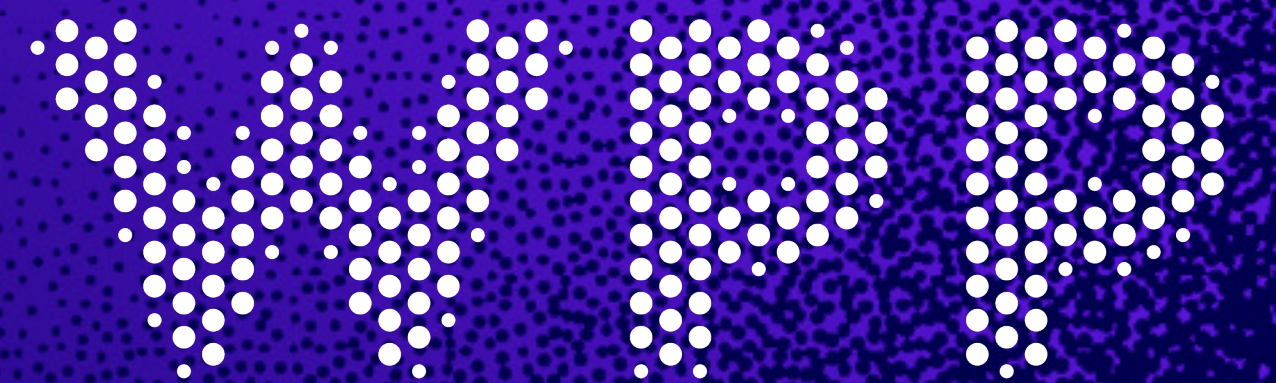


ANNUAL GENERAL MEETING

17 MAY 2023



ROBERTO QUARTA

Chairman

MARK READ

CEO

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; 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.

WINNING WORK AND RECOGNITION



CREATIVE

 2022 NETWORK OF THE YEAR Cannes	 2022 LEADER IN MARKETING AND CONTENT SERVICES Forrester	 2022 WORLD CHANGING IDEAS AWARD Fast Company	 2022 INAUGURAL CREATIVE B2B GRAND PRIX Cannes	 2022 GOLD LION Cannes
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MEDIA

 2022 HOLDING COMPANY OF THE YEAR MediaPost	 2022 #1 MEDIA AGENCY WARC	 2022 GLOBAL AGENCY OF THE YEAR Adweek	 2022 AGENCY NETWORK OF THE YEAR M&M Global	 2022 MOST INNOVATIVE AGENCY OF THE YEAR Digiday
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PR AND SPECIALIST AGENCIES

 2022 OUTSTANDING AGENCY PRACTICE PRWeek	 2022 UK AND MIDDLE EAST CONSULTANCY PProvoke SABRE Awards EMEA	 2022 #1 Global M&A communications advisor Mergermarket	 2022 BEST IN SHOW NY Art Director's Club	 2022 17 AWARDS Transform North America Awards
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INVESTING IN DATA & TECHNOLOGY

INVESTMENT

Partnerships

stripe

BIGCOMMERCE

instacart

corebiz.

NEWCRAFT

dtf

Targeted M&A

GROUPM NEXUS LAUNCHED

group^m nexus

X AXIS

F:NECAST

\$2BN

Billings in 2022

BROAD CAPABILITIES

Microsoft

650
Microsoft certifications

salesforce

1,800
Salesforce certifications

TikTok

7,060
TikTok Academy accreditations

Meta

2,900
Meta Blueprint certifications

Adobe

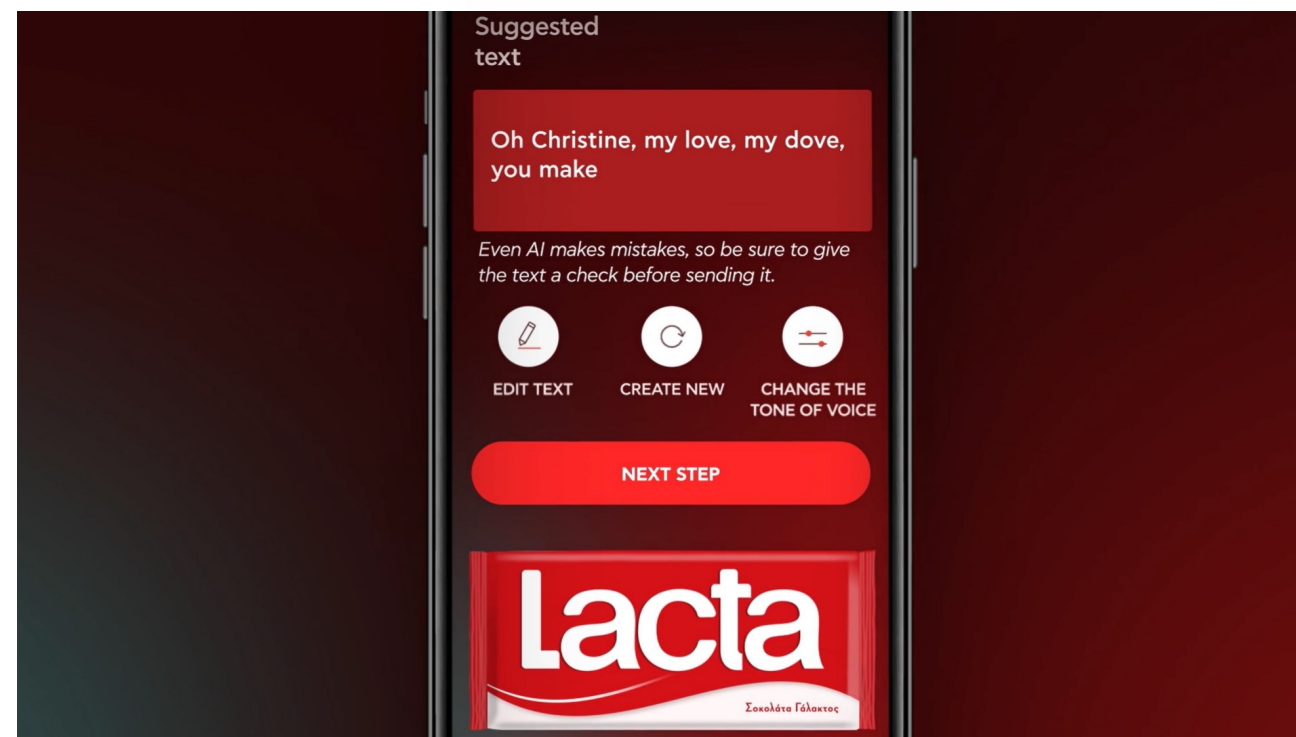
3,300
Adobe certified professionals

UNIVERSITY OF OXFORD **Saïd Business School**

28
Senior executives AI diploma

HOW WE SEE THE OPPORTUNITY IN AI

Ogilvy



AKQA



+ WUNDERMAN THOMPSON



Mondelēz International



X NotCo



IRAN DEMOCRACY COUNCIL



INVESTING IN OUR PURPOSE

PEOPLE

54% women in senior management (2021: 52%)

#6 in FTSE 100 Women Leaders Review (2021: #9)

72k+ staff completed the *All In* staff survey

PLANET

-28% absolute reduction in tonnes CO₂e (Scope 1 and 2) year-on-year and 71% since our 2019 baseline

83% of electricity sourced from renewable sources (2021: 74%)

\$10bn global advertising investment represented by GroupM client coalition committed to media decarbonisation

COMMUNITIES

>\$16m committed to inclusion programmes since 2020

>\$35m total social contribution including cash donations, pro bono work, in-kind contributions and free media space

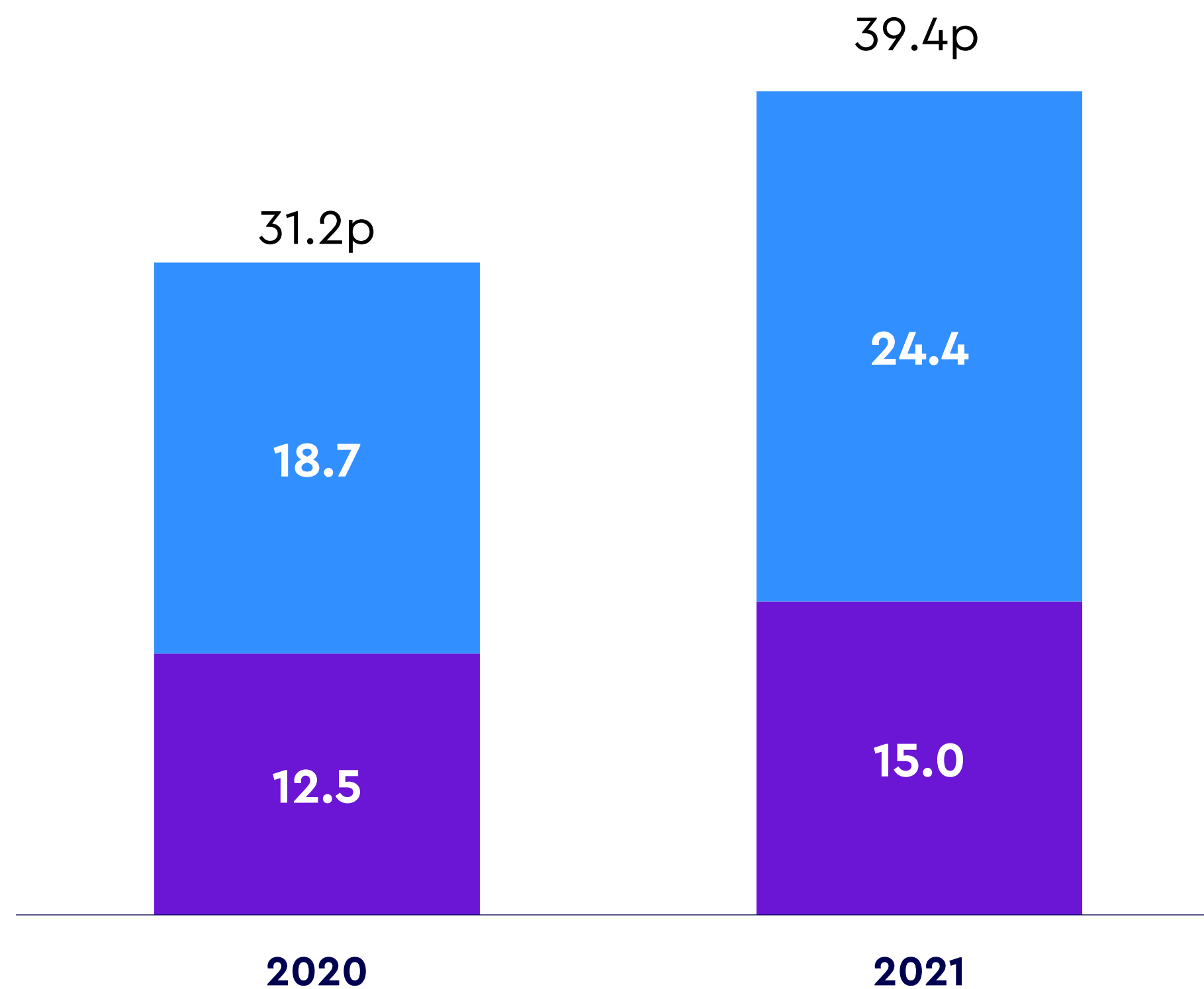
2022 & Q1 2023 FINANCIAL PERFORMANCE

- 2022 like-for-like revenue less pass-through costs growth +6.9% (Q4 +6.4%)
- Broad-based performance: all major agencies grew in 2022 - GIA +6.9%, PR +8.2%, Specialist Agencies +5.6%, with good growth across most major markets
- Winning performance: total net new business of \$5.9bn in 2022
- Enhanced client offer: continued organic technology investment; £237m for acquisitions in strategic areas; further simplification
- Transformation savings ahead of plan with £375m of annual cost savings compared with 2019 base year. On track to deliver expected £600m of savings by 2025
- 2023 guidance: LFL revenue less pass-through costs growth 3-5%; headline operating margin of around 15%
- Q1 2023 in line with expectations with 2.9% like-for-like revenue less pass-through costs growth and \$1.5bn in new business

INCREASED CASH RETURN

DIVIDENDS PER SHARE (P)

■ Final ■ Interim



- **Over £1.1 billion of total cash returns to shareholders:** dividends £365m, share buybacks £807m
- **Final dividend** of 18.7p proposed (+33.6% year-on-year)
- **Full year dividend** of 31.2p (+30% year-on-year)
- Intention to grow the dividend annually with a **payout ratio of around 40%** of headline earnings per share

SUMMARY

- 2022: a continued strong and broad-based performance
- Q1 saw a positive start to the year, in line with our expectations
- We are well placed, in an environment of increasing complexity, as a trusted partner, with a modern, future-facing offer
- Outlook for continued growth and margin expansion in 2023