WPP

STRATEGY UPDATE & PRELIMINARY RESULTS

WPP

OPENING REMARKS

FY25 PRELIMINARY RESULTS

STRATEGY UPDATE

Q&A

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.

PRESENTING TODAY

Cindy Rose
CEO

Joanne Wilson
CFO

Brian Lesser
WPP Media CEO

DEEP ROOTS IN SHAPING CULTURE
INNOVATION IN MOTION

1800s
agencies founded

1902
J Walter Thompson

1934
J Walter Thompson

1944
J Walter Thompson

1955
Y&R

1958
J Walter Thompson

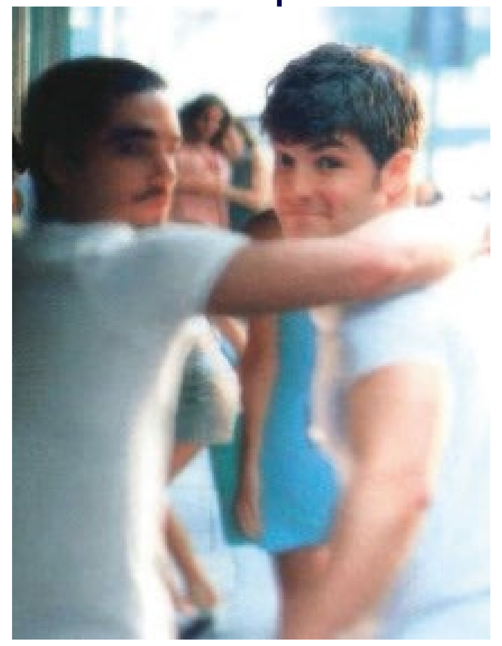
1967
Y&R

1979
Ogilvy & Mather

1984
Landor

1985
WPP

1998
Ogilvy & Mather

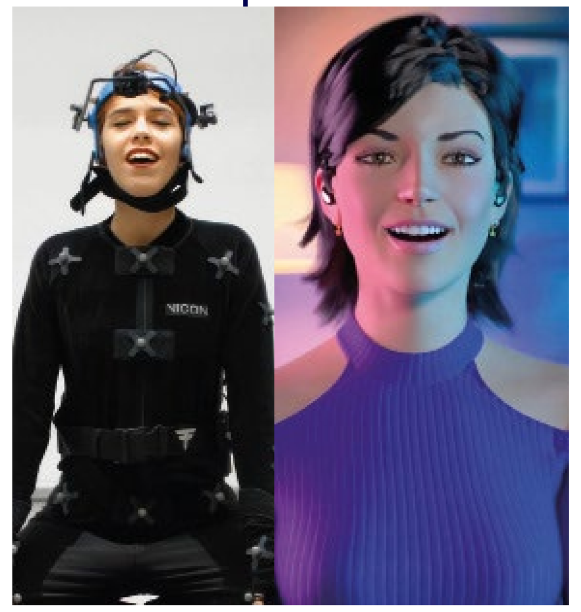


2004
Y&R

2016
VML

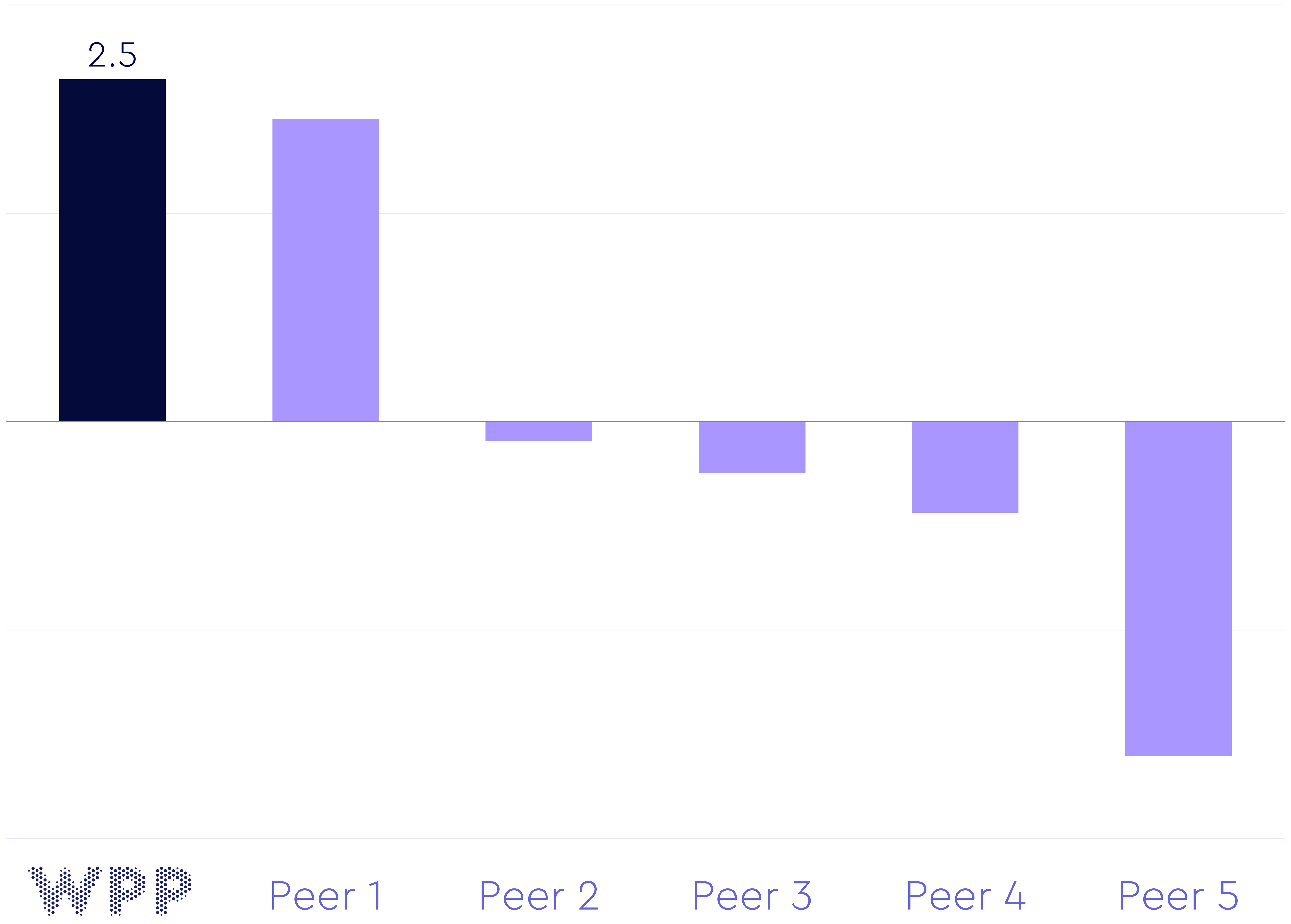
2021
DAVID + INGO, Ogilvy

2022
Ogilvy



2025
WPP Media

NEW BUSINESS Q4-25 ($B)



Source: JP Morgan research, net reported billings ($B)

UK Government
JLR
Kenvue
SC Johnson NORTH AMERICA CONSUMER BRANDS
Henkel
Driscoll's Only the Finest Berries
ALDAR
reckitt
bet365
HALEON
TRUGREEN
NCL NORWEGIAN CRUISE LINE
C&A
AMERICANA RESTAURANTS
ELECTORAL COMMISSION TE KAITIAKI TAKE KŌWHIRI
SUNCORP
Lilly
DUBAI HOLDING
KFC
california almonds Almond Board of California
ROTKÄPPCHEN-MUMM
Lifera
Angelini Pharma
Robinhood
Bristol Myers Squibb
ECKES granini the best of fruit

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PRELIMINARY RESULTS 2025

Joanne Wilson
CFO

FINANCIAL HIGHLIGHTS
(2025)

-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

NET SALES HIGHLIGHTS[1]

(2025)

BUSINESS

- Global Integrated Agencies
  -5.7% (Q4: -7.6%)
  WPP Media -5.9% (Q4: -10.8%)
  Other -5.6% (Q4: -4.3%)
- Public Relations
  -6.0% (Q4: -3.4%)
- Specialist Agencies
  -0.7% (Q4: -0.1%)

REGION

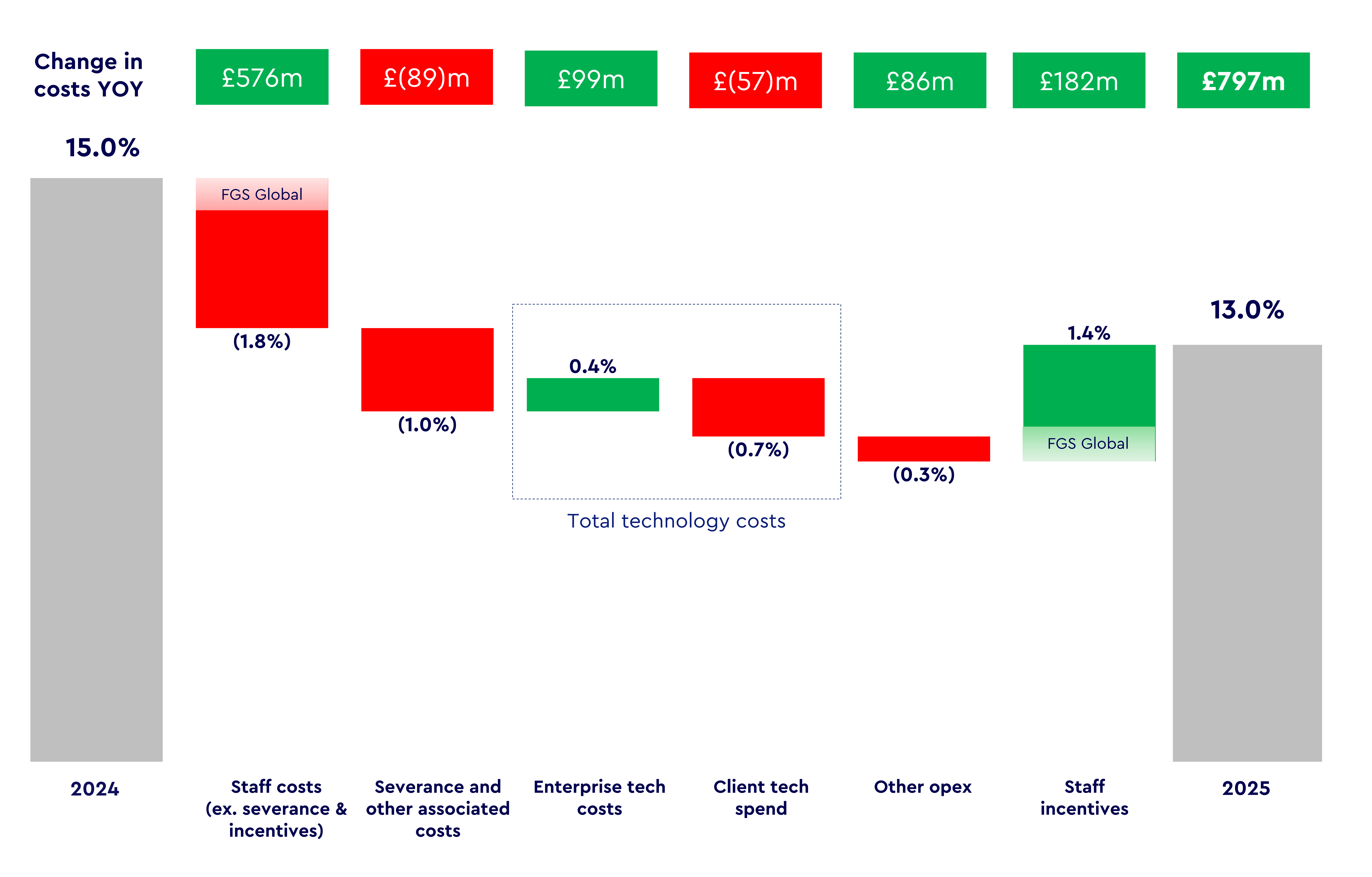
- North America
  -4.6% (Q4: -7.3%)
- United Kingdom
  -7.6% (Q4: -9.2%)
- Western Cont. Europe
  -4.7% (Q4: -3.5%)
- Rest of World
  -5.9% (Q4: -7.5%)

CLIENT SECTOR

- CPG
  -7.1% (Q4: -12.6%)
- Telecom, Media and Ent
  -10.1% (Q4: -20.1%)
- Tech & Digital Services
  -2.0% (Q4: -5.8%)
- Healthcare & Pharma
  +2.1% (Q4: +2.0%)

1. Net sales highlights refers to like-for-like growth rates

CHANGE IN HEADLINE OPERATING PROFIT MARGIN YOY



- **Headline operating profit margin:** 13.0%. Decline driven by negative operating leverage and higher severance costs
- 20bps margin dilution from FGS Global disposal in December 2024 and FX
- **Staff costs:**
  - **Structural savings** from mergers to create VML and Burson and simplification of WPP Media
  - Headcount c.99,000 (2024: c.108,000), partly offset by wage inflation
  - Reduced use of freelancers
- **Severance and other associated costs:** mainly at WPP Media
- **Total technology costs:** back office savings in Enterprise Technology offset by investment in WPP Open, AI and data
- **Other opex:** further progress on our back office savings across finance, procurement and real estate
- **Staff incentives:** reflects weaker than expected operating performance and FGS Global disposal

UNAUDITED HEADLINE[1] INCOME STATEMENT

YEAR ENDED 31 DECEMBER	2025 £M	2024 £M	Δ	Δ LFL[2]
Revenue	13,550	14,741	(8.1)%	(3.6)%
Revenue less pass-through costs	10,176	11,359	(10.4)%	(5.4)%
Operating profit	**1,321**	**1,707**	**(22.6)%**	(17.1)%
Operating profit margin[3]	**13.0%**	**15.0%**	**(2.0)pt**	(1.8)pt
Earnings from associates	39	40	(2.5)%	
Profit before interest and tax	**1,360**	**1,747**	**(22.2)%**	
Net finance costs	(274)	(280)	(2.1)%	
Profit before tax	**1,086**	**1,467**	**(26.0)%**	
Tax at 32.0% (2024: 28.0%)	(348)	(411)	15.3%	
Profit after tax	**738**	**1,056**	**(30.1)%**	
Non-controlling interests	(43)	(87)	50.6%	
Profit attributable to shareholders	**695**	**969**	**(28.3)%**	
Diluted EPS (p)	63.2p	88.3p	(28.4)%	(25.3)%
Dividends per share (p)	15.0p	39.4p	(61.9)%	

- **Reported revenue less pass-through costs** declined 10.4%, comprising -5.4% LFL, a 3.3pt drag from M&A (mostly FGS Global) and a 1.7pt drag from FX
- **Headline operating profit margin** 13.0%, down 1.8pt LFL, driven by negative operating leverage and severance action, primarily at WPP Media
- **Headline earnings from associates** excludes Kantar due to nil carrying value (IAS 28)
- **Headline tax rate** includes fixed elements within our tax charge
- **Non-controlling interests** impacted by disposals and lower profit
- **Headline diluted EPS** down 28.4% due to lower profit and higher tax rate
- Declared **final dividend** of 7.5p, total of 15.0p for the year

1. Figures before gains/losses on disposal of investments and subsidiaries, gains/losses on disposal of property, impairment of investments in associates, goodwill impairment, amortisation and impairment of acquired intangible assets, other impairment charges, restructuring and transformation costs, property-related restructuring costs, other transaction costs, and legal provision charges/gains, share of adjusting and other items for associates, and revaluation and retranslation of financial instruments
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
3. Headline operating profit as % of revenue less pass-through costs

ADJUSTED NET DEBT SINCE DECEMBER 2024

1. The definitions of adjusted net debt and average adjusted net debt have been updated to include derivative financial instruments. Prior year comparatives and related metrics (i.e. the average adjusted net debt to headline EBITDA ratio) have been re-presented for this new definition
2. M&A excluding earnout payments

NET DEBT AND LEVERAGE METRICS

£M	DEC '25	DEC '24	Δ
Adjusted net debt[1]	(2,167)	(1,742)	(425)
Available liquidity	4,384	4,464	(80)
Average adjusted net debt[1,2]	(3,404)	(3,506)	(102)
Headline EBITDA (including depreciation of right-of-use assets)	1,545	1,935	(390)
Average adjusted net debt/headline EBITDA (including depreciation of right-of use assets)	2.2x	1.8x	

- **Net debt** includes £4.7bn equivalent of bond debt at a weighted average maturity of 5.8 years and an average coupon of 3.5%
- **Average adjusted net debt** lower than 2024 reflecting net disposal proceeds from FGS Global disposal.
- **Investment grade credit rating**: BBB/Baa2 (S&P & Fitch/Moody's)
- **Leverage** increased due to topline pressures
- $2.5bn **committed RCF** (maturity Feb 2031) remains undrawn

1. The definitions of adjusted net debt and average adjusted net debt have been updated to include derivative financial instruments. Prior year comparatives have been re-presented for this new definition
2. Average adjusted net debt excludes lease liabilities and is the average of adjusted net debt for each of the last 12-month period ends

2026 GUIDANCE

LIKE-FOR-LIKE REVENUE LESS PASS-THROUGH COSTS

"down mid to high-single digits in the first half of 2026 with an improving trajectory in the second half"

HEADLINE OPERATING PROFIT MARGIN

12.0-13.0%

ADJUSTED OPERATING CASH FLOW BEFORE WORKING CAPITAL

£0.8bn-£0.9bn

THANK YOU

STRATEGY UPDATE

WPP

DIAGNOSTIC

WE HAVE NOT CONSISTENTLY KEPT PACE WITH THE EVOLVING NEEDS OF OUR CLIENTS

STRATEGIC EXECUTION

ORGANISATIONAL STRUCTURE

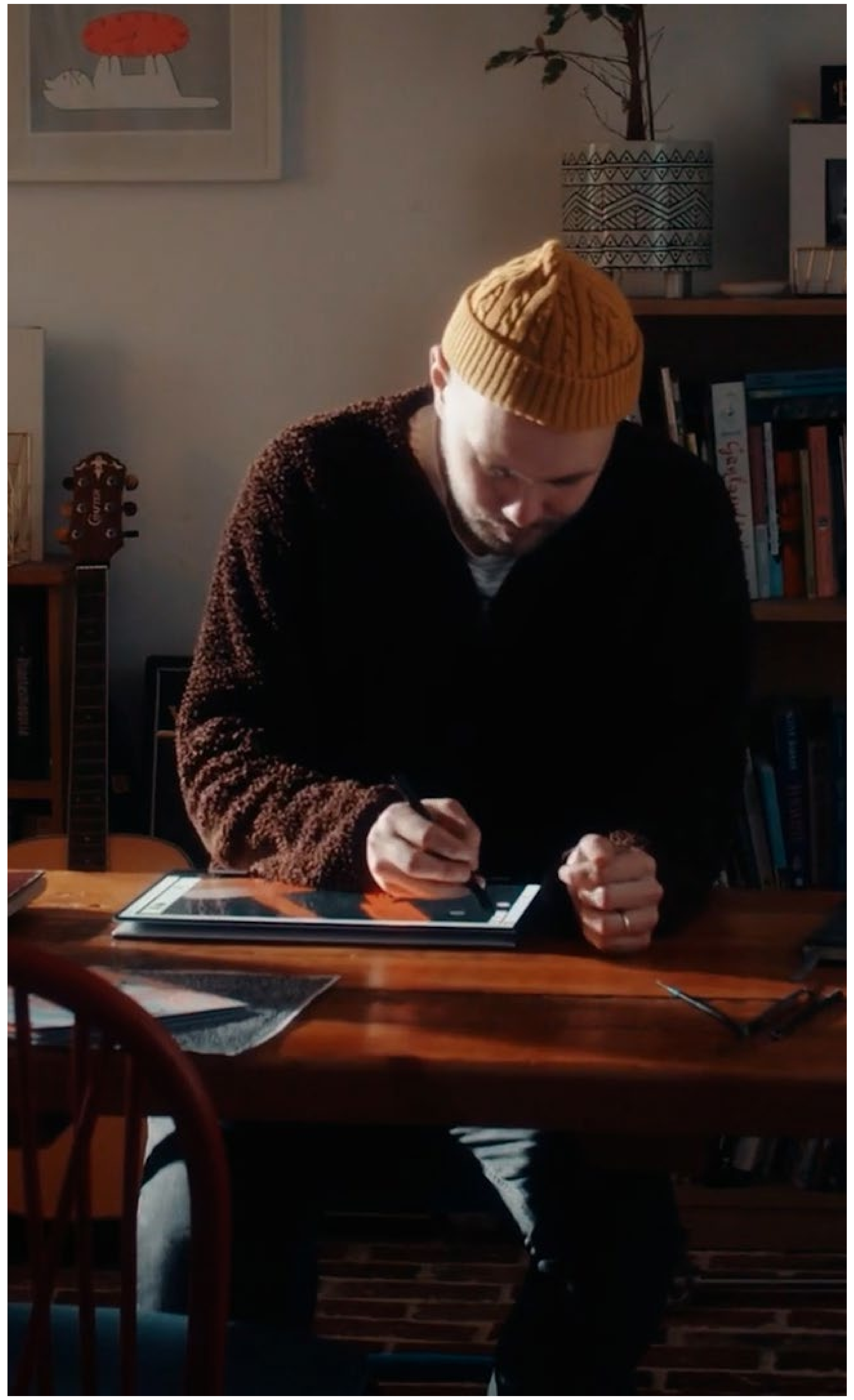
CLIENT PROPOSITION

PORTFOLIO DISCIPLINE

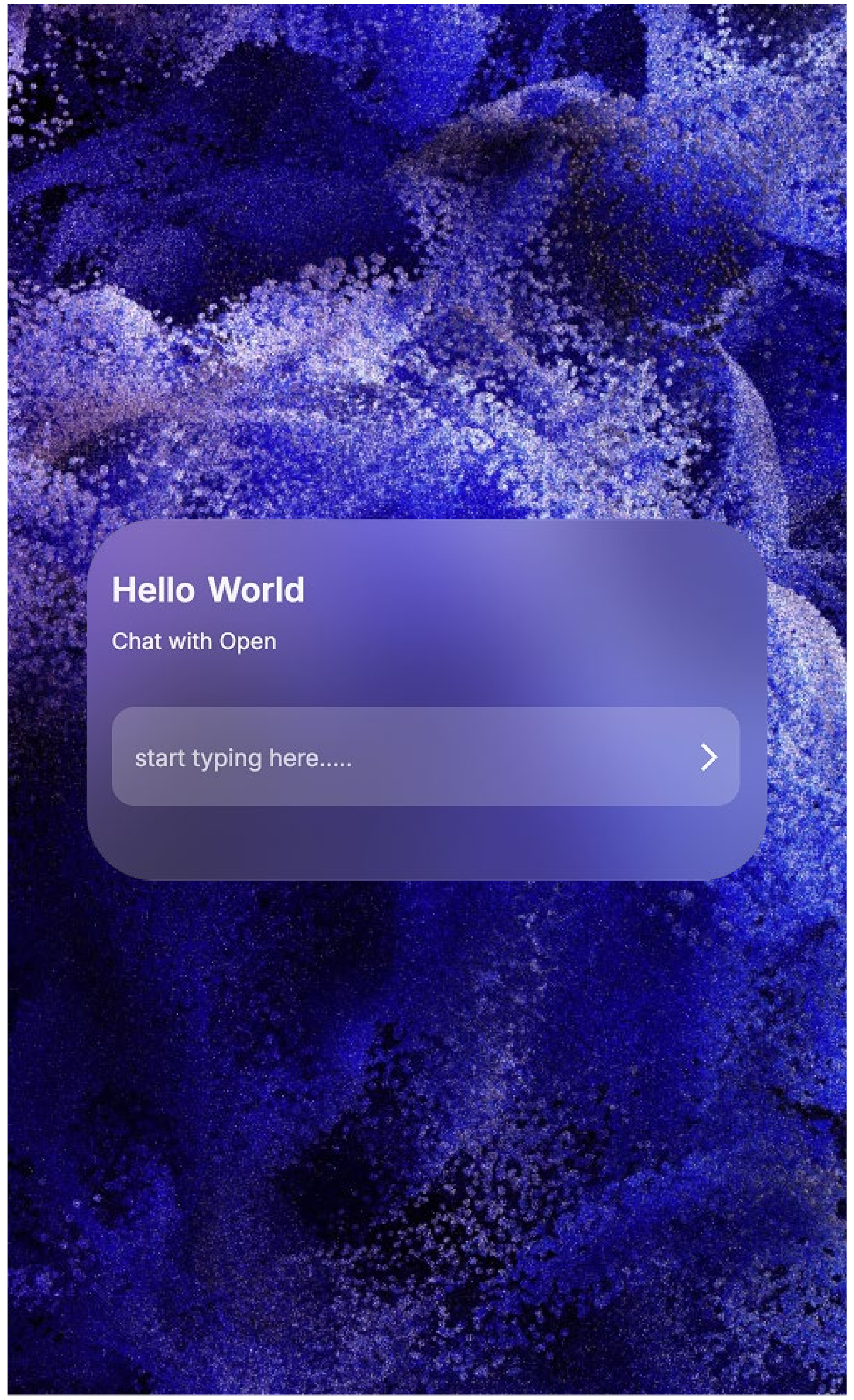
WE HAVE WHAT WE NEED TO WIN

TALENT

CAPABILITIES



WPP OPEN



SCALE & REACH


ELEVATE28
WPP

THE TRUSTED GROWTH PARTNER FOR THE WORLD'S LEADING BRANDS

OUR STRATEGIC OBJECTIVES

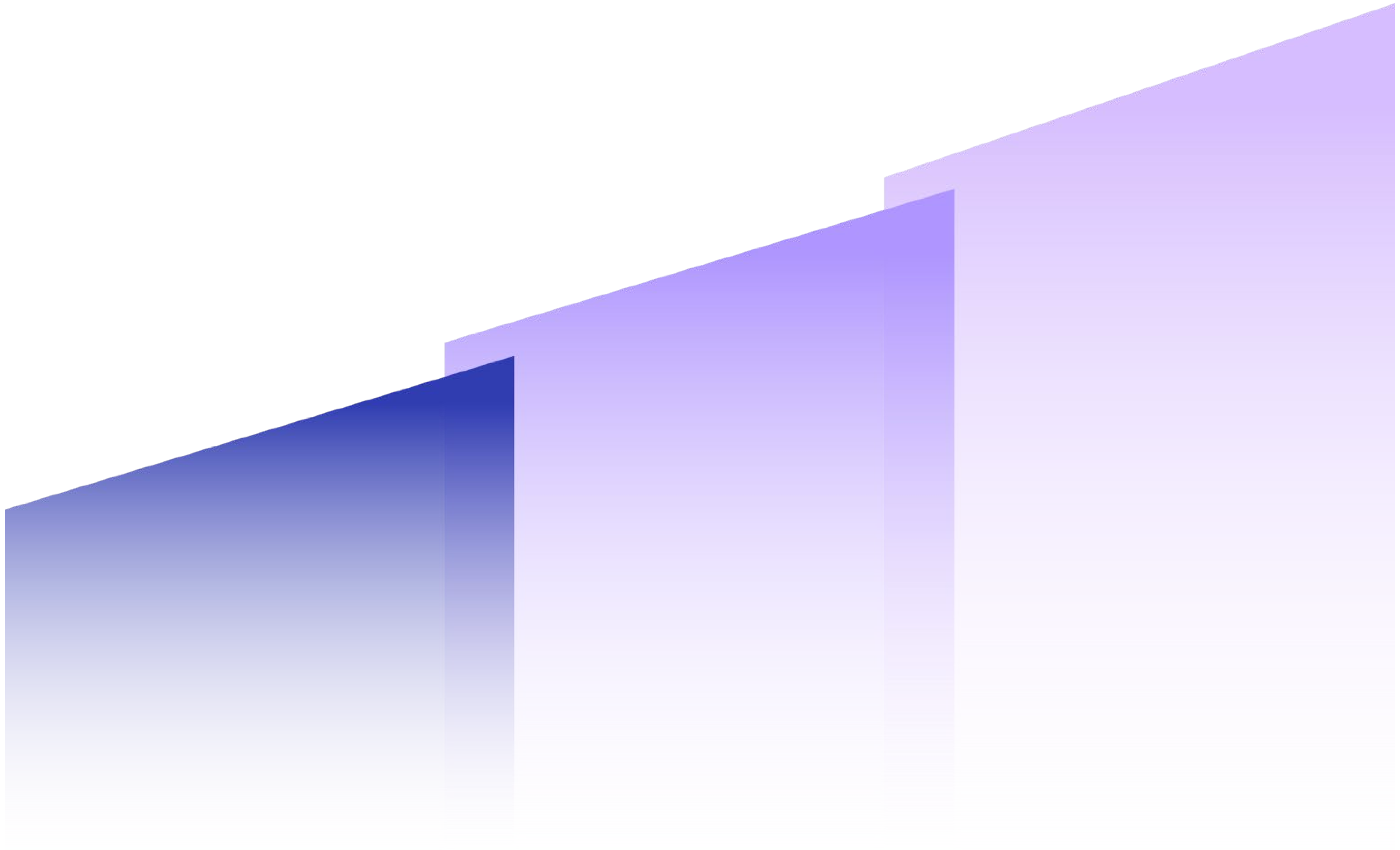
Deliver superior growth for clients

Become a simpler integrated company

Unlock the advantage of WPP Open

Create firm financial foundations for the future

OUR EXECUTION PLAN



Stabilise
2026

Build
2027

Accelerate
2028

OUR FINANCIAL FRAMEWORK

Stabilise near-term performance and return to growth

Deliver £500m of gross savings over three years

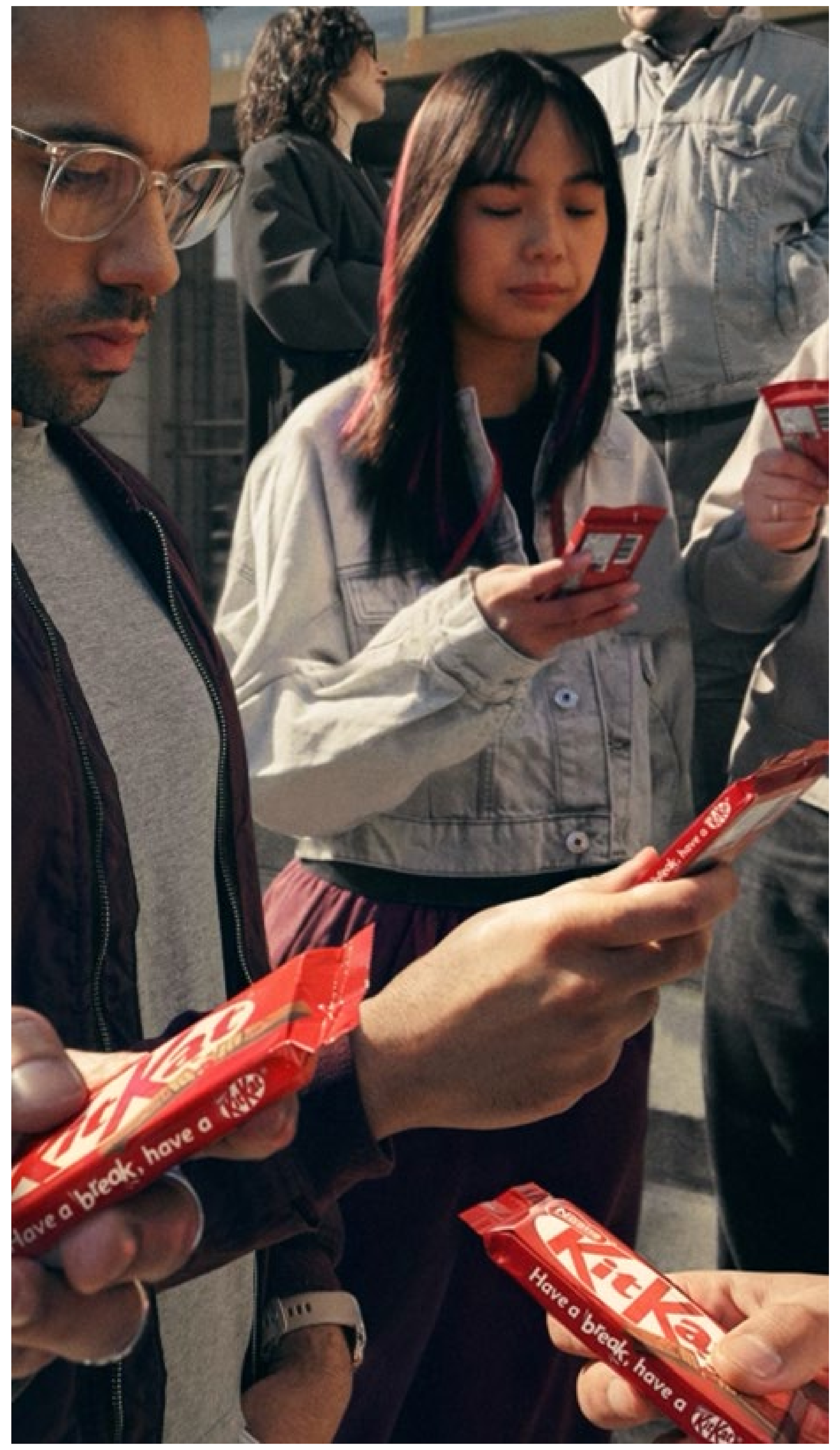
Focus investment reallocation into growth drivers

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

THE ONLY CONSTANT IS CHANGE

THE ONLY CONSTANT IS CHANGE

Brand discovery



Media

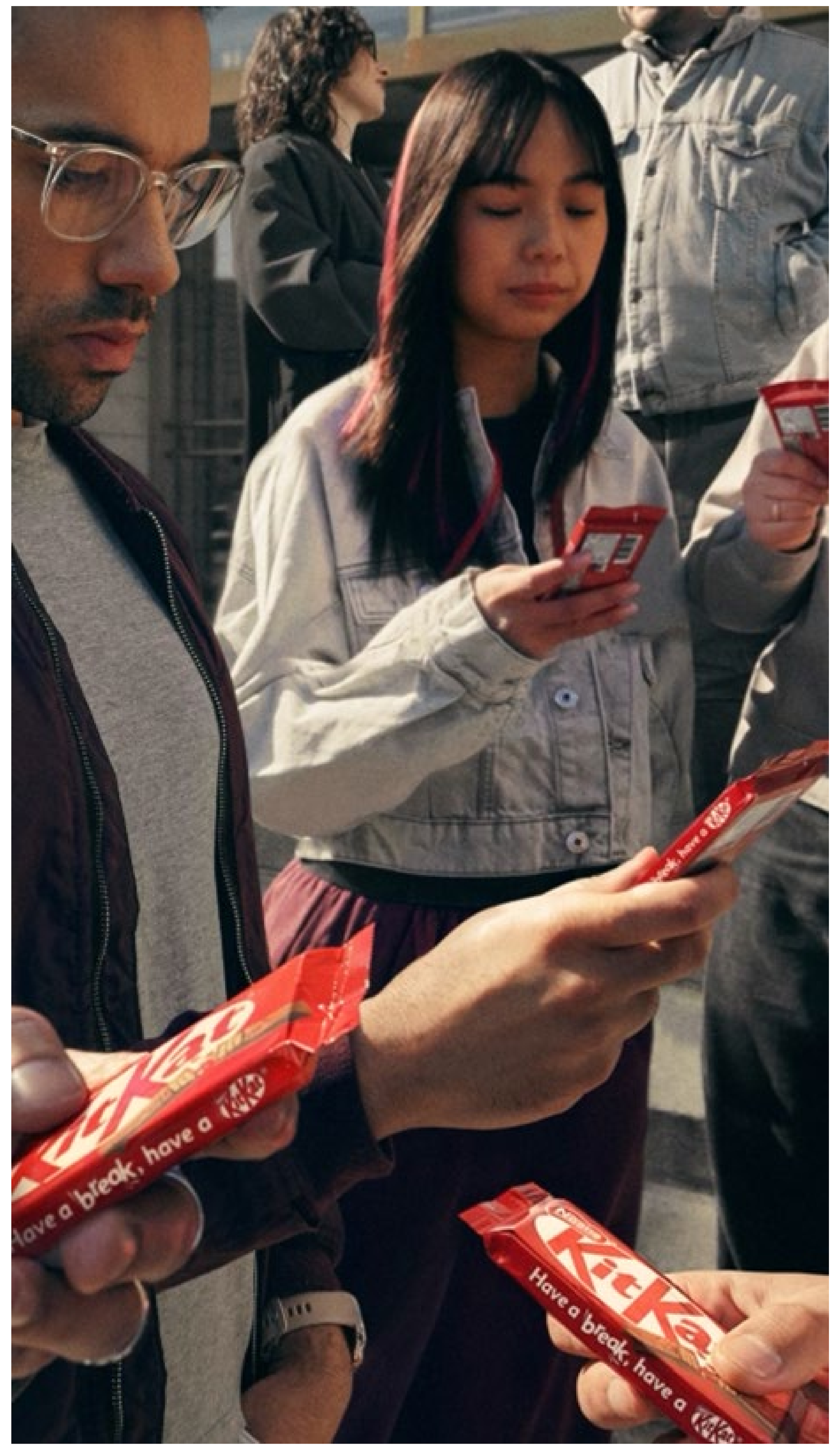
Commerce

Trust

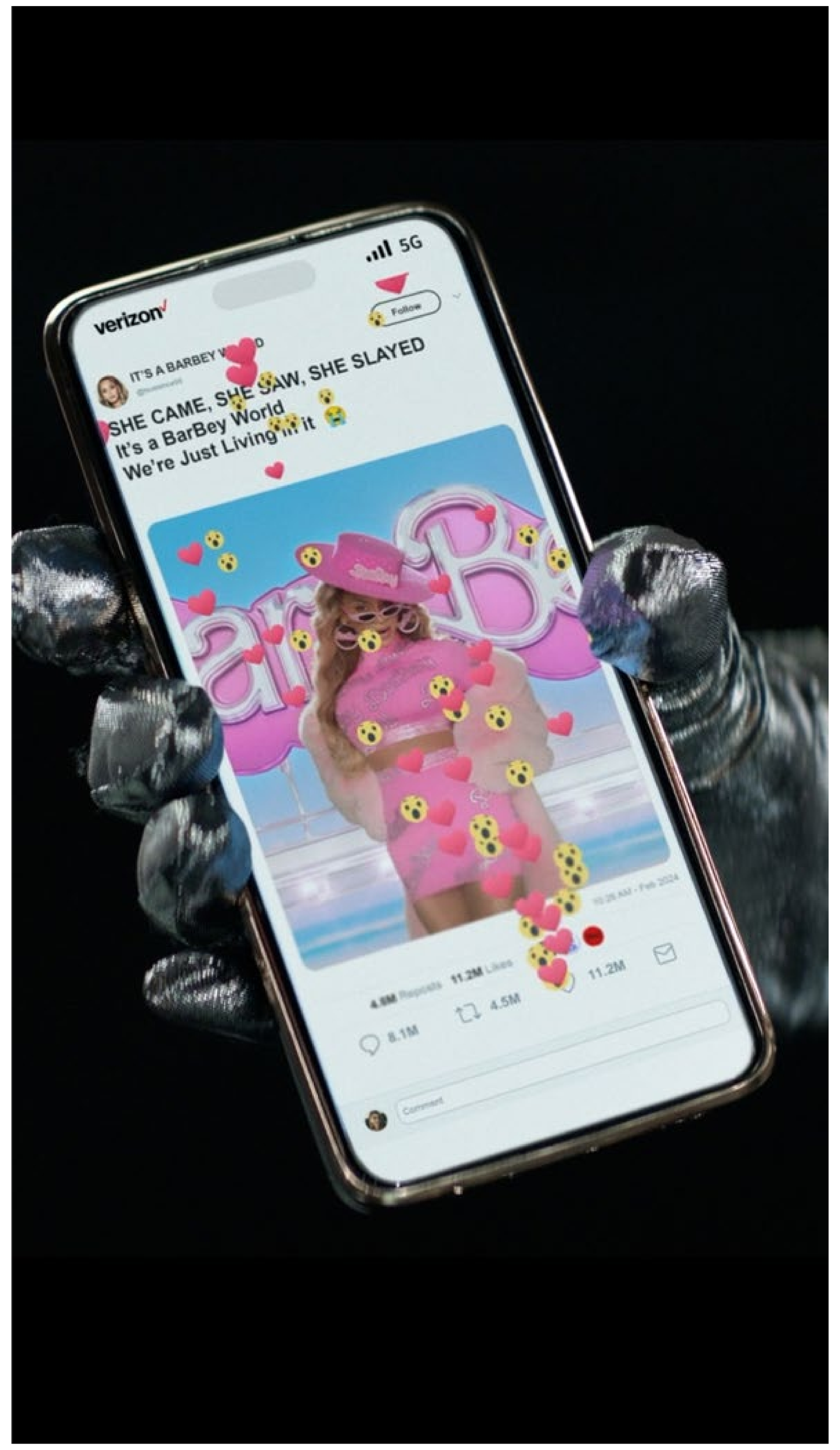
Human creativity

THE ONLY CONSTANT IS CHANGE

Brand discovery



Media



Commerce

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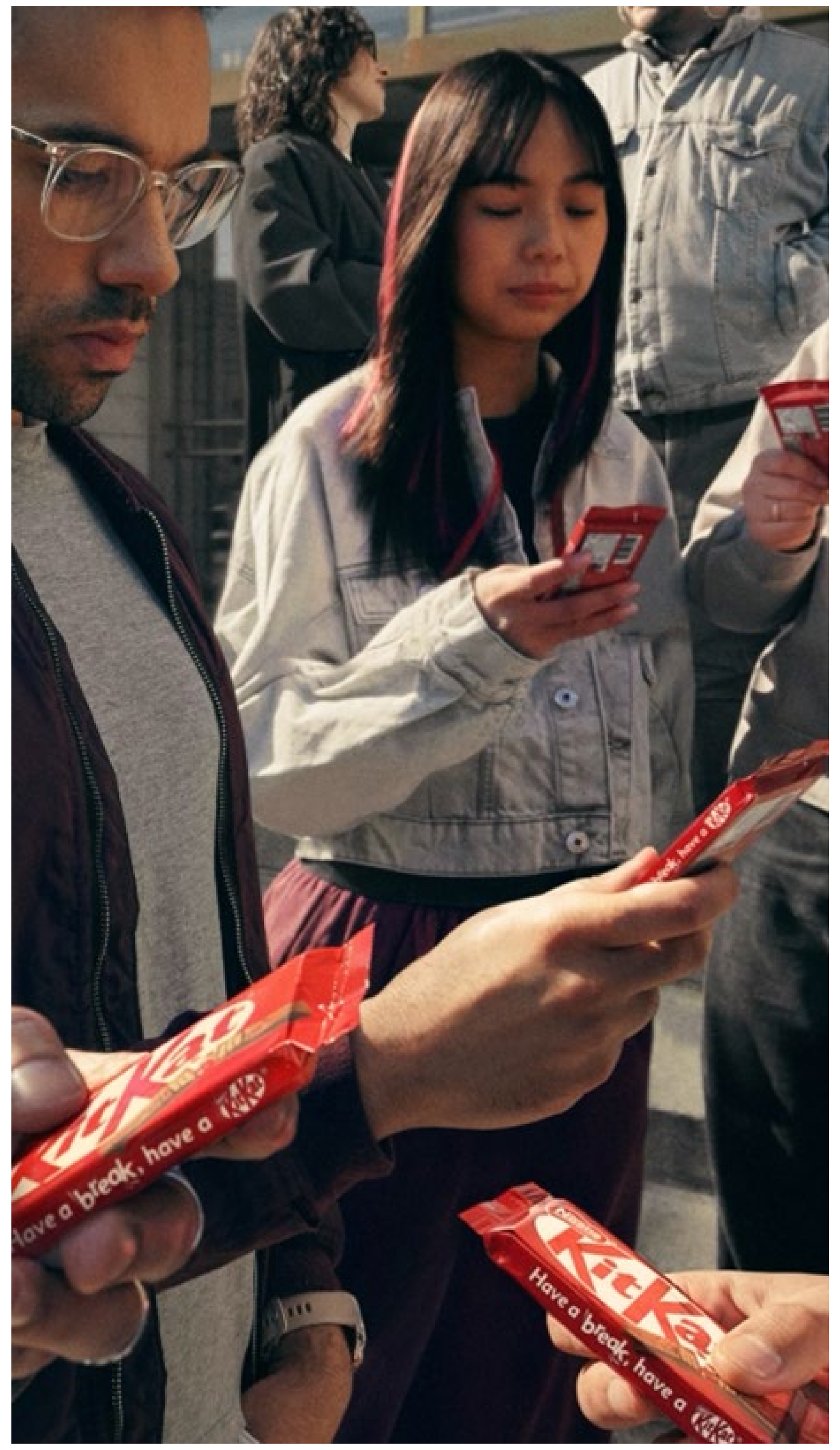

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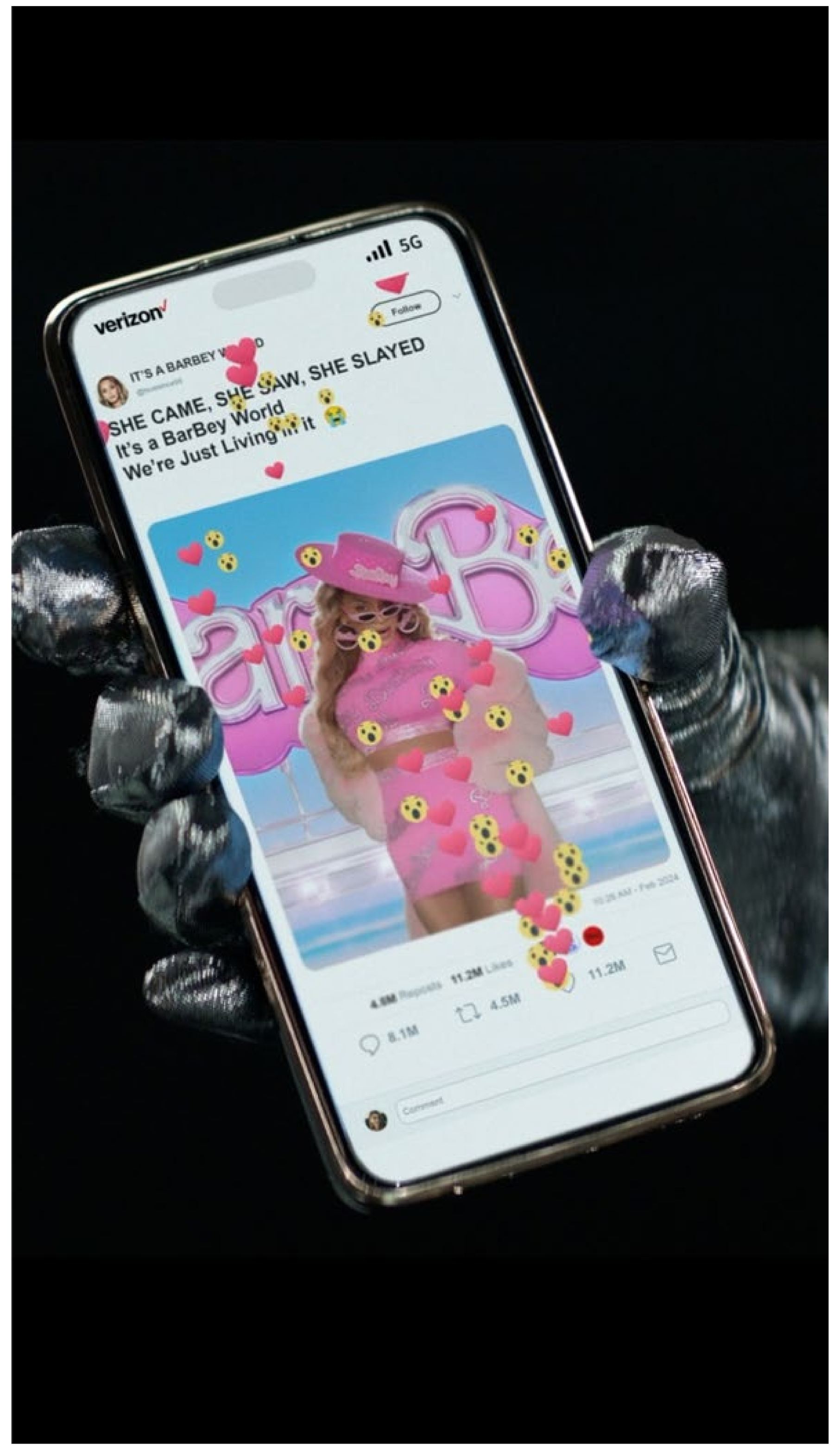

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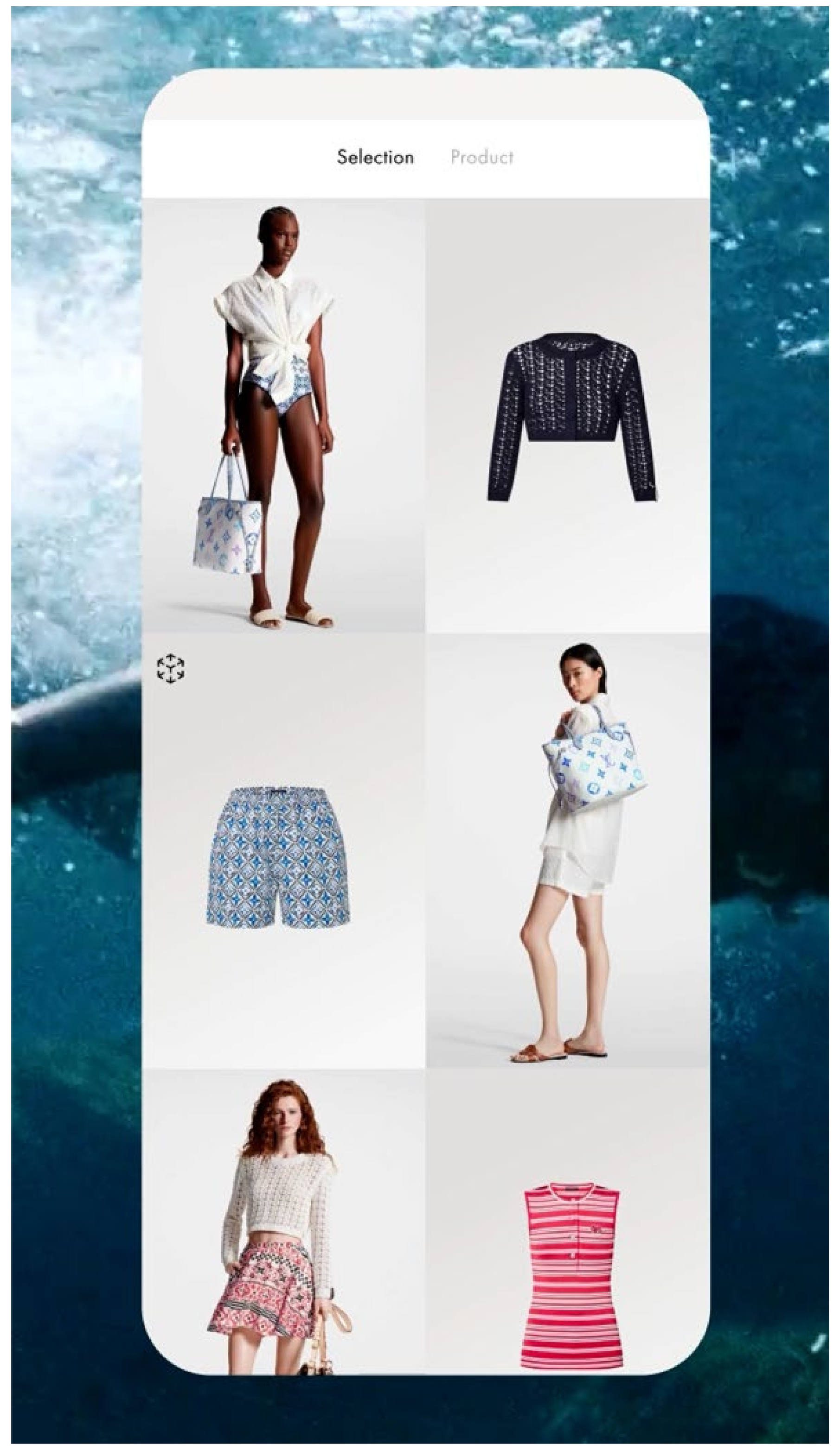

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Human creativity

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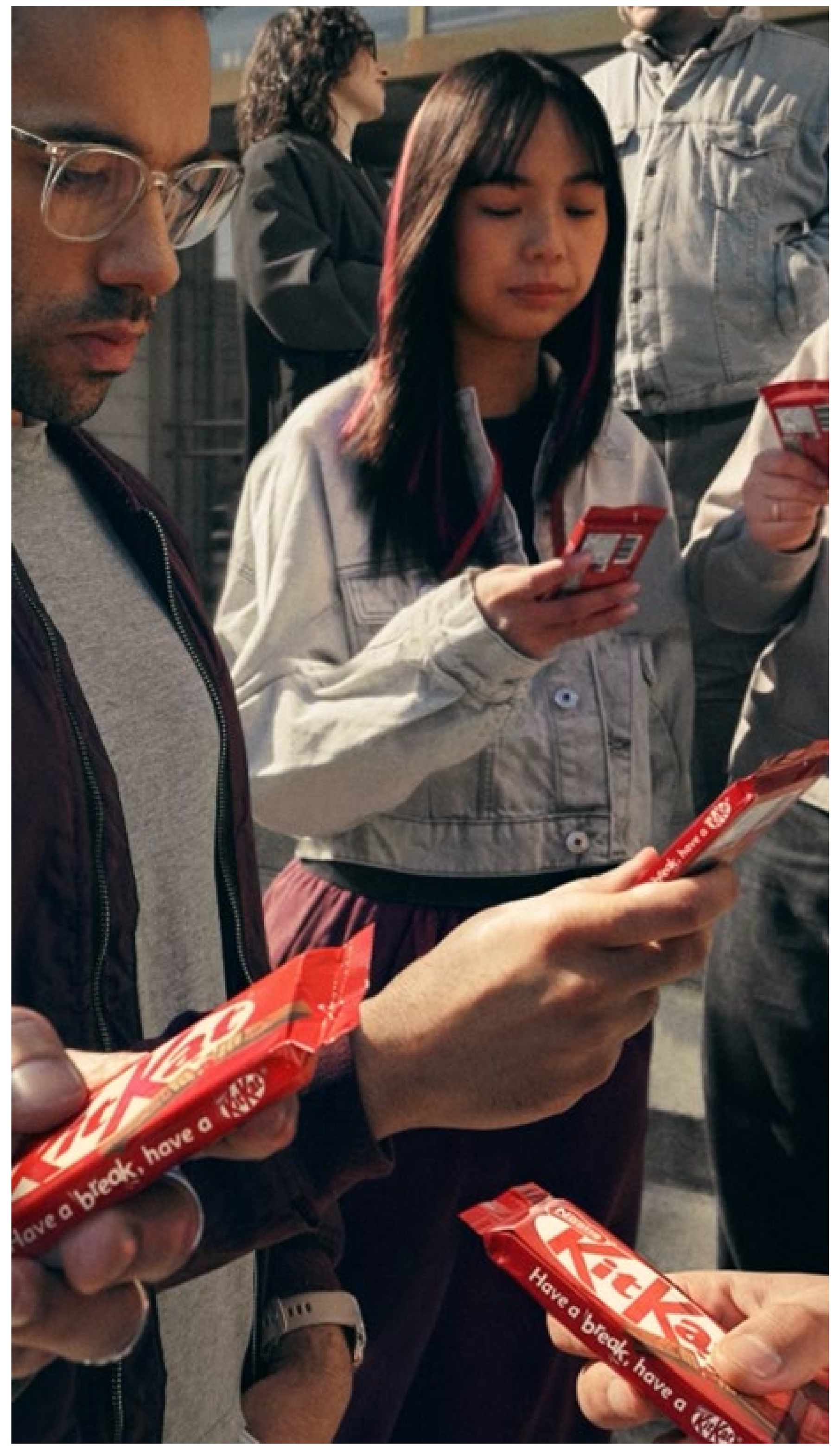
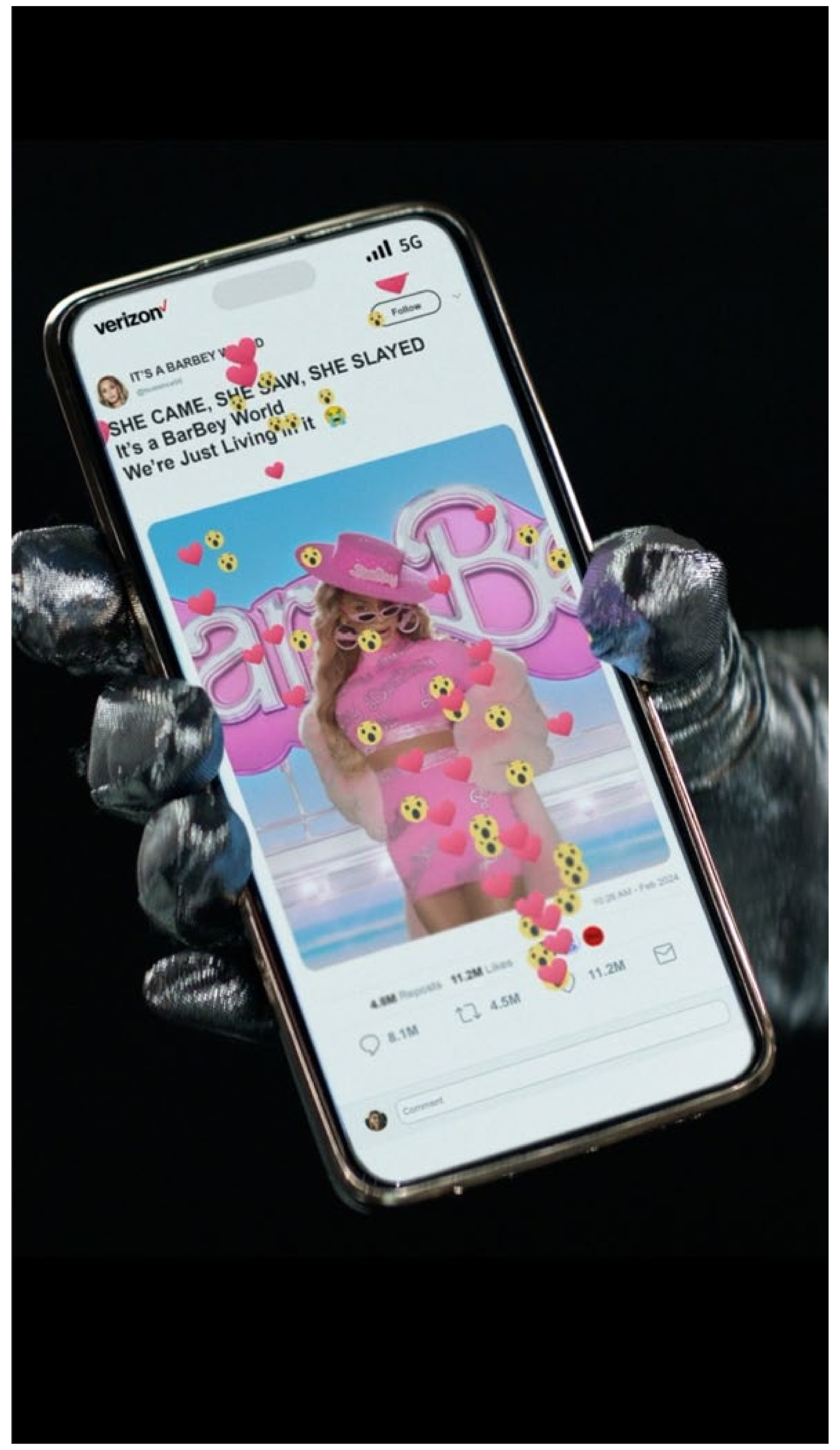
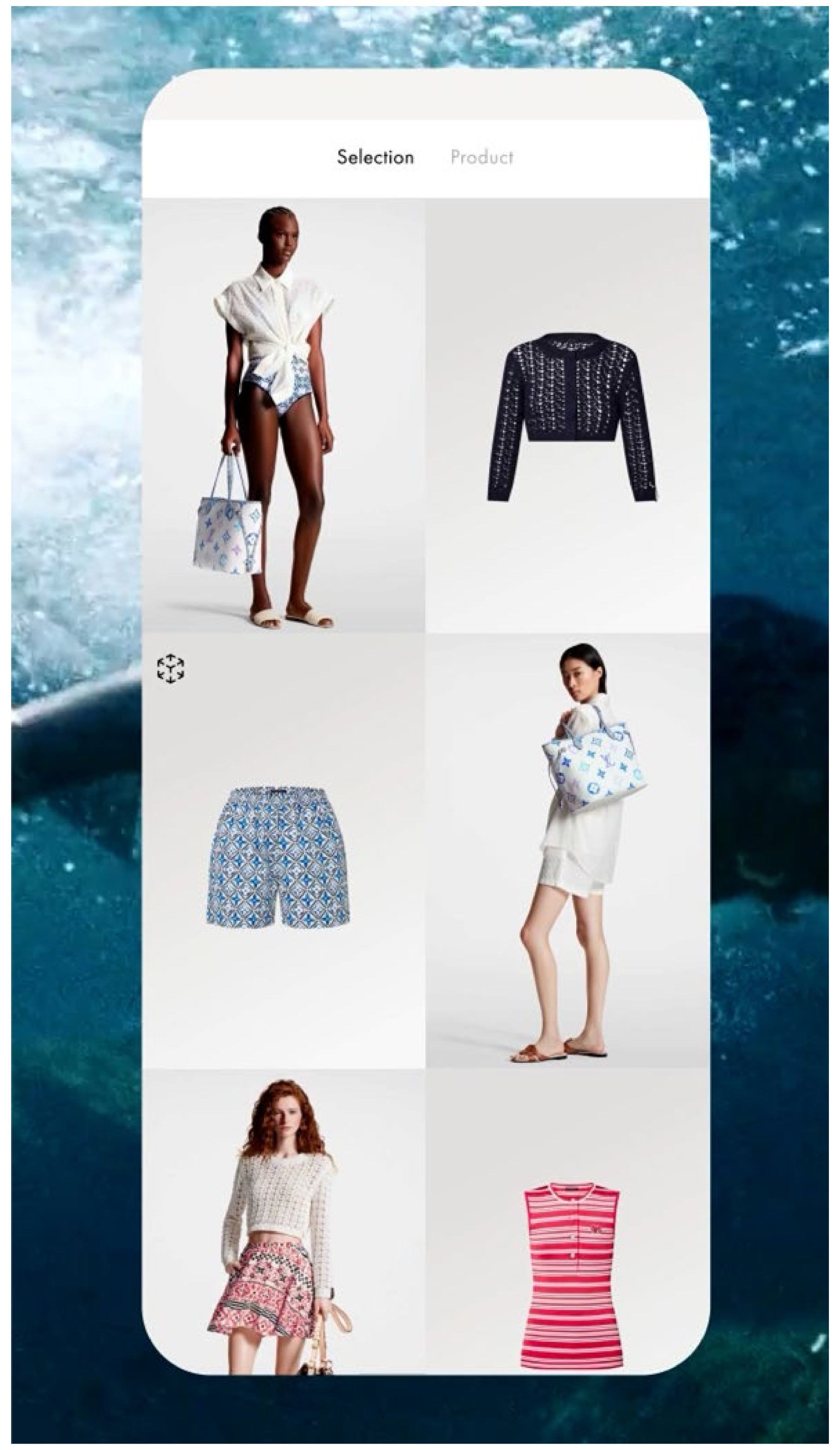


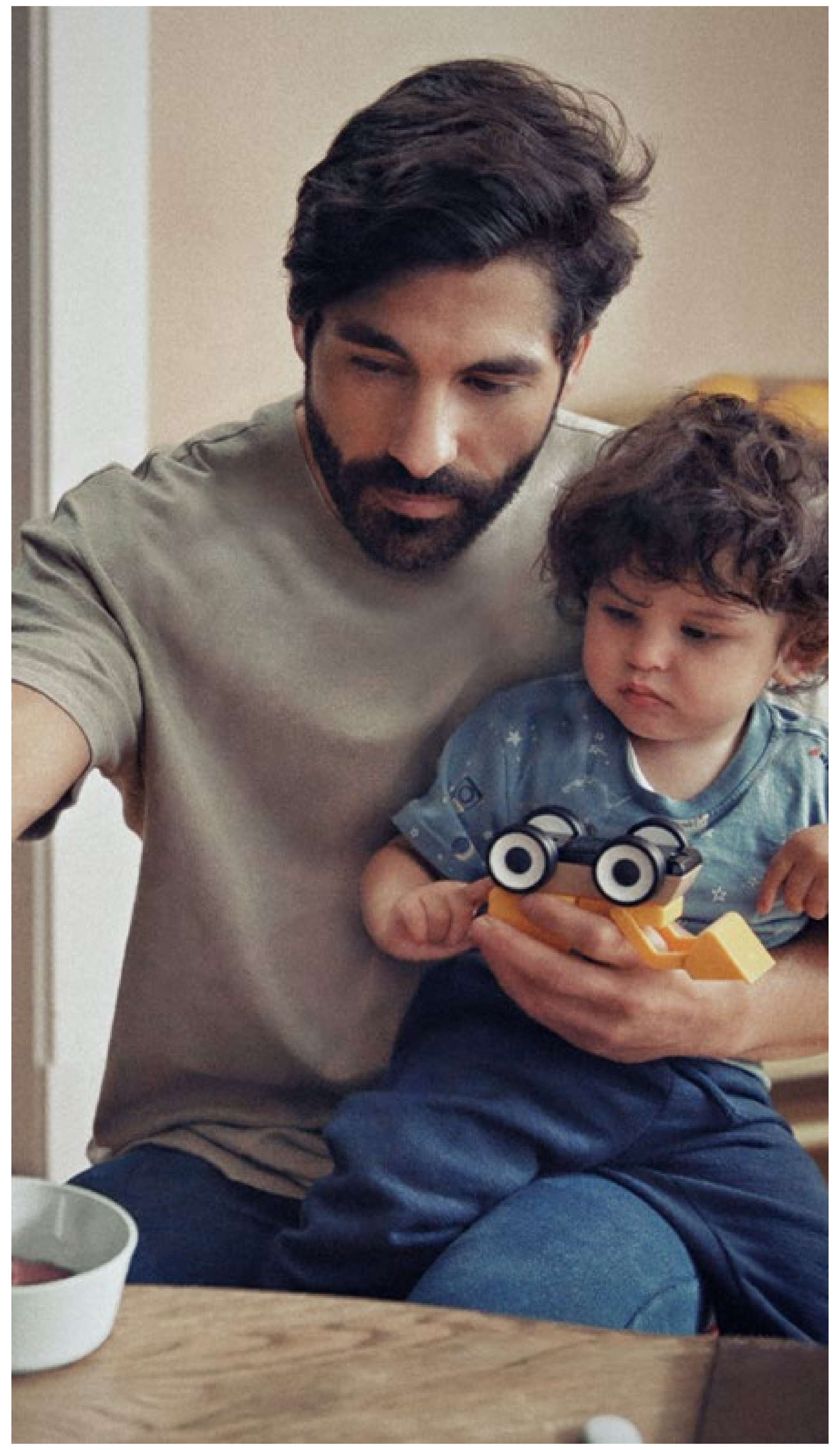
Media



Commerce



Trust



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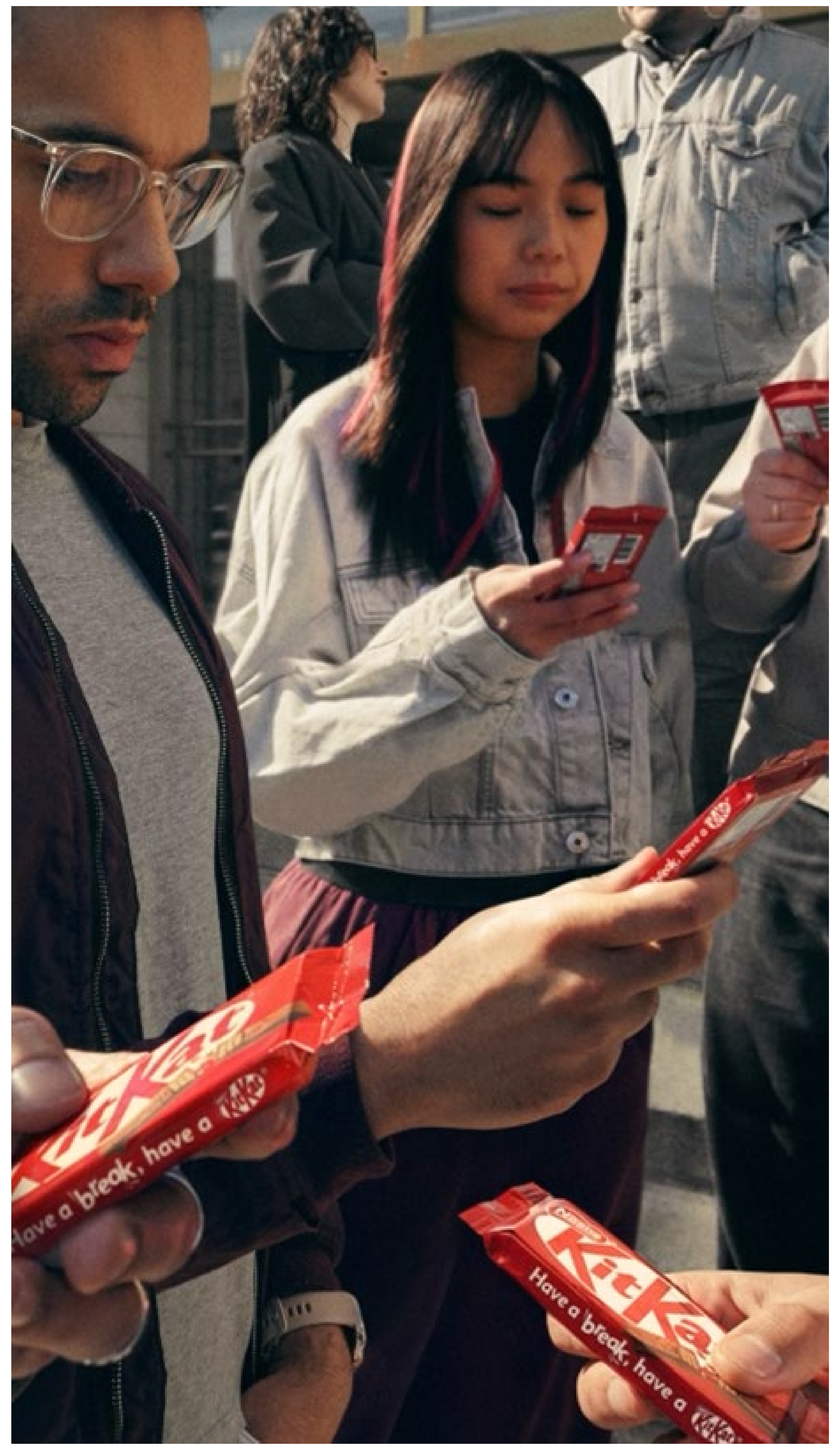
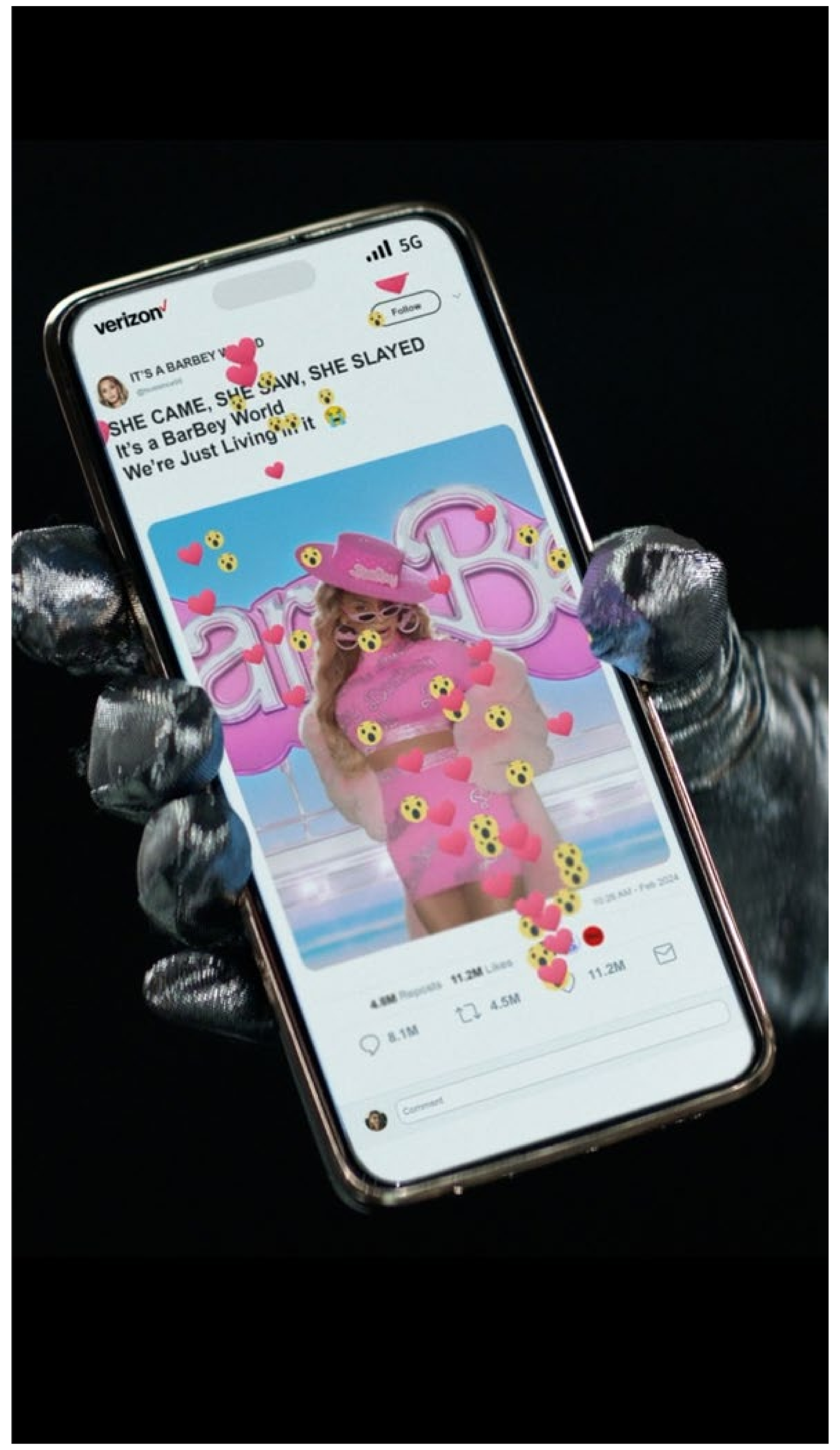
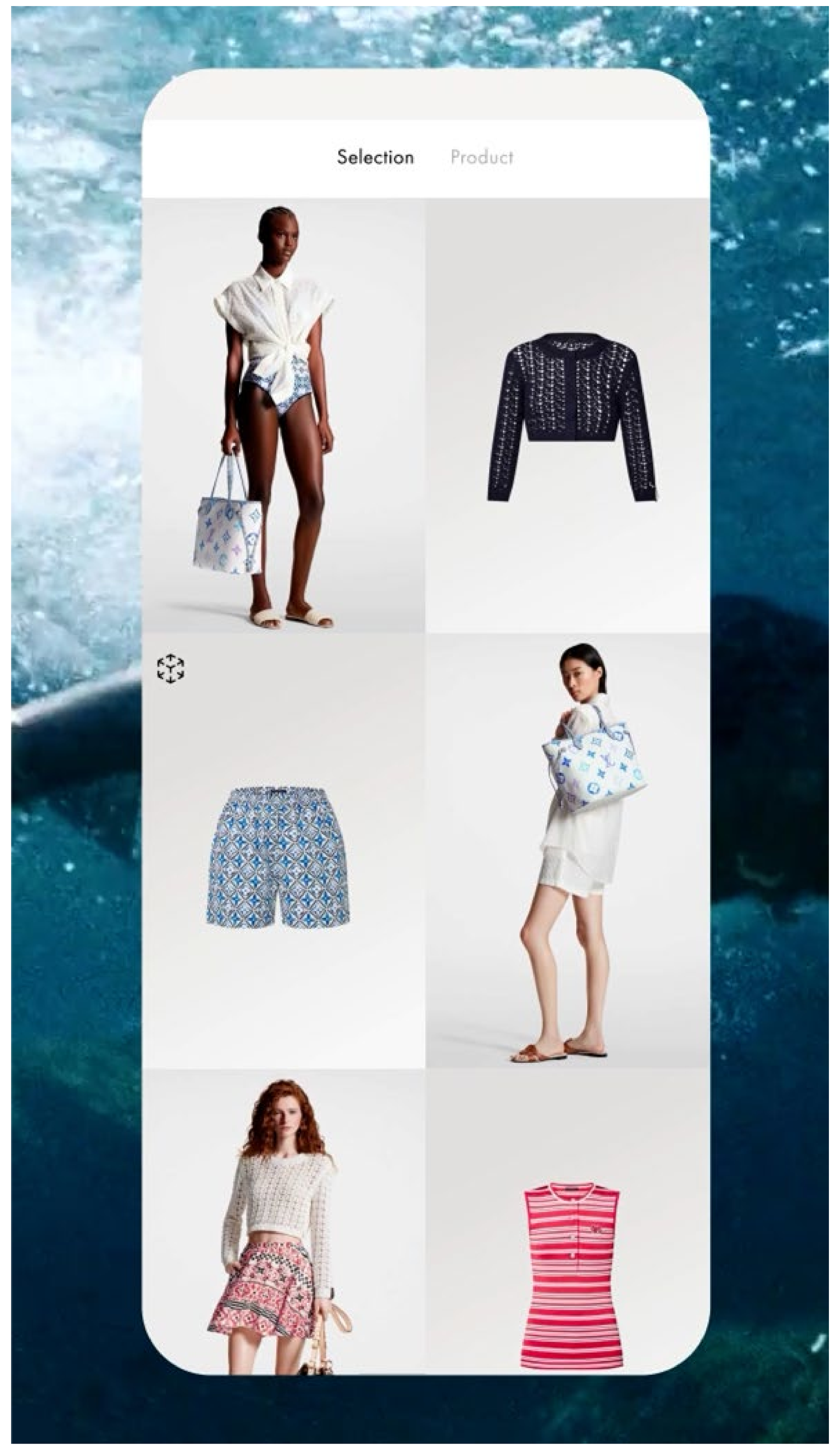


Media



Commerce



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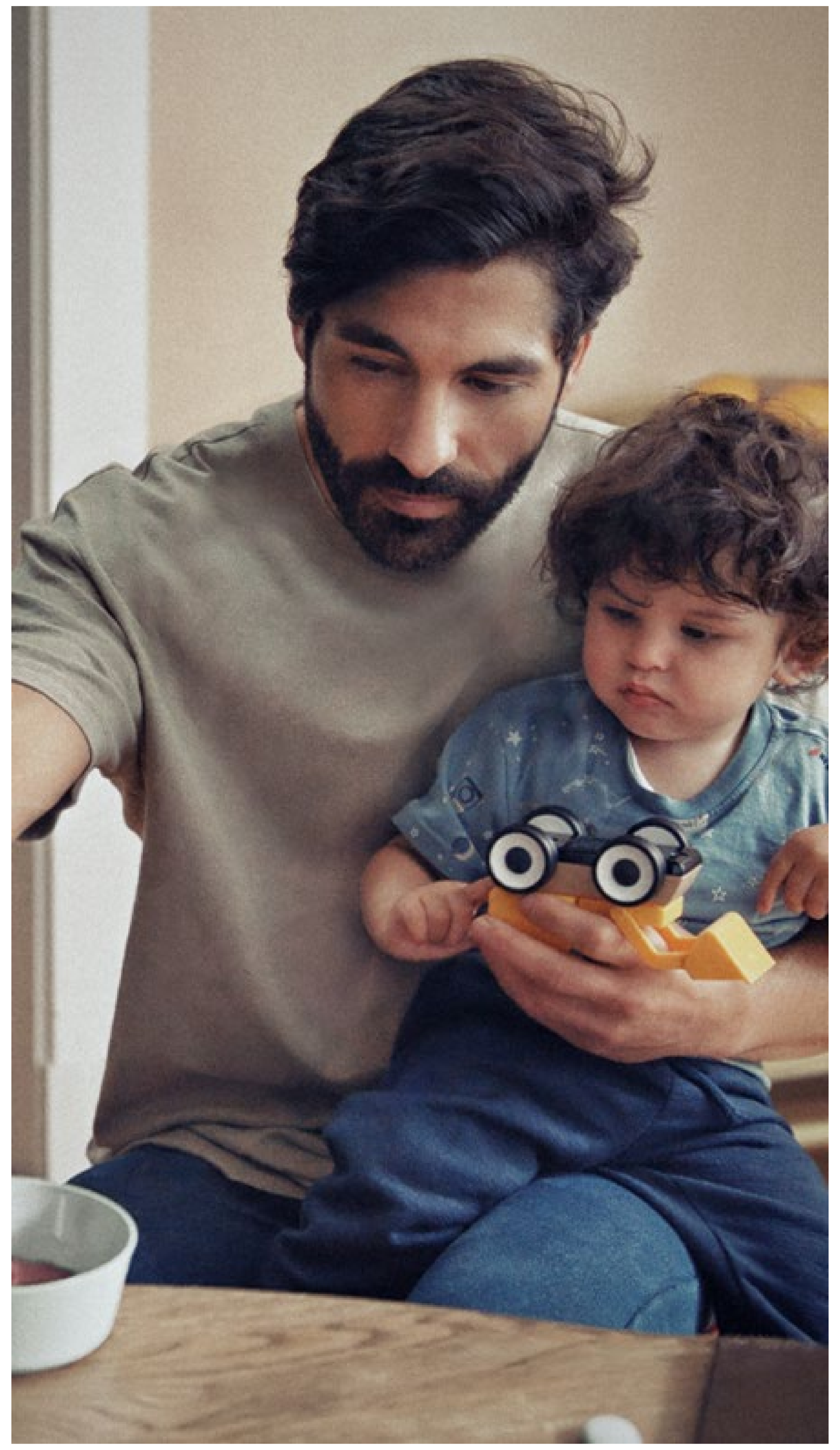


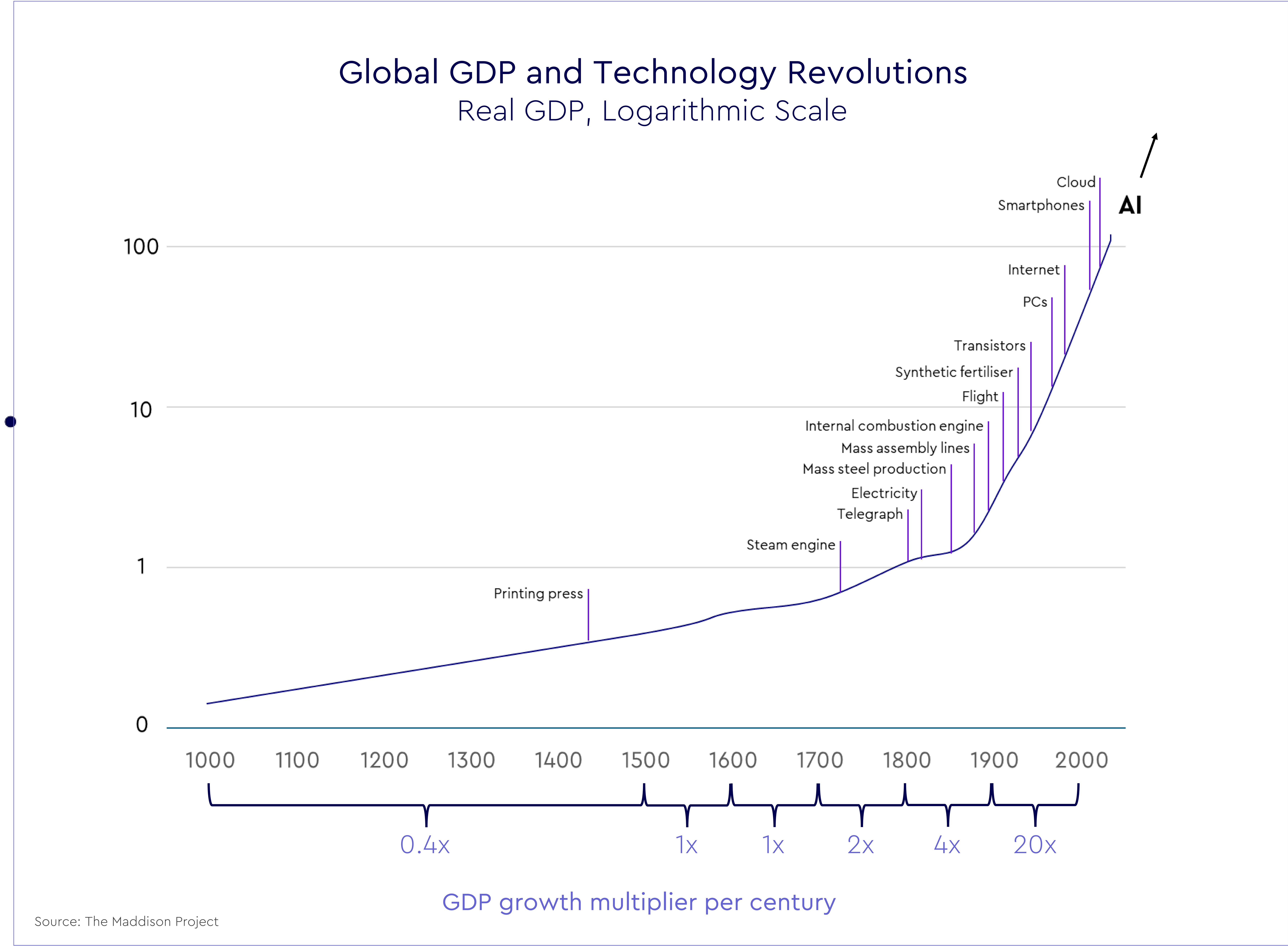
Human creativity


CREATED WITH WPP OPEN

A NEW PLAYBOOK FOR GROWTH


MANOLO ARROYO
EVP and Global Chief Marketing Officer
The Coca-Cola Company

THE AI OPPORTUNITY



Current focus of AI narratives

Efficiency

Productivity

Cost savings

Less attention but huge potential

New possibilities

New routes to market

New business models

New revenue streams

+48%

SALES UPLIFT

+40bps

INCREASE IN MARKET PENETRATION

+100%

YOY GROWTH IN REFERRAL TRAFFIC FROM LLMs

CHATGPT BECAME DELL'S #1 GLOBAL REFERRAL DOMAIN


EXIT BOOK
I WILL ALWAYS BE ME
START RECORDING
Written by Jill Twiss
Illustrated by Nicholas Stevenson
I WILL ALWAYS BE ME
The Book That Banks Your Voice

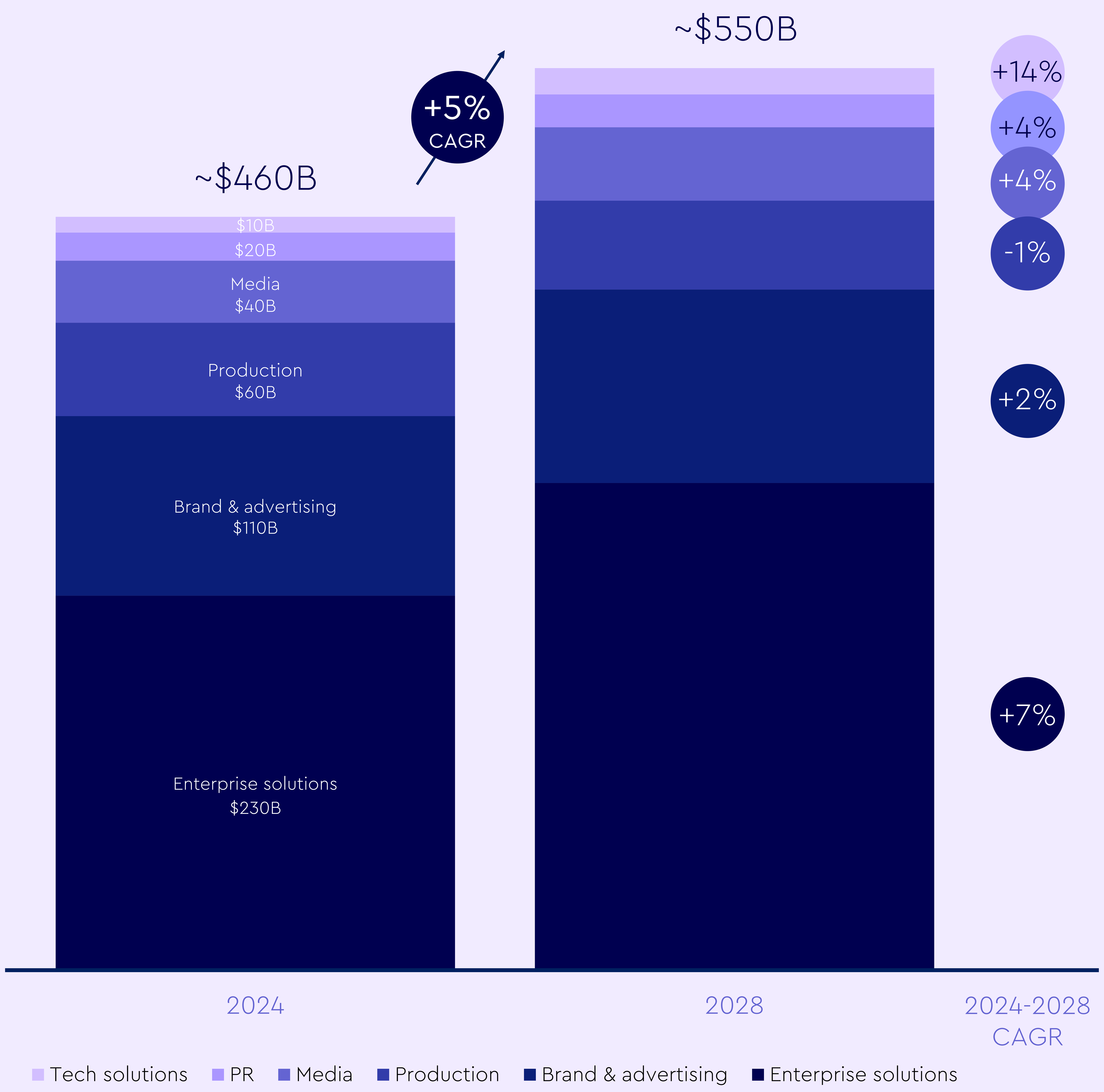
THE FUTURE BELONGS TO THOSE WHO CAN LEARN, UNLEARN AND RELEARN

Alvin Toffler

FROM AGENCY
TO TRUSTED GROWTH PARTNER

Integrated solutions
that optimise total marketing investment

Higher quality revenues
linked directly to client outcomes



Source: IDC; Madison and Wall; Gartner; Provoke; Citi; PQ Media; Emarketer
Enterprise solutions: Consulting, data, and technology services that modernise marketing, commerce, and customer experience functions

THE GLOBAL MARKET FOR AGENCY MARKETING, CREATIVE, DIGITAL AND TRANSFORMATION SERVICES IS EXPECTED TO **EXCEED $500B BY 2028**

OUR 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

OUR STRATEGIC PLAN

1 Lead with Media and Data at the heart of our integrated client proposition

2 Establish next-generation Creative and Production capabilities

3 Elevate Enterprise Solutions to partner with clients on AI transformation

4 Simplify the operating model

5 Strengthen execution and transform GTM

6 Drive a high-performance culture and attract and retain the world's best talent

7 Unlock the advantage of WPP Open and Open Intelligence and expand strategic partnerships

8 Create firm financial foundations for the future

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Unlock the advantage of
WPP Open and Open Intelligence
and expand strategic partnerships

Open
Intelligence

Google Pixel · WPP Open

Open
Intelligence

WPP


your new ritual
Your ritual of clarity canned for mindful refreshment.

PARTNERSHIPS FOR CONTINUOUS INNOVATION

Early access
to new models
and tools

Resources
for client
co-innovation

Key GTM channel
for Enterprise
Solutions

ADOBE PARTNERSHIP

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Lead with Media and Data
at the heart of our integrated
client proposition

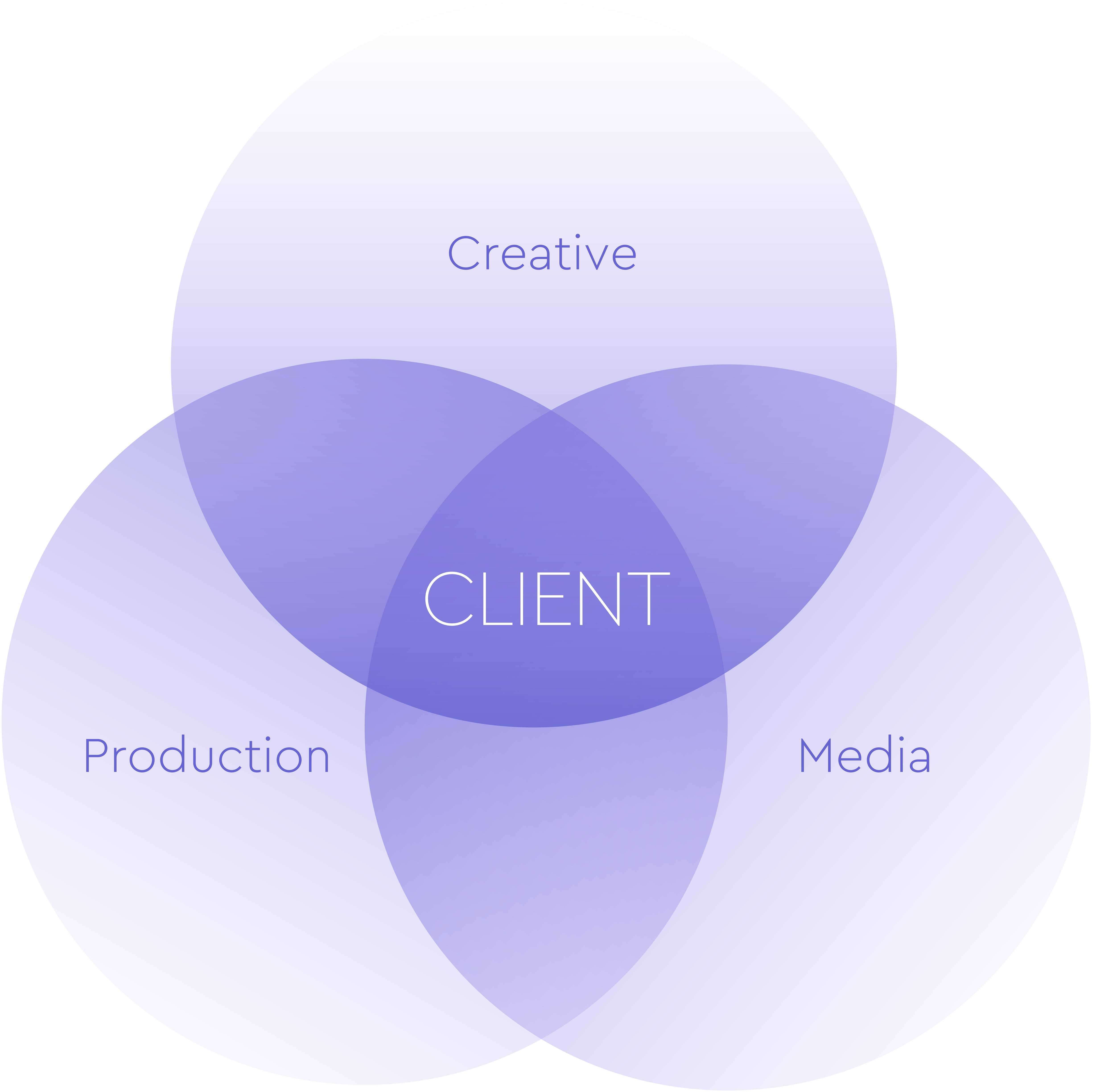
THE TRANSFORMATION:
DELIVERING ON PROMISES & BUILDING MOMENTUM

From	To
Siloed	Integrated and client focused
Disparate products	One platform and process – WPP Open
Finding audiences	Architecting growth

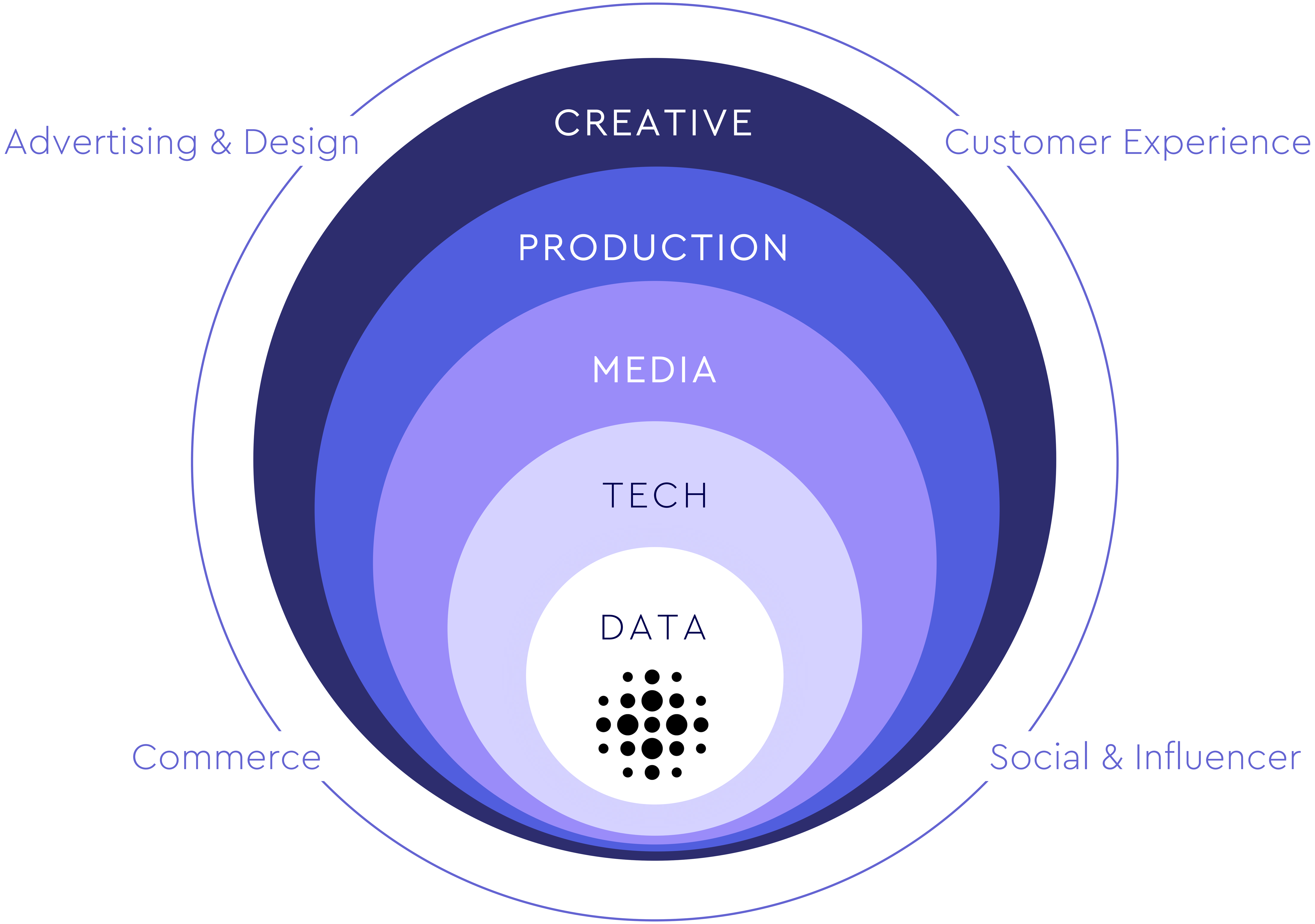
Our winning proposition:

CLIENT AT THE CORE

POWERED BY INTEGRATION & DATA



TRUE WPP INTEGRATION



FIRST TO THE FINISH

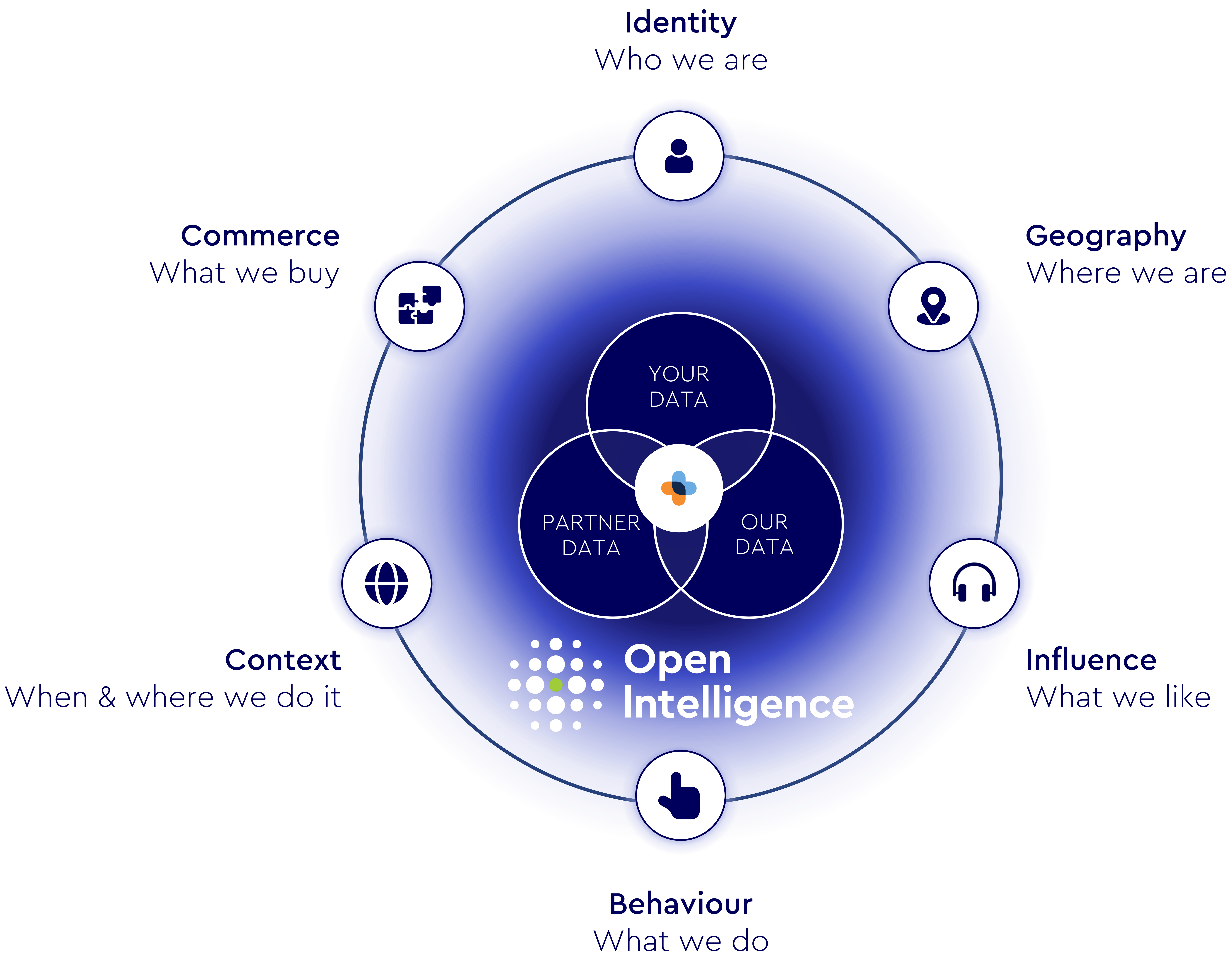
16m
MINUTES WATCHED

93%
NEW WEBSITE VISITORS

23%
INCREASE IN PURCHASE CONSIDERATION YOY

HIGHEST SALES YEAR EVER

OUR DIFFERENTIATED DATA STRATEGY & SOLUTION




INFOSUM
TESCO
HEINEKEN
itv
+189%
SALES UPLIFT
Cruzcampo
+54%
SALES UPLIFT
OLD MOUT CIDER

OUR DIFFERENTIATED DATA STRATEGY

WPP Open

Open Intelligence

INFOSUM

MANOLO ARROYO
EVP and Global Chief Marketing Officer
The Coca-Cola Company

CLIENT AT
THE CENTRE

TRUE
INTEGRATION

POWERED BY
OPEN
INTELLIGENCE

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8 Create firm financial foundations for the future

1 Lead with Media and Data at the heart of our integrated client proposition

2 Establish next-generation Creative and Production capabilities

3 Elevate Enterprise Solutions to partner with clients on AI transformation

4 Simplify the operating model

5 Strengthen execution and transform GTM

6 Drive a high-performance culture and attract and retain the world's best talent

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Establish next-generation Creative and Production capabilities

WPP Production

WPP PRODUCTION

THE UNIFIED NEXT-GENERATION CONTENT ENGINE FOR WPP

WPP Production

One AI-enabled production platform and workflow

High-velocity studios deeply integrated with Media

Centralised commissioning and supplier management

End-to-end content creation, activation and personalisation

Focused investment in future-fit capabilities


COCA
COLA
Every Coca-Cola is welcome.
Tito Cremeria · Mexico City, Mexico
COLD DRINK
AIR TIME
Coca-Cola
Every Coca-Cola is welcome.
VÃO
Coca-Cola
Every Coca-Cola is welcome.

WPP CREATIVE

HOME TO OUR ICONIC AGENCY BRANDS

WPP Creative

VML
Ogilvy
Burson
AKQA
LANDOR
Design bridge and partners

Client choice and powerful collaboration

Simpler client navigation

Democratised modern marketing capabilities

True integration with WPP Media & WPP Production

Connected by WPP Open

Competitive cost base

"Selecting WPP underscores our commitment to modern, world-class brand building. Their ability to unite Ogilvy and VML behind Kenvue demonstrates the power of their creative networks."

Jon Halvorson, Chief Digital & Marketing Officer, Kenvue

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Elevate Enterprise Solutions
to partner with clients on
AI transformation

WPP ENTERPRISE SOLUTIONS

PARTNERING WITH CLIENTS ON
AI TRANSFORMATION

WPP Enterprise Solutions

WPP ENTERPRISE SOLUTIONS

BROAD CAPABILITIES AND THREE ROUTES TO MARKET

WPP Enterprise Solutions

Consulting

Content transformation	Customer experience	E2E commerce	CRM, loyalty & personalisation	Digital & data platforms

Technology & innovation | WPP Open

Strategic partnerships

Three routes to market:

AGENCIES

DIRECT

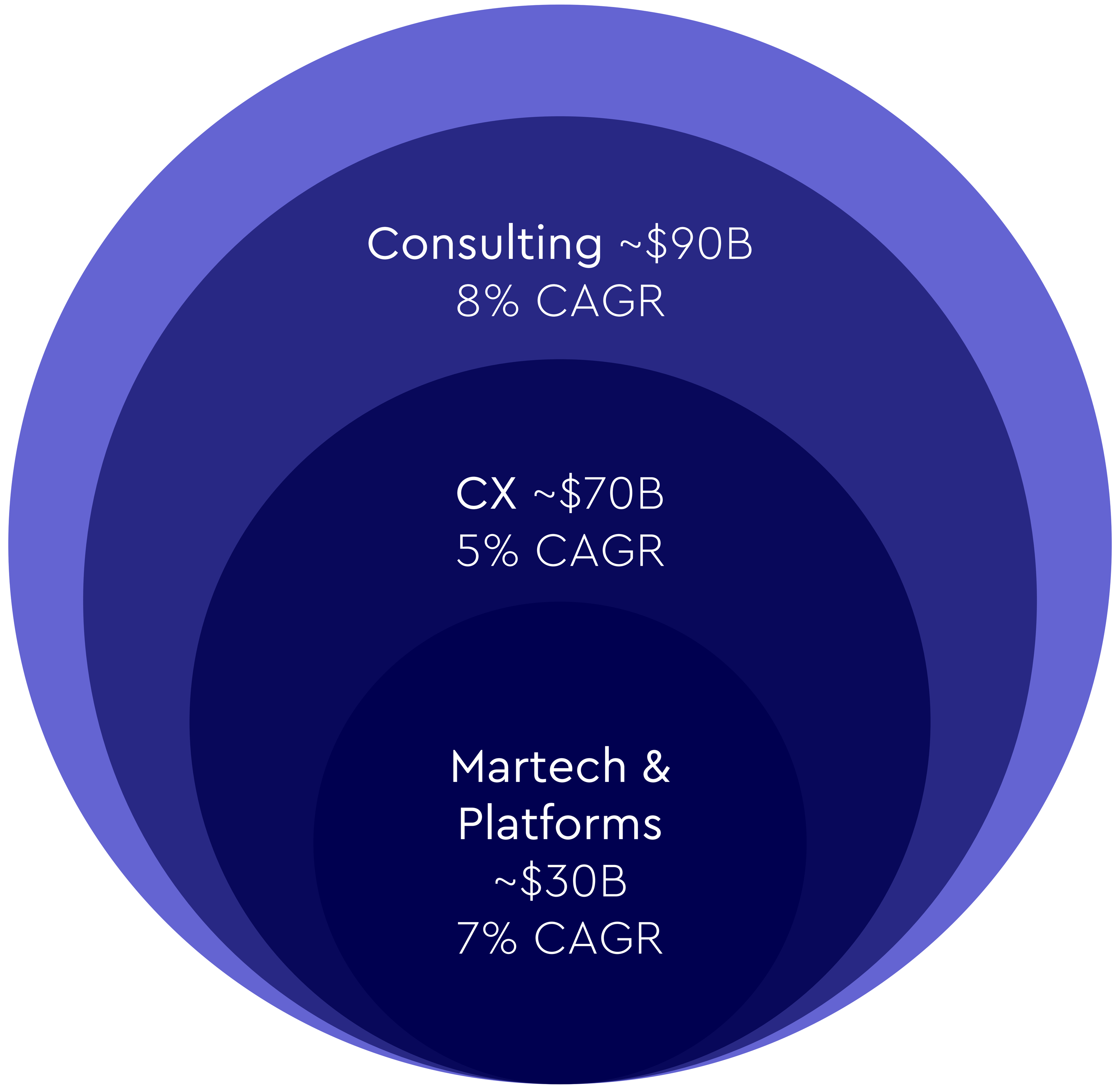
PARTNERS

WPP ENTERPRISE SOLUTIONS

BUILDING ON STRONG FOUNDATIONS AND EXTENSIVE INDUSTRY RECOGNITION

Large growth market

Enterprise Solutions TAM:
~$230B[1] | 7% CAGR '24-'28



Strong foundations

~$1.8B
Global revenue scale

~10,000
Headcount

80+
No. of WPP Top 100 Clients served

Industry recognition

Leader
The Forrester Wave™

Marketing Measurement and Optimization Services, Q1 2026 (Gain Theory)
Creative and Content Services, Q1 2025 (VML)
Commerce Services, Q1 2026 (WPP)

Leader
IDC Marketscape

Adobe Experience Cloud Professional Services, 2024-2025 (WPP - VML)
Worldwide Experience Build and Design Services, 2025-2026 (WPP - VML)

Visionary
Gartner Magic Quadrant

Digital Experience Services 2025 (WPP - VML)

and many others...

Source: IDC; Madison and Wall; Gartner; Provoke; Citi; PQ Media; Emarketer.
Enterprise solutions: Consulting, data, and technology services that modernise marketing, commerce, and customer experience functions
Subsegments include: Consulting, CX design & build services, Martech & Platform implementation, AI-led marketing & design transformation, commerce & channel support, data services

1 2024 Target Addressable Market (TAM)


LISA MATERAZZO
Global Chief Marketing Officer
Ford

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Simplify the operating model

FROM A HOLDING COMPANY TO A SINGLE COMPANY

Global Client Leaders & Client Solution Architects

WPP Media

WPP Production

WPP Enterprise Solutions

WPP Creative

WPP Open

WPP Corporate Functions

FROM A HOLDING COMPANY TO A SINGLE COMPANY

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WPP Enterprise Solutions

VML
Ogilvy
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LANDOR
Design bridge and partners
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WPP Corporate Functions

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Strengthen execution and transform GTM

STRENGTHENING EXECUTION IN CLIENT DELIVERY AND TRANSFORMING OUR GO-TO-MARKET

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Drive a high-performance culture and attract and retain the world's best talent

BUILDING A HIGH-PERFORMANCE CULTURE

New mission and growth mindset

Frequent and clear communication	Future-facing skills development	Aligned incentives	Performance management and accountability	Career mobility and progression

OUR STRATEGIC PLAN

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Create firm financial foundations for the future

KEY PRIORITY

RETURN WPP TO GROWTH

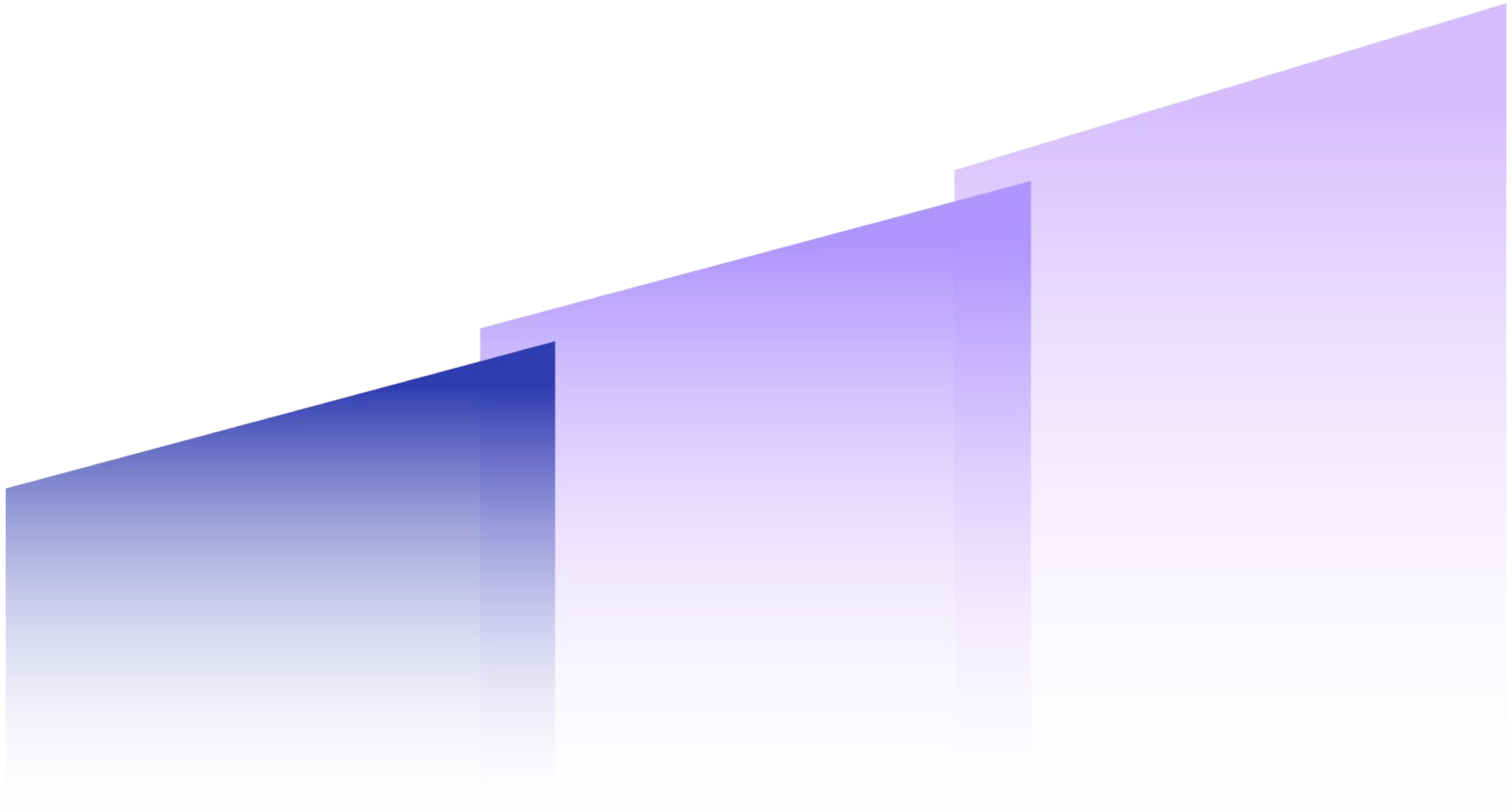
Stabilise near-term performance and return to growth

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

WE WILL DELIVER OUR PLAN ACROSS THREE PHASES

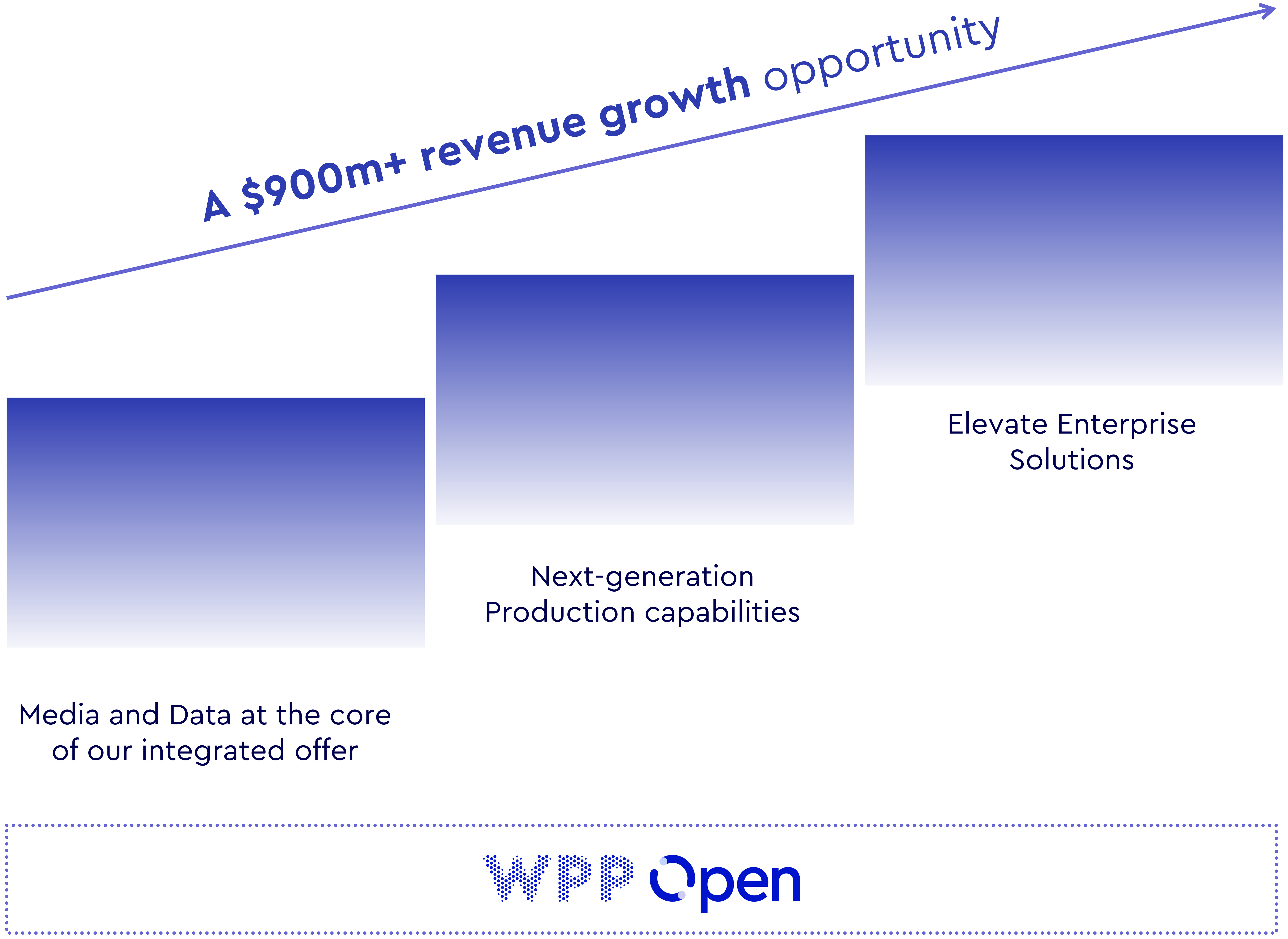


Stabilise
2026

Build
2027

Accelerate
2028

RETURNING WPP TO GROWTH AND VALUE CREATION



Growth guidance

2026

LFL revenue less pass-through costs decline in the mid to high-single digits in the first half of 2026 with an improving trajectory in the second half

Stabilise Net New Business

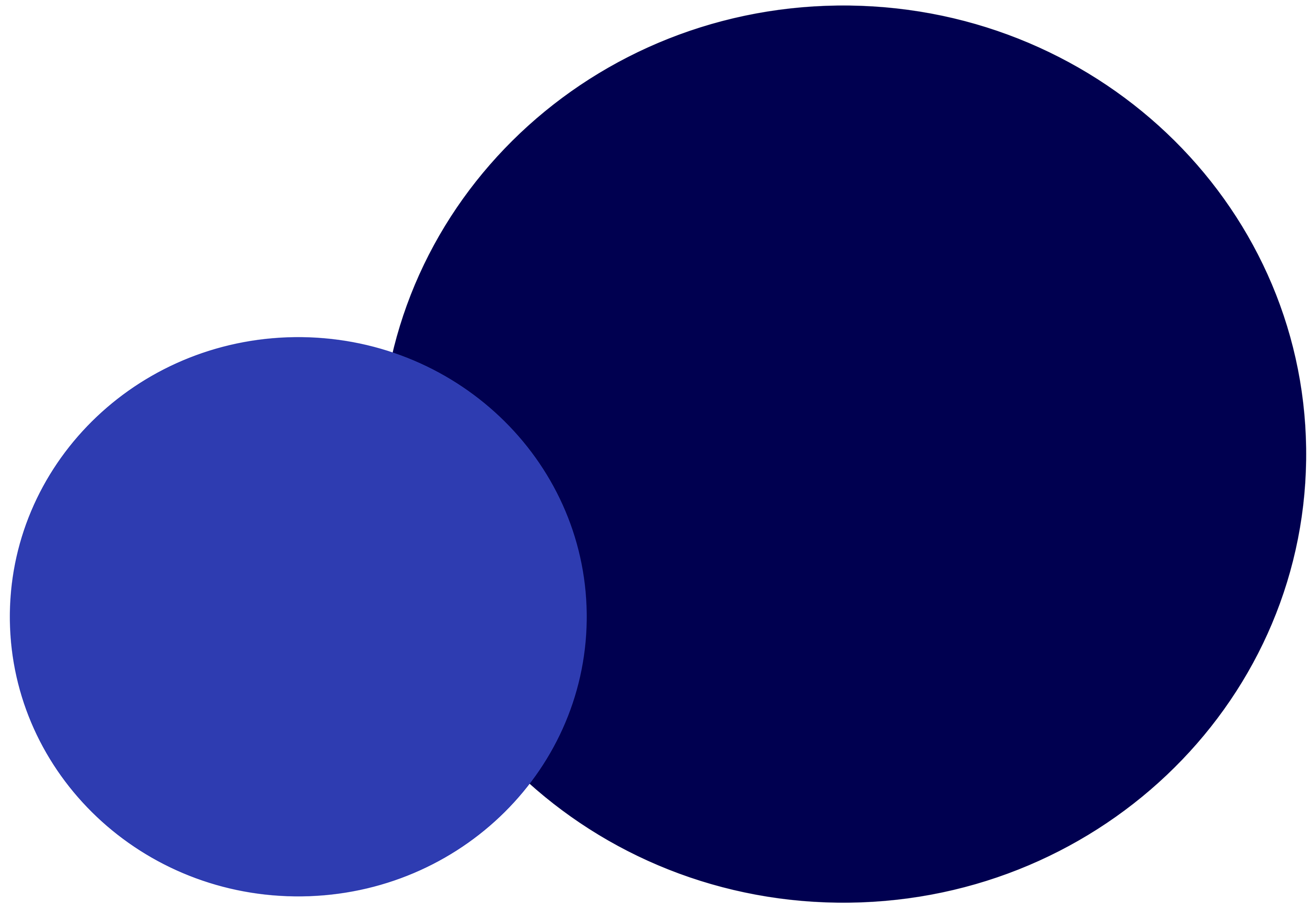
2027

Return to positive LFL growth during 2027

2028

Accelerated growth in 2028

OUR PLAN IS UNDERPINNED BY A REALLOCATION OF INVESTMENT



£300m

delivered
2024-2025

£500m

over the next three years
2026-2028

Next three years

£500m of savings to be delivered by 2028

Estimated cash costs of around £400m

Savings from:

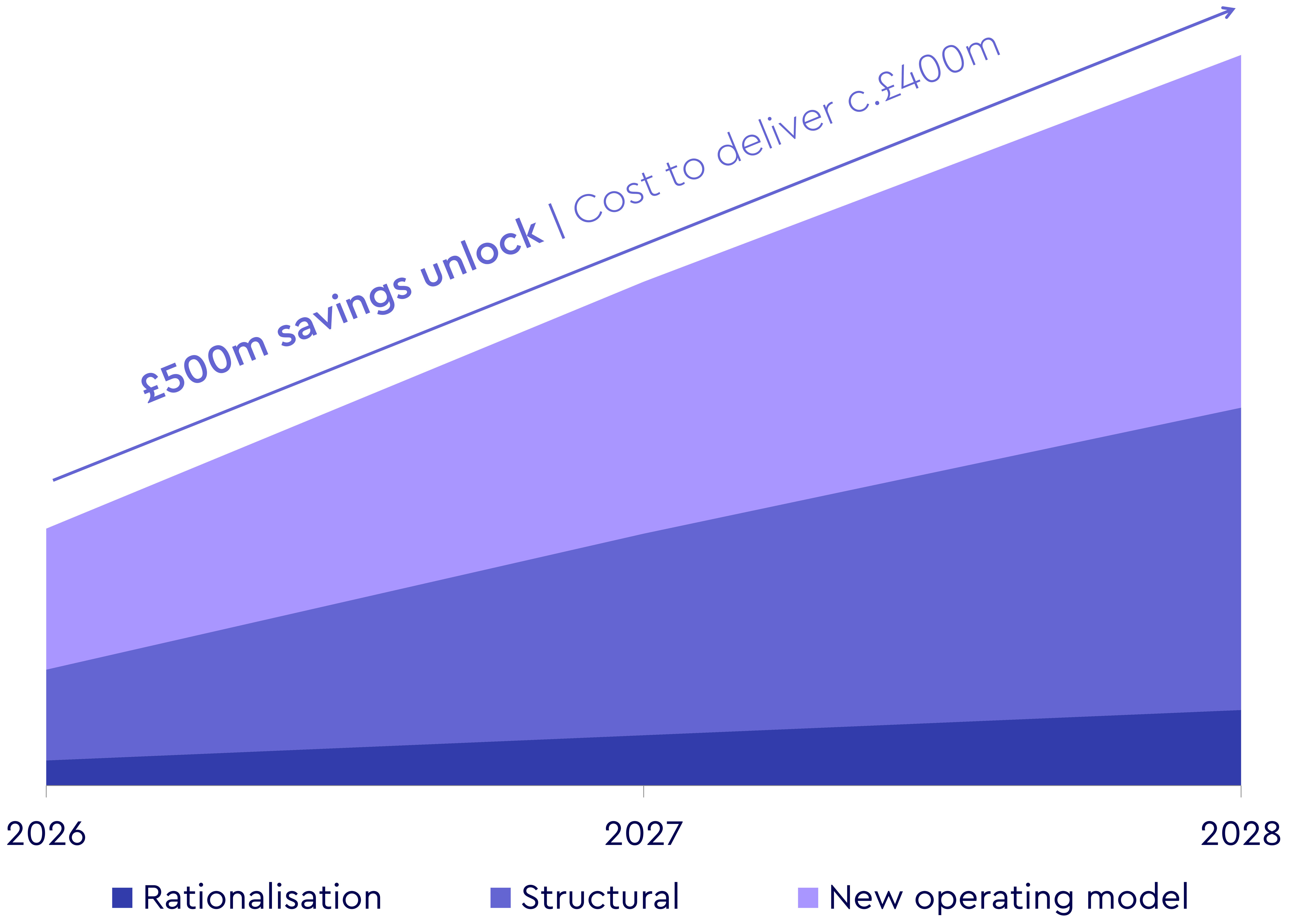
New operating model

Structural cost savings from overhead

Rationalisation and simplification

TARGETED ACTIONS

FOCUSED ON IMPROVING EXECUTION AS MUCH AS REDUCING COSTS



New operating model

- Organisational design will unlock efficiencies
- Shared and scaled capabilities

→ A more aligned operating model driving a more holistic view of client success and enabling cross-sell

Structural cost savings

- De-duplication across corporate functions
- Further leveraging Shared Service Centres and AI

→ Quicker processes, more aligned incentives, more emphasis on outcomes than process

Rationalisation and simplification

- Real Estate
- Long-tail efficiencies

→ More collaboration and co-location, more efficient capital base

REINVESTMENT

WITH SOME OF THE COST SAVINGS REINVESTED INTO KEY GROWTH ACCELERATORS

GROWTH DRIVERS

Media, Enterprise Solutions, High-velocity Production, Commerce

IMPROVED GTM & EXECUTION

Client Leads, New Business Capability, Rebuild Incentives

BUILDING ON CRITICAL ENABLERS

WPP Open, Data & AI

PORTFOLIO REVIEW

PORTFOLIO REVIEW COMPLETE AND PROGRESSING TO ACTIONS ENABLING GREATER FINANCIAL FLEXIBILITY

UNIVERSAL AUDIT

"BEST OWNER" ASSESSMENT

NON-CORE RATIONALISATION

STRICT GOVERNANCE

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

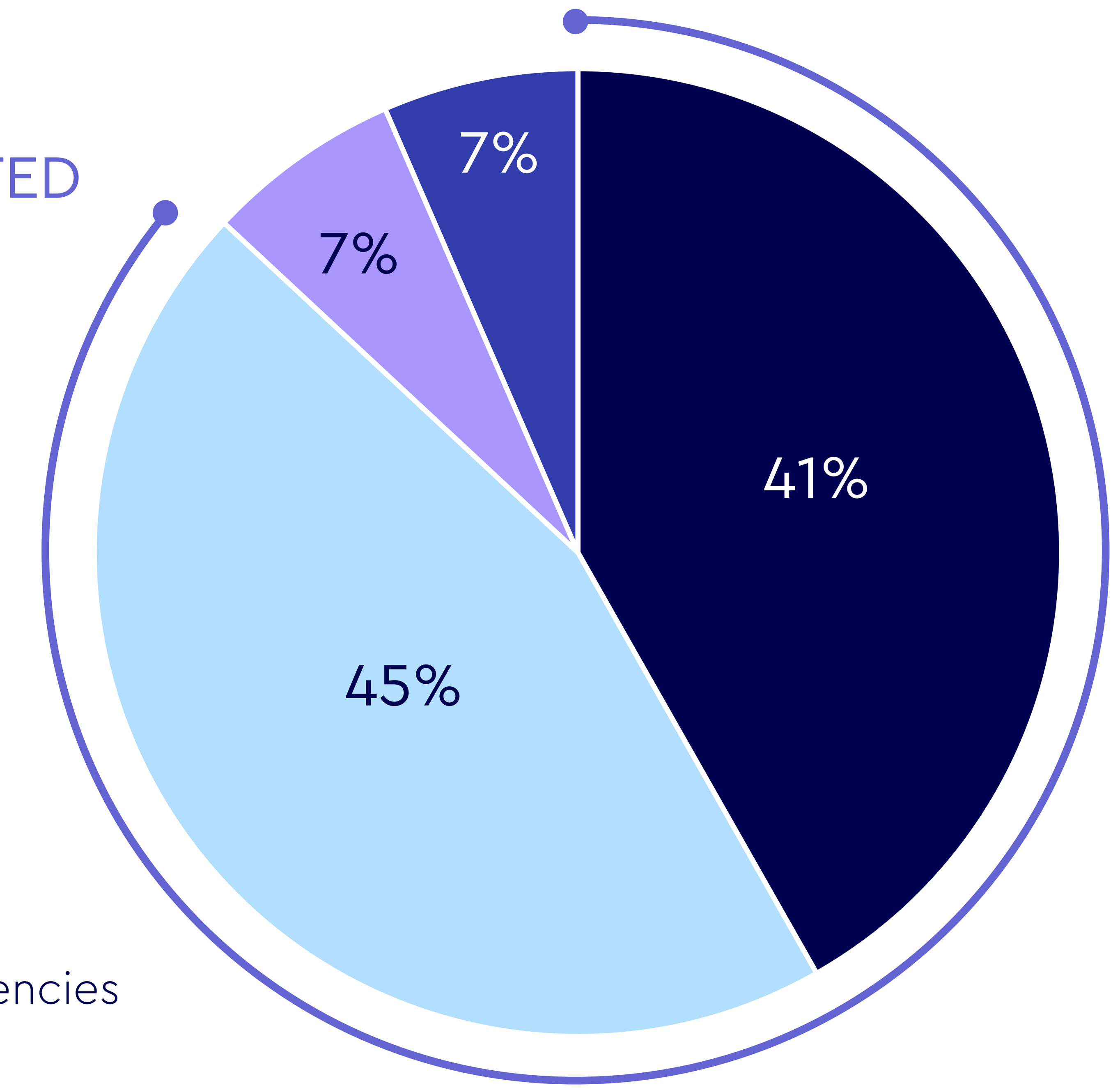
SHARE THE PROCEEDS OF GROWTH

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

EVOLUTION OF REPORTING

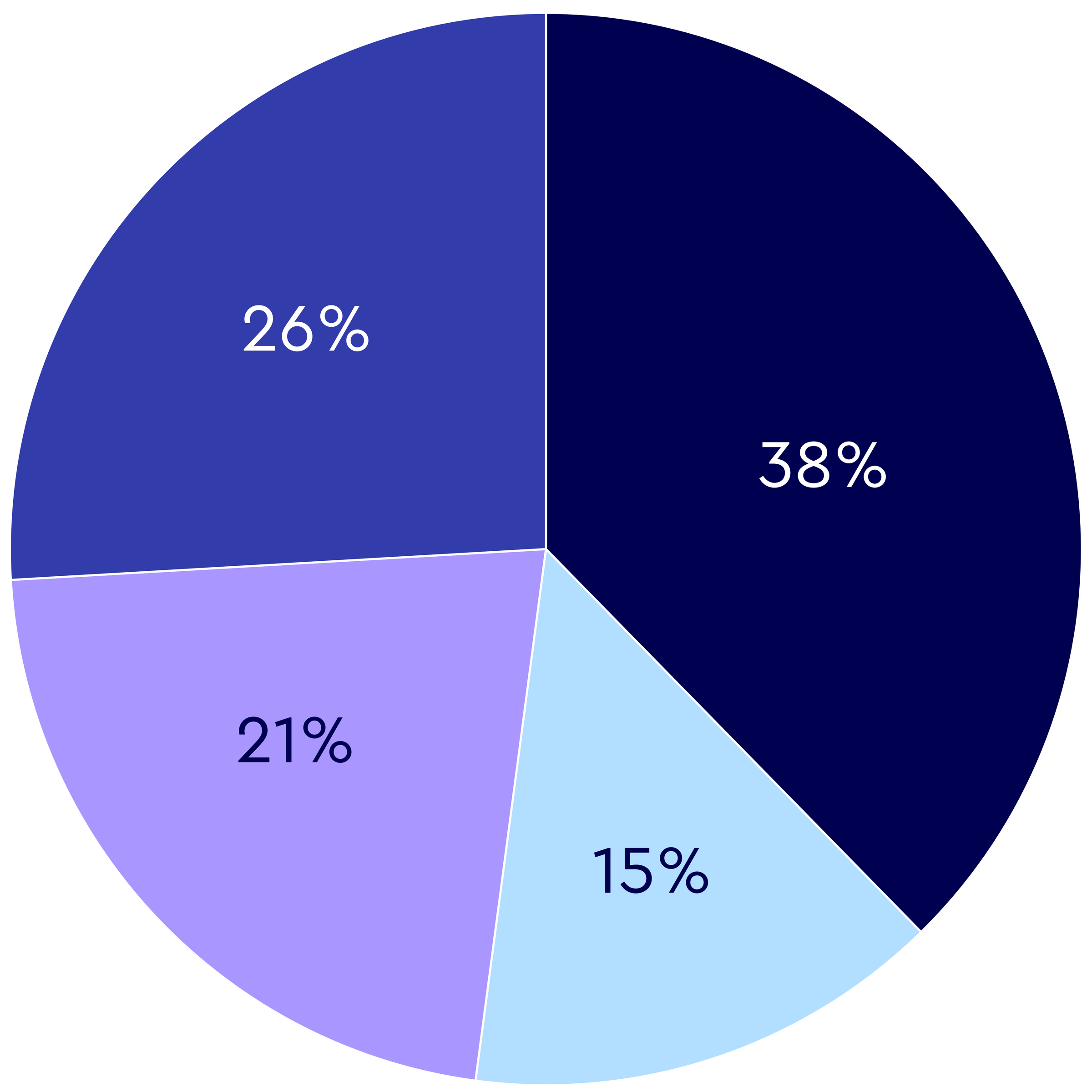
From
Capability Split

GLOBAL INTEGRATED AGENCIES 86%



- WPP Media
- Integrated Creative Agencies
- PR
- Specialist Agencies

Geographic Split



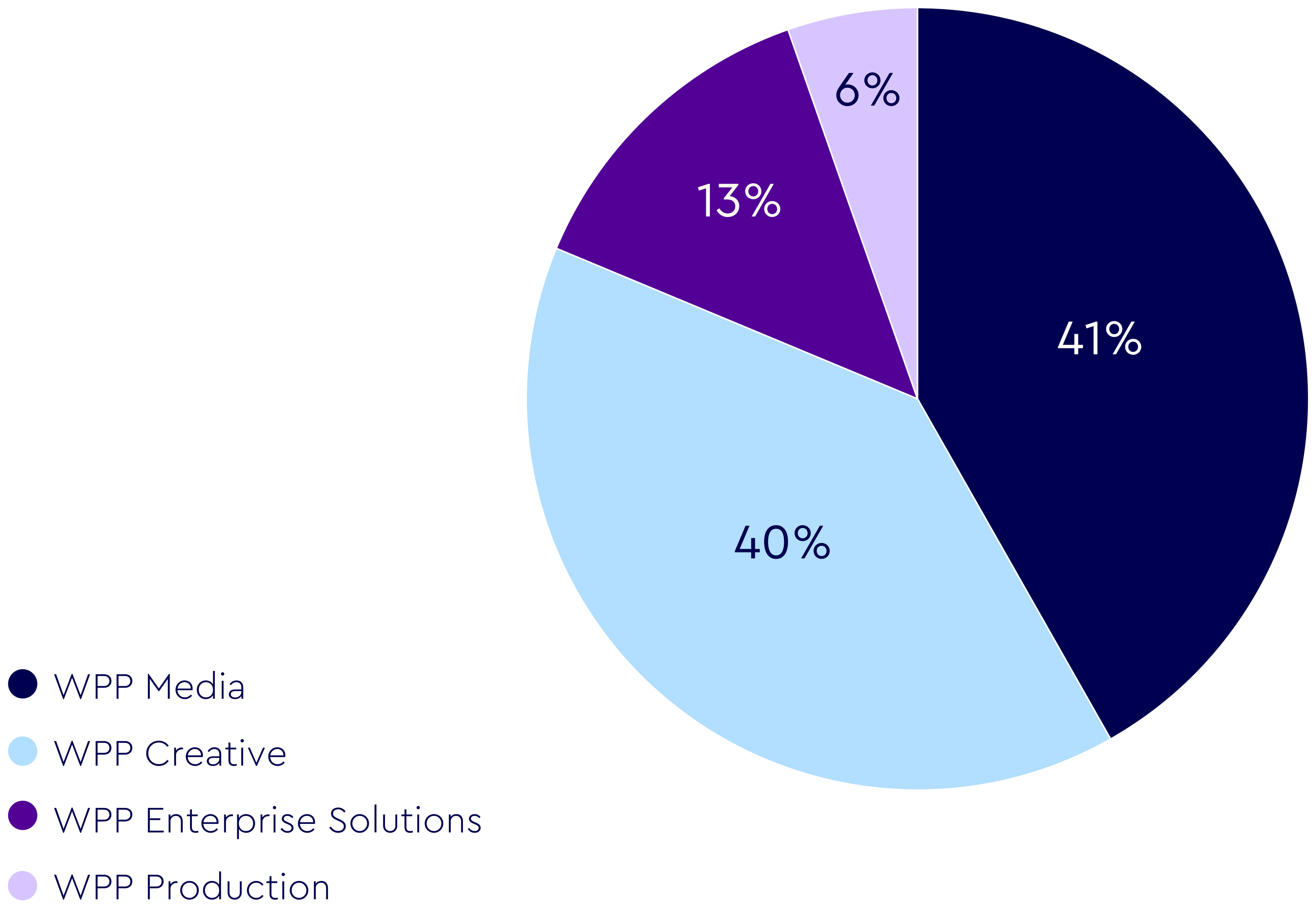
- North America
- UK
- Western C. Europe
- RoW

.Chart shows the proportion of WPP revenue less pass-through costs in 2025

EVOLUTION OF REPORTING

To

Capability Split



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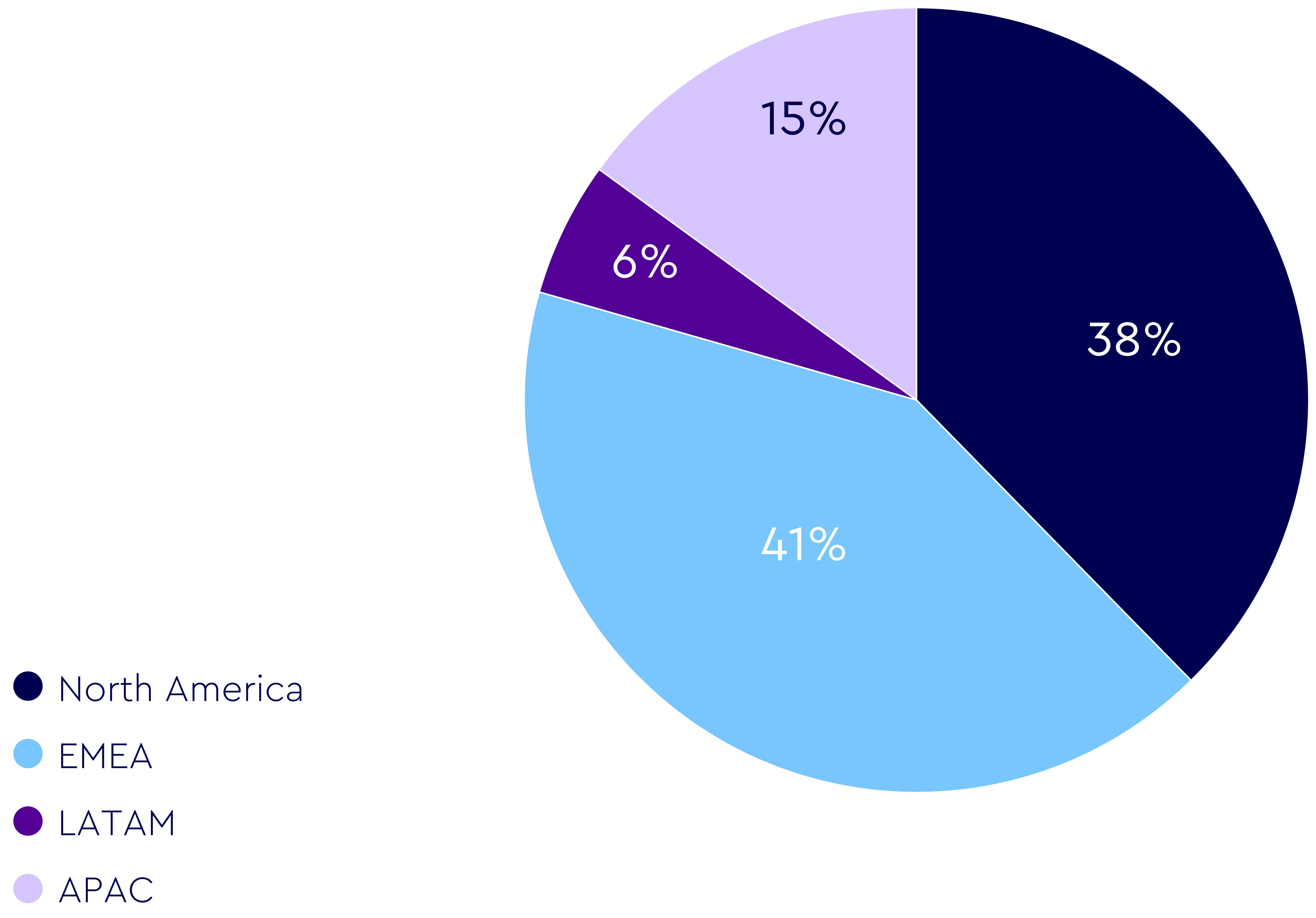

Chart shows the proportion of WPP revenue less pass-through costs in 2025


ELEVATE28
WPP

HOW WE WILL HOLD OURSELVES ACCOUNTABLE

Leading KPIs

New business wins

Client retentions

Unique strategic partnerships

Revenue per head

Cost savings

Progress with portfolio rationalisation

Lagging KPIs

LFL Net Sales growth %

OP Margin %

FCF £m

Leverage x

WHAT'S NEXT?

INVESTOR ENGAGEMENT

26 FEB
STRATEGY UPDATE & FY25 RESULTS

LATE APR
Q1 TRADING UPDATE

Q2
WPP MEDIA WEBINAR

EARLY AUG
H1 RESULTS

Q3
WPP PRODUCTION WEBINAR

LATE OCT
Q3 TRADING UPDATE

Q4
WPP ENTERPRISE SOLUTIONS WEBINAR

ELEVATE28

MISSION	To be **the trusted growth** partner to 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


share a Coca-Cola with
Mia
share a Coca-Cola with
Logan
share a Coca-Cola with
Isaac


Q&A


ELEVATE28
WPP