2026 ANNUAL GENERAL MEETING

Friday 8 May 2026

WPP

PHILIP JANSEN

Chair

WPP

CINDY ROSE

Chief Executive Officer

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.

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 unanticipated loss of a material client or key personnel; delays, suspensions 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 the Group's products and services; changes in client advertising, marketing and corporate communications requirements; the Group's inability to realise the future anticipated benefits of acquisitions; failure to realise the Group's 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 conflicts; the risk of global economic downturn; slower growth, increasing interest rates and high and sustained inflation; tariffs and other trade barriers; supply chain issues affecting the distribution of the Group's 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; effectively managing the risks, challenges and efficiencies presented by using Artificial Intelligence (AI) and Generative AI technologies and partnerships in the Group's business; risks related to the Group's environmental, social and governance goals and initiatives, including impacts from regulators and other stakeholders, and the impact of factors outside of the Group's control on such goals and initiatives; 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). In addition, you should consider the risks described in Item 3D, captioned 'Risk Factors' in the Company's most recent Annual Report on Form 20-F, which could also cause actual results to differ from forward-looking information. 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 at the time.


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2025 FINANCIAL HIGHLIGHTS

-5.4%

LIKE-FOR-LIKE NET SALES[1,2]

decline reflects client losses and client spending cuts

13.0%

HEADLINE OPERATING MARGIN

down 2.0pt and 1.8pt LFL[2] from prior year

63.2p

HEADLINE DILUTED EPS

decrease of 28.4% on lower headline operating profit

£1,189m

ADJUSTED OPERATING CASH FLOW

before working capital

1. Net sales = revenue less pass-through costs
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 include the results of acquisitions and disposals for the commensurate period in the prior year

THE CASE FOR CHANGE

CLIENTS EXPERIENCING RAPID CHANGE

REIMAGINE GROWTH THROUGH MARKETING

AI MAKES NEW THINGS POSSIBLE

SIMPLER, BOLDER, FASTER. ONE WPP

THE TRUSTED GROWTH PARTNER FOR THE WORLD'S LEADING BRANDS

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MISSION

To be **the trusted growth** partner for the world's leading brands

STRATEGIC OBJECTIVES

Deliver **superior growth** for clients

Become a **simpler integrated** company

Unlock the advantage of **WPP Open**

Create **firm financial foundations** for the future

FROM A HOLDING COMPANY TO A SINGLE COMPANY

Global Client Leaders & Client Solution Architects

WPP Media

WPP Production

WPP Enterprise Solutions

VML
Ogilvy
Burson
AKQA
LANDOR
Design bridge and partners

WPP Creative

WPP Open

WPP Corporate Functions

OUR FINANCIAL FRAMEWORK

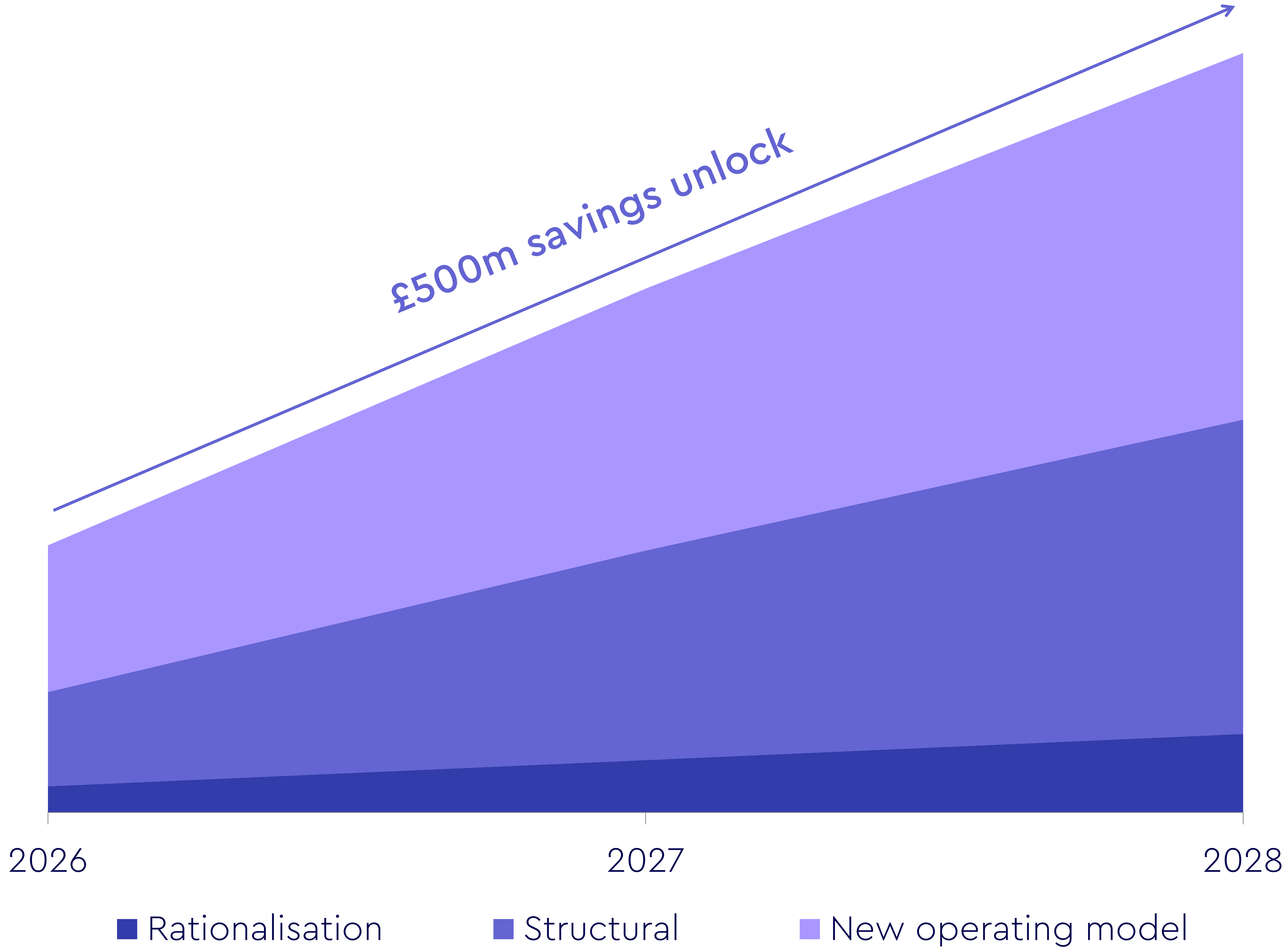
Stabilise near-term performance and return to growth

Deliver £500m of gross savings over three years

Focus investment reallocation into growth drivers

Simplify the portfolio, maintain investment grade balance sheet & build greater financial flexibility

TARGETED ACTIONS



NEW OPERATING MODEL

STRUCTURAL COST SAVINGS

RATIONALISATION & SIMPLIFICATION

OUR FINANCIAL FRAMEWORK

Stabilise near-term performance and return to growth

Deliver £500m of gross savings over three years

Focus investment reallocation into growth drivers

Simplify the portfolio, maintain investment grade balance sheet & build greater financial flexibility

CAPITAL ALLOCATION POLICY

Order of Priority

MAINTAIN INVESTMENT GRADE BALANCE SHEET

- Retain strong liquidity
- Reduce gross debt
- Improve leverage ratio

FUND ORGANIC GROWTH

- Unlock cost savings
- Prioritise investment in fastest growing areas
- Disciplined and optimised approach to ROI

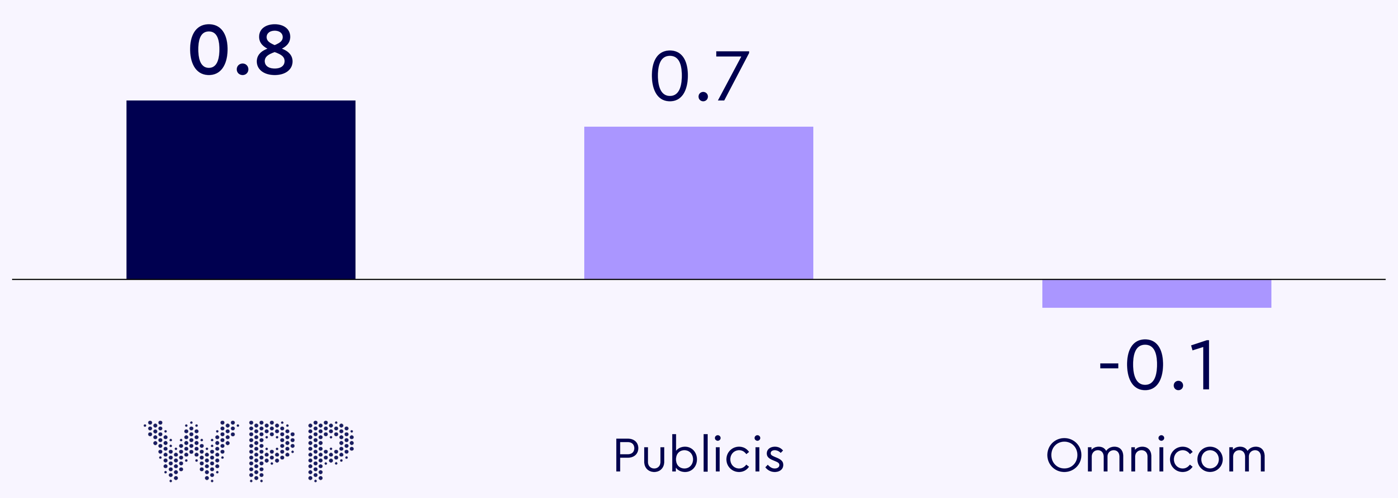
SHARE THE PROCEEDS OF GROWTH

- Consistent and sustainable returns to shareholders
- M&A
- Return excess capital to shareholders

Q1 2026 MOMENTUM

New business wins & retentions

Q1 2026[1]



Data, AI, Technology & Strategic partnerships

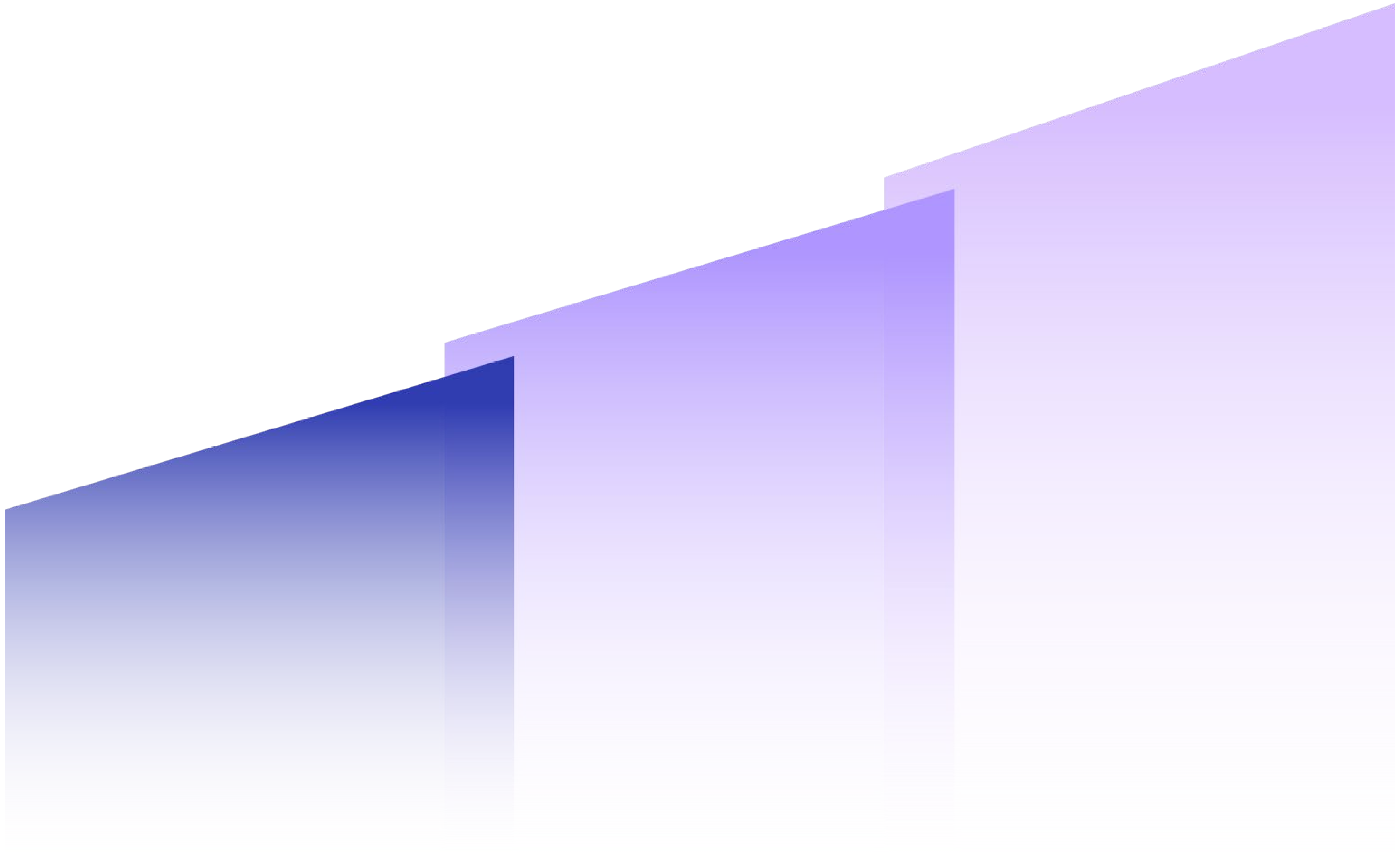
Strengthened leadership

ANNE-ISABELLE CHOUEIRI
Chief Transformation Officer

MARK TAYLOR
Chief People Officer

1 JPMorgan Net New Business report Q1 2026, Net reported billings (US$)

OUR EXECUTION PLAN



Stabilise
2026

Build
2027

Accelerate
2028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Q&A

RESOLUTIONS & VOTING

THANK YOU