



WPP AGM

FRIDAY 23 MAY 2025



WPP

CHAIR, PHILIP JANSEN





CEO, MARK READ



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 our products and services; changes in client advertising, marketing and corporate communications requirements; 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 conflicts in Ukraine and the Middle East; 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; effectively managing the risks, challenges and efficiencies presented by using Artificial Intelligence (AI) and Generative AI technologies and partnerships in our business; risks related to our environmental, social and governance goals and initiatives, including impacts from regulators and other stakeholders, and the impact of factors outside of our 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 Group'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.

ADVERTISING DRIVES ECONOMIC GROWTH AS WELL AS BROADER SOCIETAL BENEFITS

In 2024, global advertising revenue is forecast to grow

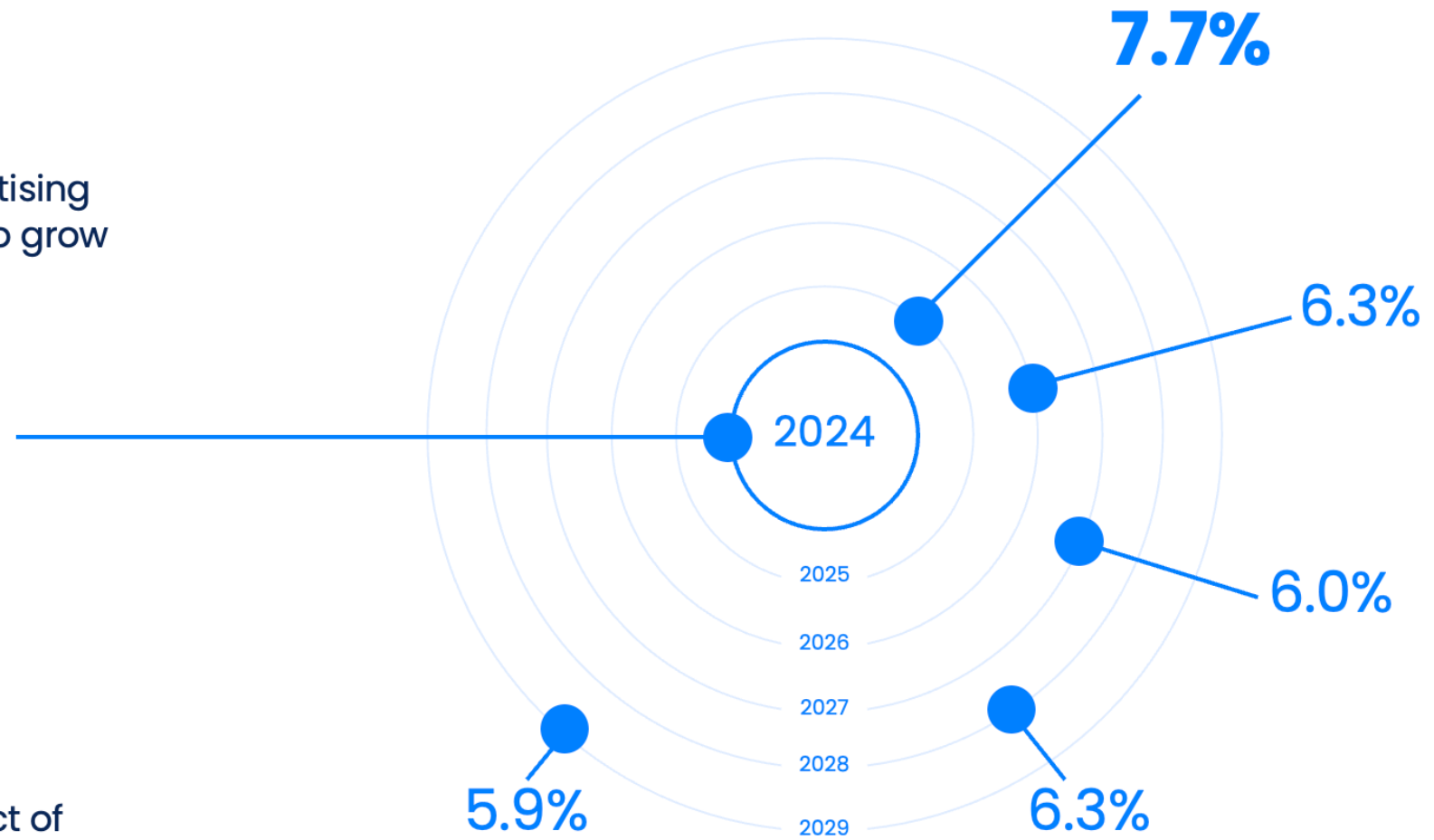
9.5%

and accounted for a total revenue of

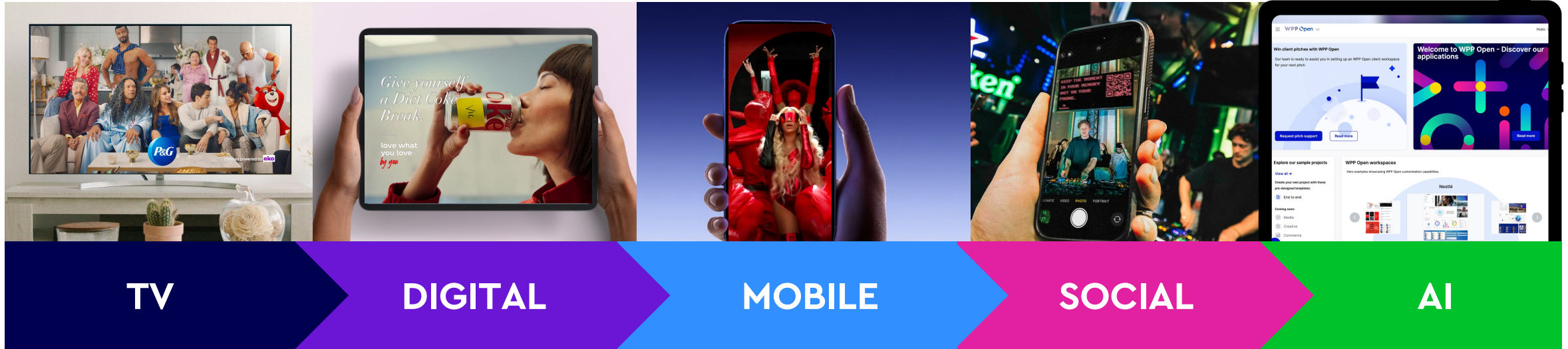
\$1.04

TRILLION

(excluding the impact of U.S. political advertising).



ADVERTISING IS AN INDUSTRY AT THE HEART OF TECHNOLOGY DISRUPTION



CTO, STEPHAN PRETORIUS



6 KEY INGREDIENTS FOR AI LEADERSHIP

PLATFORM

VISION

WPP PLC (LSE:WPP) [View Price & Profile](#)

WPP chief says AI 'fundamental' to its advertising output

Published: 14:57 23 Feb 2023 GMT

PARTNERSHIPS

\$400M
per year

Satalia

INVESTMENT

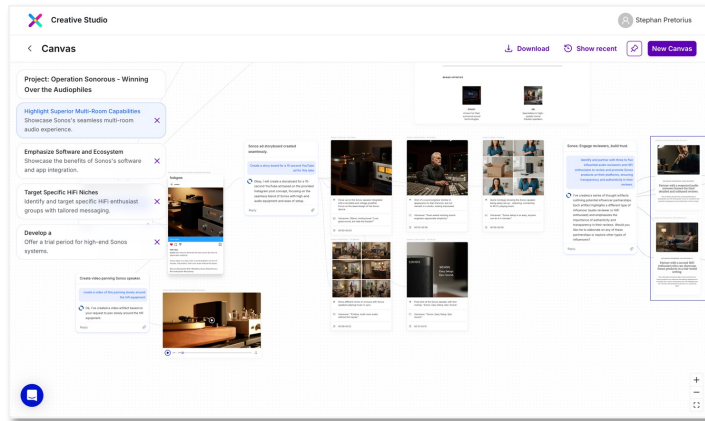
DATA

SKILLS

SIGNIFICANT AI ADOPTION ACROSS WPP

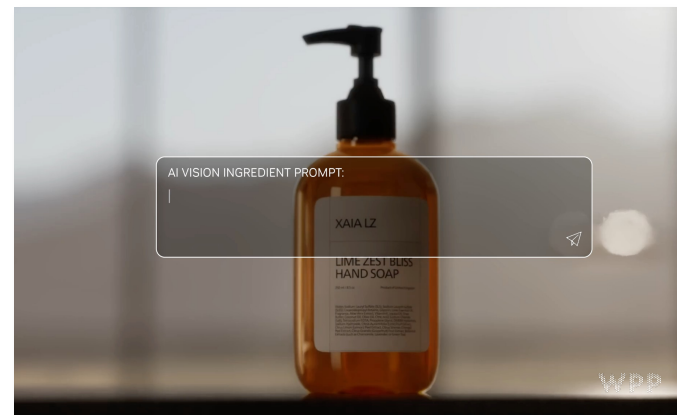
1

How we work



2

How we produce work



3

How consumers experience work



→ Efficiency & speed to market

→ Effectiveness & waste reduction

→ Brand growth & virality

OUR AI POWERED MARKETING OPERATING SYSTEM

1 CANVAS

Creative Studio
 Production Studio
 Media Studio
 Commerce Studio
 Experience Studio
 PR Studio
 3rd Party Apps
 Workfront | NVIDIA
 Miro | Adobe | ...

WPP Workspace
 Google Workspace
 Nestle Workspace
 Coca-Cola Workspace
 ...

2 AGENTS

WPP
 Licensed
 DATA
 Client
 Public

Identity & Roles
 Security
 Workflow
 Design System
 Marketplace
 APIs

TRANSFORMING HOW WE CREATE

WPP OPEN CANVAS

Major US cities, Latina Women.

Can you give me a list of US markets with single latino women who might be interested in a Galentine's day event?

Type a message

WEB SEARCH

US Markets With The Largest Number Of Single Latina Women


I can't clearly answer your question about the US markets with the largest number of single latina women using the provided sources. The sources focus on the overall economic and social impact of latinas in the US, including their economic self-contributors, and business ownership. They also discuss the growth of the latina population and educational attainment. However, they don't offer a breakdown of the number of single latina women by geographic market.

To find the information you're looking for, I would need to access data specifically on the demographics of single latina women (affected if needed). This kind of data might be available from the US Census Bureau or other similar sources that collect detailed demographic information.

However, I can offer some related information based on the provided sources and general knowledge:


- Large Hispanic populations:** States like California, Texas, and Florida have the largest Hispanic populations overall. It's reasonable to assume that these states would also have larger numbers of single latina women, simply due to the larger overall population size. However, this doesn't account for the proportion of single women within those populations.
- Economic factors:** The sources highlight the growing economic power of latinas, with increasing business ownership and educational attainment. These factors could influence where single latina women live, particularly favoring areas with strong job markets and opportunities for advancement.

For precise answer to your queries, further research using more specific data sources would be necessary.




Miami

Miami, with its significant Latin population and a vibrant Latin culture, may have a higher percentage of women interested in this content.




New York

New York's Latin population, concentrated in specific areas, may also exhibit a similar interest in this content.



San Antonio

San Antonio has a substantial Latin population, but further research is needed regarding gender demographics and content interest.



Los Angeles

Los Angeles has a large Latin population, but further research is needed to determine the specific segments interested in this content.

Galentine's Day: chocolate, friends, gifting ideas.

My client, a leading chocolate brand, needs some help figuring out what to do as part of a Galentine's Day promotion. Can you give me the background on the trend and some relevant insights?

Type a message

WEB SEARCH

Galentine's Day Trends And Insights

Galentine's Day, celebrated annually on February 13th, is experiencing a surge in popularity and offers unique opportunities to engage and delight your audience.

Single and twinning

- Popularized by the TV show Friends and Roseanne, Galentine's Day is a celebration of female friendship.
- It is also known as the "anti-Valentine's Day," where women gift each other chocolates, cards, and small gifts.
- While initially perceived as a celebration for single women, the focus is shifting towards celebrating women and strengthening female friendships.

Trends & Insights

- Female Solidarity:** The focus is on celebrating women with each other, emphasizing friendship, support, and empowerment.
- Gift-giving:** A key aspect of the tradition, often involving chocolate, cards, and small gifts.
- Food and Beverage:** Celebrating with friends often involves dining out, brunch, or a special meal.
- Self-care and pampering:** Galentine's Day is also a time for women to indulge in self-care activities like spa treatments, manicures, and facials.
- Community Building:** The tradition encourages women to connect and support each other, fostering a sense of belonging and community.

Opportunities for Brands

- Creative Campaigns:** Brands can leverage this trend to create engaging content, such as social media posts, videos, and interactive experiences.
- Product Offerings:** Brands can develop products that cater to women's interests, such as chocolates, gift baskets, and self-care kits.
- Partnerships:** Collaborating with influencers and other brands can amplify the reach of your campaign.

Brand Recommendations:

- Although not explicitly Galentine's Day, brands like **Chocolove** and **Chocolove** offer high-quality, gourmet chocolates that are perfect for gifting.
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The Galentine's Day trend is a unique opportunity for brands to connect with their audience and celebrate female friendship. By leveraging creative campaigns, product offerings, and partnerships, brands can effectively engage and delight their audience during this special occasion.

ARTICLE

Galentine's Day Background and Insights

Galentine's Day, celebrated annually on February 13th, is a day dedicated to celebrating female friendship. It is a cultural tradition that celebrates women's support, friendship, and empowerment. Originating from the TV show Friends, the day has evolved into a global phenomenon, offering a dedicated space for women to celebrate their bonds, uplift each other, and foster female solidarity.

While gift-giving is a part of the tradition, the focus is on celebrating female friendship and empowerment. Brands can leverage this trend to create engaging content, such as social media posts, videos, and interactive experiences. Collaborating with influencers and other brands can amplify the reach of your campaign.

For brands, Galentine's Day presents a unique opportunity to connect with female customers. By leveraging creative campaigns, product offerings, and partnerships, brands can effectively engage and delight their audience during this special occasion.

WEB SEARCH

Latina Food Influencers Specializing In Mexican Cuisine With High Follower Counts And Names Of Their Shows


Search for Latina food influencers specializing in Mexican cuisine and their follower counts. Here are the results based on the information provided:

- Alfredo Garcia (@alfredogarcia)**: A former personal chef who develops innovative Mexican dishes.
- Yvette (@yvettemexican)**: A former personal chef who develops innovative Mexican dishes.
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Alfredo Garcia (@alfredogarcia) is a former personal chef who develops innovative Mexican dishes. Yvette (@yvettemexican) is a former personal chef who develops innovative Mexican dishes.




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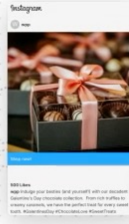
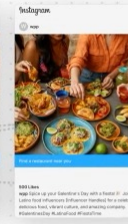
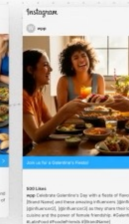



Yvette (@yvettemexican) is a former personal chef who develops innovative Mexican dishes.

Galentine's Day, "Like Water for Chocolate," social media campaign.

Could you make some social media posts including captions with event details, value and mission for me? Like Instagram and Facebook paid assets

Type a message

Latino Mexican food influencers: campaign help.

Can you suggest some latino food influencers with high follower counts who specialize in Mexican cuisine?

Type a message

TRANSFORMING HOW WE PRODUCE

WPP OPEN PRODUCTION STUDIO

The screenshot displays the 'Video Generation' interface within the WPP Open Production Studio. The top navigation bar includes a home icon, 'Home / Creative Studio', and a 'Help' dropdown. The main content area is divided into a left sidebar and a right main panel.

Left Sidebar (Brief):

- Prompt:** A24 film aesthetic. A woman levitates gracefully in dim, moody lighting. Muted earthy tones, soft mist and deep shadows create a soft surreal dreamlike atmosphere. [Enhance icon]
- Aspect Ratio:** Landscape (16:9)
- First frame image (optional):** Choose a file to upload or drag it here. Accepted formats: jpeg, png
- Model:** Google Veo 2
- Generate:** A prominent purple button at the bottom right of the sidebar.

Right Main Panel:

- Generate videos in various styles:** Start by typing in the prompt on the left or selecting an example below.
- Example 1:** A 3D cartoon-style scene shows an arctic fox walking through a magical snowy forest, with glowing icicles, glittering snowflakes, and colorful light beams creating a whimsical atmosphere.
- Example 2:** A wide aerial drone shot soars over the medieval part of a town, capturing the intricate layout of winding cobblestone streets, towering stone walls, and the spires of ancient churches.
- Example 3:** A close-tracking shot focuses on the determined face of a man in everyday clothes as he sprints through a busy city street, with the urban background of neon storefronts and passing cars adding depth and energy, evoking a modern action movie vibe.

TRANSFORMING CONSUMER EXPERIENCE

MAYBE THEY JUST NEED A SNICKERS



WPP IS LEADING IN AI

**AUGMENTING
HUMAN
CREATIVITY**



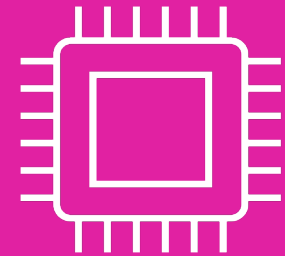
**DELIVERING A
STEP CHANGE
IN EFFICIENCY**



**DRIVING
GREATER
INTEGRATION**



**GROWING THE
VALUE OF DATA**



MEDIUM-TERM FINANCIAL FRAMEWORK

3%+

Like-for-like revenue
less pass-through
costs growth

16%-17%

Headline
operating margin

85%+

Adjusted
operating cash
flow conversion

1.5-1.75x

Average net nebt /
headline EBITDA¹

DISCIPLINED CAPITAL ALLOCATION

Potential for M&A to accelerate growth by up to 1% p.a.

1. Average adjusted net debt/Headline EBITDA (including depreciation of right-of-use assets)

FY 2024 AND Q1 2025 HIGHLIGHTS










- **Stronger margin despite top line pressures** in 2024 with LFL growth -1.0% (Q4 -2.3%) but a headline operating margin of 15.0%, a 40 bp improvement on a LFL basis, demonstrating **disciplined cost control**
- **Top 25 clients continued to grow 2.0% in 2024.** GroupM saw 2.7% growth while Hogarth grew in the mid-single digits. By geography, China saw difficult trading while historical client assignment losses and pressure on project work weighed on US/UK performance.
- **Improvement in adjusted operating cashflow conversion to 86%**, benefitting from strong working capital management
- **2025 guidance:** LFL revenue less pass-through costs growth flat to -2%, with performance expected to improve in the second half, headline operating profit margin expected to be around flat year-on-year (excluding the impact of FX)
- **Q1 2025 LFL revenue less pass-through costs:** -2.7% (Q1 '24 -1.6%), performance as expected with top 25 clients growing +2.5% offset by sequencing of client losses/tough macro environment
- **Medium-term targets:** 3%+ LFL organic growth; 16-17% headline operating profit margin; 85%+ Operating cash flow conversion¹

1. Conversion is measured as adjusted operating cash flow over headline operating profit. Adjusted operating cash flow is Headline EBITDA less headline earnings from associates, adjusted for non-cash compensation, less repayment of lease liabilities and related interest, non-headline cash items, capex and net working capital



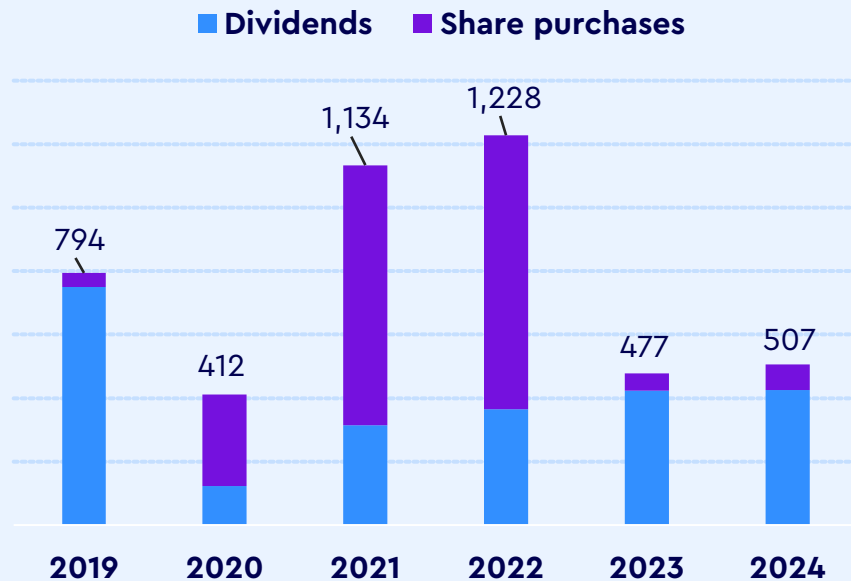
PRIORITIES FOR 2025

WPP OPEN	GROUPM	NEW BUSINESS
<p>48,000 WPP users (Dec '24: 33,000)</p>		<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Media </div> <div style="text-align: center;">  Media </div> <div style="text-align: center;">  Media </div> </div>
<p>10%+ Uplift on new business conversion (compared with non-WPP Open pitches)</p>	<p>Acquisition of InfoSum the world's leading data collaboration platform</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Commerce </div> <div style="text-align: center;">  Creative </div> <div style="text-align: center;">  Creative </div> </div>

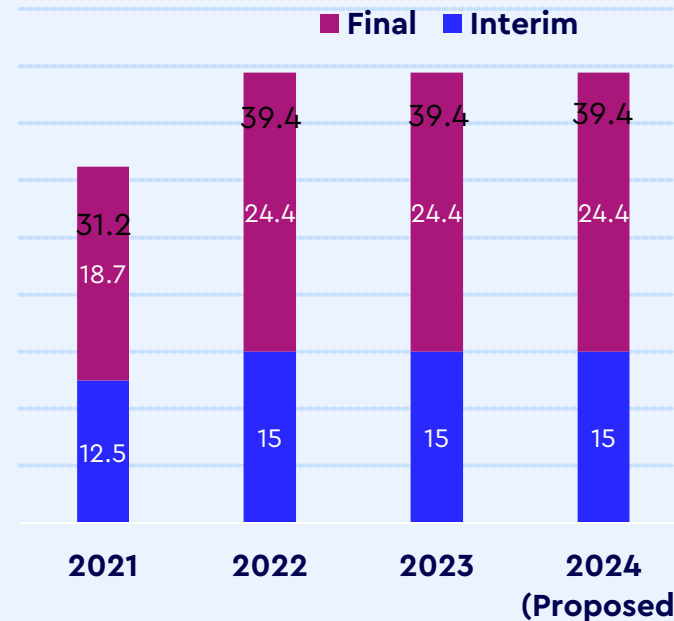
SHAREHOLDER RETURNS



DIVIDEND AND SHARE PURCHASES (£M)



DIVIDENDS PER SHARE (P)



Final dividend of 24.4p proposed, leading to a stable **full year dividend** of 39.4p

£4.6 billion returned to shareholders since 2018

Our policy remains to pay a progressive dividend with a **payout ratio of around 40%** of headline earnings per share



SUMMARY

Continued progress with strategy outlined at the **2024 CMD**

Q1 2025 performance as expected

Momentum will improve through second half of 2025

Reiterated 2025 and medium-term guidance

Confident the actions we are taking will accelerate WPP's growth and deliver stronger returns and cash flow over the medium-term



Q&A



THANK YOU

