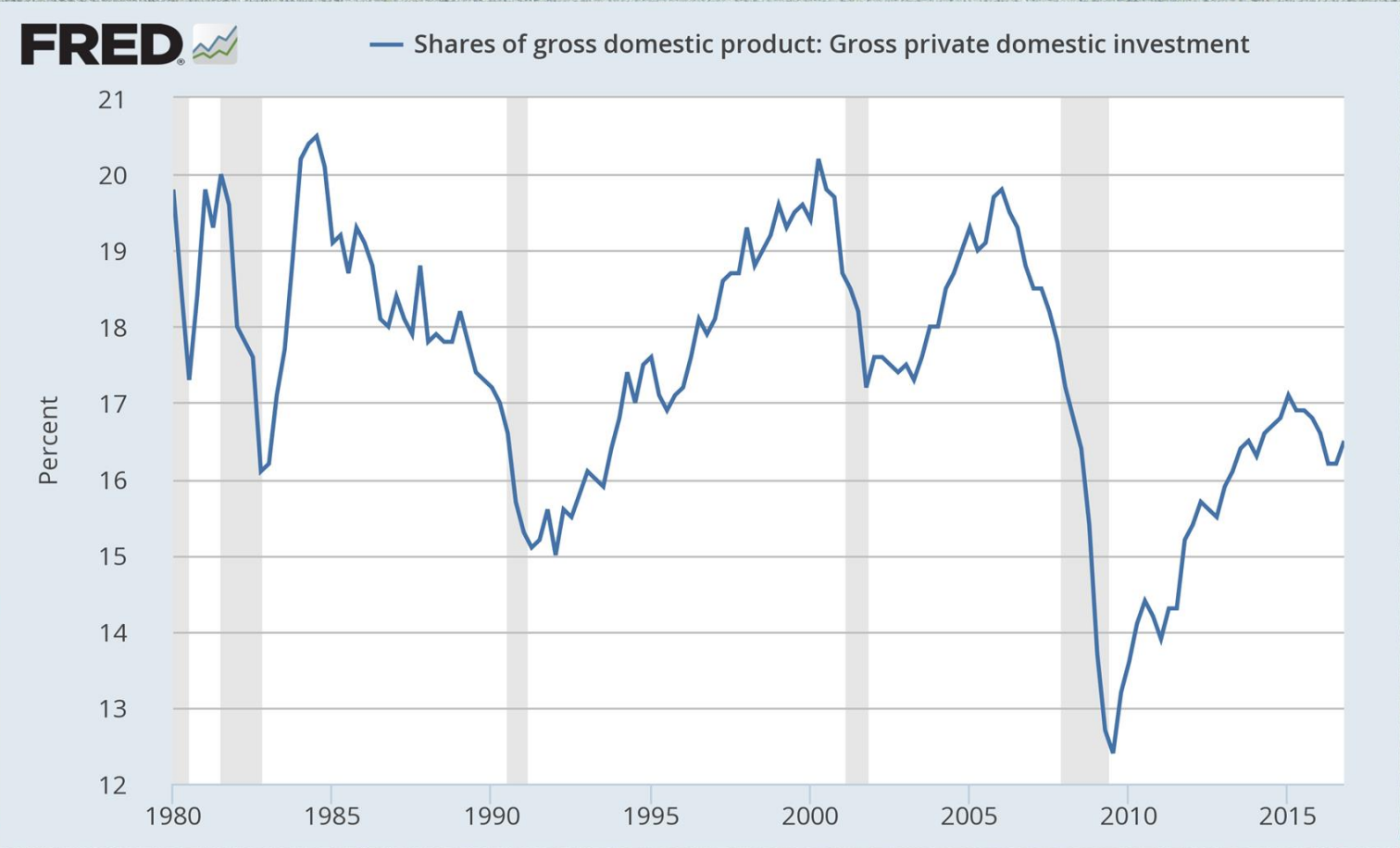
100% of retained earnings



Rising FTSE Dividend Pay-Out Ratios

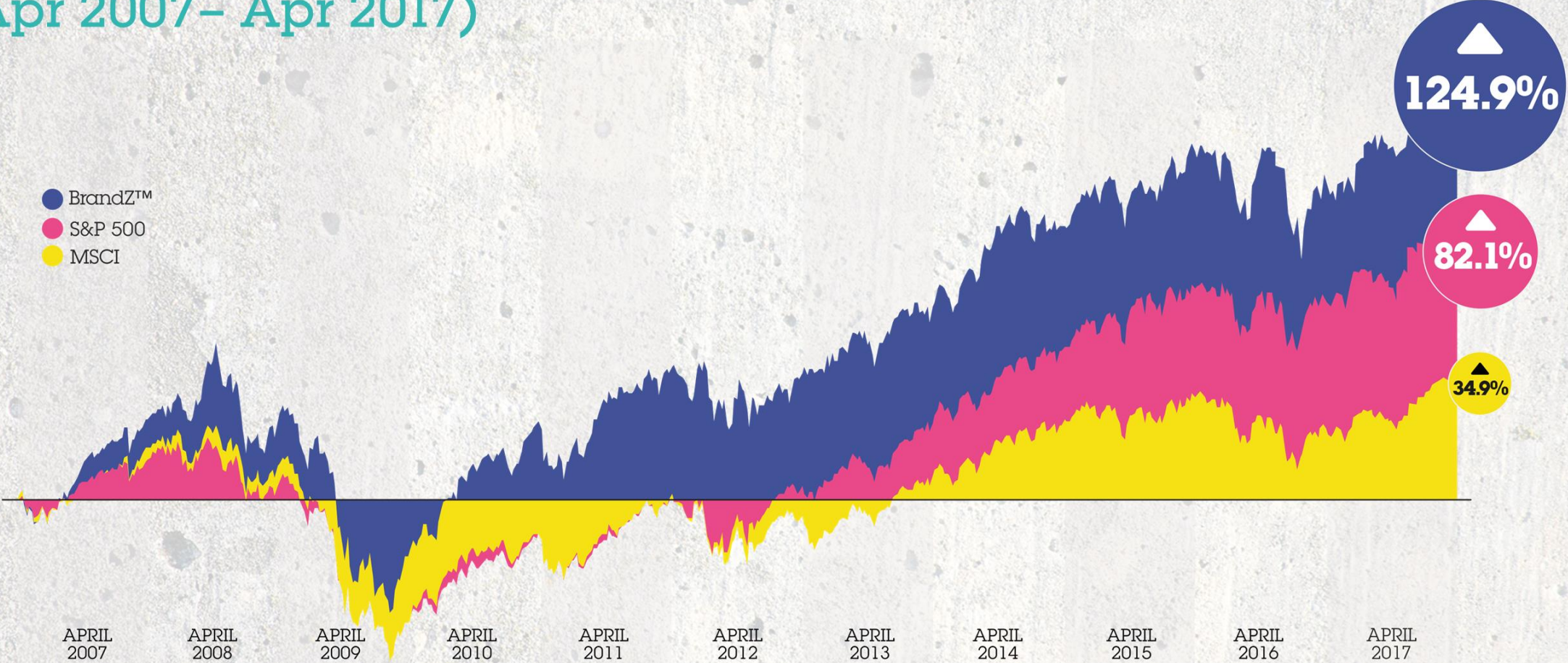


US Total Investment as % of GDP



Investment in Strong Brands Generates Superior Share Owner Returns

BrandZ™ Strong Brands Portfolio vs. S&P 500 vs MSCI World Index (Apr 2007– Apr 2017)



● BrandZ™
● S&P 500
● MSCI

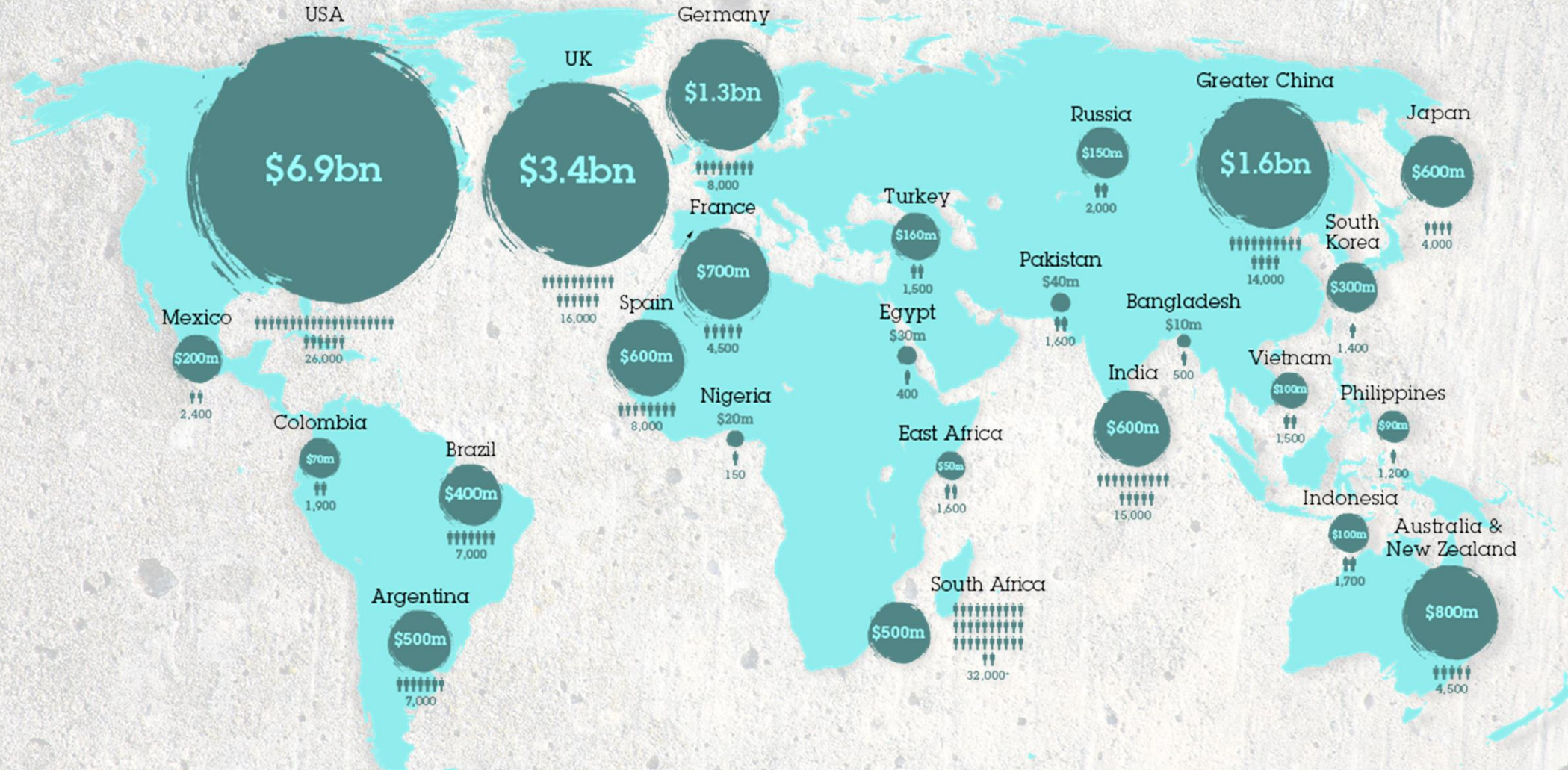
APRIL 2007 APRIL 2008 APRIL 2009 APRIL 2010 APRIL 2011 APRIL 2012 APRIL 2013 APRIL 2014 APRIL 2015 APRIL 2016 APRIL 2017

Investment in Strong Brands Generates Superior Share Owner Returns

- In last 12 years, top 100 global brands
 - outperform S&P 500 by over two thirds
 - outperform MSCI over four times
- Brands perceived as high on innovation (eg Amazon/Coca-Cola/Disney) achieved growth in total share owner return 7 times greater than average brands
- Brands seen as innovative show impressive ROI, with average investment of 35% more on advertising, they achieve 7 times greater total share owner value over time
- Innovation drives more category value through launch of premium products, which move consumers up the value chain

**The Global
Communications
Services Leader**

A Global Company



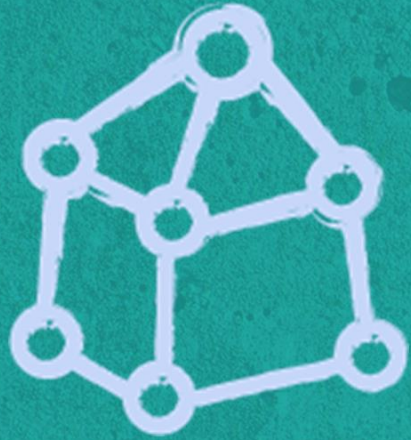
Our 9 'Billion Dollar Brands'



Nine WPP brands have generated revenues of \$1 billion or more

Our 4 Strategic Priorities

Our 4 Strategic Priorities



Horizontality



**New
Markets**



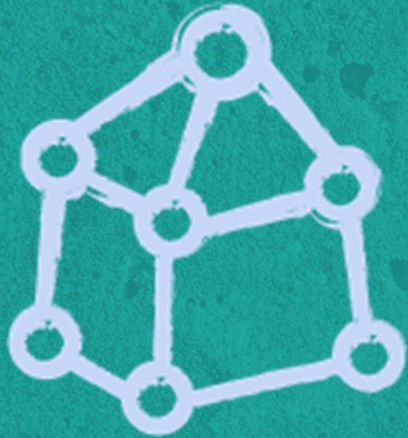
**New
Media**



**Technology,
Data & Content**

Horizontality

Our 4 strategic priorities

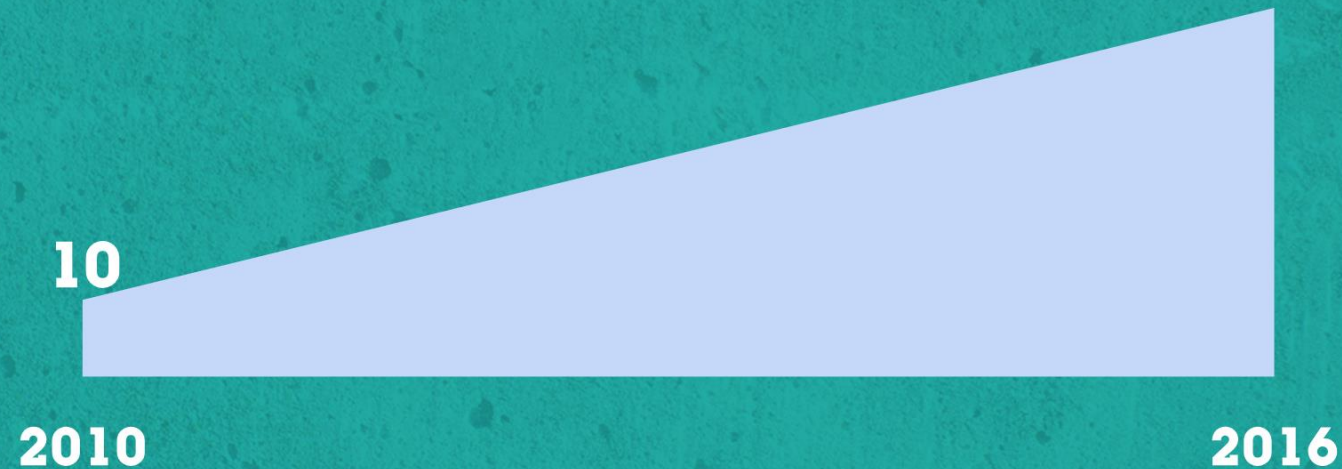


Advance horizontality by ensuring our people work together for the benefit of clients

Cross-Group Client Teams

48

Horizontality



Horizontality

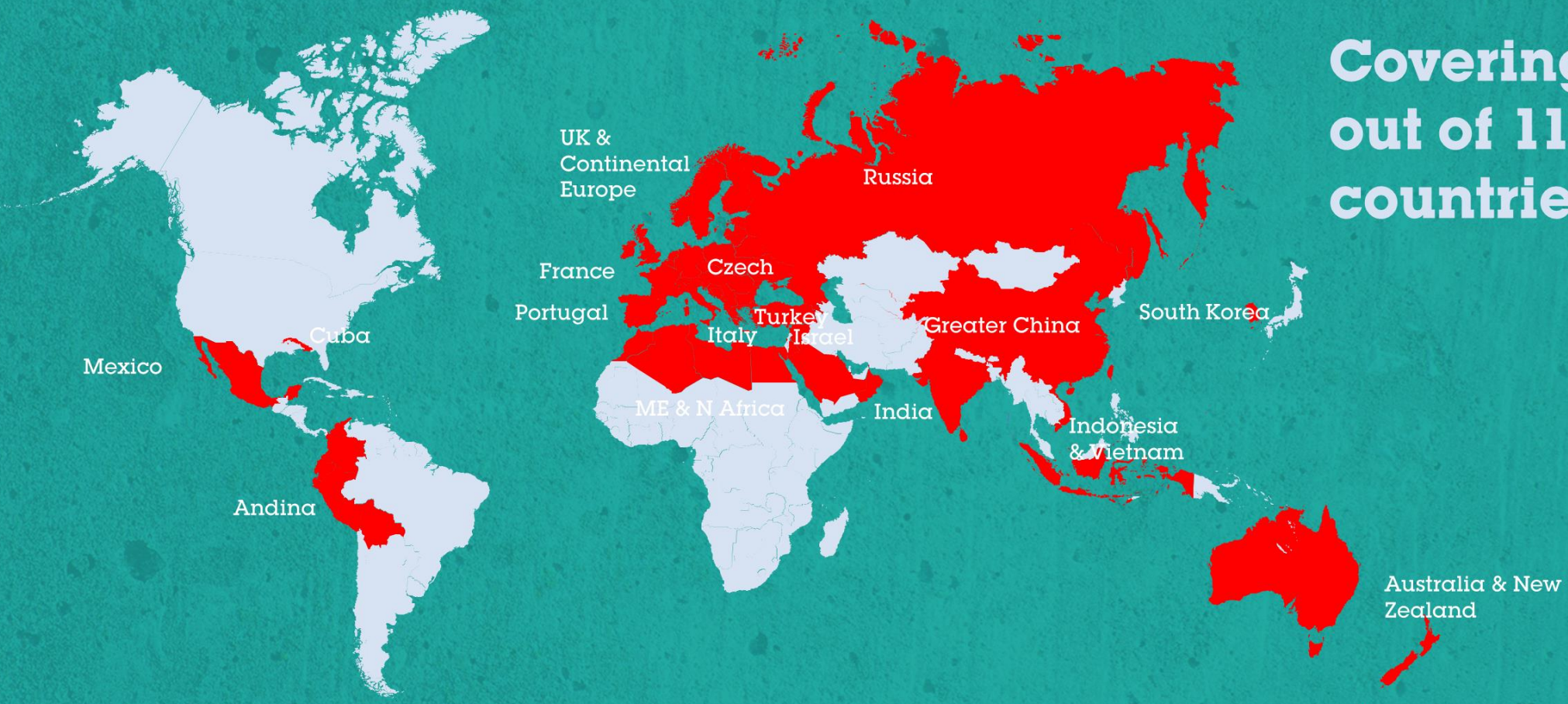
48 Client Leaders

Over 38,000 WPP people work on these clients



Horizontality

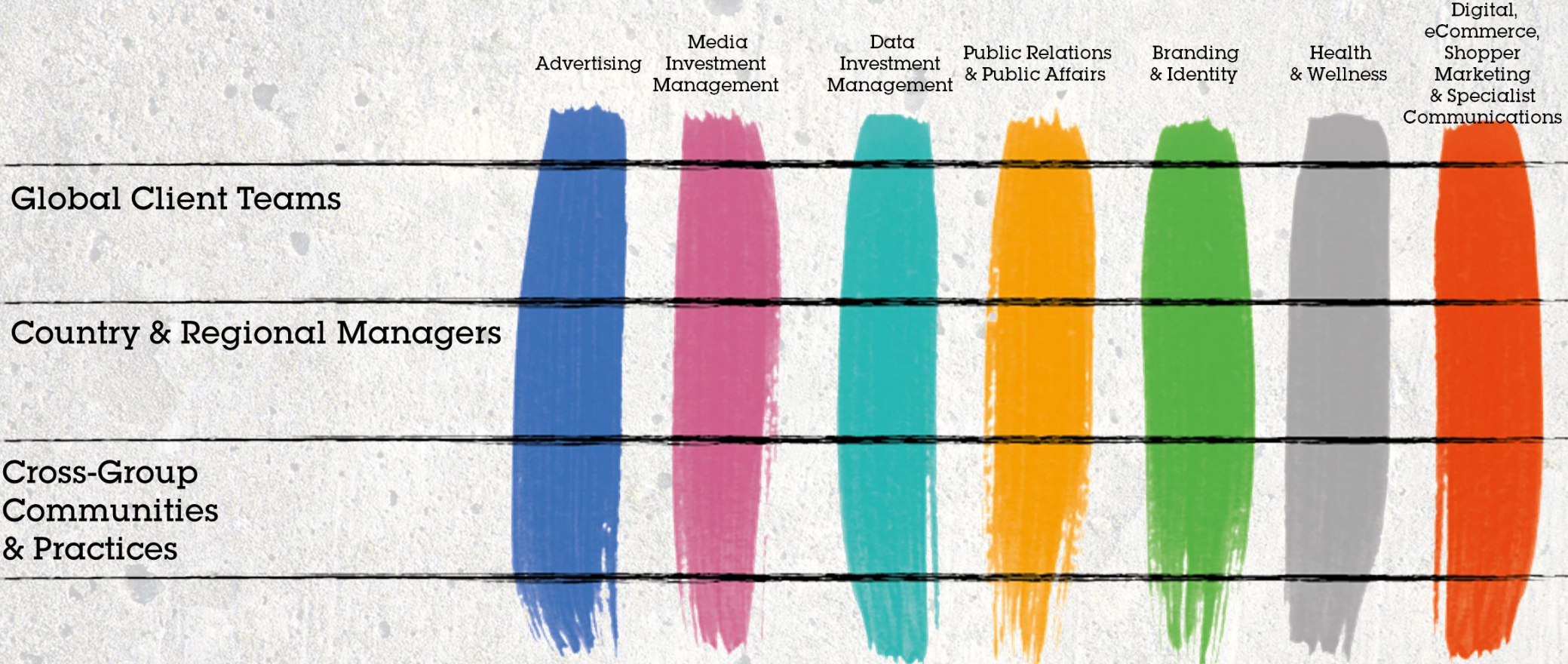
Country / Regional Managers



**Covering 52
out of 112
countries**

Horizontality

Horizontality Matrix



New Markets

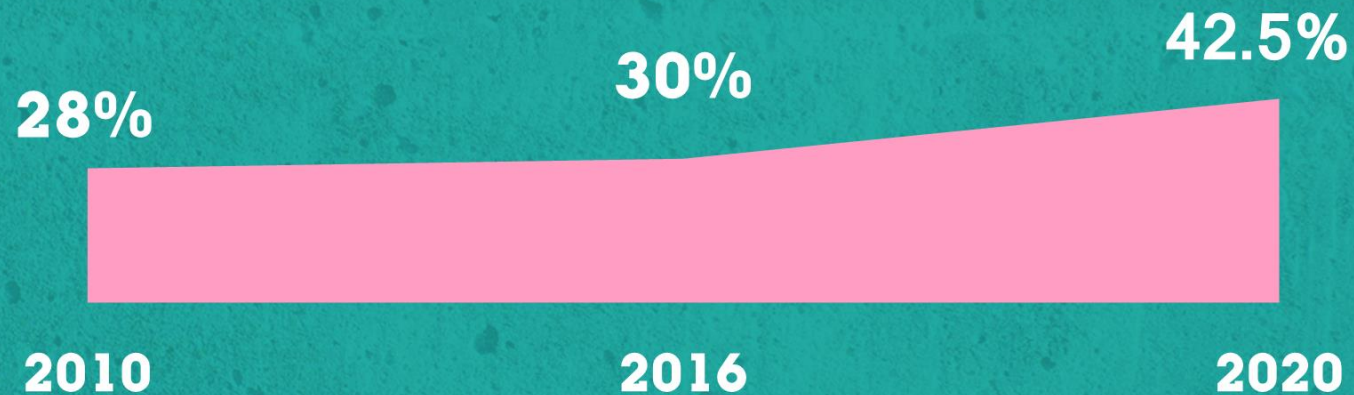
Our 4 strategic priorities



Increase share of revenue from faster-developing markets to 40-45%

Are we on target?

**New
Markets**



New Media

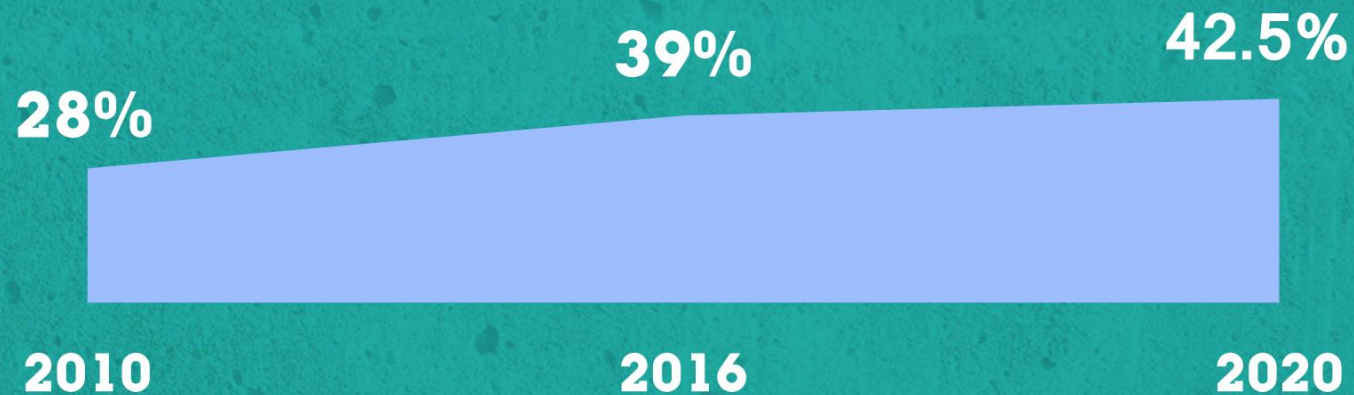
Our 4 strategic priorities



Increase share of revenue from new media to 40-45%

Are we on target?

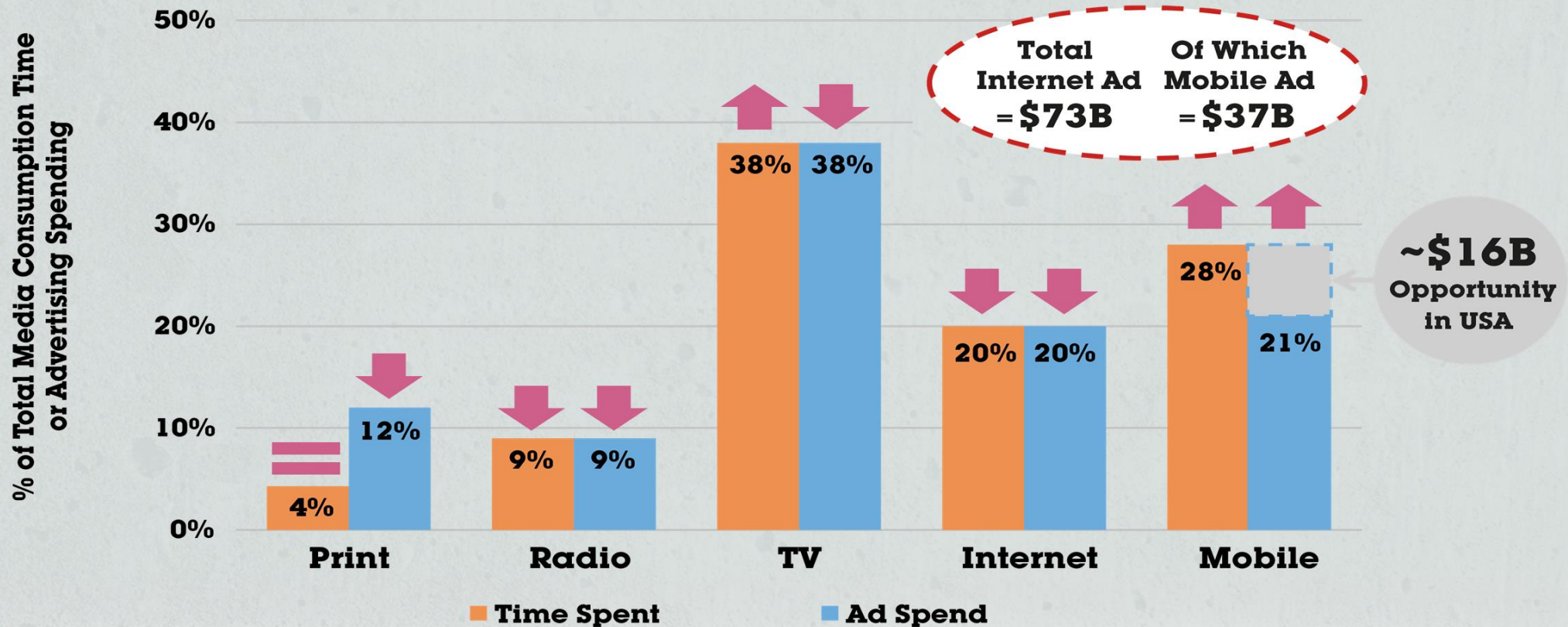
**New
Media**



New Media

Remain optimistic about mobile ad spend growth...
Print remains way over-indexed relative to time spent

% of Time Spent in Media vs. % of Advertising Spending, USA, 2016

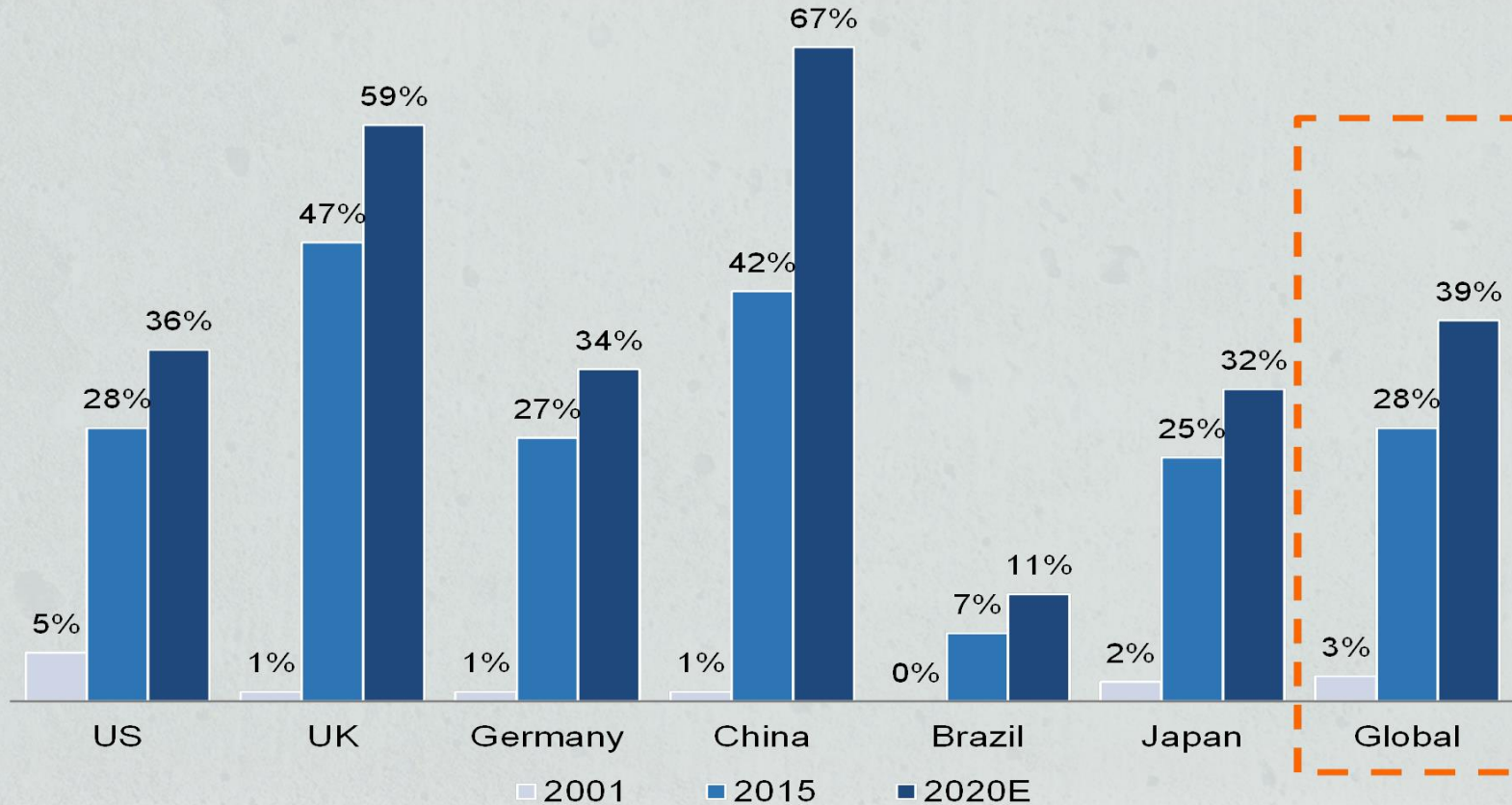


New Media

Advertising spend is increasingly moving to digital

Digital as a % of Total Ad Spend

% of Total Media Consumption
Time of Advertising Spending



- Proliferation of consumer media channels and devices
- Mobile as the primary screen for content consumption
- Digitisation of the traditional linear channels

[m]PLATFORM is the Foundation for Advertiser's Marketing Advantage, Bringing Brands and Consumers Closer Than Ever Before.

We believe that if a brand embraces a consumer, the consumer will embrace the brand.

[m]PLATFORM is GroupM's **audience intelligence and activation solution**, building personalized consumer relationships at scale.

At the core of [m]PLATFORM is the uniquely powerful **consumer identifier, [mp]ID**. This ID unifies data to provide the most comprehensive and detailed picture of an individual consumer.

[m]PLATFORM is more than a technology suite. It is a worldwide service organization comprised of **analysts, data strategists, search and social specialists, and product and media experts** focused on ensuring consistent delivery in all markets where our clients do business.



OUTCOME-BASED MEDIA

MEASURABLE
RESULTS



Xaxis will increasingly offer

Outcome-based media commitments



**MEASURABLE
BRAND
SOLUTIONS**

- 100% viewable impressions
- Percentage in target impressions
- 90% completed views



**DATA-DRIVEN
NATIVE
SOLUTIONS**

- Minimum numbers of clicks
- Site lands/visits
- Dwell time on landing page



**PERFORMANCE
MEDIA
SOLUTIONS**

- Number of downloads and Cost per Install
- CPA
- CPL



**DIGITAL
RETAIL
SOLUTIONS**

- Return on ad spend for retail client

Technology, Data & Content

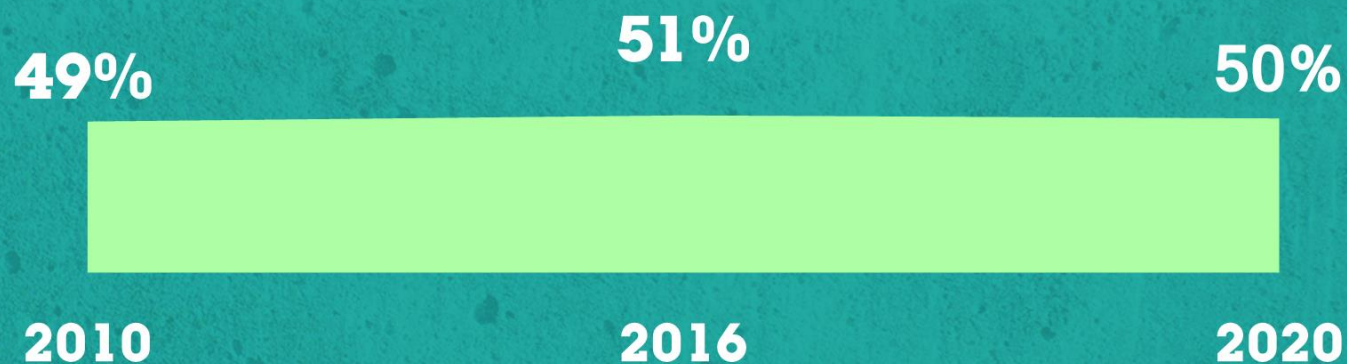
Our 4 strategic priorities



Maintain share of more measurable marketing services at 50% of revenues 2016

Are we on target?

Technology,
data & content



Four Differentiators

Talent

Technology

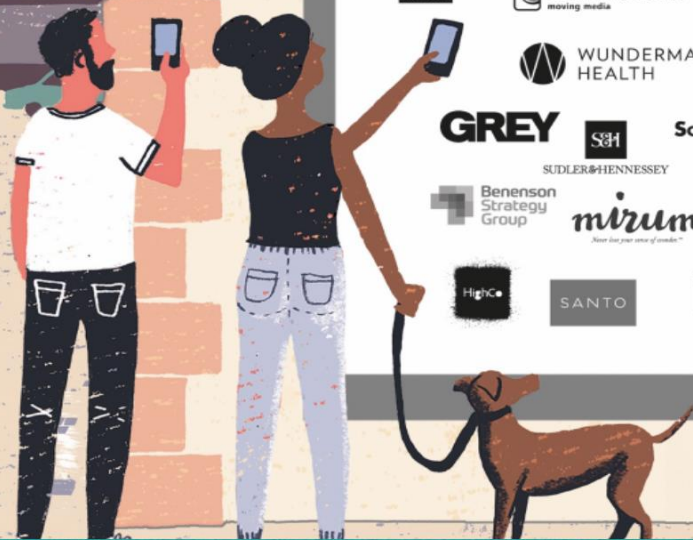
Data

Content

WPP



WPP 2017



WPP

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Meeting 2017**