

WPP



Results for 2016

London



Contents

- 1 Results for 2016**
- 2 GroupM – This Year Next Year**
- 3 Four Core Strategic Priorities**
- 4 Key Objectives**
- 5 Outlook and Conclusions**

Hard Copy only

- 6 31 Year History**
- 7 Other Financial Information**
- 8 Structure and Competitive Position**

CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR



EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY





1 Results for 2016



Results for 2016

Another Record Year With Strong Currency Tailwinds, Particularly in Second Half

- Reported billings up 16.0% at £55.245bn, 5.5% constant currency and 3.3% like-for-like.
- Reported revenue up 17.6% at £14.389bn, 7.2% constant currency and 3.0% like-for-like.
- Net sales growth 17.8% reportable, 7.4% constant currency and 3.1% like-for-like.
- Reported headline EBITDA up 20.8% at £2.420bn, 8.0% constant currency.
- Reported headline PBIT up 21.8% at £2.160bn, over £2bn for first time, 8.5% constant currency.
- Reported net sales margin of 17.4% up 0.5 margin points, up 0.2 margin points constant currency and 0.3 margin points like-for-like.
- Headline diluted EPS up 20.9% at 113.2p, 7.7% constant currency.
- Dividends per share of 56.60p, up 26.7%, pay-out ratio of 50% up from 47.7% last year.



Results for 2016

Another Record Year With Strong Currency Tailwinds, Particularly in Second Half

- Average constant currency net debt up £382m to £4.340bn, reflecting significant net acquisition spend, buy-backs and dividends over £1.7bn. Average net debt to EBITDA ratio under 1.8x almost in middle of target range 1.5-2.0x.
- Net new business wins £4.360bn (\$6.757bn) continuing good overall performance of first nine months, but slower than previous year.
- Increase in value of £151m in non-controlled investments to £1.310bn, content (primarily Vice and Refinery29) and comScore.
- ROE of 16.2% versus WACC of 6.4% in 2016.



Results for 2016

Headline¹ Performance versus Consensus

£m	Actual Results	Consensus Median ²	+/-
Net Sales	12,398	12,322	76
EBITDA	2,420	2,354	66
PBIT	2,160	2,127	33
Net finance costs	(174)	(176)	2
PBT	1,986	1,951	35
Diluted EPS	113.2p	111.9p	1.3p
Net Sales PBIT Margin	17.4%	17.3%	+0.1 ³

¹ Figures before goodwill and intangibles charges, gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs, IT asset write-downs and revaluation of financial instruments

² Median consensus as at 15 February 2017

³ Margin points

Results for 2016

Headline¹ Performance versus Target

	Actual	Target	Achieved
Like-for-like revenue growth	3.0%	Well over 3%	✗
Like-for-like net sales growth	3.1%	3%+	✓
Like-for-like net sales margin improvement	+0.3 ²	+0.3 ²	✓
Reportable diluted EPS growth	20.9%	10-15%	✓
Constant currency diluted EPS growth	7.7%	10-15%	✗
Dividend pay-out ratio	50.0%	45-50%	✓

- Good performance versus target and currency tailwind of over 10%.

¹ Figures before goodwill and intangibles charges, gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs, IT asset write-downs and revaluation of financial instruments

² Margin points

Results for 2016

Summary Headline¹ Results at a Glance

Year to 31 December	2016	2015	% Change	
			Reported	Constant Currency
Revenue £m	14,389	12,235	17.6	7.2
Net Sales £m	12,398	10,524	17.8	7.4
Net Sales Margin	17.4%	16.9%	+0.5	+0.3 ²
PBIT £m	2,160	1,774	21.8	8.5
EBITDA £m	2,420	2,002	20.8	8.0
Tax Rate	21.0%	19.0%	-2.0	
Diluted EPS	113.2p	93.6p	20.9	7.7
Dividend per share	56.60p	44.69p	26.7	26.7
Average Net Debt £m	(4,340)	(3,562)	-21.8	-9.7
Average Net Debt / EBITDA	1.8x	1.8x		
Average Headcount ³	132,657	132,315	-0.3	
Closing Headcount ³	134,341	134,479	0.1	
Enterprise Value / EBITDA	11.8x	11.6x		

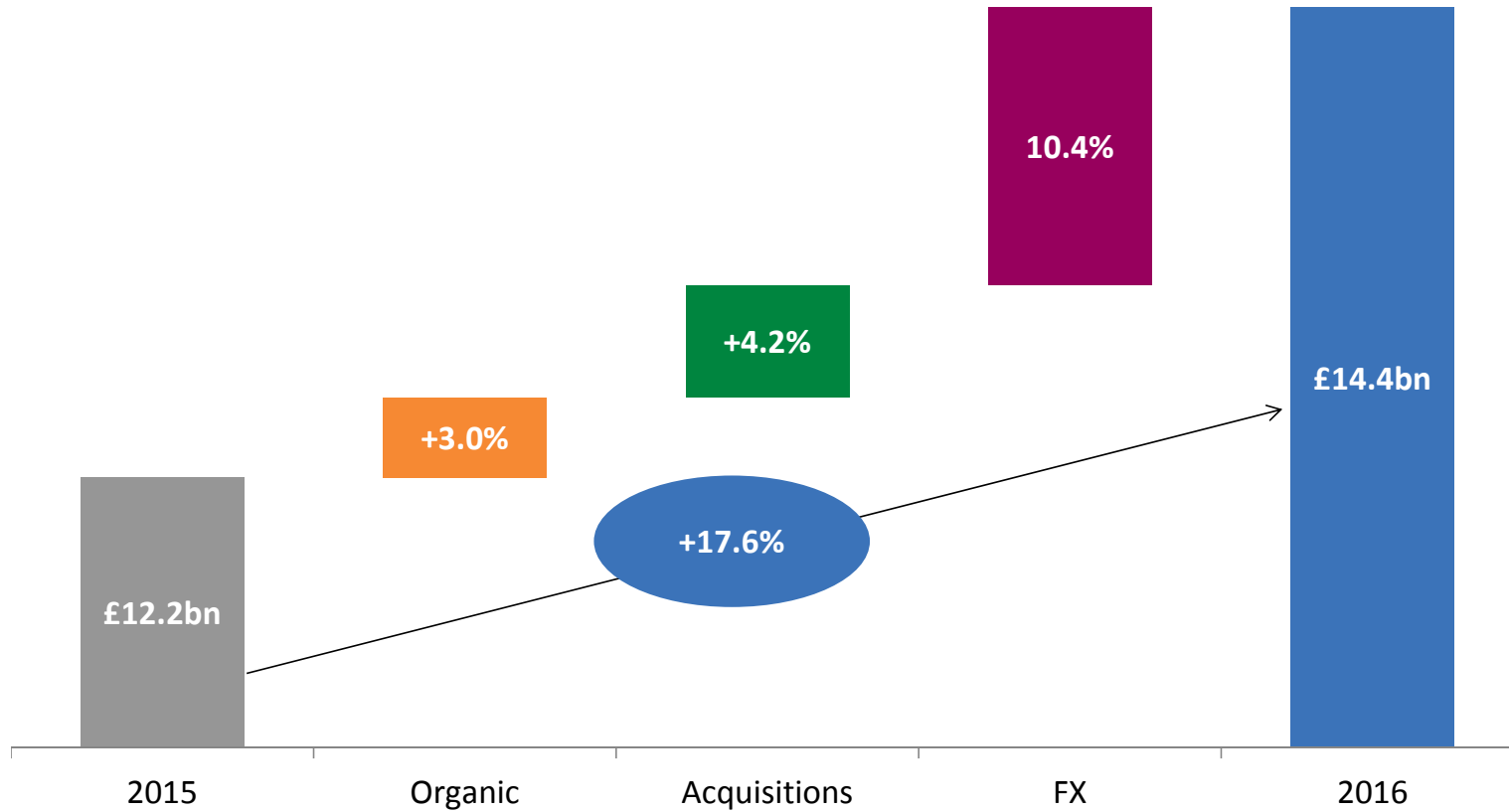
¹ Figures before goodwill and intangibles charges, gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs, IT asset write-downs and revaluation of financial instruments

² Like-for-like margin points and 0.2 margin points constant currency

³ 2016 and 2015 like-for-like number of people

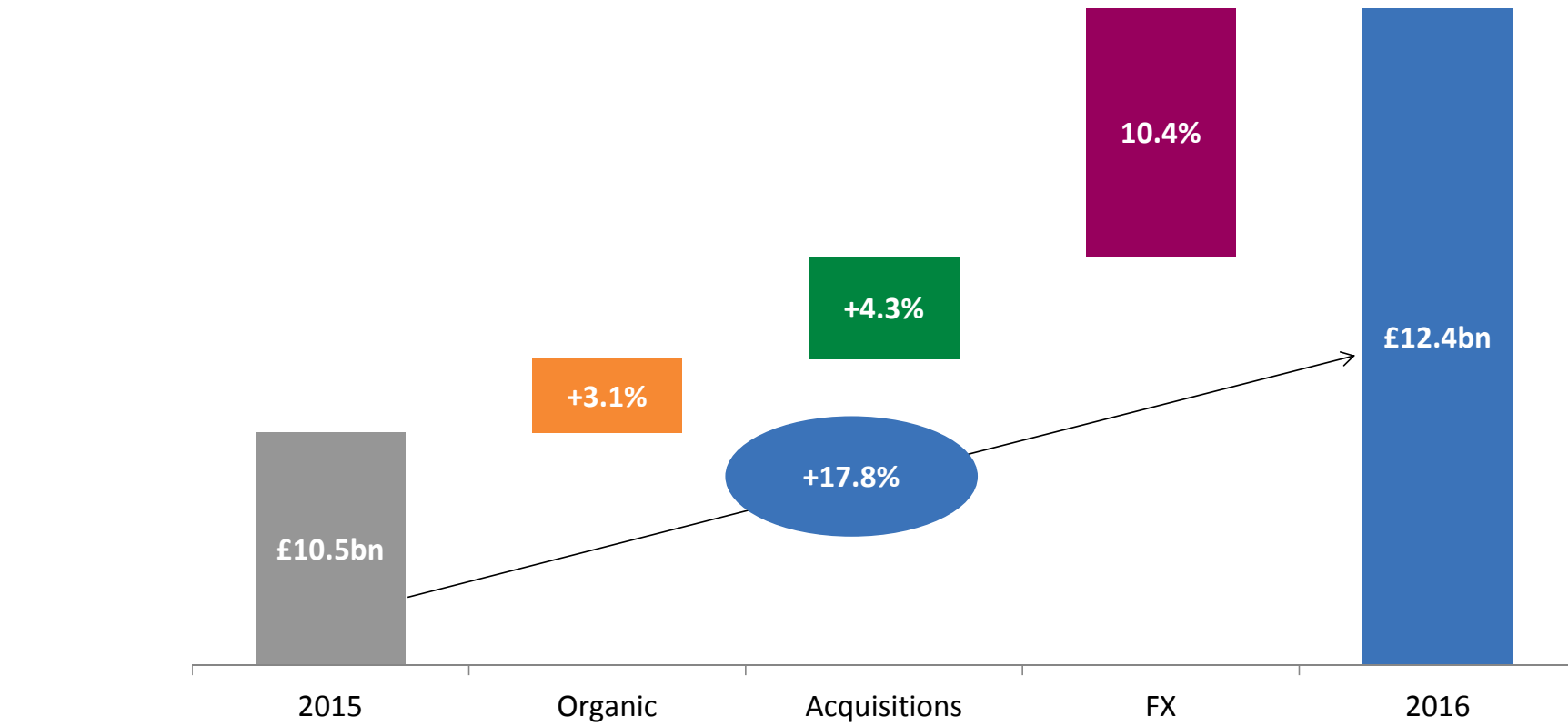
Results for 2016

Revenue Growth



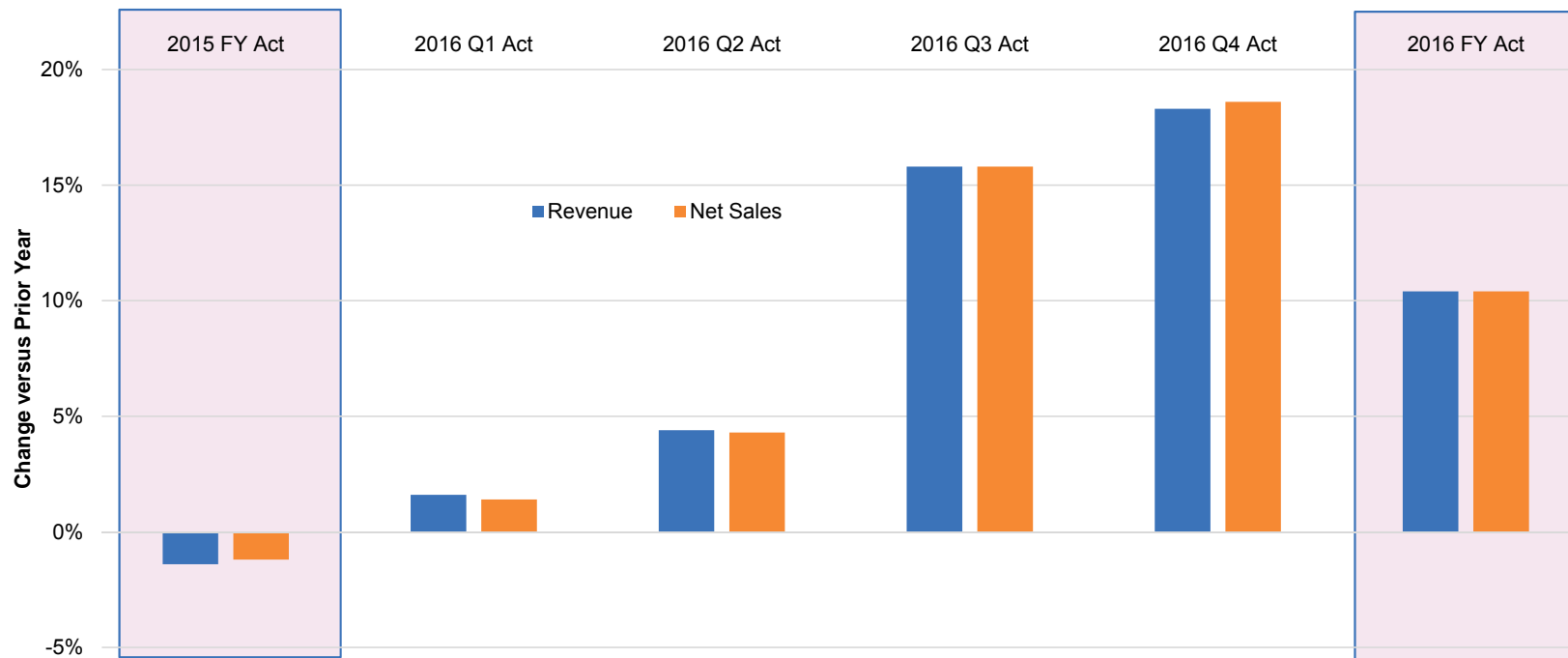
Results for 2016

Net Sales Growth



Results for 2016

Impact of Foreign Exchange



- Full year tailwind 10.4% revenue and net sales.
- Second half tailwind 17.2% revenue, 17.3% net sales.



Results for 2016

Unaudited Headline¹ IFRS Income Statement

Year to 31 December	2016 £m	2015 £m	% Change	
			Reported	Constant Currency
Revenue	14,389	12,235	17.6	7.2
Net sales	12,398	10,524	17.8	7.4
Operating profit	2,095	1,705	22.9	9.5
Income from associates	65	69	-5.5	-17.6
PBIT	2,160	1,774	21.8	8.5
Net finance costs	(174)	(152)	-14.8	-1.9
Profit before tax	1,986	1,622	22.4	9.1
Tax at 21.0% (2015 19.0%)	(417)	(308)	-35.3	-20.9
Profit after tax	1,569	1,314	19.4	6.4
Non-controlling interests	(102)	(85)	-19.6	-7.4
Attributable to share owners	1,467	1,229	19.4	6.3
Diluted EPS	113.2p	93.6p	20.9	7.7
Net sales margin	17.4%	16.9%	+0.5	+0.3²
EBITDA	2,420	2,002	20.8	8.0

¹ Figures before goodwill and intangibles charges, gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs, IT asset write-downs and revaluation of financial instruments

² Like-for-like margin points and 0.2 margin points constant currency

Results for 2016

Unaudited IFRS Income Statement

Year to 31 December	2016 £m	2015 £m	% Change	
			Reported	Constant Currency
Revenue	14,389	12,235	17.6	7.2
Net sales	12,398	10,524	17.8	7.4
Operating profit pre exceptional & goodwill/intangibles	2,095	1,705	22.9	9.5
Net exceptional gain ¹	164	82	-	-
Goodwill/intangible charges	(196)	(155)	-25.9	-18.7
Operating profit	2,063	1,632	26.4	12.7
Income from associates	65	69	-5.5	-17.6
Share of associate exceptionals	(15)	(22)	-	-
PBIT	2,113	1,679	25.8	12.0
Net finance costs	(222)	(186)	-19.3	-8.3
Profit before tax	1,891	1,493	26.7	12.5
Tax	(389)	(248)	-57.1	-39.9
Profit after tax	1,502	1,245	20.6	7.2
Non-controlling interests	(102)	(85)	-19.6	-7.4
Attributable to share owners	1,400	1,160	20.7	7.1
Reported diluted EPS	108.0p	88.4p	22.2	8.5

¹ Being net amount of gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, restructuring costs and IT asset write-downs

Results for 2016

Net Exceptional Gain¹ of £164m

Year to 31 December	2016 £m
Imagina Group	260
Grass Roots Group	27
STW ²	(24)
comScore	(80)
Other	8
Net exceptional gain from disposals, step-ups and write-downs	191
IT restructuring cost	(27)
Net exceptional gain	164

¹ Being net amount of gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write downs and restructuring costs

² STW Communications Group Limited

Results for 2016

% Growth Versus Prior Year

	Revenue	Net Sales	Headline ¹ PBIT	Headline ¹ EPS
Like-for-like	3.0	3.1	4.7	n/a
Acquisitions	4.2	4.3	3.8	n/a
Constant currency	7.2	7.4	8.5	7.7
Foreign exchange	10.4	10.4	13.3	13.2
Reportable sterling	17.6	17.8	21.8	20.9
Reportable US dollars²	3.7	3.8	5.9	4.9
Reportable euros³	3.9	4.0	6.2	5.1
Reportable Japanese yen⁴	-7.0	-6.8	-5.1	-6.0

¹ Figures before goodwill and intangibles charges, gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs, IT asset write-downs and revaluation of financial instruments

² Translated into US\$, using among other currencies, average exchange rates of US\$/£ for FY 2016 of \$1.355, compared to \$1.529 for FY 2015

³ Translated into euros, using among other currencies, average exchange rates of €/£ for FY 2016 of €1.223, compared to €1.378 for FY 2015

⁴ Translated into Japanese yen, using among other currencies, average exchange rates of ¥/£ for FY 2016 of ¥147.4, compared to ¥185.1 for FY 2015

Results for 2016

Revenue and Net Sales by Sector

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	Revenue				Net Sales			
	2016 £m	Reported	% Change		2016 £m	Reported	% Change	
			Constant Currency	Like-for- like ¹			Constant Currency	Like-for- like ¹
Advertising, Media Investment Management	6,548	17.9	7.7	4.7	5,413	16.4	6.5	3.7
Data Investment Management	2,661	9.7	0.4	-0.9	1,994	12.8	3.2	0.9
Public Relations & Public Affairs	1,101	16.4	5.0	2.5	1,079	16.0	4.7	2.4
Branding & Identity, Healthcare and Specialist Communications	4,079	23.2	11.8	3.0	3,912	23.2	11.8	3.5
Total	14,389	17.6	7.2	3.0	12,398	17.8	7.4	3.1

¹ Digital revenue grew by 5.9% and digital net sales by 6.5%

Results for 2016

Revenue and Net Sales by Region

CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR



EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY



	Revenue				Net Sales			
	2016 £m	Reported	% Change		2016 £m	Reported	% Change	
			Constant Currency	Like-for- like			Constant Currency	Like-for- like
North America	5,281	17.6	3.9	2.0	4,604	18.6	4.8	2.8
UK	1,866	5.0	5.0	1.8	1,588	5.5	5.5	2.1
Western Continental Europe	2,943	21.3	8.0	4.8	2,425	20.3	7.2	3.6
Asia Pacific, Latin America, Africa & Middle East and Central & Eastern Europe	4,299	21.4	11.9	3.5	3,781	21.1	11.8	3.5
Total	14,389	17.6	7.2	3.0	12,398	17.8	7.4	3.1



Results for 2016

WPP Two Year Cumulative Like-for-Like Growth¹ - Consistent Performance

%	Revenue		Net Sales	
	1 Year	2 Year	1 Year	2 Year
H1 2014	8.7	11.1 ²	4.1	6.5 ²
H2 2014	7.7	12.3 ²	2.5	6.8 ²
H1 2015	4.9	13.6	2.3	6.4
H2 2015	5.8	13.5	4.1	6.6
H1 2016	4.3	9.2	3.8	6.1
H2 2016	1.8	7.6	2.4	6.5 ²

¹Two year trend is total growth for the named half and same half one year earlier

² 2013 revenue growth for H1 2.4% and H2 4.6%. 2013 net sales growth for H1 2.4% and H2 4.3%

Results for 2016

Two Year Cumulative Like-for-Like Revenue Growth¹

%	WPP ³	OMC ^{2,4}	Pub ^{2,5}	IPG ^{2,6}	HAV ^{2,7}
H1 2014	11.1	7.9	5.1	7.9	6.2
H2 2014	12.3	10.3	4.2	8.8	6.4
H1 2015	13.6	10.3	3.0	11.8	12.0
H2 2015	13.5	11.7	3.9	11.7	9.1
H1 2016	9.2	8.8	4.0	11.3	9.3
H2 2016	7.6	8.9	0.4	11.1	7.4

¹ Two year trend is total growth for the named half and same half one year earlier

³ WPP growth H1/13 2.4%, H2/13 4.6%, H1/14 8.7%, H2/14 7.7%, H1/15 4.9%, H2/15 5.8%, H1/16 4.3%, H2/16 1.8%

⁵ PUB growth H1/13 3.3%, H2/13 2.1%, H1/14 1.8%, H2/14 2.1%, H1/15 1.2%, H2/15 1.8%, H1/16 2.8%, H2/16 -1.4%

⁷ HAV growth H1/13 0.5%, H2/13 1.6%, H1/14 5.7%, H2/14 4.8%, H1/15 6.3%, H2/15 4.3%, H1/16 3.0%, H2/16 3.1%

² OMC is Omnicom Group, Pub is Publicis Groupe, IPG is Interpublic Group and HAV is HAVAS

⁴ OMC growth H1/13 2.8%, H2/13 4.1%, H1/14 5.1%, H2/14 6.2%, H1/15 5.2%, H2/15 5.5%, H1/16 3.6%, H2/16 3.4% **19**

⁶ IPG growth H1/13 2.3%, H2/13 3.3%, H1/14 5.6%, H2/14 5.5%, H1/15 6.2%, H2/15 6.2%, H1/16 5.1%, H2/16 4.9%

Results for 2016

Headline¹ PBIT and Net Sales Margin by Sector

	Headline PBIT		Headline Margin	
	2016 £m	2015 £m	2016 %	2015 %
Advertising, Media Investment Management ²	1,027	860	19.0	18.5
Data Investment Management	351	286	17.6	16.2
Public Relations & Public Affairs ²	180	145	16.7	15.6
Branding & Identity, Healthcare and Specialist Communications ²	602	483	15.4	15.2
Total	2,160	1,774	17.4	16.9

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¹ Figures before goodwill and intangibles charges, gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs, IT asset write-downs and revaluation of financial instruments

² Prior year headline PBIT and net sales margins have been restated to reflect a reclassification between sectors of one of the Group's associates

Results for 2016

Headline¹ PBIT and Net Sales Margin by Region

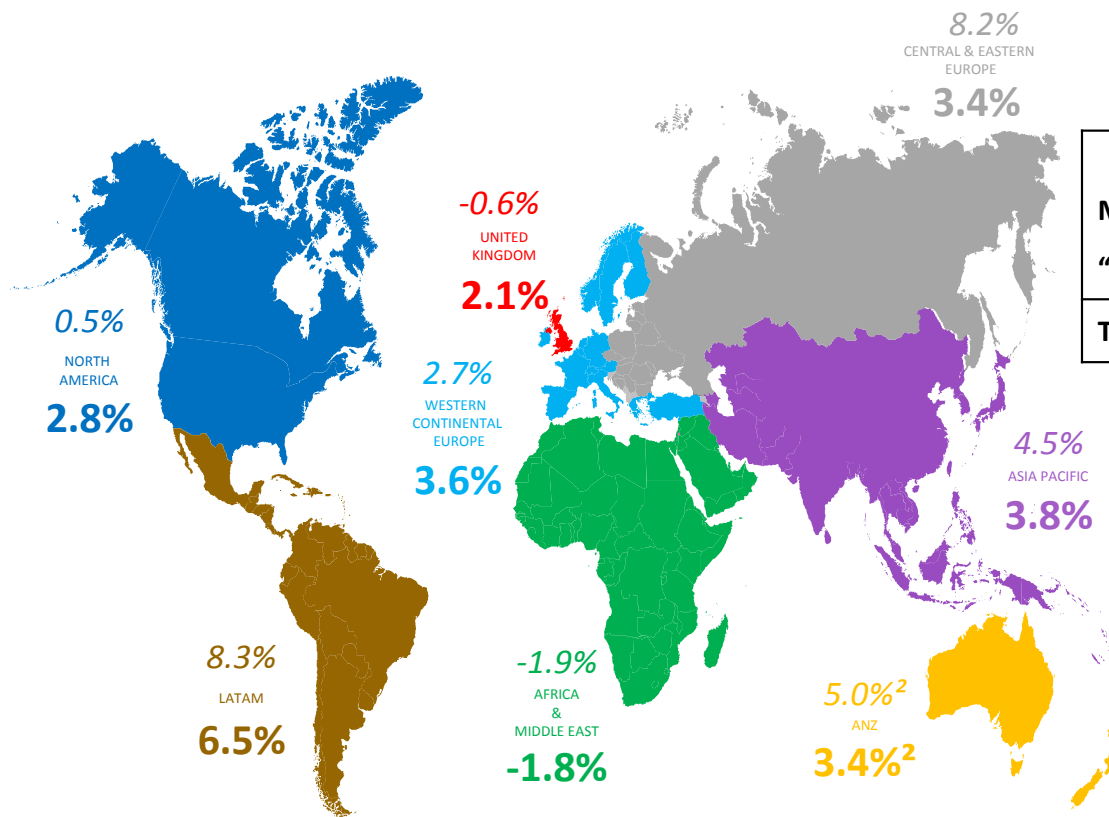
	Headline PBIT		Headline Margin	
	2016 £m	2015 £m	2016 %	2015 %
North America	895	728	19.4	18.8
UK	261	243	16.5	16.2
Western Continental Europe	352	277	14.5	13.7
Asia Pacific, Latin America, Africa & Middle East and Central & Eastern Europe	652	526	17.2	16.8
Total	2,160	1,774	17.4	16.9

¹ Figures before goodwill and intangibles charges, gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs, IT asset write-downs and revaluation of financial instruments

Results for 2016

Net Sales Growth¹ by Region

Q4%
FY%



	Q4	FY
Mature Markets	0.9%	2.9%
“Faster Growing” Markets	4.8%	3.5%
Total	2.1%	3.1%

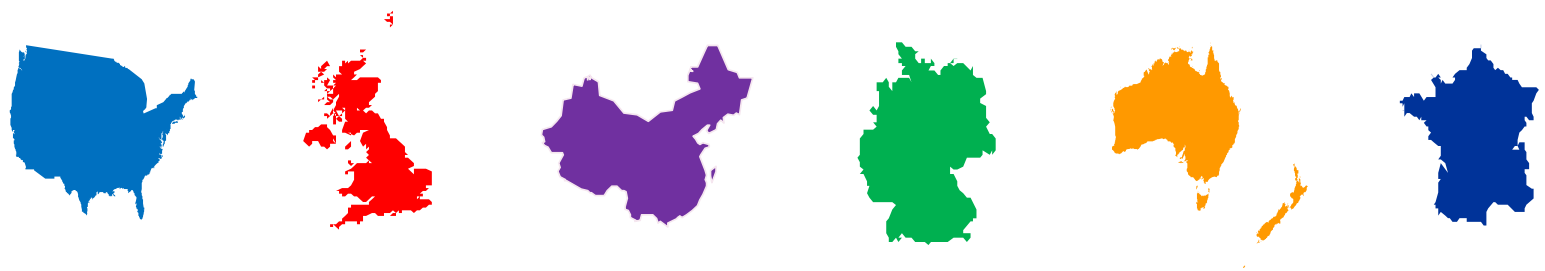
¹ Like-for-like net sales growth vs. 2015

² Includes STW businesses step-up from 8 April 2016

Results for 2016

Top 6 Markets - Over 68%¹ of Revenue and Net Sales, Like-For-Like Revenue Growth of 1.9%¹ and Net Sales Growth of 2.7%¹

Including associates:						
Revenue	\$6.9bn	\$3.4bn	\$1.6bn	\$1.3bn	\$0.8bn	\$0.7bn
People '000 ²	26	16	14	8	5	5



	USA		UK		Greater China ³		Germany		ANZ ⁵		France	
	Revenue	Net Sales	Revenue	Net Sales	Revenue	Net Sales	Revenue	Net Sales	Revenue	Net Sales	Revenue	Net Sales
2016 FY ⁴	1.9%	2.8%	1.8%	2.1%	-0.2%	0.2%	6.7%	7.3%	2.0%	3.4%	-1.6%	0.3%
2015 FY ⁴	7.2%	4.3%	4.1%	2.9%	2.2%	1.6%	8.0%	4.2%	2.4%	0.3%	0.2%	-0.1%
2014 FY ⁴	9.9%	3.1%	12.9%	4.8%	7.9%	4.0%	5.2%	3.3%	3.2%	0.0%	-0.4%	-0.7%

¹ % excluding associates

² Closing headcount at 31 December 2016

³ Includes Hong Kong & Taiwan

⁴ Like-for-like growth vs. prior year, excluding associates

Results for 2016

BRICs Markets - Over 12%¹ of Revenue and Net Sales, Like-For-Like Revenue Growth of 1.7%¹ and Net Sales Growth of 2.4%¹

	Including associates:			
Revenue	\$1.6bn	\$0.6bn	\$0.4bn	\$0.2bn
WPP Rank ²	#3	#7	#13	#22
People '000 ³	14	15	7	2



Greater China⁴



India



Brazil



Russia

	Greater China ⁴		India		Brazil		Russia	
	Revenue	Net Sales	Revenue	Net Sales	Revenue	Net Sales	Revenue	Net Sales
2016 FY ⁵	-0.2%	0.2%	11.2%	13.8%	-2.8%	-2.5%	4.1%	5.4%
2015 FY ⁵	2.2%	1.6%	16.9%	10.5%	1.4%	1.3%	-9.4%	-10.4%
2014 FY ⁵	7.9%	4.0%	25.4%	10.4%	-0.5%	0.7%	6.1%	7.5%

¹ % excluding associates

² Ranked by WPP revenue by market

³ Closing headcount at 31 December 2016

⁴ Includes Hong Kong & Taiwan

⁵ Like-for-like growth vs. prior year, excluding associates

Results for 2016

Revenue Growth by Country

Revenue Growth ¹	Countries
More than 20%	Argentina, Turkey
10% to 20%	India, Indonesia, Mexico
5% to 10%	Denmark, Germany, Italy, Philippines, Sweden
3% ² to 5%	Belgium, Canada, Russia, Spain, Switzerland
Less than 3% ²	Australia, Brazil, Greater China ³ , Mainland China, France, Netherlands, Japan, Poland, Singapore, South Africa, South Korea, Thailand, UK, USA

¹ Like-for-like growth

² WPP like-for-like revenue growth of 3.0%

³ Includes Hong Kong and Taiwan



Results for 2016

Revenue Growth by Category

Revenue Growth¹

Categories

More than 5%

Automotive, Food, Retail, Media & Entertainment, Telecommunications, Travel & Airline

3%² to 5%

Electronics

Less than 3%²

Computers, Drinks, Financial Services, Government, Oil, Personal Care & Drugs

¹ Like-for-like growth

² WPP like-for-like revenue growth of 3.0%

Results for 2016

Trade Estimates of Major New Business Wins

WPP Agency	Incumbent	Account	Office	Billings(\$m)
Haworth ¹	PUB	Walmart	USA	900
GroupM	Haworth ¹	Target	USA	686
MediaCom	DEN/OMC	Sony Playstation	Global	421
MediaCom	PUB	Procter & Gamble	China	266
Team Connect	Maxus/MEC	BT/EE	UK	248
The & Partnership ¹	PUB	Toyota	Europe	240
MediaCom	PUB	Nestlé	Germany	211
Mindshare	PUB/DEN	Fox	Europe	193
Y&R/VML	OMC	Electrolux	USA	140
J. Walter Thompson	PUB	Newell Brands	Global	120
Grey	Y&R	Marks & Spencer	UK	100
Maxus	IND	Jet.com	USA	100
Y&R	IPG/IND	Census Bureau	USA	90
Ogilvy	IND	Nationwide	USA	80
Ogilvy	IND	Motorola	Global	79
Grey/Wunderman/Geometry	OMC/PUB	GSK	Global	73
MediaCom	DEN	British Gas	UK	70
VML	PUB	Wendy's	USA	70
MEC	N/A	SABMiller	Europe	69
Y&R/VML	HAV	New Balance	USA	60
SET	N/A	Verizon	USA	60
Y&R/VML	N/A	JPMorgan Chase	Global	57

Shaded figures are Q4 wins, wins in red are transfers of business

¹ Ownership less than 50%

Results for 2016

Trade Estimates of Major New Business Wins

WPP Agency	Incumbent	Account	Office	Billings(\$m)
MEC	PUB	BMW	UK	55
MediaCom	PUB	Unilab	Philippines	55
MEC	HAV	Nationwide	UK	50
Mediacom	IPG	NewsCorp	Australia	50
Mediacom	N/A	Mars	Australia,Sweden,Finland	47
MediaCom	Maxus	Bolton Italy	Italy	47
MediaCom	Geometry	BRP	Global	45
MEC	PUB	Mitsubishi	Australia	45
GroupM	MediaCom	Westpac	Australia	45
AKQA	N/A	Caterpillar	Global	44
MediaCom	IPG	Tempur Sealy	Europe,Asia Pacific	41
Team Red (GroupM)	WPP AUNZ	Vodafone	Australia	40
Y&R Taxi	DEN	Fido	Canada	35
Mindshare	DEN	Master Kong Beverages	China	35
MediaCom	OMC	Paddy Power Betfair	Europe	33
Mindshare	OMC	BUPA	Australia	30
VML	IND	Greater Miami	USA	30
Ogilvy Public Relations	OMC	CFA	Global	30
Mindshare	N/A	Diageo	India,South Africa	30
Mindshare	N/A	Deutsche Bahn	Germany	30
Y&R	N/A	Pfizer	USA	N/A
Y&R	N/A	PhRMA	USA	N/A

Shaded figures are Q4 wins, wins in red are transfers of business

Results for 2016

Trade Estimates of Major New Business Losses

WPP Agency	Winning Agency	Account	Office	Billings(\$m)
MediaCom	OMC	Volkswagen	Global	2,179
MEC/Grey	OMC	AT&T	USA	1,800
Haworth ¹	GroupM	Target	USA	686
Maxus	PUB	Fiat	EMEA,APAC	500
Mindshare	IND	LG Electronics	USA	297
Maxus/MEC	Team Connect	BT/EE	UK	248
MEC	N/A	KFC	USA	220
OgilvyOne	Wunderman	BT	UK	190
Mediacom	PUB	Mars	Germany,India	140
Y&R	Grey	Marks & Spencer	UK	100
Ogilvy	IPG	Qualcomm	USA	70
Grey	PUB	Procter & Gamble	Global	55
Maxus	MediaCom	Bolton Italy	Italy	47
GroupM	IND	VF Corporation	Asia	45
Geometry	MediaCom	BRP	Global	45
MediaCom	GroupM	Westpac	Australia	45
Maxus	PUB	Aldi	UK	42
WPP AUNZ	Team Red (GroupM)	Vodafone	Australia	40
OgilvyOne/GroupM	MDC	E-Trade	USA	35
Ogilvy	OMC	Time Warner	USA	34
MediaCom	IND	Everest	UK	30
Mindshare	OMC	Nissan	MENA	30

Shaded figures are Q4 losses, losses in red are transfers of business

¹ Ownership less than 50%

Results for 2016

Internal Estimates of Net New Business Wins

(\$m)	Creative	Media	Total
Advertising	1,709	3,727	5,436
Other Businesses	1,321	-	1,321
2016	3,030	3,727	6,757



Results for 2016

Trade Estimates of Major New Business Wins/Losses Since 1 January



	WPP Agency	Incumbent	Account	Office	Billings(\$m)
WINS	Team WBA	OMC	Walgreens Boots Alliance	Global	600
	Wunderman	OgilvyOne	BT	UK	190
	Mindshare	IPG	Tyson Foods	USA	135
	M/Six ¹	OMC	Sainsbury's	UK	75

	WPP Agency	Winning Agency	Account	Office	Billings(\$m)
LOSSES	Grey	IND/Other	Coty	Global	330
	JWT	PUB	Kellogg's	USA	100

Wins/losses in red are transfers of business

¹ Ownership less than 50%

Results for 2016

Cash Flow

£m	2016	2015
Operating profit	2,063	1,632
Non-cash compensation	106	99
Depreciation & amortisation charges	455	384
Net interest paid & similar charges	(168)	(151)
Tax paid	(414)	(301)
Net cash generation	2,042	1,663

CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR



EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY



Results for 2016

Uses of Cash Flow

£m	2016	2015
Net cash generation	2,042	1,663
Capital expenditure	(285)	(246)
Acquisition payments	(697)	(693)
- Net initial payments ¹	(605)	(649)
- Earnout payments/loan note redemptions	(92)	(44)
Other ²	(172)	(154)
Net cash inflow before distributions	888	570
Distributions to share owners	(1,044)	(1,134)
- Dividends	(617)	(546)
- Share buy-backs	(427)	(588)
Net cash outflow before NWC changes	(156)	(564)

CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR

EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY

¹ Net initial payments are net of cash acquired and disposal proceeds, and includes other investments and associates

² Includes non cash gains and losses

Results for 2016

Net Debt – 31 December 2016

£m	2016	2015	% Variance
FY average net debt on constant currency basis	(4,340)	(3,958)	-10%
FY average net debt on reportable basis	(4,340)	(3,562)	-22%
Net debt at 31 December on constant currency basis	(4,131)	(3,677)	-12%
Net debt at 31 December on reportable basis	(4,131)	(3,211)	-29%
Headline finance costs	(174)	(152)	-15%
Interest cover on headline PBIT	12.4x	11.7x	
Headline EBITDA	2,420	2,002	+21%
Average net debt / headline EBITDA	1.8x	1.8x	

CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR

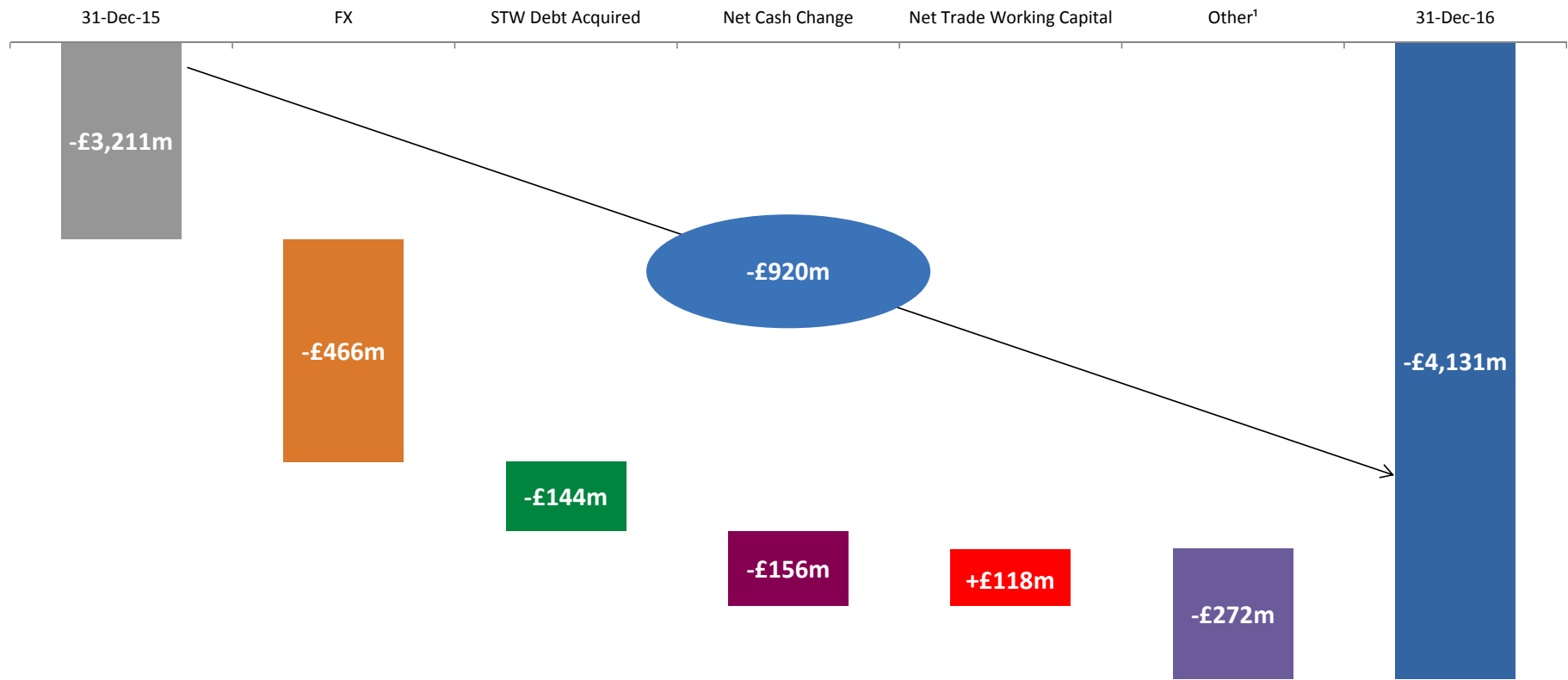


EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY



Results for 2016

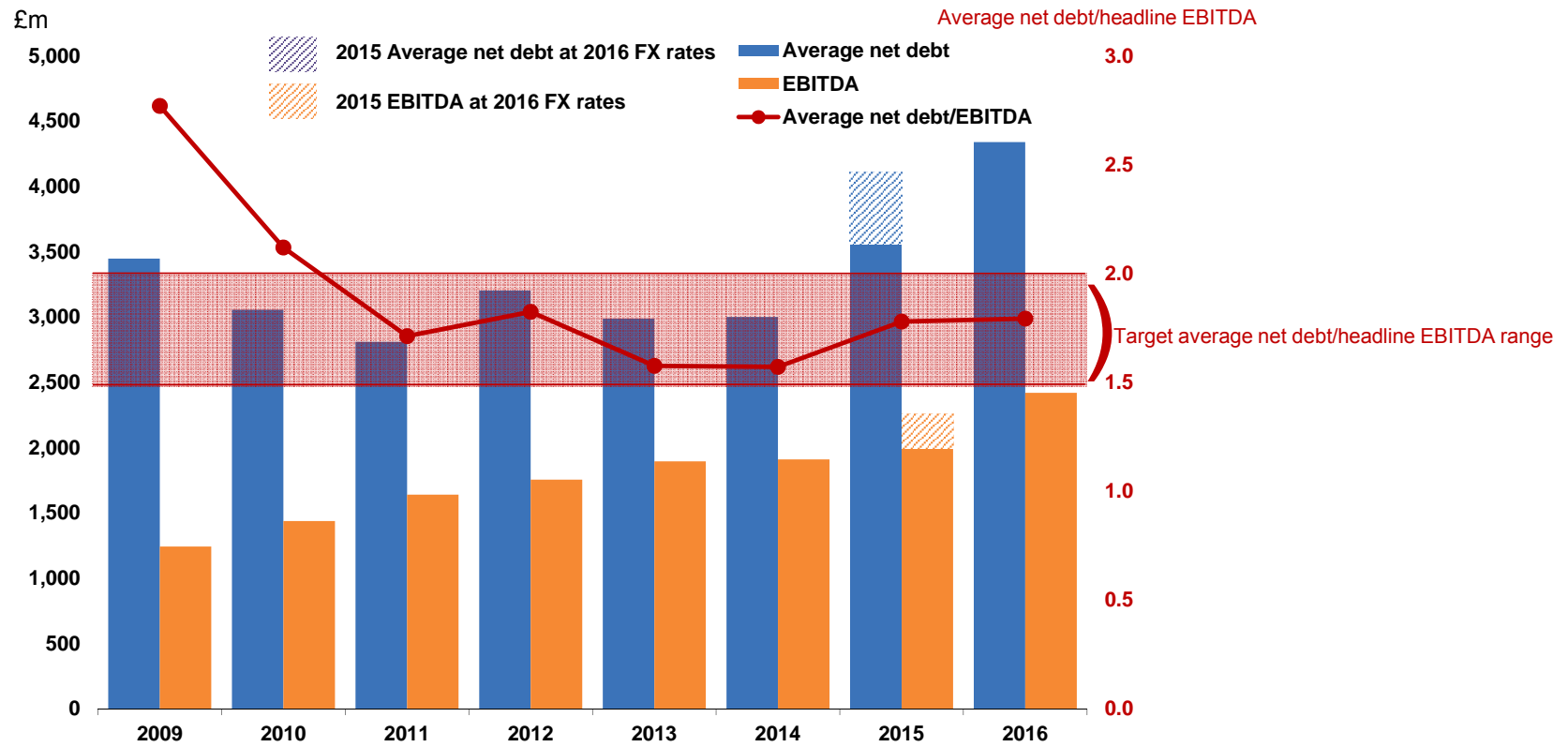
Net Debt – Full Year Movement



¹ Other receivables, payables and provisions

Results for 2016

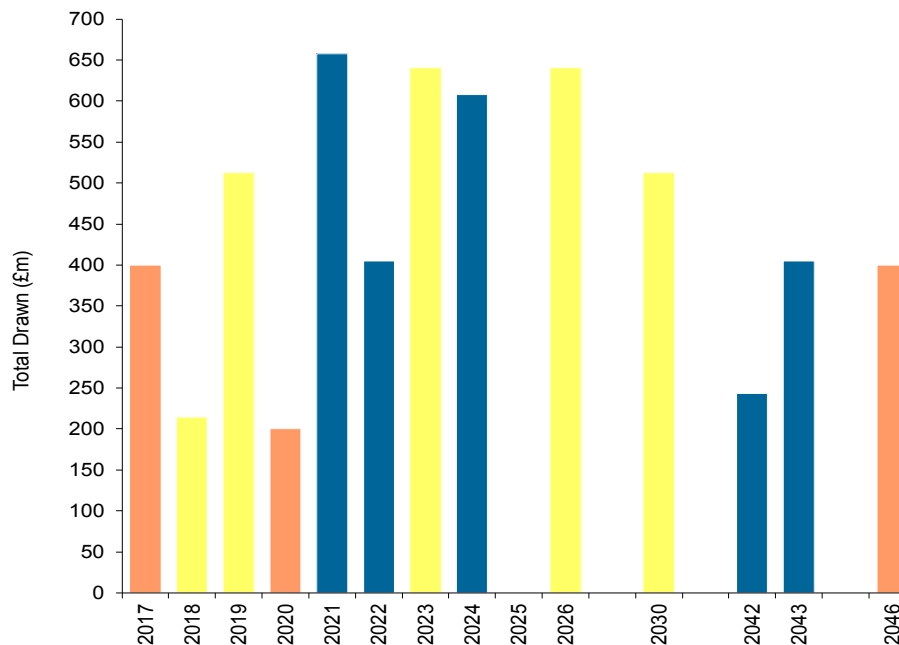
Historic Average Net Debt/Headline EBITDA



Results for 2016

Debt Maturity Profile £m at 31 December 2016

	Total Credit	Total Drawn
£ bonds £400m (2.875% Sep '46)	400	400
US bond \$500m (5.625% Nov '43)	405	405
US bond \$300m (5.125% Sep '42)	243	243
Eurobonds €600m (1.625% Mar '30)	513	513
Eurobonds €750m (2.25% Sep '26)	641	641
US bond \$750m (3.75% Sep '24)	607	607
Eurobonds €750m (3.0% Nov '23)	641	641
US bond \$500m (3.625% Sep '22) ¹	405	405
US bond \$812m (4.75% Nov '21) ²	658	658
£ bonds £200m (6.375% Nov '20)	200	200
Eurobonds €600m (0.75% Nov '19)	513	513
Eurobonds €252m (0.43% Mar '18)	215	215
£ bonds £400m (6% Apr '17) ³	400	400
Debt Facilities	5,841	5,841
Bank revolver ⁴ (\$2,500m Jul'21)	2,025	-
Bank revolver ⁴ (A\$520m Mar'19)	304	207
Net cash, overdrafts & other adjustments	-	(1,917)
Total Borrowing Capacity / Net Debt	8,170	4,131



Weighted Average Coupon 3.4%
Weighted Average Maturity 10.1 years
Available Liquidity £4,039m

¹ Swapped to 6m \$Libor + 1.52%

³ £200m swapped to 6m £Libor + 0.64%

Exchange Rates \$/£ 1.234 €/£ 1.170 A\$/£ 1.711

² Swapped to 6m \$Libor + 2.17% (set in arrears)

⁴ These instruments are subject to financial covenants

Results for 2016

Uses of Free Cash Flow

Category	Target	FY 2016	FY 2015
Acquisitions (excluding earnouts) ¹	£300-£400m ²	£605m	£649m
Share buy-backs:	n/a	£427m	£588m
% of issued share capital	2%-3%	2.0%	3.0%
Dividend increase	n/a	27%	17%
Pay-out ratio	50%	50%	48%
Headroom: Undrawn facilities & surplus cash	n/a	£4.0bn	£3.6bn

¹ Acquisitions are initial payments, net of cash acquired and disposal proceeds, and include other investments and associates

² Excluding larger-sized acquisitions like Triad Retail Media £230m in 2016 (IBOPE and comScore totalled £364m in 2015)

Results for 2016

Taxation

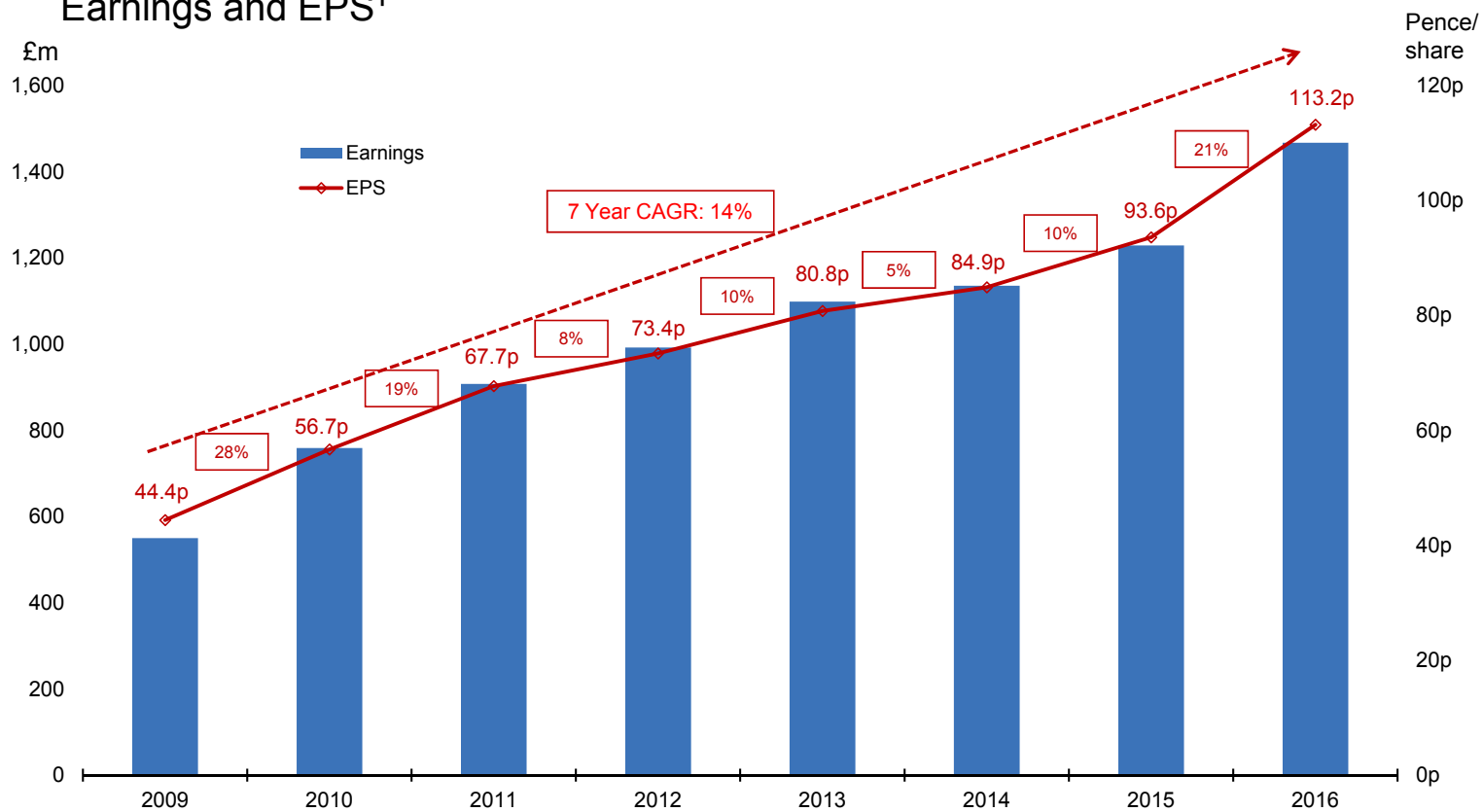


- Headline tax rate of 21.0%, compared to 19.0% for 2015. Given the Group's mix of profits and the changing international tax environment, the tax rate is expected to increase slightly over the next few years.
- Reported tax rate of 20.6% in 2016 (2015 – 16.6%).
- Cash tax paid of £414m compares to £301m paid in 2015.
- Estimated employer and employee social taxes paid during 2016 of £1bn for the Group.



Results for 2016

Earnings and EPS¹



¹ Headline Diluted Earnings and Headline Diluted EPS

2 GroupM - This Year Next Year



Market Environment

GroupM 2016 Forecast for Global AdSpend



4.3%

...up from July 2016 forecast 4.0%

Source: GroupM This Year Next Year Worldwide Report, December 2016

Market Environment

GroupM 2017 Forecast for Global AdSpend



4.4%

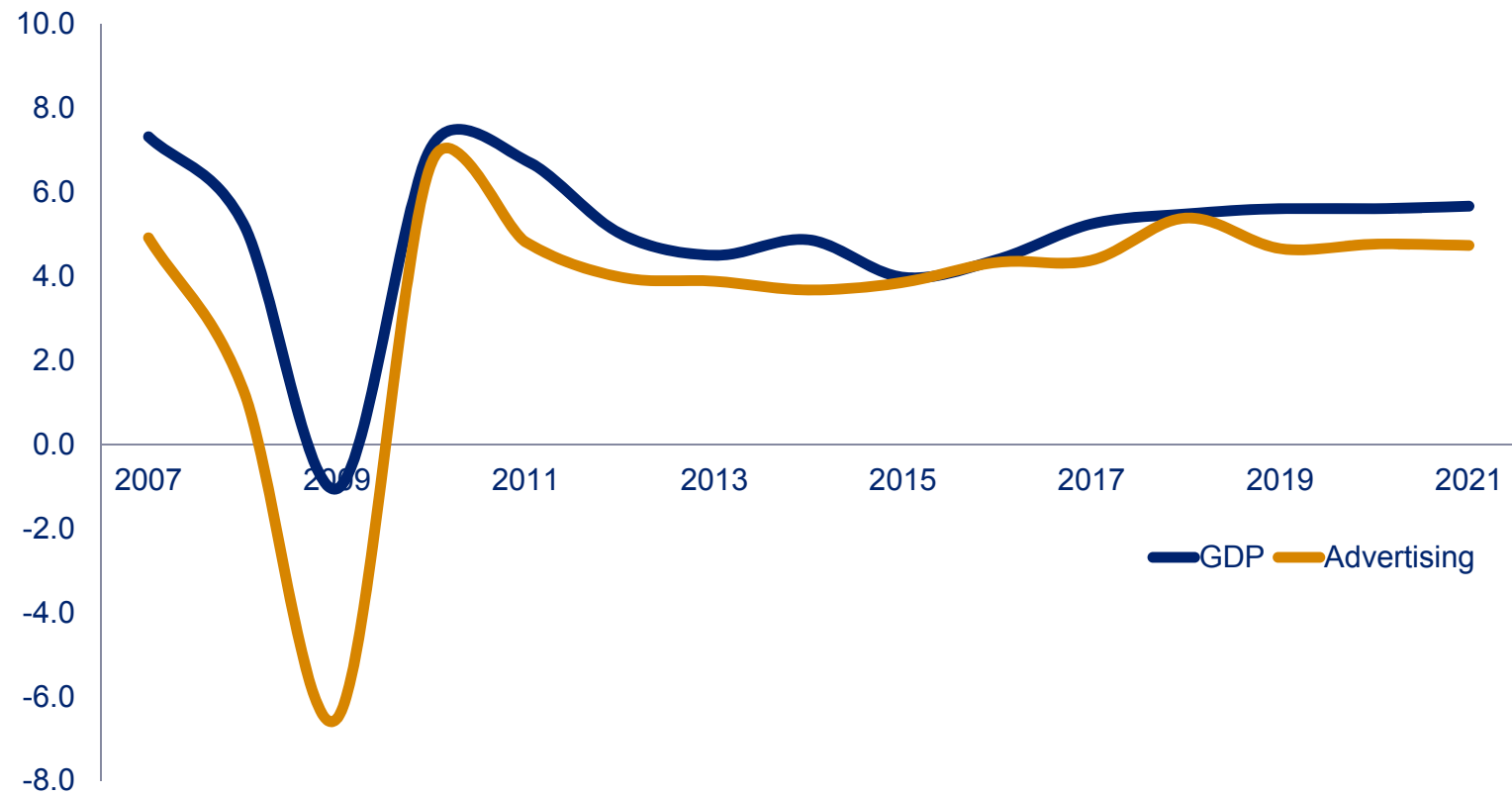


Source: GroupM This Year Next Year Worldwide Report, December 2016

WPP

Market Environment

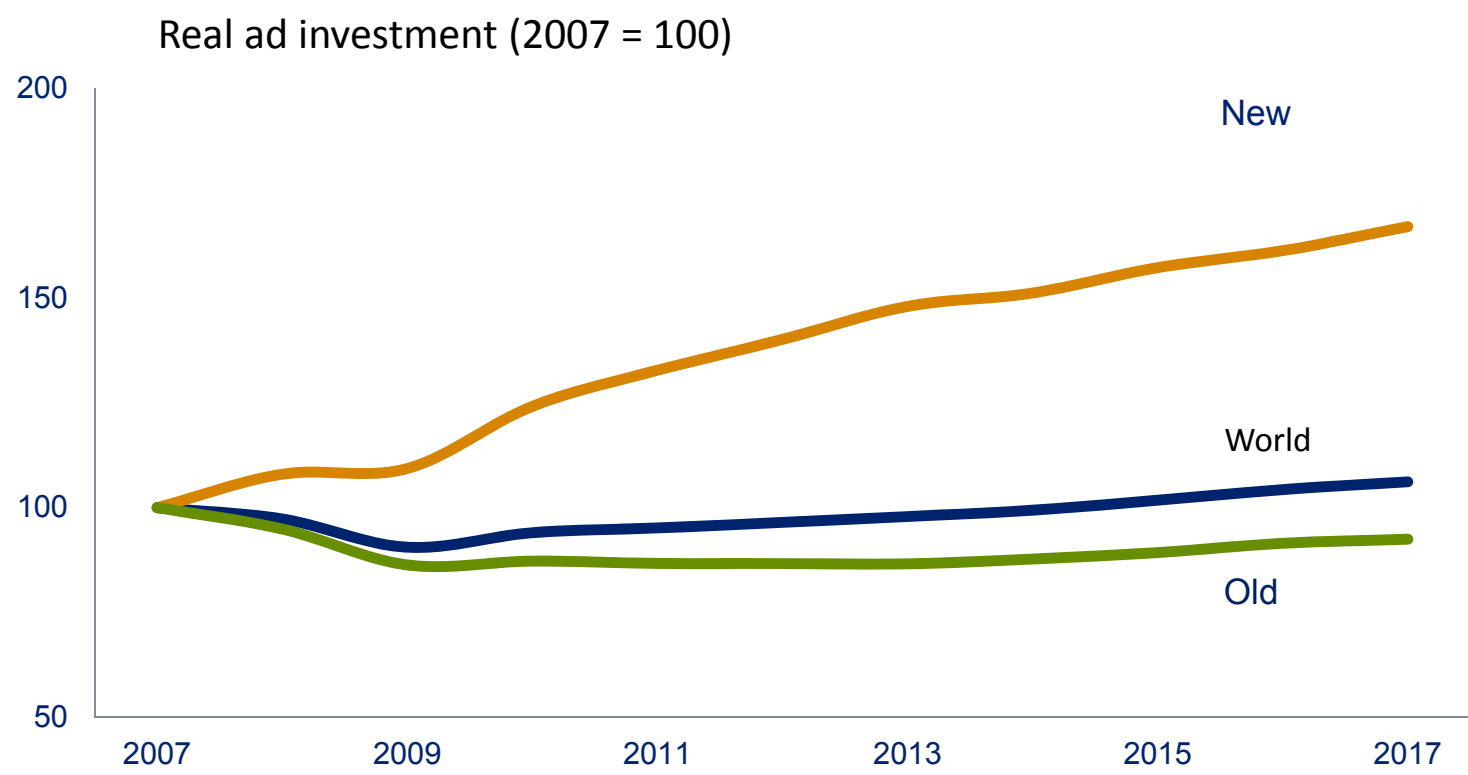
GDP and Advertising Year-on-Year Nominal % Change



Source: IMF/GroupM

Market Environment

Advertising Peak Recovered

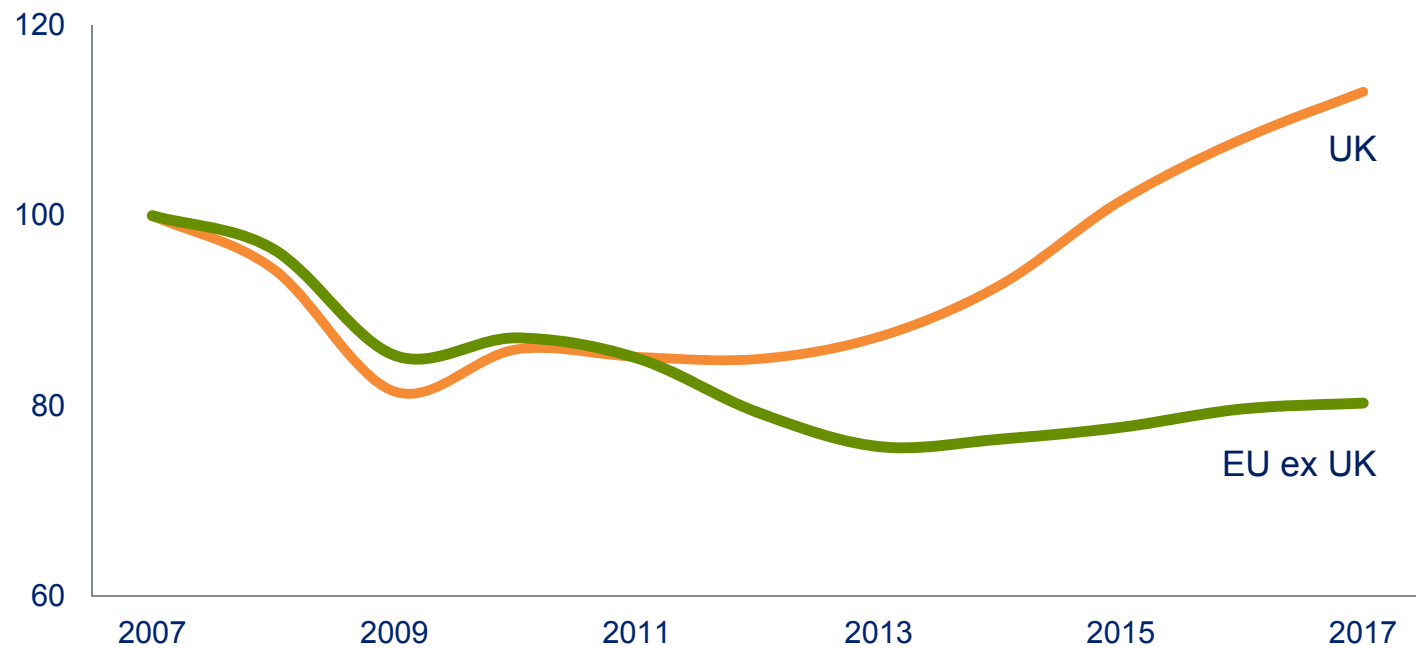


Source: GroupM This Year Next Year Worldwide Report, December 2016

Market Environment

UK the European Outlier

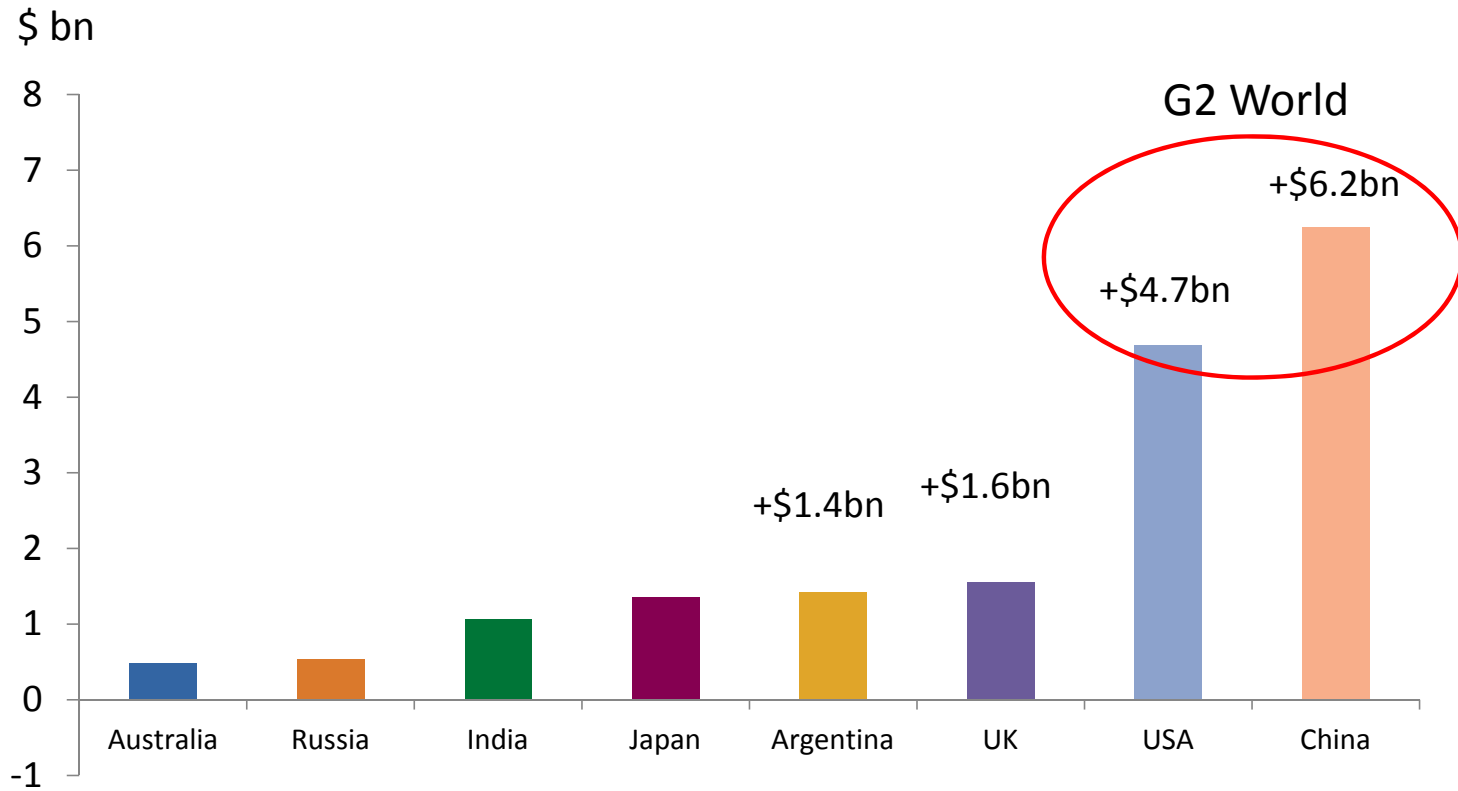
Real ad investment (2007 = 100)



Source: GroupM This Year Next Year Worldwide Report, December 2016

Market Environment

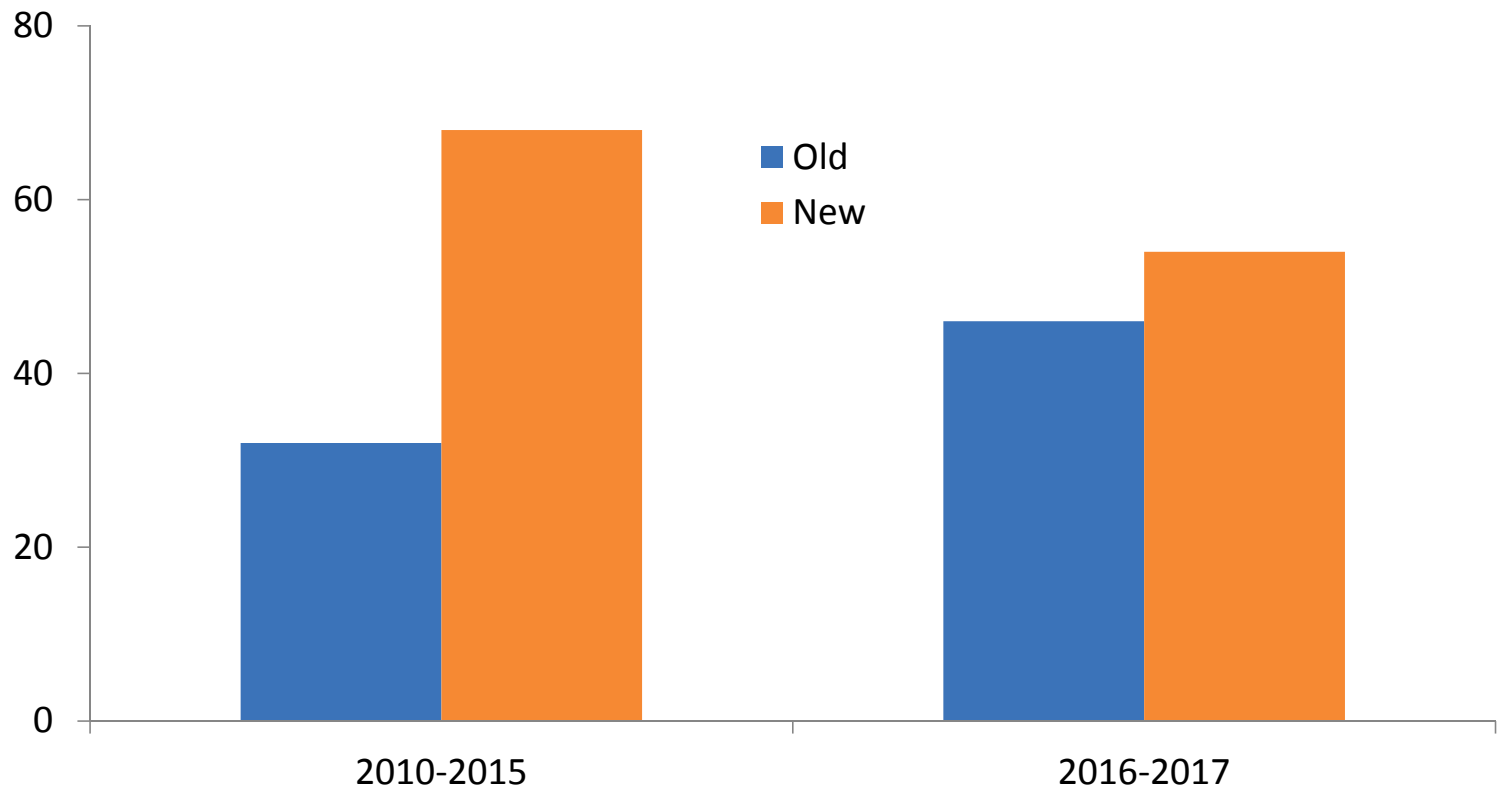
Contributions to 2017



Source: GroupM This Year Next Year Worldwide Report, December 2016

Market Environment

Less Dependent on "New World"
% contribution

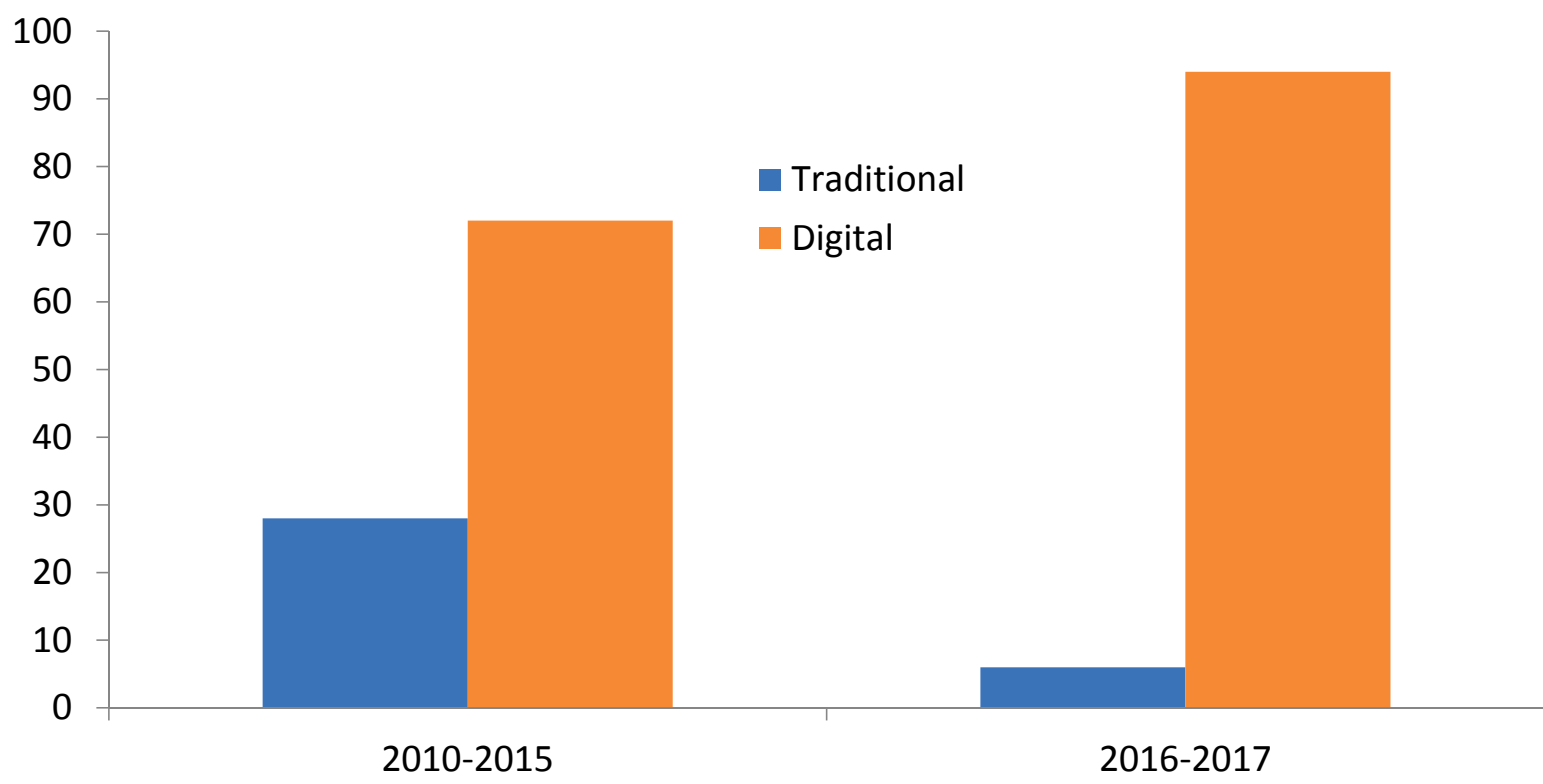


Source: GroupM This Year Next Year Worldwide Report, December 2016

Market Environment

More Dependent on Digital

% contribution



Source: GroupM This Year Next Year Worldwide Report, December 2016

Market Environment

2016/2017 Forecast Ad Spend Growth by Region

Growth % YoY	2016 <i>prev</i>	2016	2017
North America	3.0	3.1	2.6
Lat Am	4.6	4.9	6.5
W Europe	3.4	3.7	3.0
CEE	6.9	8.1	8.5
Asia-Pacific	5.3	5.8	6.3
WORLD	4.0	4.3	4.4

Source: GroupM This Year Next Year Worldwide Report, December 2016

3 Four Core Strategic Priorities



Market Environment

Macro and Micro Trends

Macro

- Global GDP growth projections for 2017 slightly ahead of 2016.
- Uncertainty about timing and implementation of incoming US administration's policies and potential global implications e.g. tax cuts and fiscal stimulus.
- IMF growth projections for UK revised upwards in 2017 to 1.5% following better than expected economic growth post Brexit vote.
- Uncertainty from key elections and referenda exacerbated by rising populist and protectionist policies - France, Germany and Netherlands, instability Spain, Italy and Greece.
- Monetary policy less accommodative and some upward pressure on global interest rates.
- Concerns over migration crisis, terrorism, Middle East and Turkey, Ukraine/Russia dispute and volatile FX movements may intensify pressures.
- Traditional media under continued pressure as new media grows. Convergence between content and telco eg AT&T/Time Warner, Fox/Sky, Vivendi/Mediaset.
- Better growth prospects for China and oil producing nations. India impacted by demonetisation.

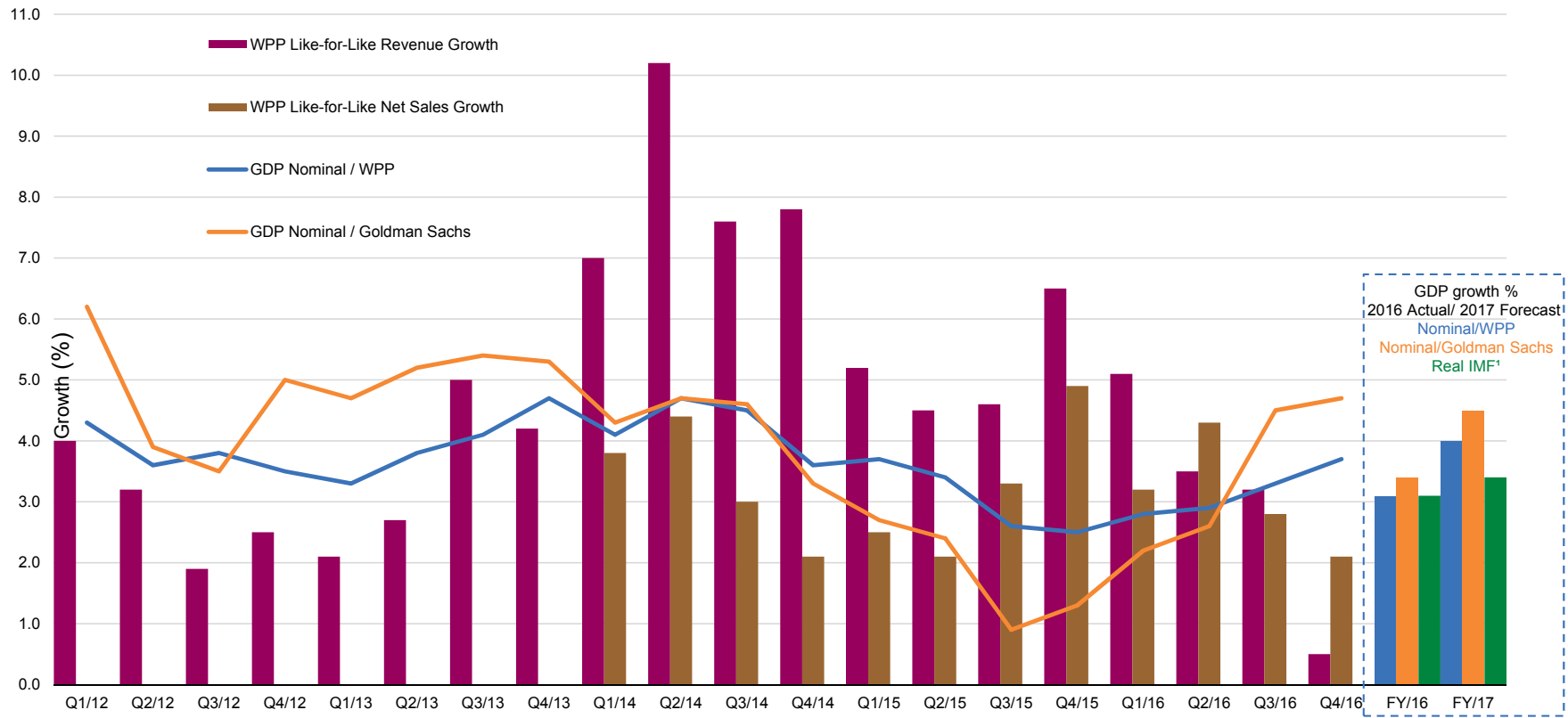
Micro

- Low growth, low inflation, no pricing power, renewed focus on costs.
- Disrupters, zero based budgeters, activist investors increase short-term focus, impacting major FMCG clients.
- Uncertainty reducing investment in favour of buy-backs/dividends although market levels lowering attraction.
- Growing importance of Horizontality, Shopper Marketing, e-Commerce, application of technology, data and content.
- Fragmented media landscape raises the complexity of work - opportunity for agencies.
- Efficiency and effectiveness still key, client pressure on pricing and payment terms.
- Scrutiny by clients around effectiveness of digital due to concerns around fake news, value, viewability, verification and Google and Facebook measurement questions.
- Google/Facebook duopoly in digital media, Snap's IPO, Yahoo/AOL Third Force, rise of Amazon.
- Fierce agency competition giving rise to discounting and shifts in terms of trade.



Market Environment

Like-for-Like Growth and GDP



¹ IMF full year 2016 and 2017 GDP growth estimates are real and exclude impact of inflation and exchange rates

Market Environment

Leading Clients Published Results Trends

- Fourth quarter like-for-like revenue growth ca. 2.2%.
- Pricing led ca. 2.1% as volumes are weak.
- US growth ahead of International.
- Increasing focus on cost saving programs.



Four Strategic Priorities

Horizontality, New Markets, New Media and Data Investment Management

- Horizontality – ensuring our people work together through client teams and country and sub-regional managers for benefit of clients.
- Faster growing markets to be 40-45% of total Group revenue over next four to five years.
- New media to be 40-45% of total Group revenue over next four to five years.
- Data investment management and quantitative disciplines to be one half (achieved) with focus on application of technology, big data and content.



Horizontality

Our 4 strategic priorities

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



CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR

EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY



Horizontality

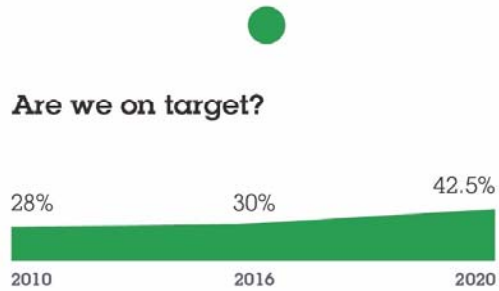
- People, clients, acquisitions.
- Ensure our people work across our businesses and geographies to deliver best resources to clients.
- Deliver specialist skills (e.g. digital, shopper, analytics, sustainability, retailing, internal communications and media and entertainment) to clients, irrespective of lead agency.
- Focus on client needs and business issues.
- Recent Team additions: Campari, Google and Walgreens Boots Alliance.



New Markets

Our 4 strategic priorities

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



CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR

EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY

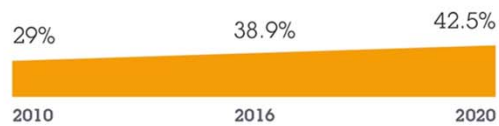


New Media

Our 4 strategic priorities

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

Are we on target?



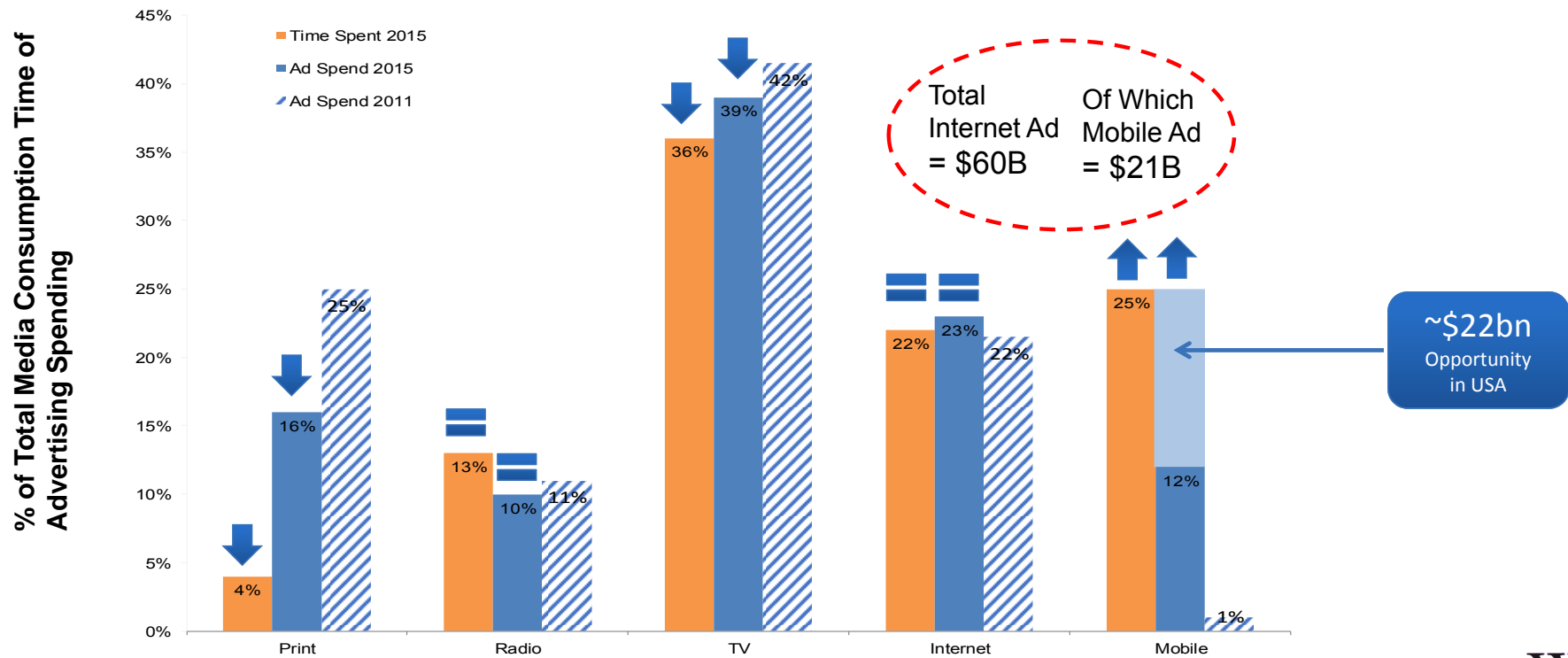
CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR

EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY

New Media

Media Time Spent vs. Ad Spend Not Aligned

% of Time Spent in Media vs. % of Advertising Spending, USA, 2015

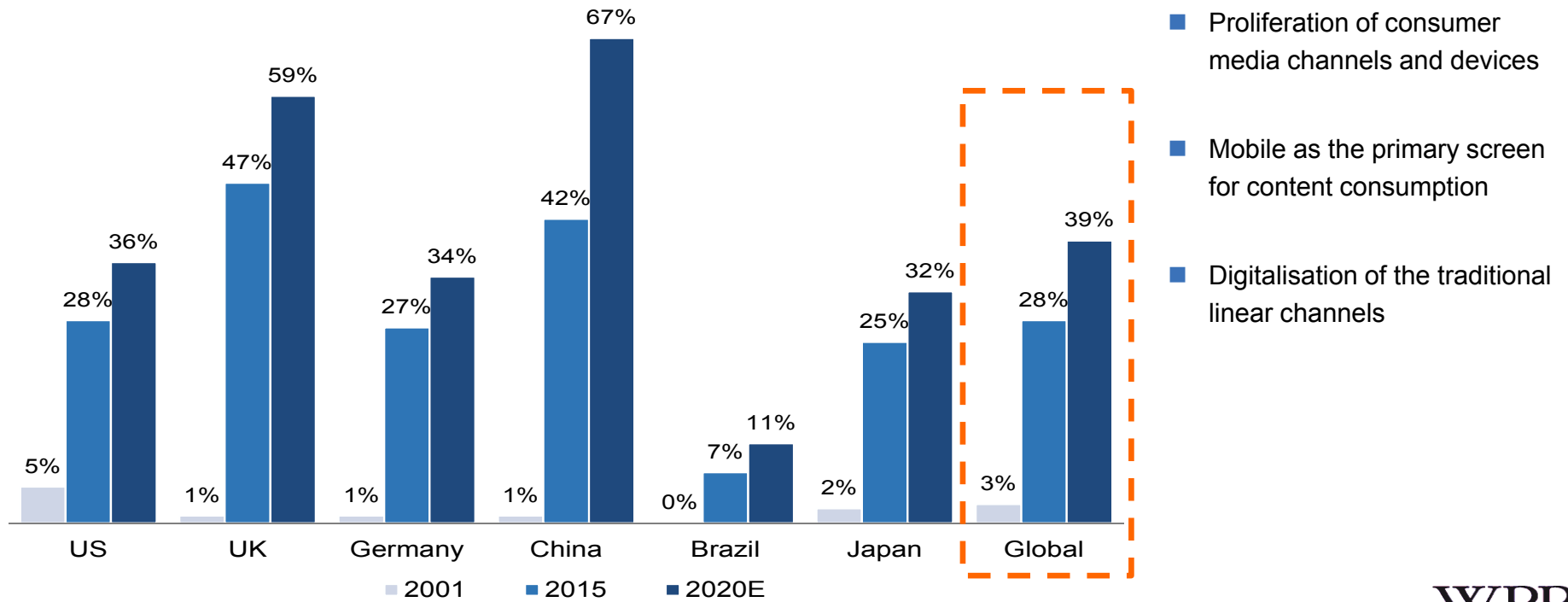


Source: (KPCB 2016) Advertising spend based on IAB data for full year 2015. Print includes newspaper and magazine. Internet includes desktop + laptop + other connected devices. ~\$22B opportunity calculated assuming Mobile ad spend share equal its respective time spent share. Time spent share data based on eMarketer 4/16. Arrows denote Y/Y shift in percent share. Excludes out-of-home, video game, and cinema advertising.
*Based on \$ spend, not impressions.

New Media

Advertising Spend is Increasingly Moving to Digital

Digital as a % of Total Ad Spend



Source: GroupM

Results for 2016

Xaxis: Pioneering Outcome Based Media



APPLYING PROPRIETARY DATA AND MACHINE LEARNING TECH TO DELIVER CLIENT OUTCOMES

UNPARALLELED ACCESS TO PREMIUM MEDIA AT SCALE ACROSS ALL SCREENS

INTERNATIONAL EXPANSION OF LIGHT REACTION AND PLISTA AND ACQUISITION OF TRIAD RETAIL MEDIA



Results for 2016

Xaxis: Increased Emphasis on e-Commerce with Acquisition of Triad Retail Media



OUR MISSION



SELECTED RETAIL PARTNERS

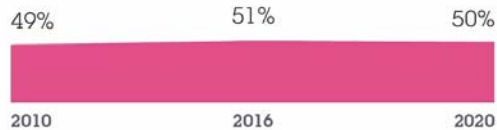


Data Investment Management and Quantitative Disciplines

Our 4 strategic priorities

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

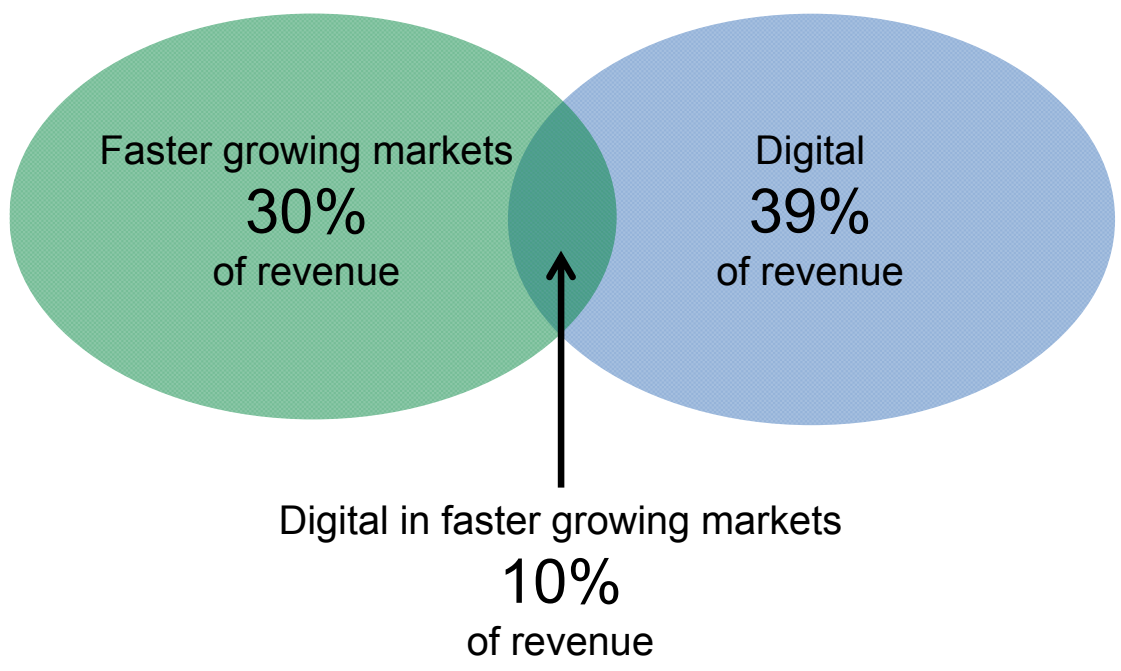
Are we on target?



Digital and Faster Growing Markets

Two Key Long-Term Growth Drivers

- Overall 59% of 2016 FY Actual Revenue





4 Key Objectives



Key Objectives

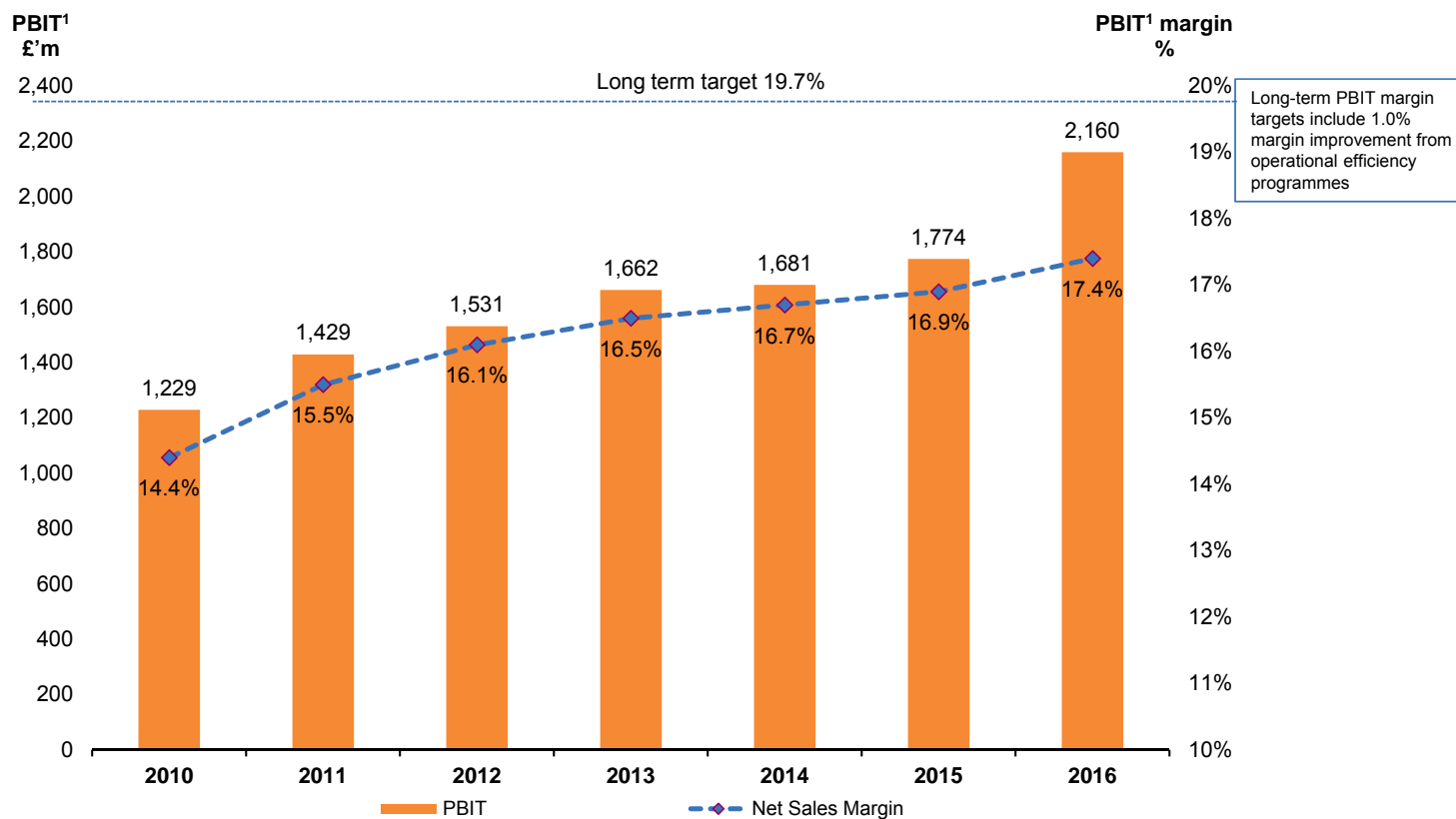
We Continue to Focus on Our Key Objectives

- Improving operating margins.
- Increasing flexibility in the cost base.
- Using free cash flow to enhance share owner value and improve return on capital employed.
- Developing the role of parent company.
- Emphasising revenue and net sales growth more as margins improve.
- Improving creative capabilities and reputation of all our businesses.



Key Objectives

Improving Operating Margins



¹ Figures before goodwill and intangibles charges, gain on sale of New York property in 2012, restructuring charges, costs of changes in corporate structure, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs, IT asset write-downs and revaluation of financial instruments

Key Objectives

Improving Operating Margins



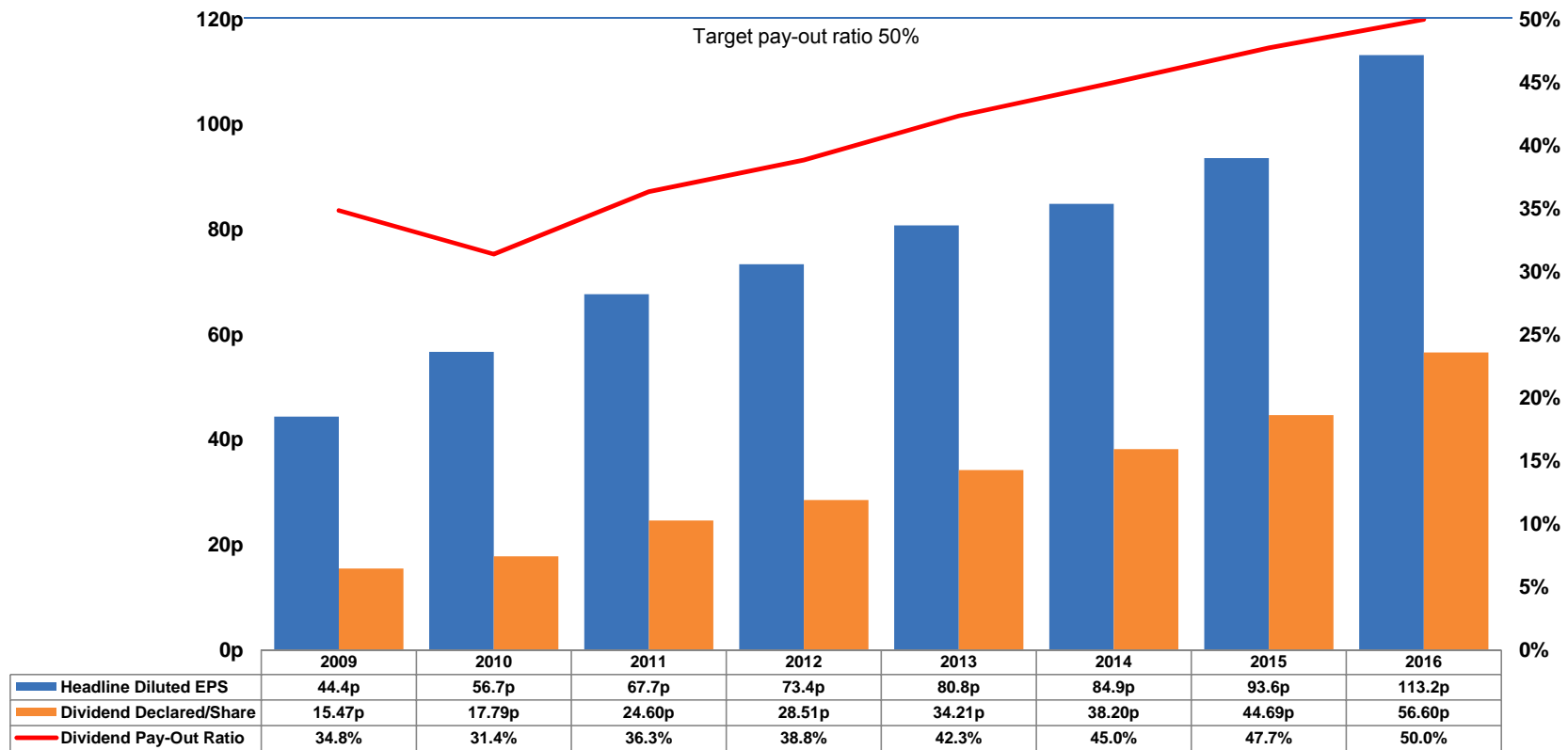
Operational Effectiveness Programmes

- Shared Service Centres to generate scale and improve process efficiency.
- Off-shoring of certain tasks from high cost markets with outsourcing where appropriate to take advantage of scale and skills of major providers.
- Consolidation of IT infrastructure and provision of services and centralisation of systems development and applications to create efficiencies and focus investment.
- These programmes are projected to deliver ca. 1.0 margin point from existing Finance and IT cost base of ca. 10% of revenue.
- Operational effectiveness and efficiency programmes expected to deliver more significantly in 2017 and beyond.



Key Objectives

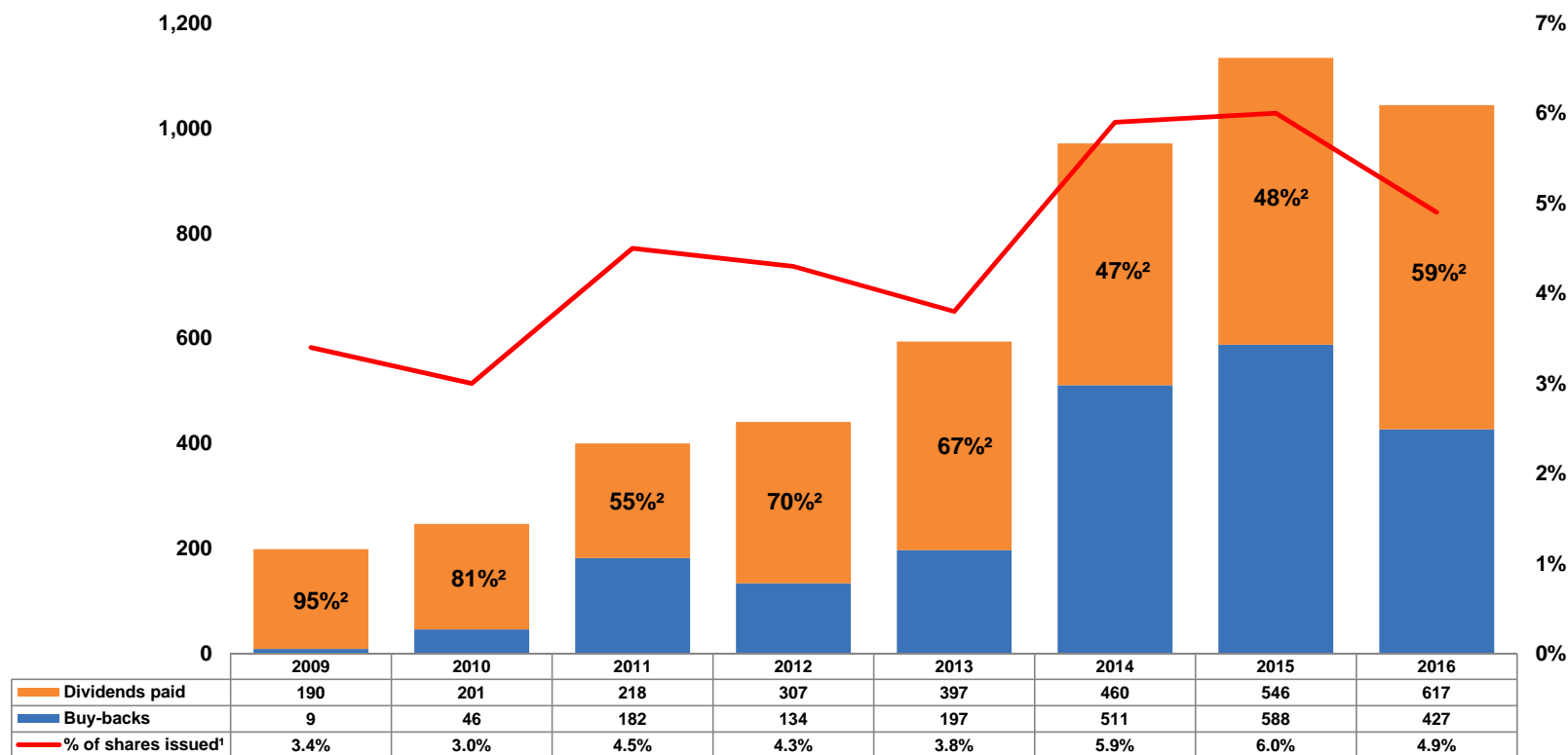
Using Free Cash Flow to Enhance Dividend Pay-Out Ratio



Key Objectives

Using Free Cash Flow to Enhance Share Owner Value
£'m Distributions to Share Owners¹

Distributions as % of shares issued¹

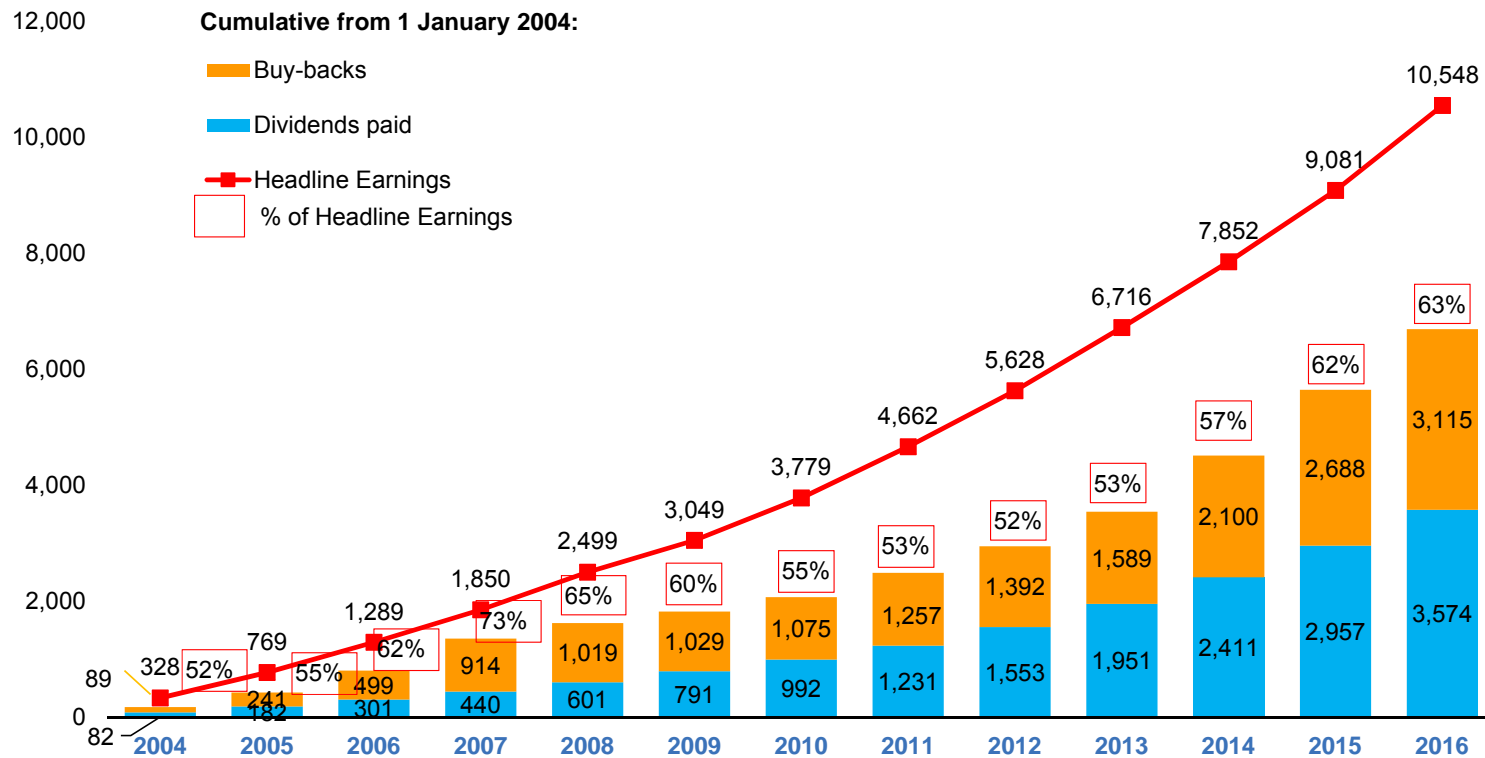


¹ Sum of share buy-backs and dividends paid divided by average shares in issue for the relevant period, as a % of the average share price for the relevant period

² Dividends paid as a proportion of total distributions to share owners

Key Objectives

Using Free Cash Flow to Enhance Share Owner Value
£'m Distributions to Share Owners Since 2004



Over the last ten years we have returned **£5.9bn** to share owners

Key Objectives

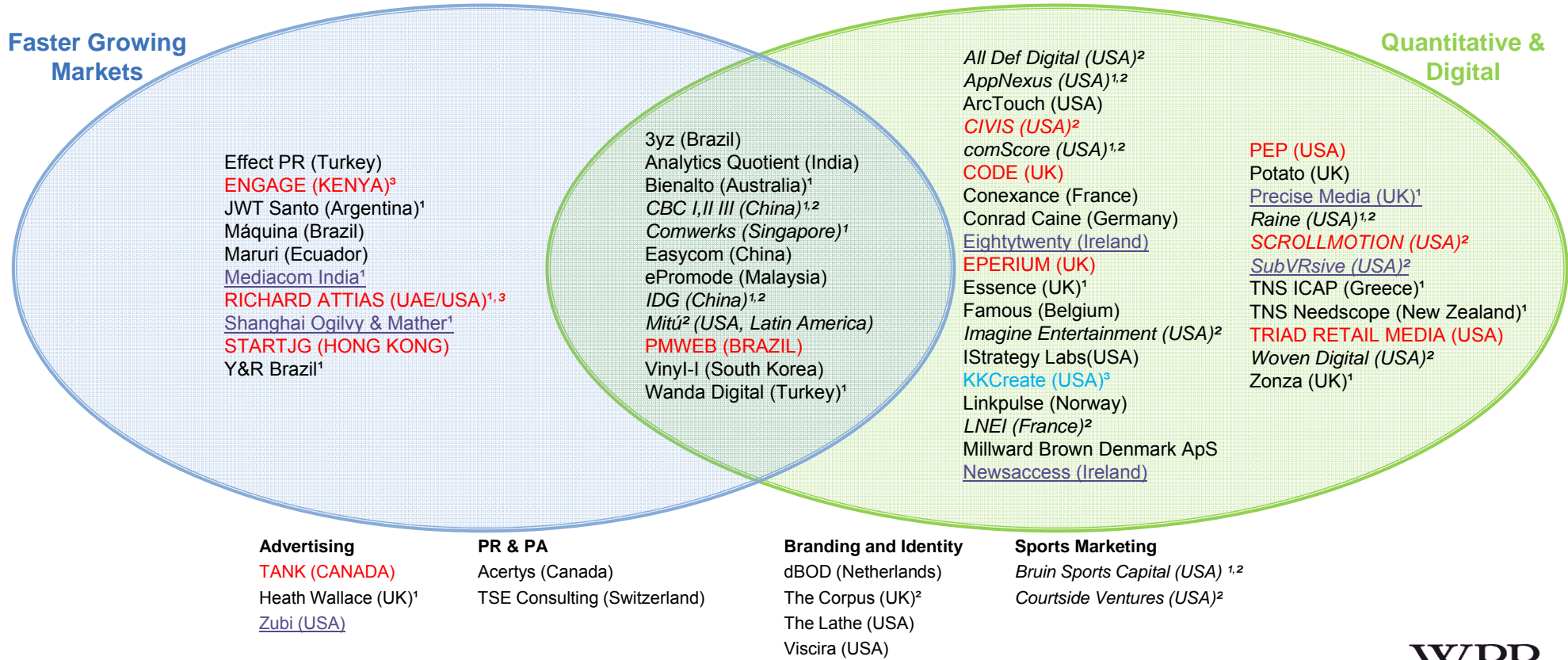
Using Free Cash Flow for Acquisitions

- Significant pipeline of reasonably priced small and medium-sized potential acquisitions.
- Continue to focus on faster growing geographical and functional services, particularly direct, digital & interactive and data investment management.
- Acceleration to reach 40-45% target with focus also outside BRICs and Next 11 to newer potential opportunities e.g. Cuba, Iran and North Africa.
- During 2016, 56 small and medium-sized acquisitions completed in executing this strategy.
- We continue to find opportunities at earnings enhancing multiples, with exception of some data and digital assets, where prices seem to have got ahead of themselves because of pressure on competitors to catch up.
- Acquisitions added 4.2% to revenue growth and 4.3% to net sales growth in 2016, of which the merger with STW on 8 April 2016 added over 1% to both revenue and net sales growth.



Key Objectives

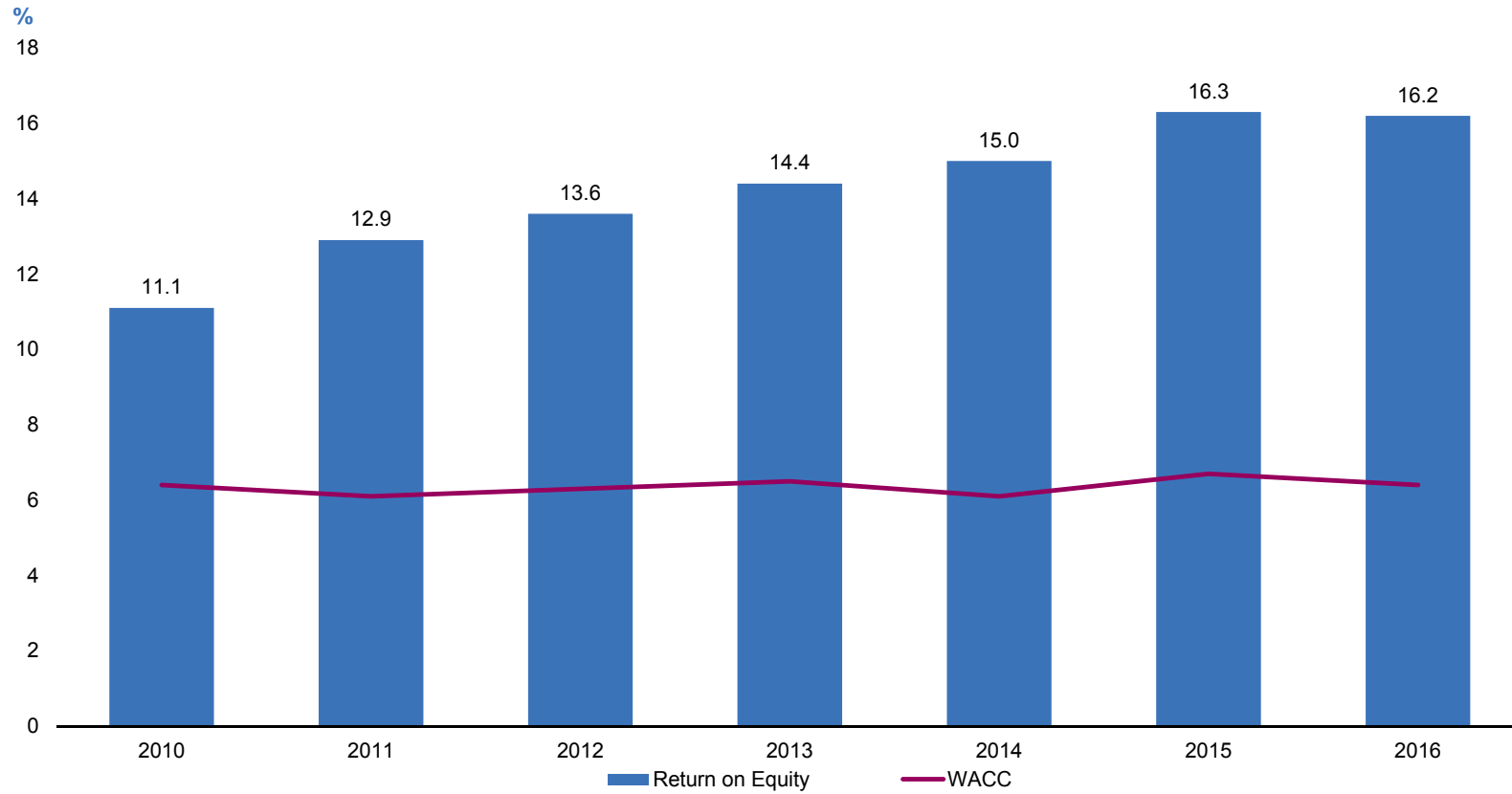
Acquisitions and Investments



¹ Step-ups in investments, associates and subsidiaries' equity
² Investments
³ Associates
CAPITALS ARE Q4 ACQUISITIONS
Underlined acquired since 1 January 2017

Key Objectives

Return on Equity and WACC¹



¹ Return on equity is headline diluted EPS divided by equity shareowners funds per share; WACC is weighted average cost of capital

Key Objectives

Improving the Creative Reputation of all our Businesses

Network	
1	Ogilvy & Mather
2	BBDO
3	Y&R
4	McCann
5	DDB
6	Grey
7	J. Walter Thompson
8	Leo Burnett
9	TBWA
10	FCB



**Ogilvy & Mather
Cannes Network of the Year
2012-2016**



**4 out of the top 7 Cannes
networks of the year**



**2 out of the top 3 Cannes
agencies of the year**



**Ogilvy & Mather
EFFIE Most Effective Agency
Network 2016**



**WPP
WARC Most Effective
Holding Company
2014 and 2015**



**Grey Global Agency of the
Year 2014**



5 Outlook and Conclusions



Conclusions 2016

Another Record Year With Strong Currency Tailwinds, Particularly in Second Half

- Strong reported revenue and net sales growth almost 18%, like-for-like net sales growth 3.1%, reported margin improvement of 0.5 margin points and 0.3 points like-for-like. Reported headline diluted EPS growth of almost 21%.
- Record absolute revenue, net sales, headline EBITDA and headline PBIT margin.
- Return on equity of 16.2% versus WACC of 6.4% and dividend increased to 56.60p, up 26.7% and 50% pay-out ratio.
- Average Net Debt to EBITDA ratio of 1.8x – in middle of our 1.5x to 2.0x target range.
- Increasing tailwind from FX 1% Q1, 4% Q2, 16% Q3, 19% Q4, 10% FY.
- Net new business wins £4.360bn (\$6.757bn) continuing good performance of first nine months, but slower than previous year.
- Relatively slow start to 2017 with January like-for-like revenue up 1.5% and net sales up 1.2%, above budget, but against stronger comparative last year.

Outlook for 2017

Our Long-Term Financial Model

- Organic revenue and net sales growth of 0-5% in line with market growth.
- Margin improvement of 0.3 margin points or more before currency movements, with long-term net sales margin target of 19.7%.
- Use of our substantial cash flow to enhance EPS through acquisitions, share buy-backs and debt reduction.

Acquisitions	£300m-£400m
Share buy-backs	2-3%
Pay-out ratio	50%

- Incremental share buy-backs of 1-2% equivalent to an impact on EPS of an incremental 0.2 margin points.
- This would deliver 10-15% of EPS growth.



Outlook for 2017

- Our budgets indicate
 - Like-for-like revenue and net sales growth set cautiously as usual (hopefully) ca. 2%, with a stronger second half.
 - Margin improvement in line with target 0.3 margin points excluding currency, off a constant currency base margin of 17.3%.
 - Acquisitions to add ca. 2-3% to revenue and net sales.
- At current exchange rates the full year currency impact is 5% benefit to revenue and net sales.
- Staff costs and headcount to remain controlled to deliver the margin target.
- Operational effectiveness and efficiency programmes supporting future margin goal.



CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR



EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY

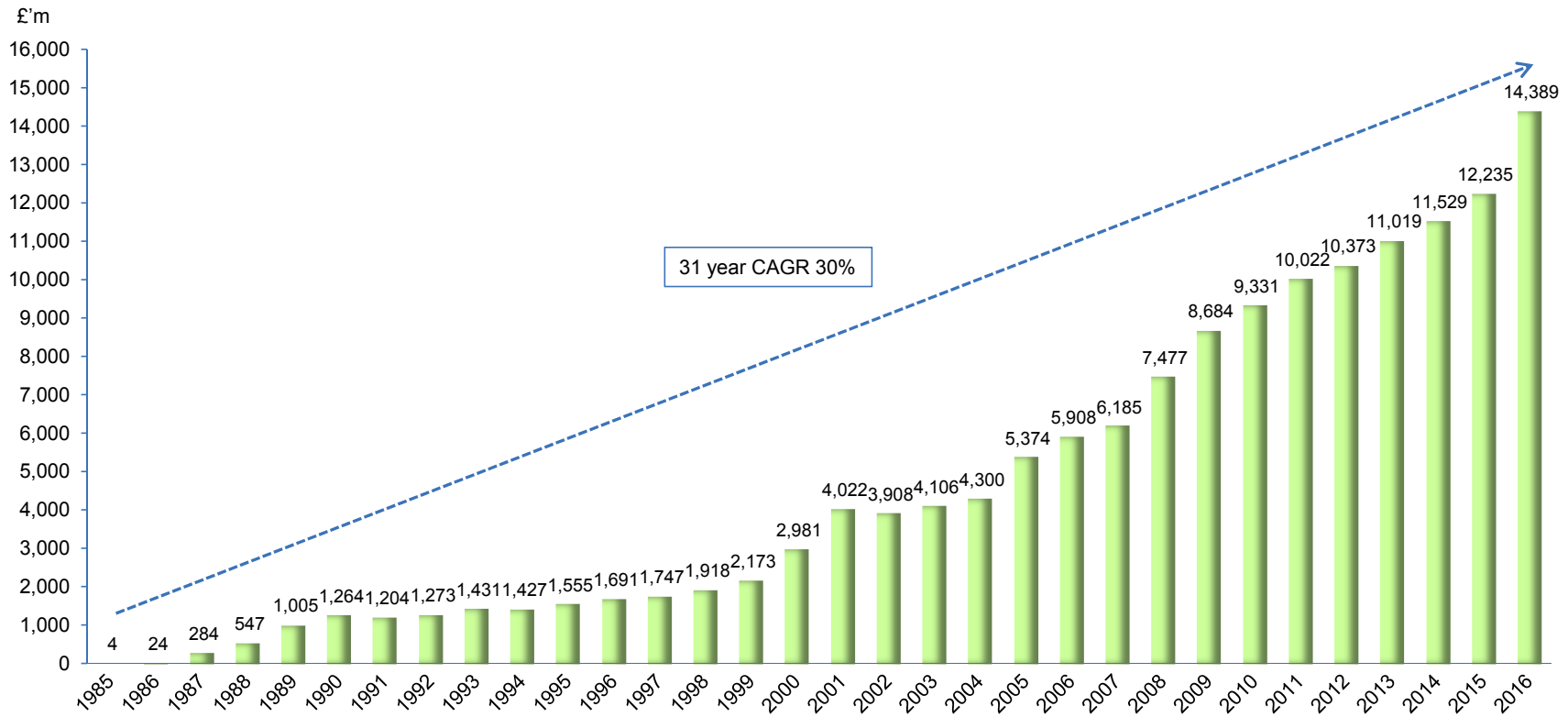


6 31 Year History *(Hard Copy Only)*



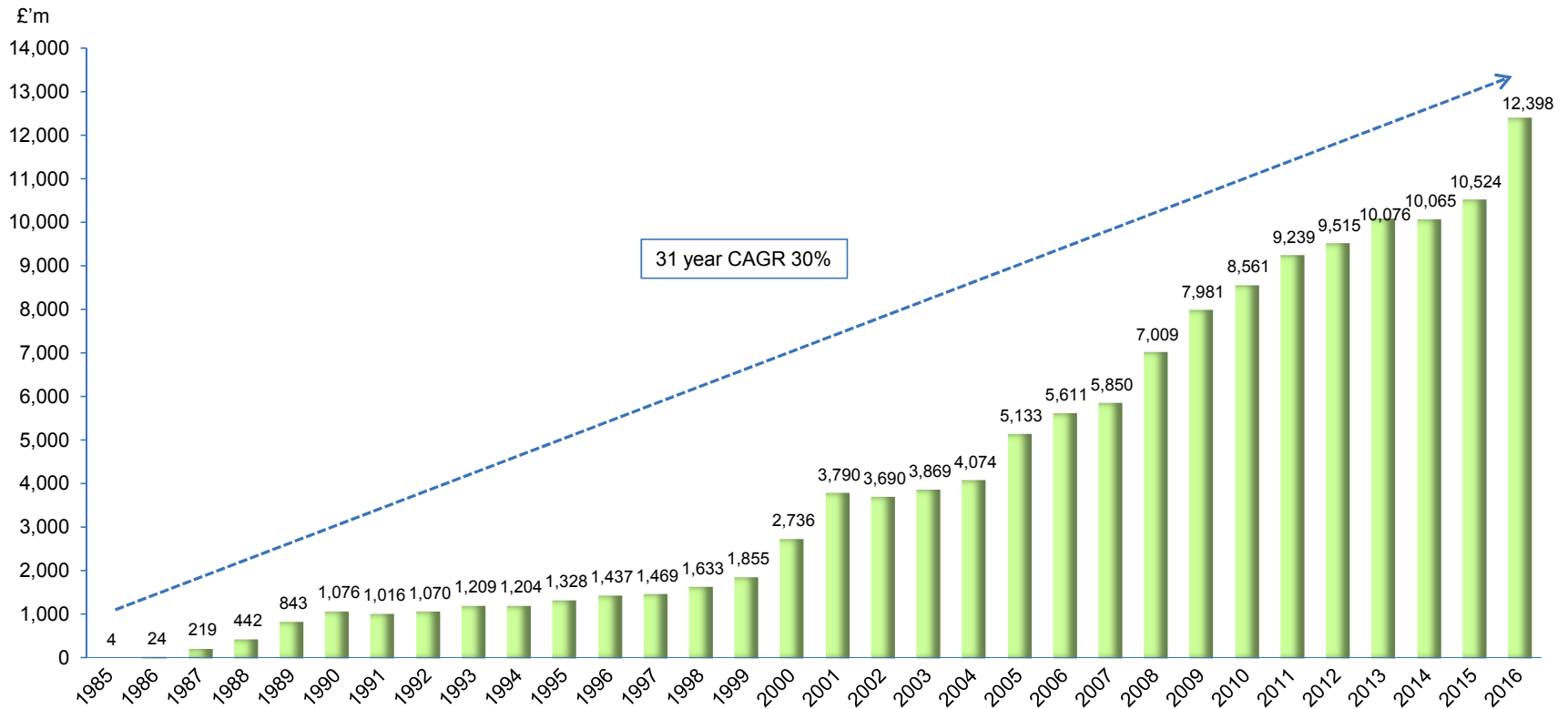
31 Year History

WPP Reported Revenue



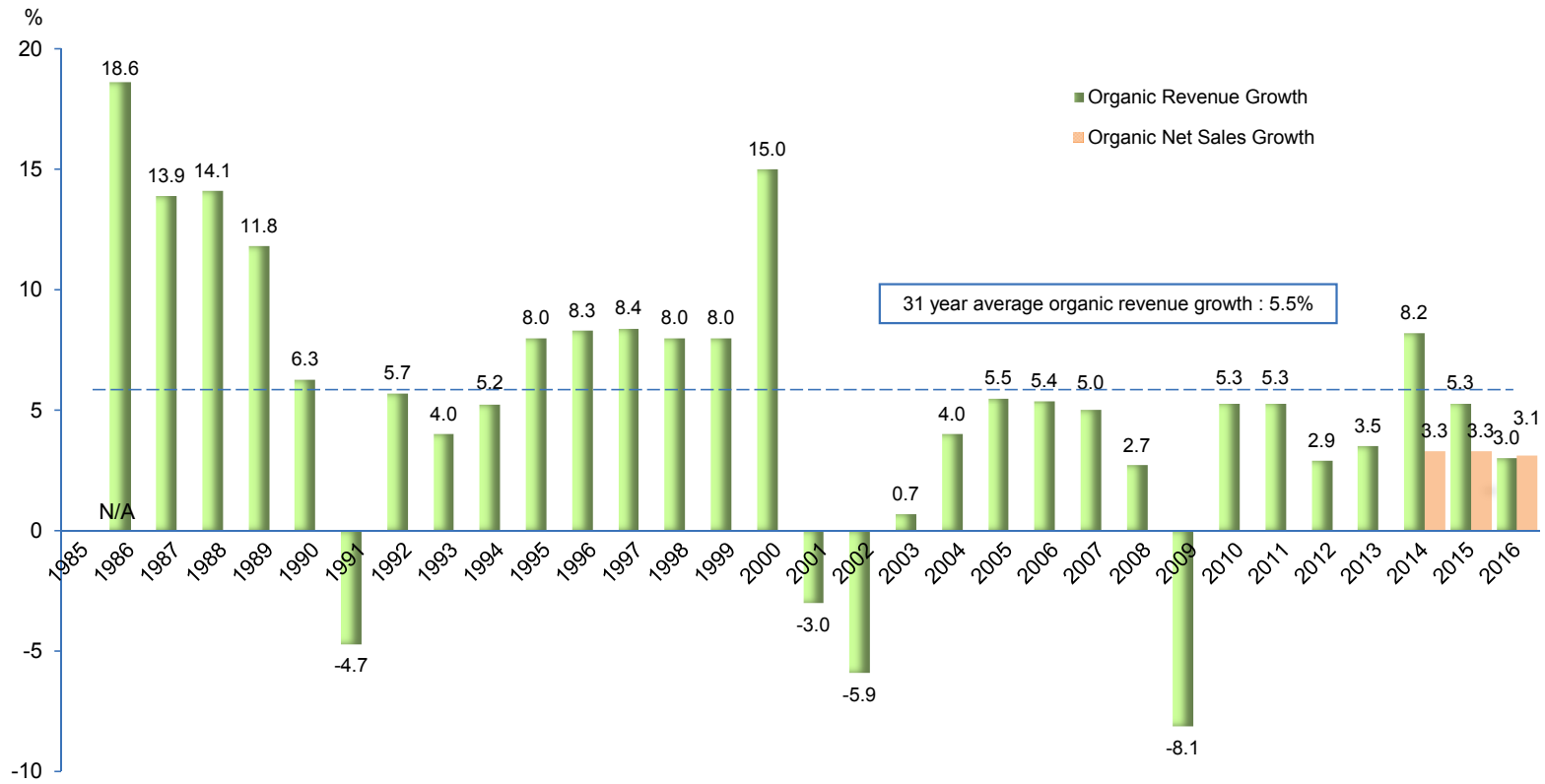
31 Year History

WPP Net Sales



31 Year History

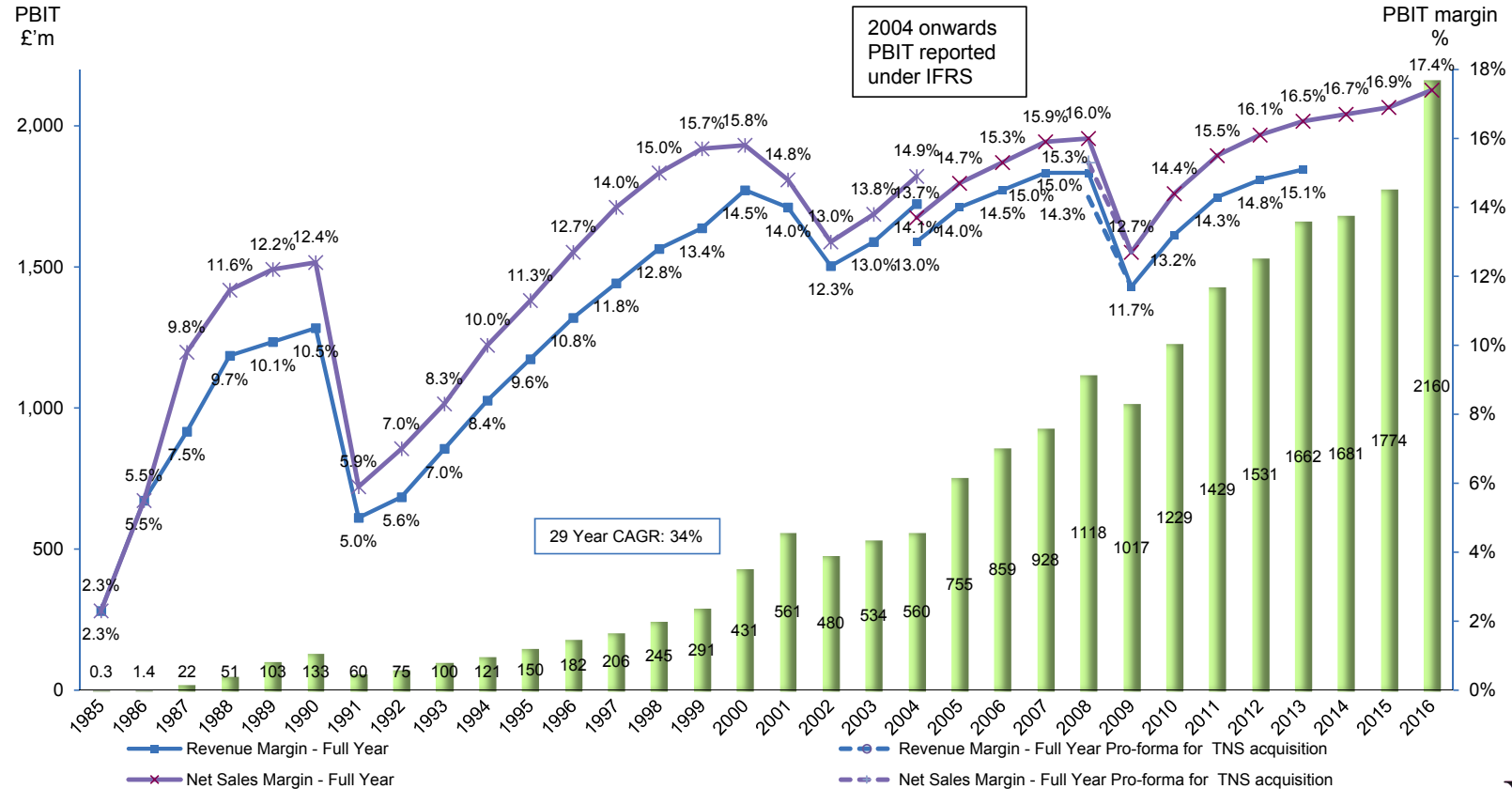
WPP Organic Growth



Note: Estimates for 1985-1990

31 Year History

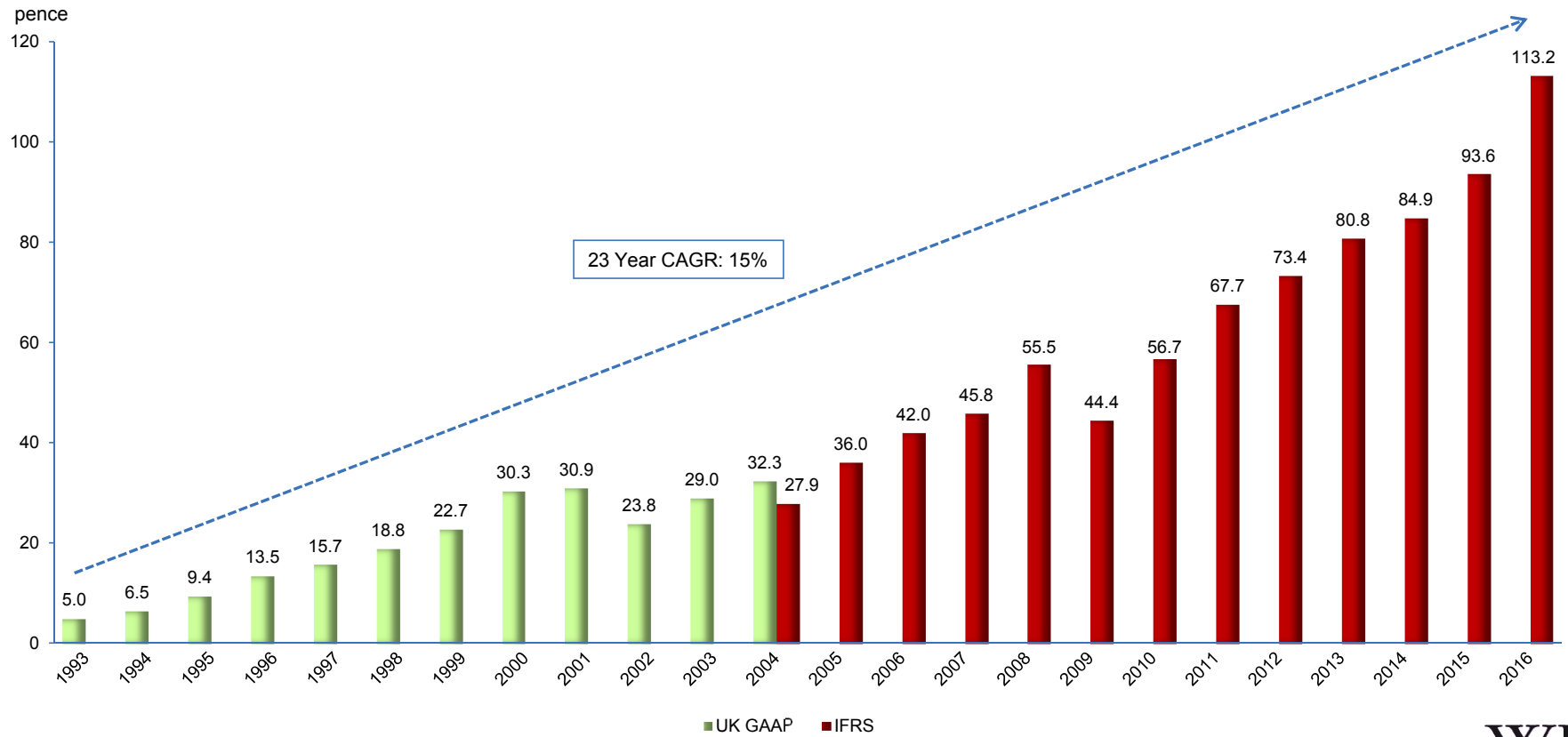
WPP PBIT and Margins



Note: Headline PBIT includes associates and excludes goodwill and intangible charges, gain on sale of New York property, restructuring charges, costs of changes in corporate structure, gains/losses on disposals of subsidiaries and investments, investment write-downs and share of exceptional gains/losses of associates, restructuring costs and IT asset write-downs. For 2004 onwards, headline PBIT has been prepared under IFRS. 2003 and prior periods are in accordance with previous UK GAAP.

31 Year History

WPP Headline Diluted EPS Post 1992 Rights Issue



23 Year CAGR: 15%

■ UK GAAP ■ IFRS

Note: 1993 adjusted to reflect 1992 rights issue. Headline Diluted EPS





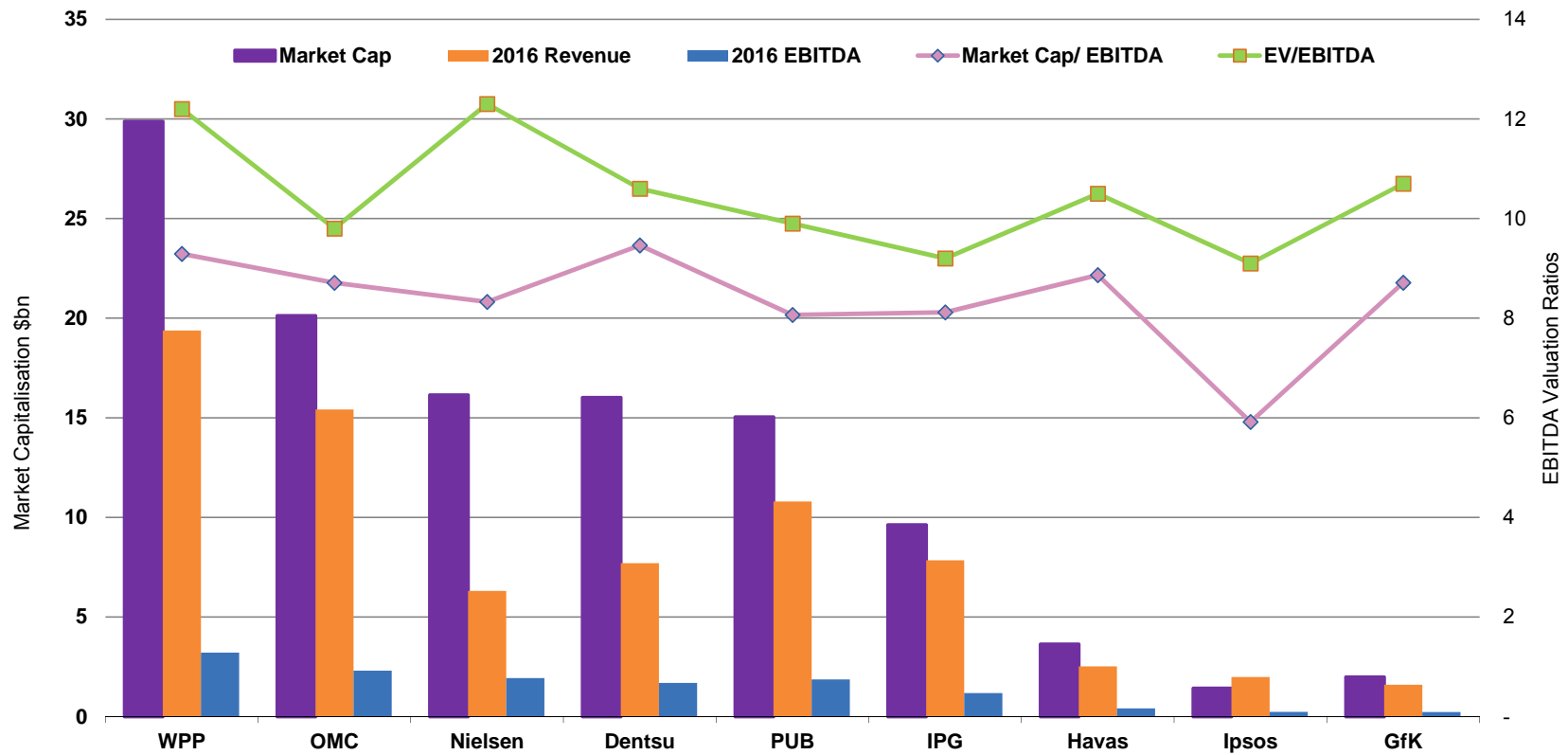
7 Other Financial Information

(Hard Copy only)



Results for 2016

Competitor Review¹



¹ Market Capitalisation/Enterprise Value as of 24 February 2017

Results for 2016

Our Billion \$ Revenue Brands



Results for 2016

Net Finance Costs



£m	2016	2015	B/(W)
Interest on net debt	177	161	(16)
Investment income	(12)	(19)	(7)
IAS 19 (Pensions)	9	10	1
Sub-total	(3)	(9)	(6)
Headline finance costs	174	152	(22)
IAS 39 (Financial Instruments)	48	34	(14)
Net finance costs	222	186	(36)

Results for 2016

Pensions Deficit

£m	2016	2015
Deficit B/F	(229)	(296)
Service cost	(22)	(23)
Plan liabilities interest charge	(37)	(35)
Funding	44	71
Investment returns	97	(4)
Change in valuation assumptions ¹	(85)	68
Other movements	1	(9)
Movements in the year excluding FX	(2)	68
Foreign exchange impact	(46)	(1)
Deficit C/F	(277)	(229)
Asset Allocation		
Bonds and insured annuities	67%	66%
Equities	17%	16%
Other	16%	18%

¹ Primarily due to a 68 basis point decrease in discount rates in 2016 (2.95%) compared with 2015 (3.63%) and a 35 basis point increase in discount rates in 2015 (3.63%) compared with 2014 (3.28%)

Results for 2016

Earnout Accrual

2016 Rollforward	£m	Expected Payments	£m
31 December 2015	581	2017	278
Earnouts paid	(92)	2018	220
New acquisitions	360	2019	170
Revised estimates taken to goodwill	28	2020	177
Revaluations of payments	12	2021	122
Excluding FX	889	2022+	10
Foreign exchange impact	88	Total	977
31 December 2016	977		

CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR



EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY



Results for 2016

Ordinary Shares - Basic



	December 2016 Actual	December 2015 Actual	
No. of Shares (million)			
1 January	1,329	1,326	
Option exercise	3	3	
31 December	1,332	1,329	-0.2%
Weighted Average	1,330	1,327	
ESOP, Treasury & Other	(52)	(38)	
Average Basic	1,278	1,289	0.9%



Results for 2016

Ordinary Shares – Diluted



	December 2016 Actual	December 2015 Actual	
No. of Shares (million)			
Average Basic	1,278	1,289	
Share Option Dilution	2	3	
Other Potentially Issuable Shares	16	21	
Diluted Shares	1,296	1,313	1.3%



Results for 2016

Revenue by Industry

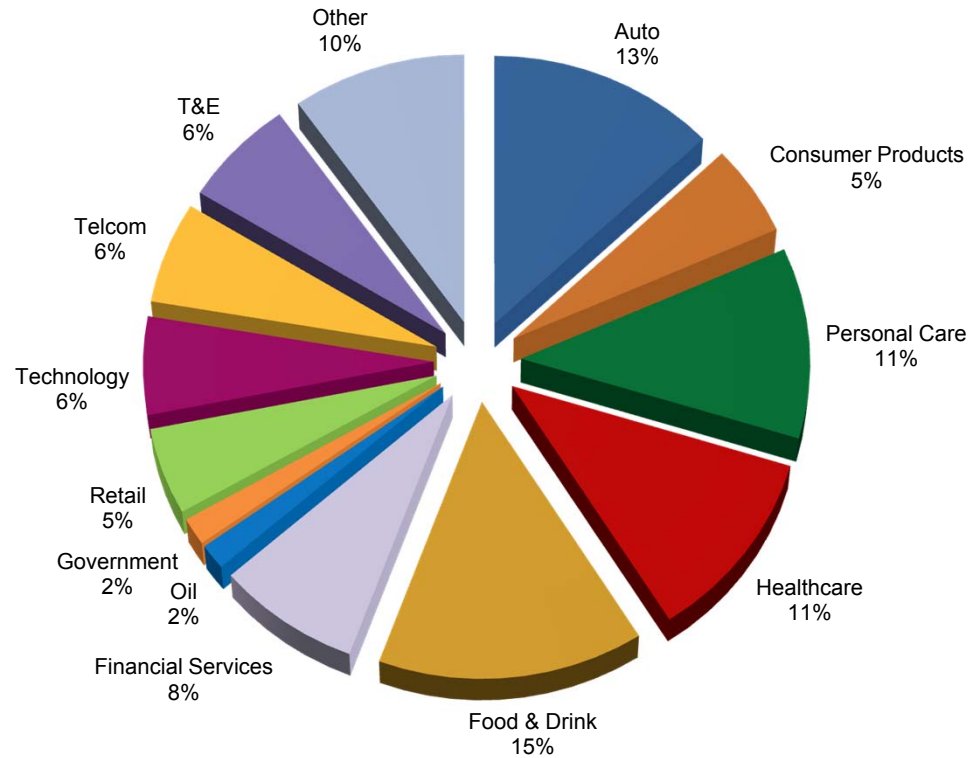


Chart represents the amount of revenue attributed to each industry expressed as a percentage of the total revenue from WPP's designated clients (over 3,000) for the period ended 31 December 2016

Results for 2016

The New Normal

**Low GDP
Growth**

**Low or No
Inflation**

**Little Pricing
Power**

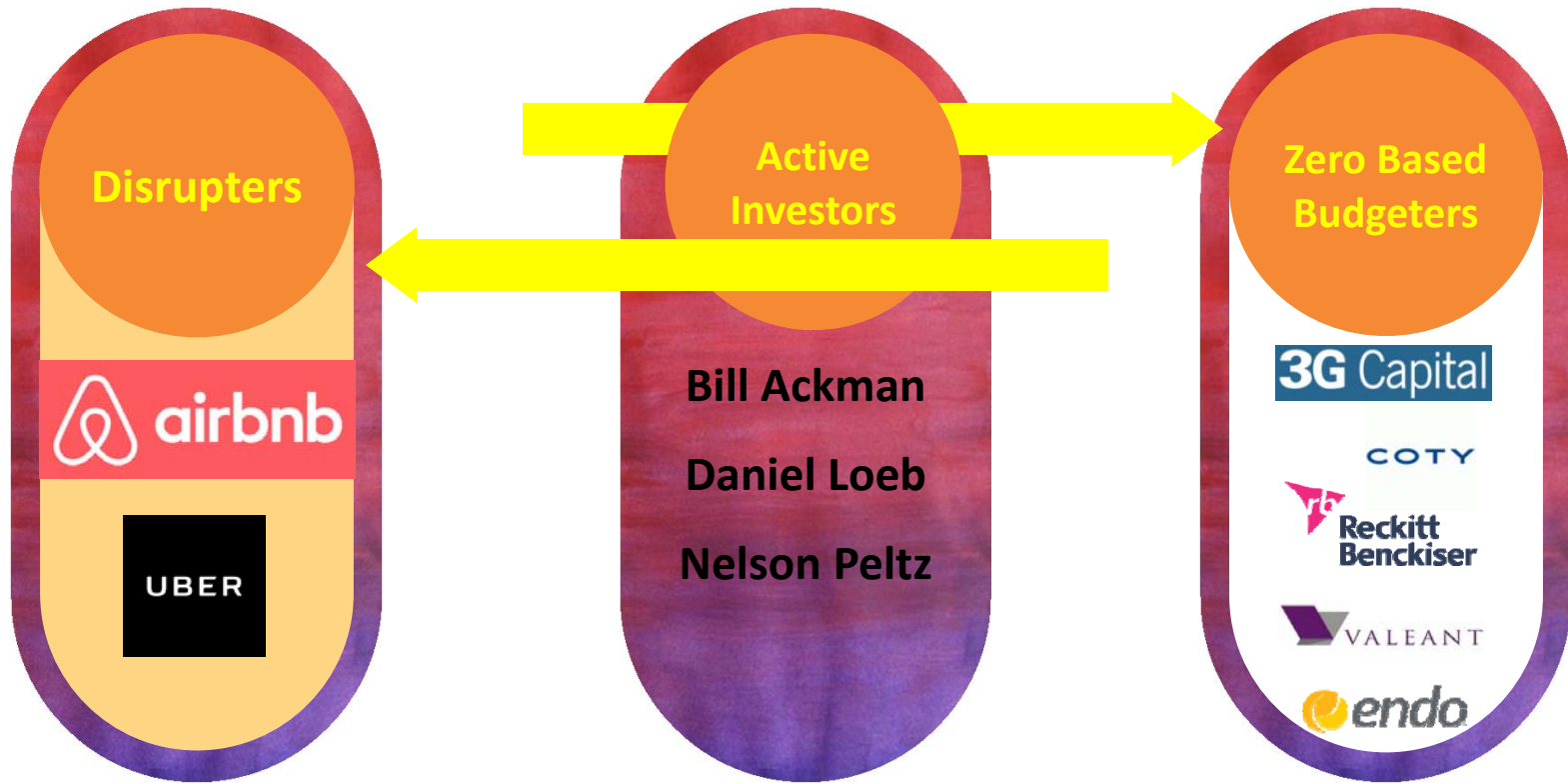
**High Focus
on Costs**

Results for 2016

The Legacy Spectrum

CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR

EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY



Results for 2016

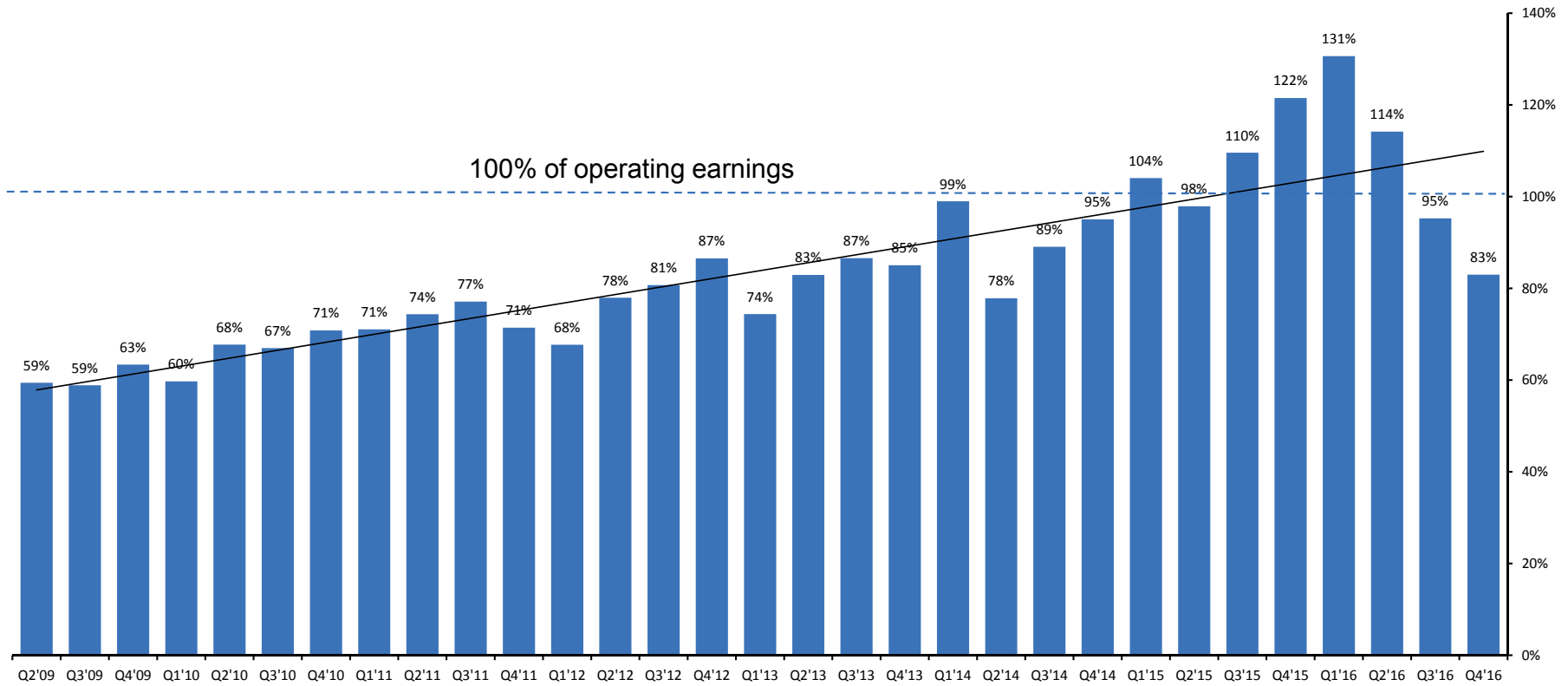
Short Executive “Life Expectancy”

- 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 45 months)



Results for 2016

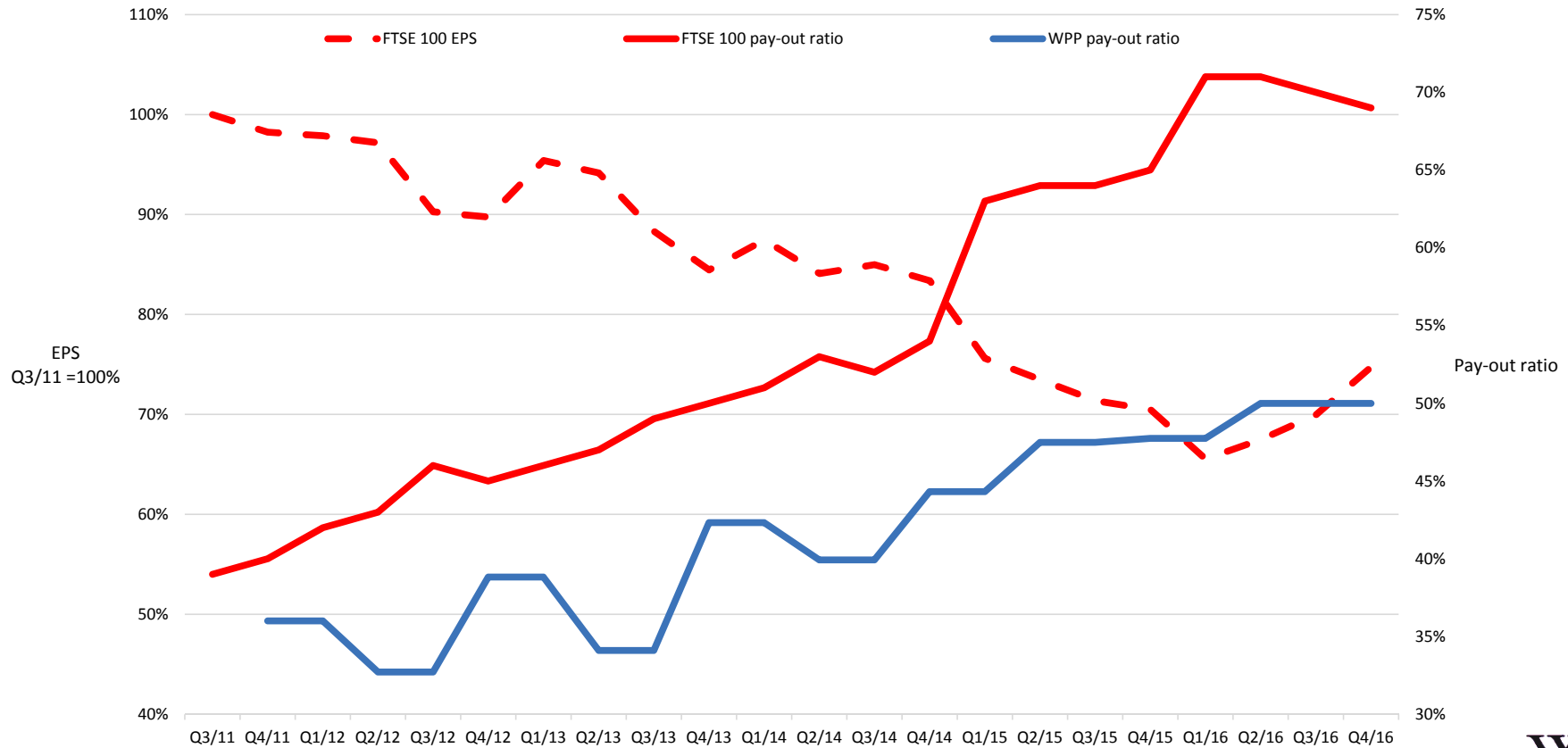
S&P 500 Dividends & Buy-Backs as % of Operating Earnings



Source: S&P Capital IQ

Results for 2016

Rising FTSE Dividend Pay-Out Ratios

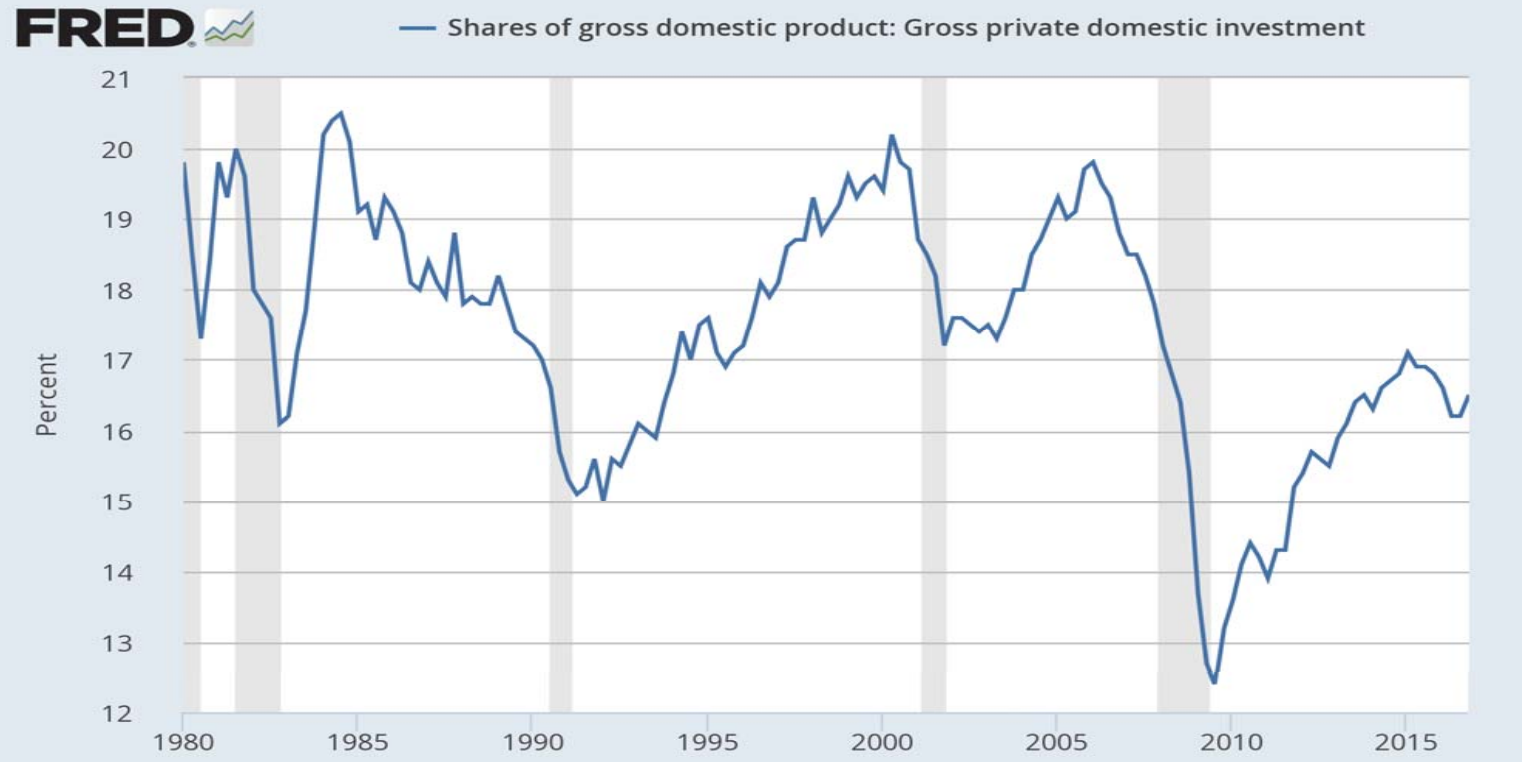


Source: Bloomberg

WPP

Results for 2016

US Total Investment as % of GDP



Source: U.S. Bureau of Economic Analysis
fred.stlouisfed.org

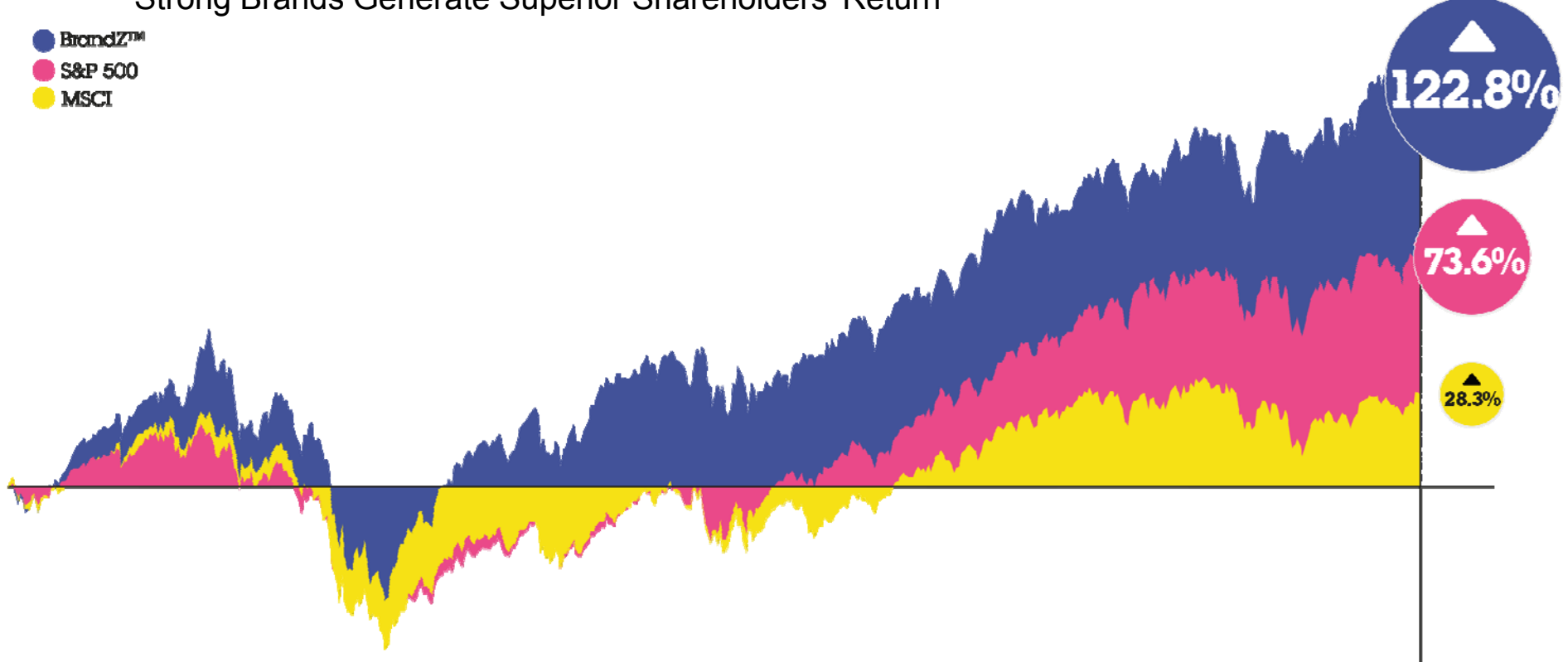
myf.red/g/cOqT



Results for 2016

Strong Brands Generate Superior Shareholders' Return

- 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

DECEMBER 2016

Methodology and Valuation by
KANTAR MILLWARD BROWN

Download the reports at www.brandz.com

CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR

EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY

WPP

Results for 2016

Over 205,000 people¹ in over 3,000 offices covering 113² countries with access to over \$26bn¹ of annual revenue



¹ Including associates and investments

² Including Cuba and Iran, although in the latter case only through affiliations, because of effectively continuing sanctions

Results for 2016

Horizontality Matrix



	J. Walter Thompson	Ogilvy	Y&R Group	Grey	GroupM	Kantar	H+K Strategies	BtoD Group	WPP Health & Wellness	WPP Digital	WPP Spec Comms
Client Leaders											
Country/Regional Managers											



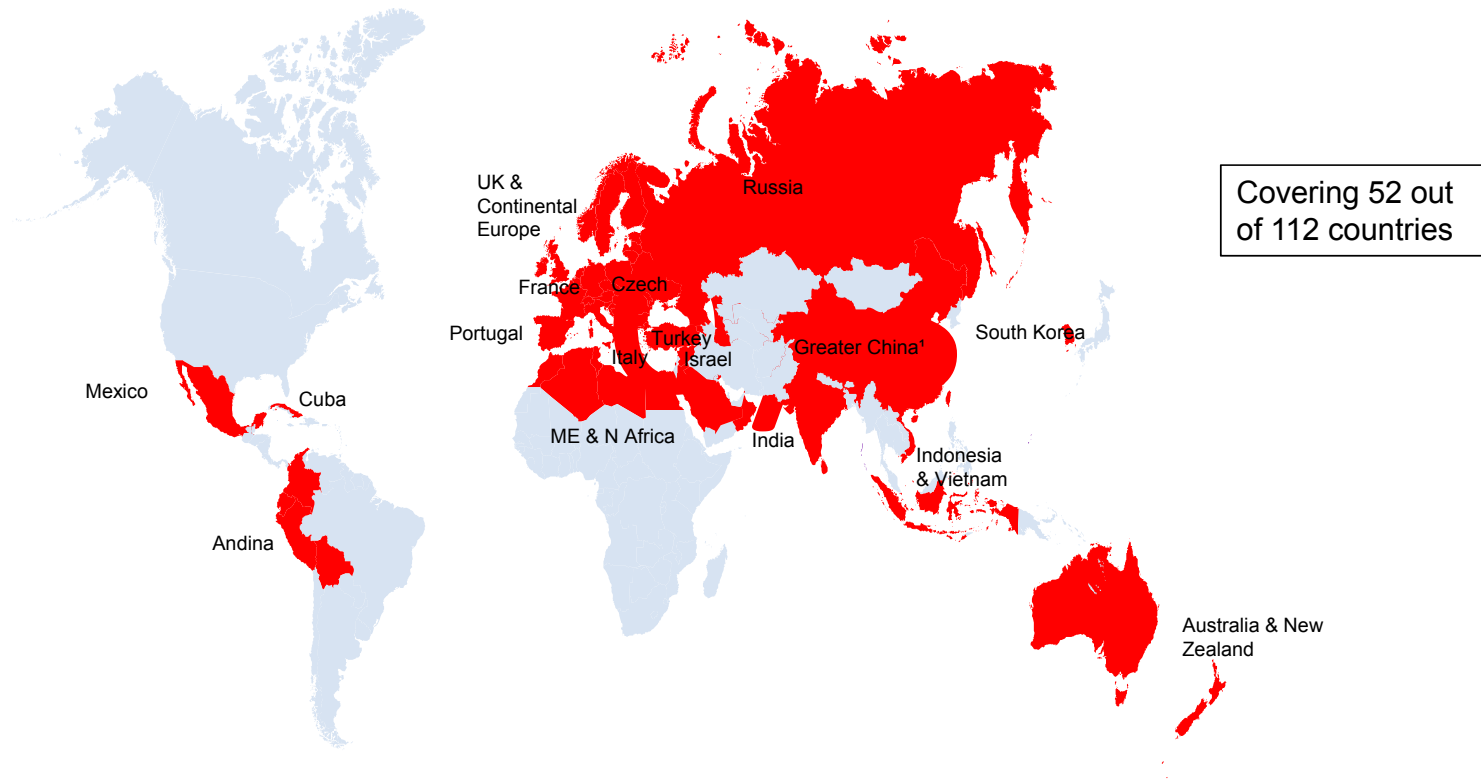
Results for 2016

48 Account Teams – over one third of revenue with over 38,000 WPP employees working on these clients



Results for 2016

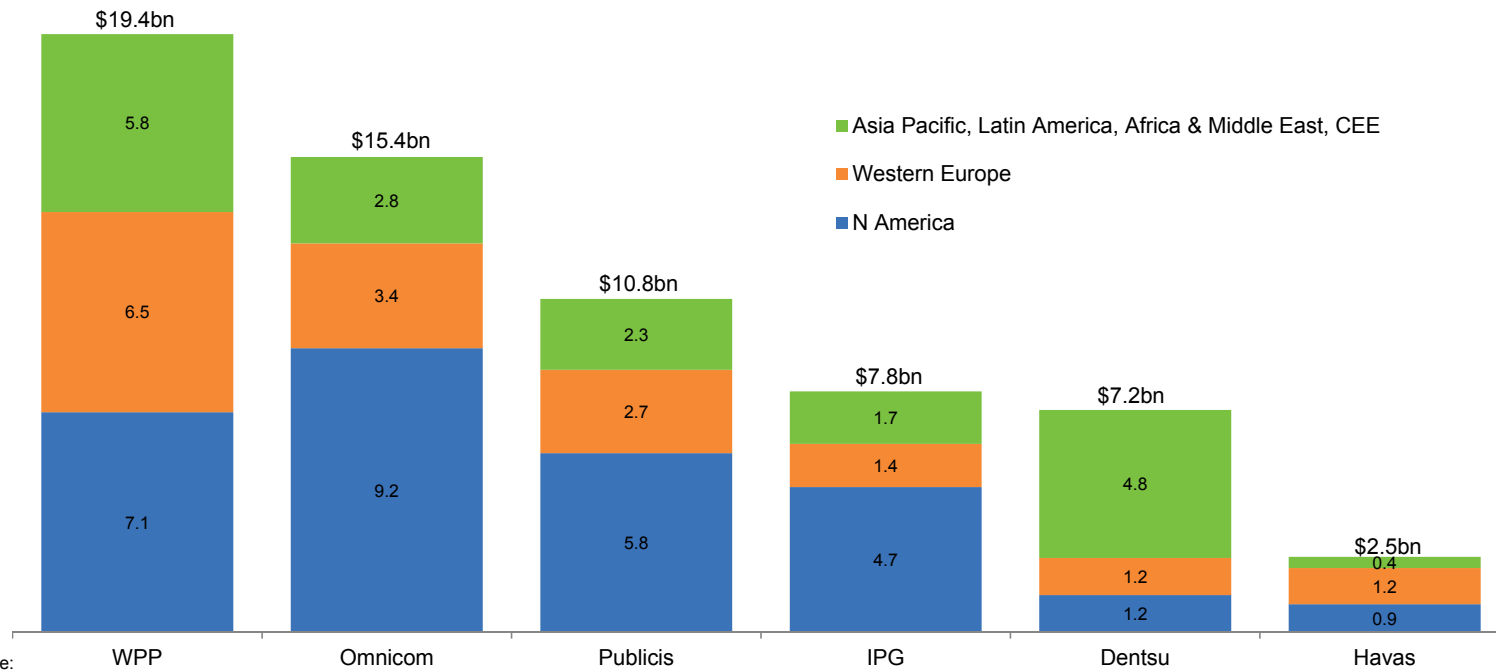
19 Current Country and Regional Managers – People, Clients, Acquisitions



¹ There are 3 country managers for Greater China

Results for 2016

2016 Revenue by Geography



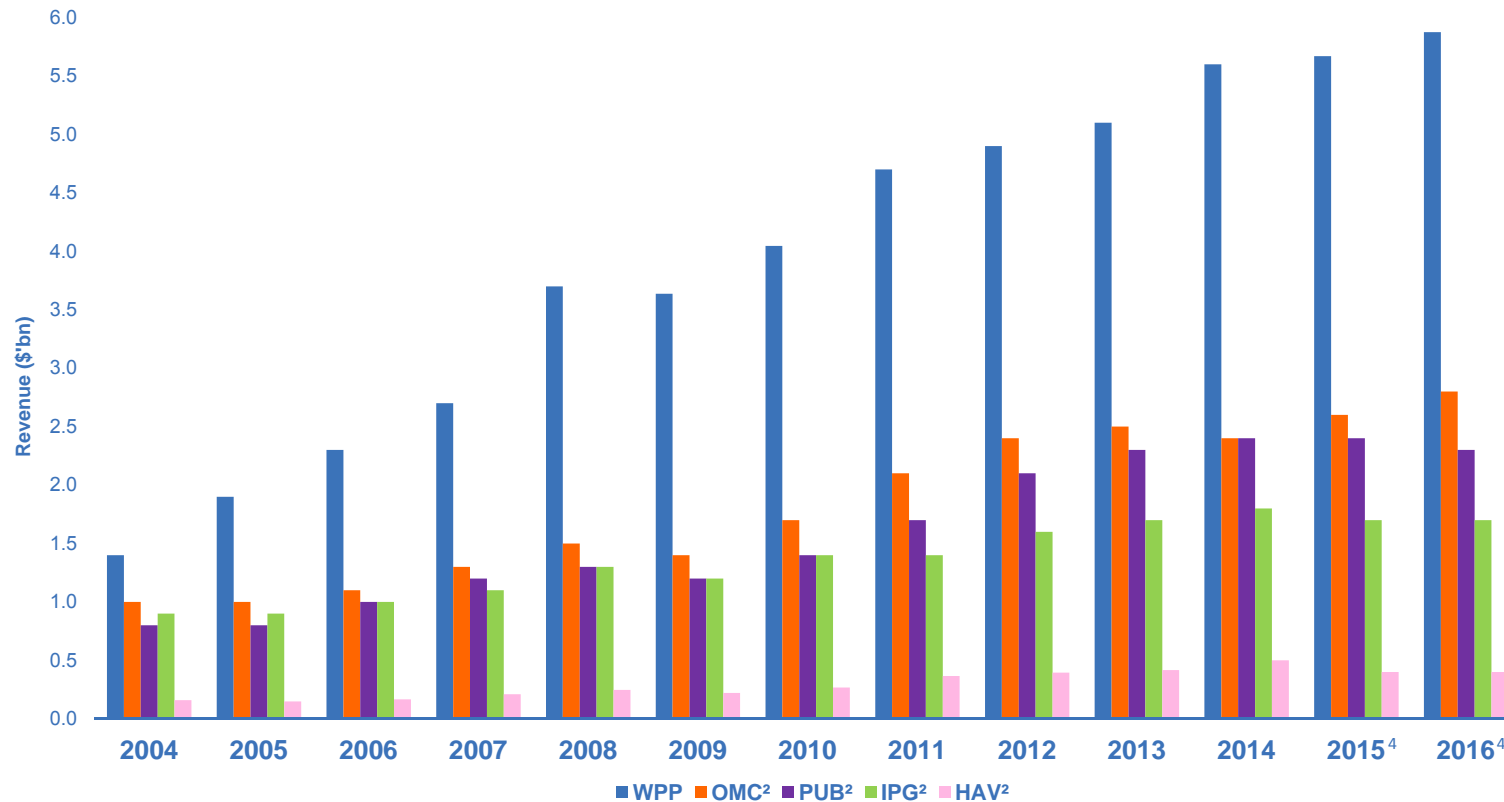
Source:

- ¹ WPP – reportable US \$'s per WPP preliminary results. Omnicom, IPG, Publicis and Havas - company presentations for 2016 with CEE estimated at 3%.
- ² FX. Havas and Publicis assumes \$1=€0.9039 based on the average for 2016
- ³ OMC and PUB CEE based on analyst estimates
- ⁴ IPG assumes Canada is ca. 1.5% of revenue
- ⁵ Rest of World. Asia Pacific, Latin America, Africa & Middle East and Central & Eastern Europe
- ⁶ Dentsu based on disclosed pro-forma group revenue splits against 2016 actual reported revenue



Results for 2016

Revenue¹ in Faster Growing³ Markets 2004-2016



¹ WPP reportable US\$ revenue per WPP results and peer \$ revenue as shown in annual results presentations

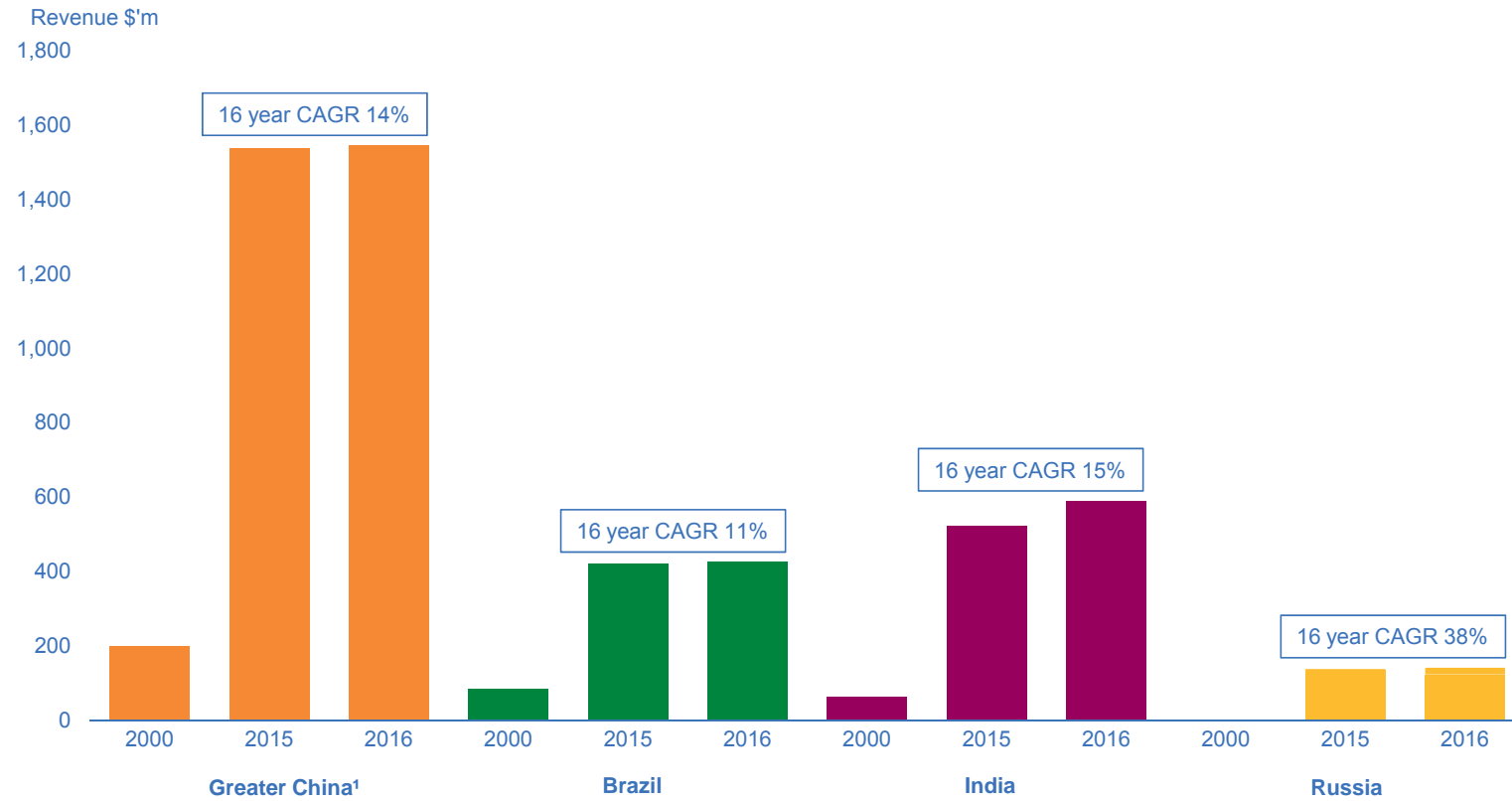
² Peer data sourced from annual results translated at average exchange rate for the year where applicable

³ Faster growing markets include Asia Pacific, Latin America, Africa & Middle East and Central & Eastern Europe (analyst estimates for OMC, PUB and IPG for C&EE)

⁴ Including the businesses stepped up from STW on a proforma basis, 2015 adds \$270m to revenue, 2016 adds \$75m

Results for 2016

WPP's Performance Remains Strong in BRICs Markets



¹ Includes Hong Kong and Taiwan

Results for 2016

WPP in Faster Growing Markets

CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR



EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY



Region	Market	Billings ¹ \$bn	% Share ¹	Rank ¹	12 month ² Revenue \$bn	People ² '000
Asia Pacific:	Greater China ³	11.3	35%	1	1.5	14
	India	4.6	51%	1	0.6	15
	Thailand	0.9	34%	1	0.1	2
LatAm:	Brazil	n/a	n/a	1 ⁴	0.4	7
	Mexico	1.1	28%	2	0.2	2
	Argentina	0.8	25%	2	0.5	7
Other:	Africa ⁵ /Middle East	3.4	31%	1	0.8	35
	Russia	1.2	17%	3	0.1	2
	Poland	1.2	39%	1	0.1	2

¹ Source RECMA 2015 overall billings as issued July 2016

² 12 months to 31 December 2016 including associates, people at 31 December 2016

³ China, Hong Kong and Taiwan

⁴ WPP estimate based on IBOPE published media billings

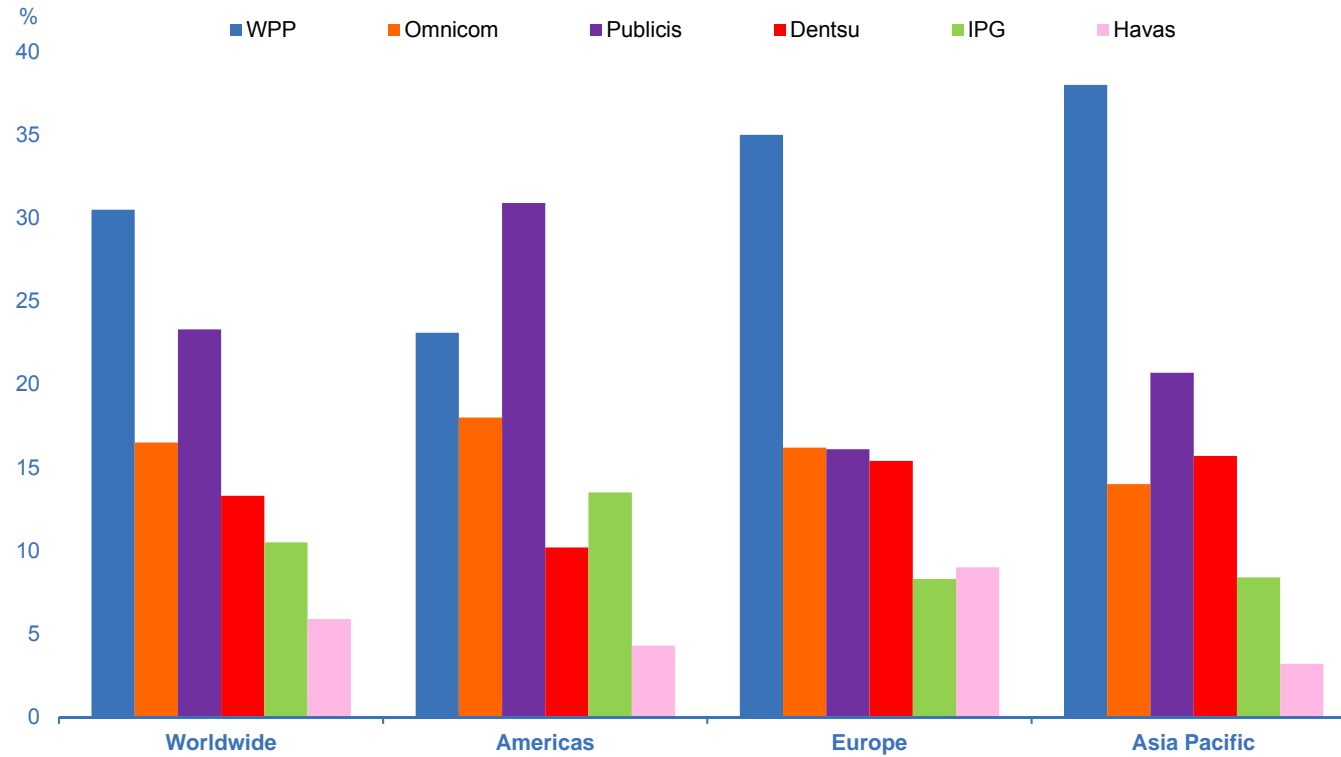
⁵ Africa is South Africa only

WPP

Results for 2016

Media Billings by Geography

Worldwide Ranking by Group as % of the Six Groups



Source: RECMA July 2016 billings report, based on 2015 data

Results for 2016

WPP Clear No. 1 in Brazil¹

- RECMA does not cover Brazil, IBOPE measures media spend with “IBOPE Rate Card Monitor”.

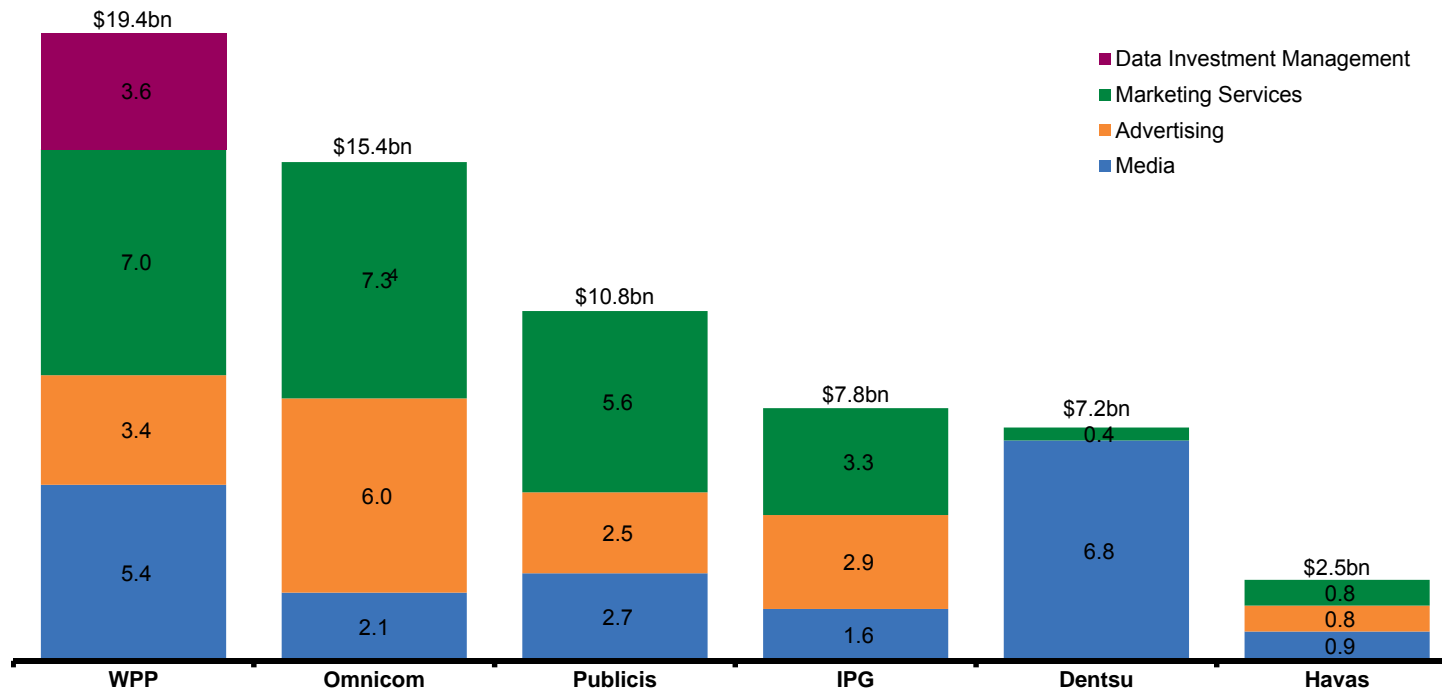
Agency	R\$'bn	Rank
Y&R	6.0	1
W/McCann	3.7	2
Almap/BBD0	3.7	3
Ogilvy	3.4	4
Publicis	3.2	5
Africa	3.1	6
Leo Burnett	2.9	7
Havas World	2.7	8
Talent Marcel	2.3	9
My Propaganda	2.3	10
TBWA	2.3	11
JWT	2.2	12
Total Top 12 Agencies	37.8	

Group	R\$'bn	Rank
WPP	11.6	1
OMC	9.1	2
PUB	8.4	3
IPG	3.7	4
HAV	2.7	5
IND	2.3	6
Total Top 12 Agencies	37.8	

¹ Source of data “IBOPE Monitor” survey of 2016 media spend issued February 2017

Results for 2016

2016 Revenue by Sector



Source: ¹ WPP reportable US \$'s per WPP preliminary results
² 2016 company disclosures except: Havas, IPG and OMC media splits analyst estimates
³ FX. Havas and Publicis assumes \$1=€0.9039 based on the average for 2016
⁴ Omnicom's \$7.3bn of Marketing Services revenue includes food broking, barter, SELLBYTEL and consumer insight operations

Results for 2016

WPP Investments in Technology, Data and Content

- New areas key to supporting clients and managing measurement, viewability, verification, value and performance.

Technology	Data	Content
AppNexus	comScore (\$276m ¹ vs \$393m ²)	Vice (\$329m ¹ v \$34m ²)
Globant (\$238m ¹ vs \$80m ²)	Invidi	Imagina
Mutual Mobile	Infoscout	Imagine Entertainment
ActionX		Fullscreen
Medialets		China Media Capital
		Media Rights Capital
		Indigenous Media
		Refinery29

- WPP investments in Technology, Data and Content valued at \$1.6 billion¹.

¹ Current value based on latest funding round or market value for quoted entities

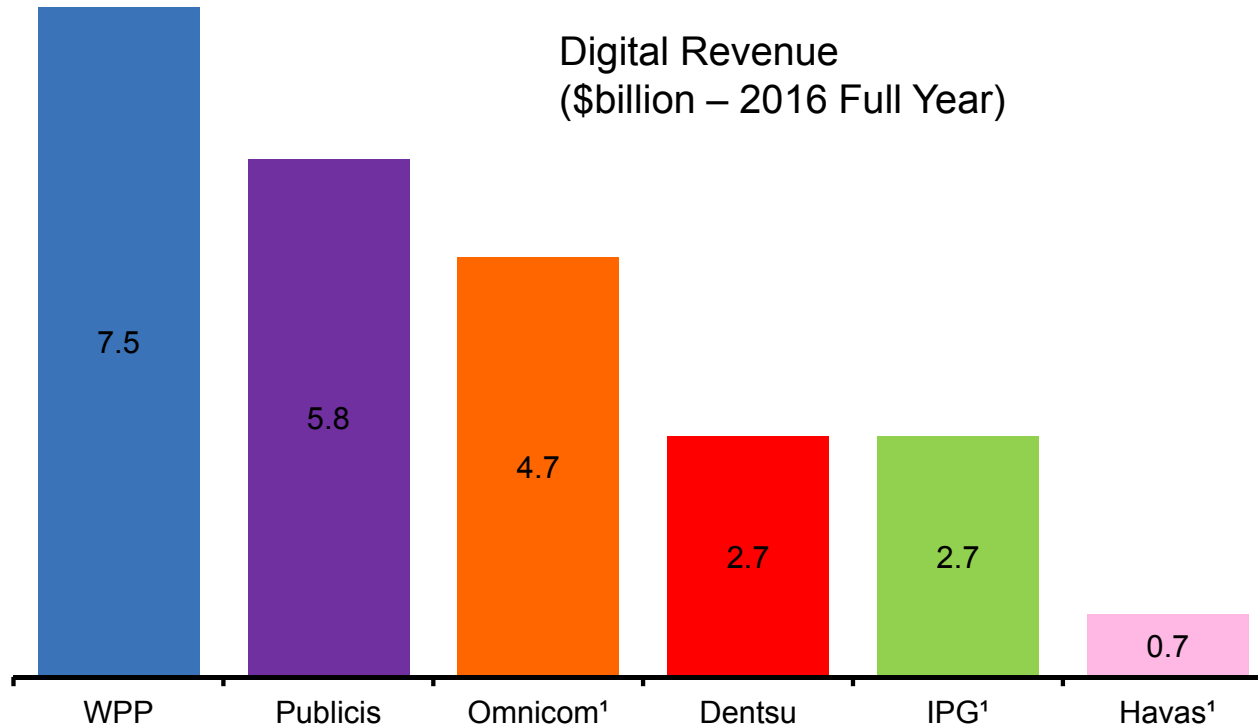
² Total cost of investment including contribution of assets

Results for 2016

Digital in All Our Businesses



Digital Revenue
(\$billion – 2016 Full Year)



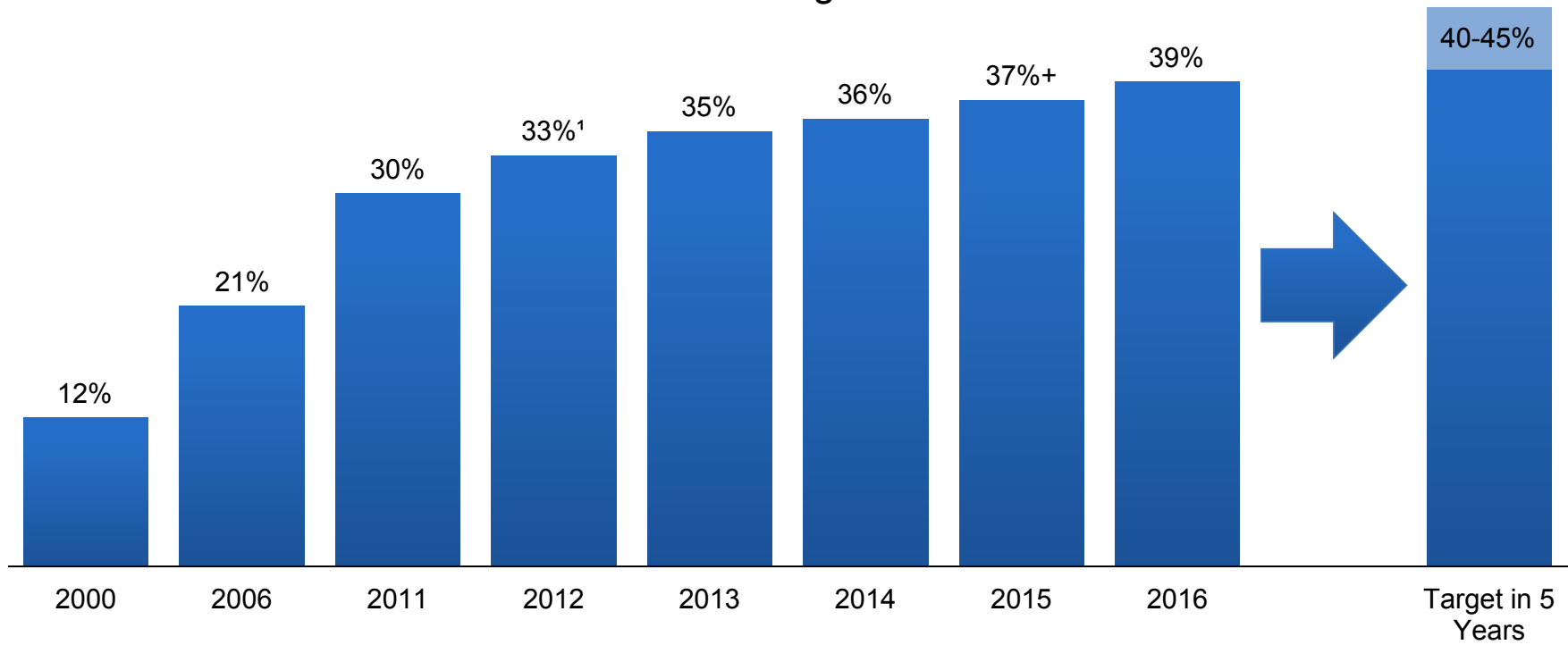
¹Omnicom, IPG and Havas digital revenue based on Exane BNP Paribas estimates.

Results for 2016

Revenue Share Continues to Increase



WPP Share of Digital Revenue



¹ Including AKQA Pro-Forma



Results for 2016

WPP Position in Direct, Digital and Interactive

Full Year 2016	Revenue \$'m
Direct, Digital and Interactive Networks (OgilvyOne, Wunderman, Geometry, VML, WPP Digital, Mirum & AKQA)	3,441
% of Group revenue	18%
Specialist Direct, Digital and Interactive resources:	
- Data Investment Management (Millward Brown, TNS and Lightspeed)	1,051
- GroupM	2,142
- Other	899
Total Full Year 2016¹	7,533
% of Group revenue	
2016	38.9%
2015	37.5%

¹ Like-for like Digital revenue grew by 5.9% and Digital net sales by 6.5%

Results for 2016

Using Free Cash Flow to Enhance Share Owner Value
Dividends and Share Buy-Backs

- 2016 final dividend increased by 28.7% to 37.05p per share (2015 – 28.78p) to give full year dividend of 56.60p per share (2015 – 44.69p), up 26.7%.
- Distributions to share owners:

	Dividends Paid	Share Buy-Backs	
		Amount	% of Share Base
2007	£139m	£415m	4.7% ¹
2008	£162m	£112m	1.6%
2009	£190m	£10m	0.2%
2010	£200m	£46m	0.5%
2011	£218m	£182m	2.1% ²
2012	£307m	£135m	1.3% ³
2013	£397m	£197m	1.4%
2014	£460m	£511m	3.0%
2015	£546m	£588m	3.0%
2016	£617m	£427m	2.0%

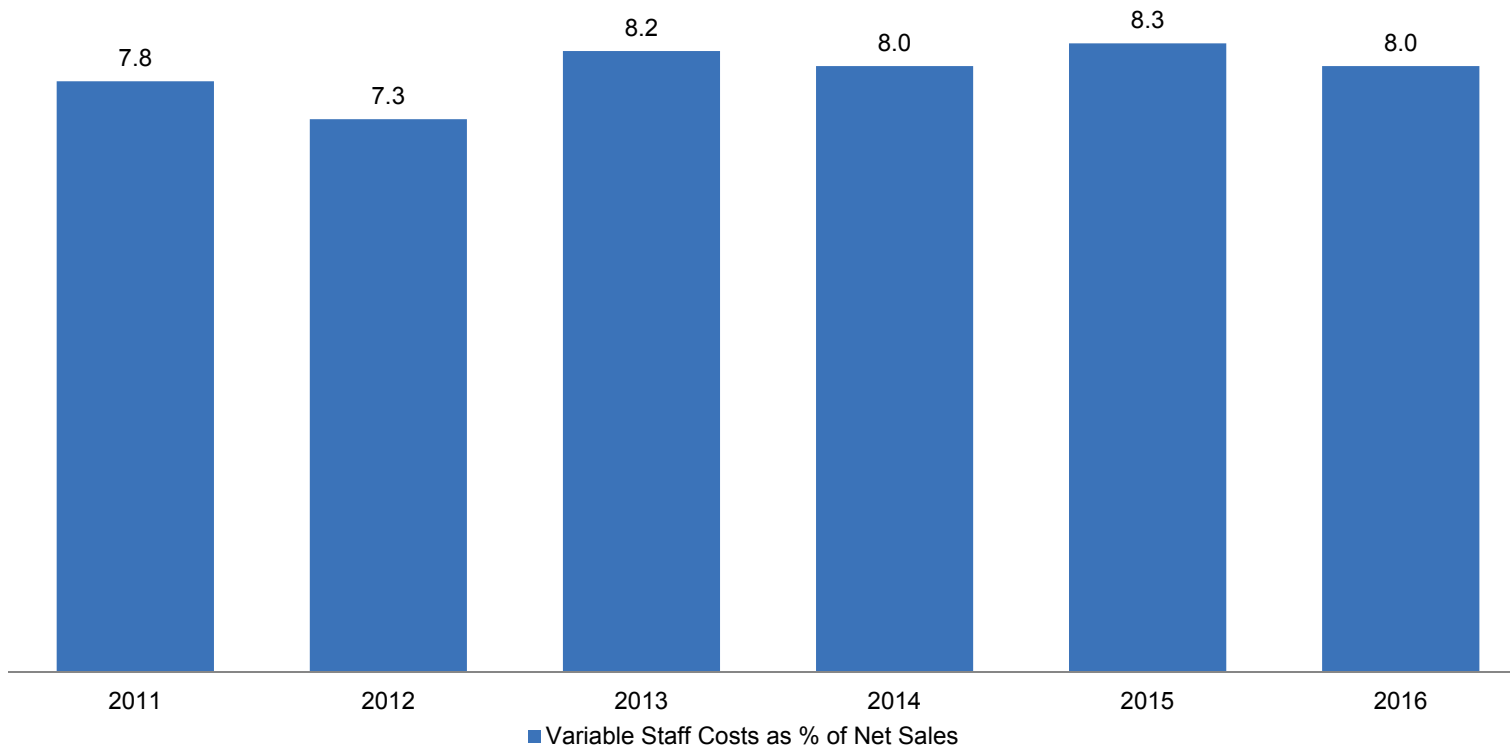
¹ Of which 4.6% relates to share cancellations

² Of which 0.6% relates to share cancellations

³ Of which 0.5% relates to share cancellations

Results for 2016

Maintaining Flexibility in The Cost Base - Change in Variable Costs¹



¹ Freelance, consultants and incentive costs

Results for 2016

Effects of Currency

	2016	2015	Sterling (Weaker)/ Stronger
US\$	1.35	1.53	-12%
€	1.22	1.38	-12%
¥	147	185	-21%
Chinese Renminbi	9.0	9.6	-6%
Brazilian Real	4.74	5.10	-7%
Australian \$	1.82	2.04	-11%
Canadian \$	1.80	1.96	-8%
Indian Rupee	91	98	-7%
Singapore \$	1.87	2.10	-11%
Russian Rouble	91	94	-3%
South African Rand	20.0	19.5	3%

Net sales were increased by £1,042m and headline PBIT¹ by £225m as a result of weakness of £ sterling versus prior year.

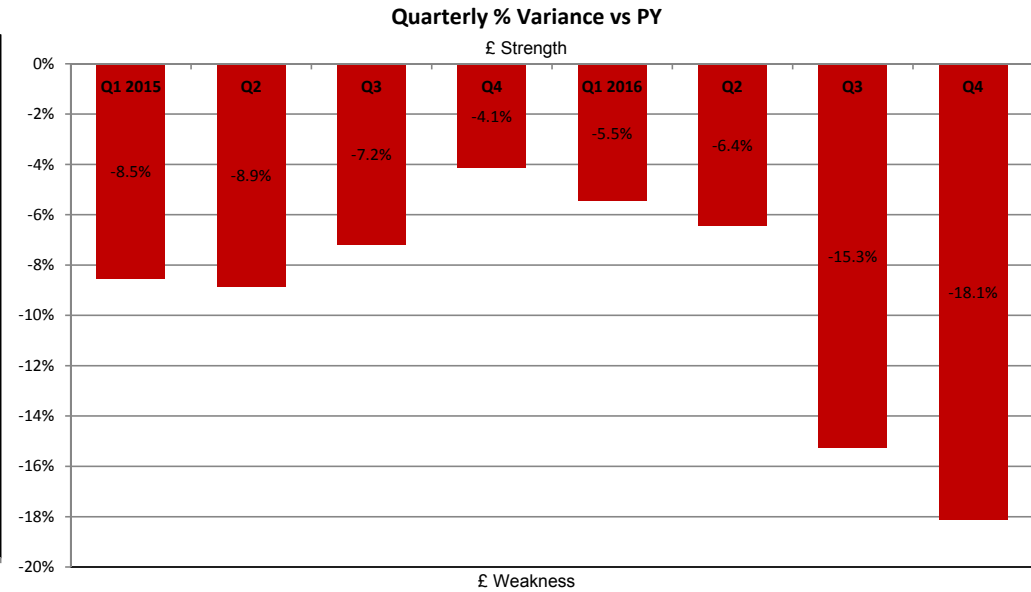
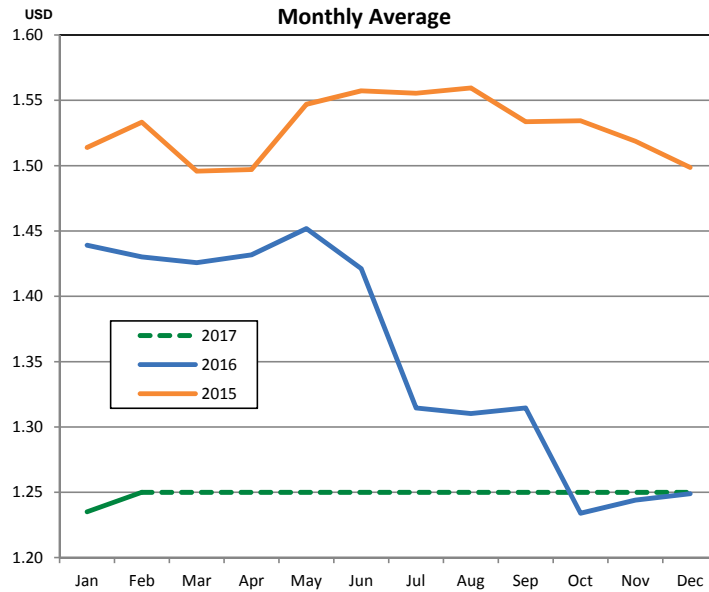
CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR

EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY

¹ Figures before goodwill and intangibles charges, gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs and IT asset write-downs

Results for 2016

24 month US\$ range 1.56 to 1.23

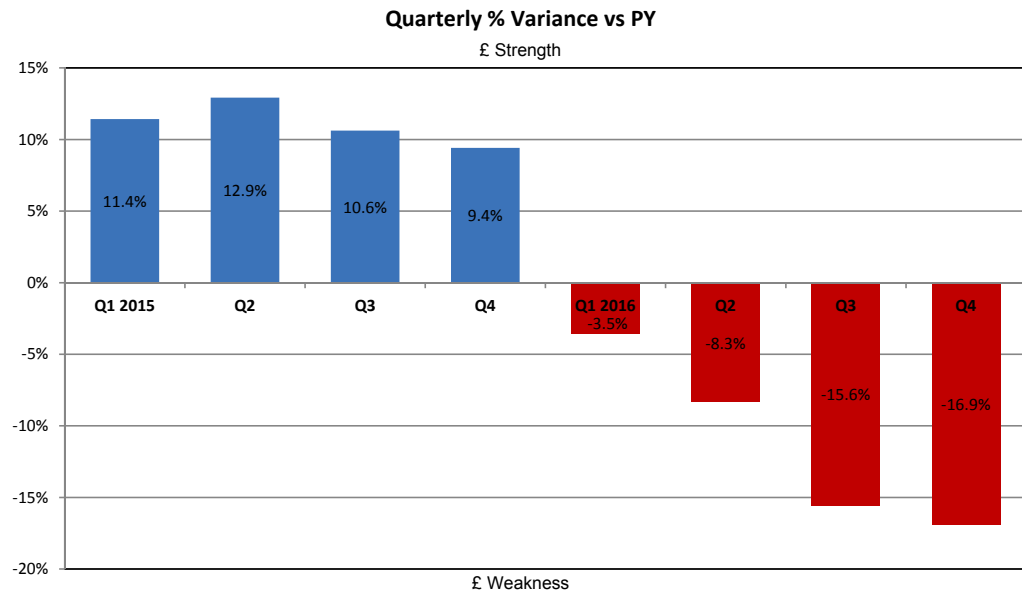
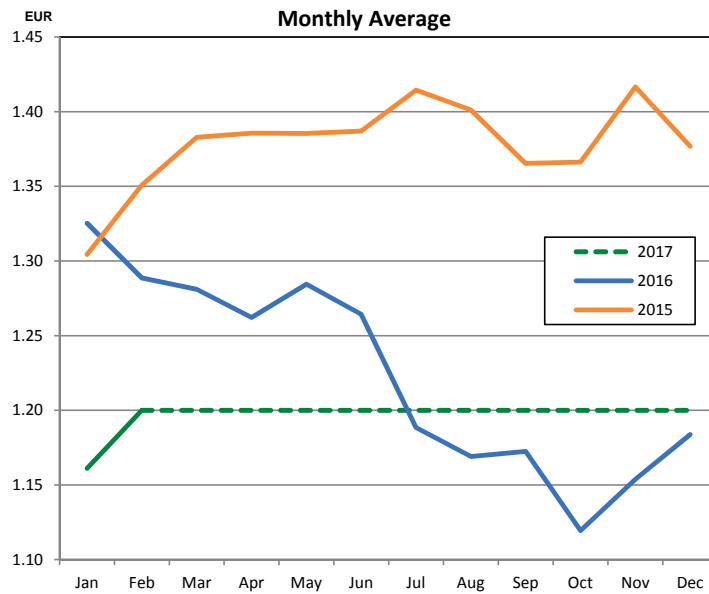


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2016 Monthly Average	1.44	1.43	1.43	1.43	1.45	1.42	1.31	1.31	1.31	1.23	1.24	1.25
% change vs PY	-4.9%	-6.7%	-4.7%	-4.4%	-6.2%	-8.7%	-15.5%	-16.0%	-14.3%	-19.6%	-18.1%	-16.7%
Quarterly Average	Q1			Q2			Q3			Q4		
% change vs PY	-5.5%			-6.4%			-15.3%			-18.1%		

Jan 2015 to Jan 2017 based on average monthly rates, Feb - Dec 2017 based on 2017 budget rates set at US\$1.25 to £1

Results for 2016

24 month € range 1.41 to 1.12



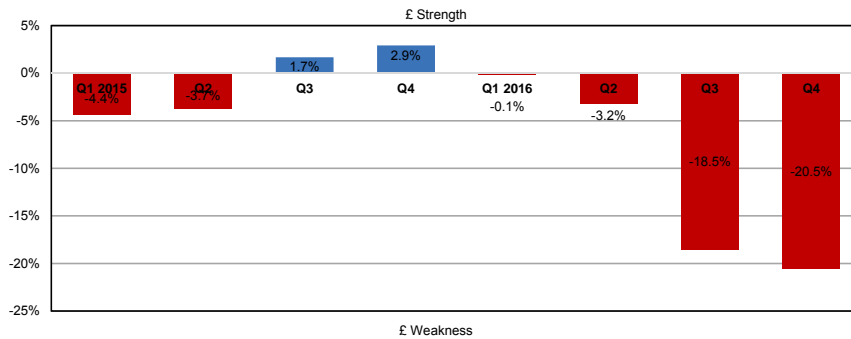
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
2016 Monthly Average	1.33	1.29	1.28	1.26	1.28	1.26	1.19	1.17	1.17	1.12	1.15	1.18
% change vs PY	1.6%	-4.6%	-7.4%	-8.9%	-7.3%	-8.8%	-16.0%	-14.4%	-12.1%	-12.2%	-15.3%	-12.8%
Quarterly Average	Q1			Q2			Q3			Q4		
	1.30			1.27			1.20			1.20		
% change vs PY	-3.5%			-8.3%			-15.6%			-16.9%		

Jan 2015 to Jan 2017 based on average monthly rates, Feb - Dec 2017 based on 2017 budget rates set at €1.20 to €1

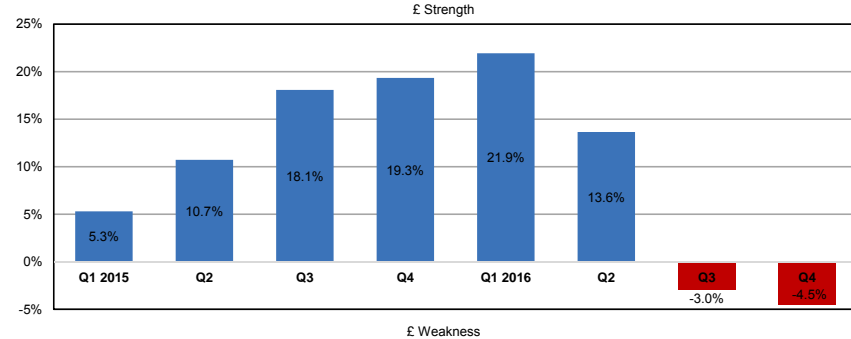
Results for 2016

Faster Growing Regions - Quarterly % Variance vs PY

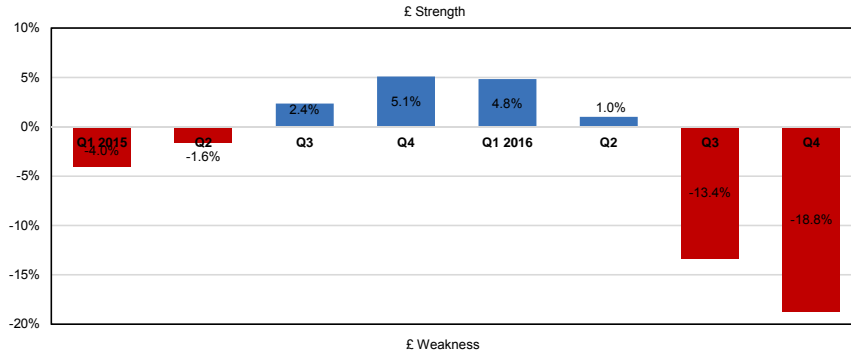
Asia Pacific



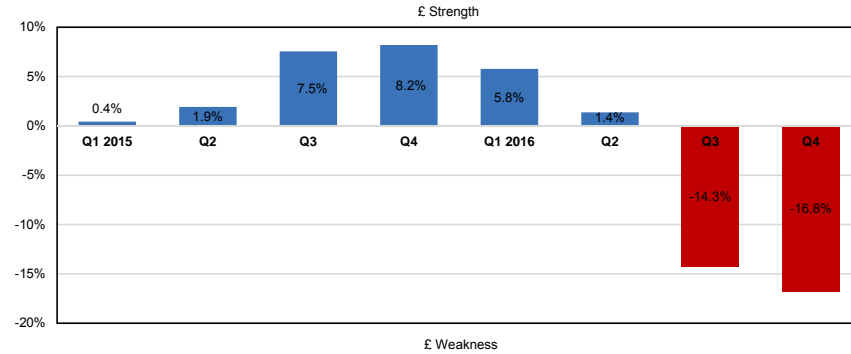
Latin America



Africa & Middle East



Faster Growing Markets



Results for 2016

WPP Two Year Cumulative Like-for-Like Growth¹ - Consistent Performance

%	Revenue		Net Sales	
	1 Year	2 Year	1 Year	2 Year
Q1 2015	5.2	12.2 ²	2.5	6.3 ²
Q2 2015	4.5	14.7 ²	2.1	6.5 ²
Q3 2015	4.6	12.2 ²	3.3	6.3 ²
Q4 2015	6.7	14.5 ²	4.9	7.0 ²
Q1 2016	5.1	10.3	3.2	5.7
Q2 2016	3.5	8.0	4.3	6.4
Q3 2016	3.2	7.8	2.8	6.1
Q4 2016	0.5	7.2	2.1	7.0

¹ Two year trend is total growth for the named quarter and same quarter one year earlier

² 2014 revenue growth for Q1 7.0%, Q2 10.2%, Q3 7.6% and Q4 7.8%. 2014 net sales growth for Q1 3.8%, Q2 4.4%, Q3 3.0% and Q4 2.1%

Results for 2016

Two Year Cumulative Like-for-Like Revenue Growth¹

%	WPP ²	OMC ³	Pub ⁴	IPG ⁵	HAV ⁶
Q1 2015	12.2	9.4	4.2	12.3	10.1
Q2 2015	14.7	11.1	1.9	11.4	13.4
Q3 2015	12.2	12.6	1.7	13.4	11.5
Q4 2015	14.5	10.7	6.0	10.0	6.6
Q1 2016	10.3	8.9	3.8	12.4	10.5
Q2 2016	8.0	8.7	4.1	10.4	8.2
Q3 2016	7.8	9.3	0.9	11.4	7.5
Q4 2016	7.2	8.4	0.3	10.5	7.3

¹ Two year trend is total growth for the named quarter and same quarter one year earlier

² WPP quarterly growth Q1/14 7.0%, Q2/14 10.2%, Q3/14 7.6%, Q4/14 7.8%, Q1/15 5.2%, Q2/15 4.5%, Q3/15 4.6% and Q4/15 6.7%, Q1/16 5.1%, Q2/16 3.5%, Q3/16 3.2%, Q4/16 0.5%

³ OMC quarterly growth Q1/14 4.3%, Q2/14 5.8%, Q3/14 6.5%, Q4/14 5.9%, Q1/15 5.1%, Q2/15 5.3%, Q3/15 6.1% and Q4/15 4.8%, Q1/16 3.8%, Q2/16 3.4%, Q3/16 3.2%, Q4/16 3.6%

⁴ PUB quarterly growth Q1/14 3.3%, Q2/14 0.5%, Q3/14 1.0%, Q4/14 3.2%, Q1/15 0.9%, Q2/15 1.4%, Q3/15 0.7% and Q4/15 2.8%, Q1/16 2.9%, Q2/16 2.7%, Q3/16 0.2%, Q4/16 -2.5%

⁵ IPG quarterly growth Q1/14 6.6%, Q2/14 4.7%, Q3/14 6.3%, Q4/14 4.8%, Q1/15 5.7%, Q2/15 6.7%, Q3/15 7.1% and Q4/15 5.2%, Q1/16 6.7%, Q2/16 3.7%, Q3/16 4.3%, Q4/16 5.3%

⁶ HAV quarterly growth Q1/14 3.0%, Q2/14 7.9%, Q3/14 6.0%, Q4/14 3.5%, Q1/15 7.1%, Q2/15 5.5%, Q3/15 5.5% and Q4/15 3.1%, Q1/16 3.4%, Q2/16 2.7%, Q3/16 2.0%, Q4/16 4.2%

Results for 2016

Acquisitions since 1 October 2016

Code – UK (MediaCom)

Code is a user experience studio that creates and develops digital products, campaigns and capabilities. Code's services include platform build, design and conversion optimisation. The agency was established in 1999, and employs around 80 people in Manchester. Clients include Hillarys, Brother and Amnesty International.

Eightytwenty¹ – Ireland (Ogilvy)

Eightytwenty is a market leader in the Irish digital communications industry. Dublin based Eightytwenty employs over 30 people and has developed a bespoke model that combines creative, data, performance media and technology to design and deliver campaign narratives across the entire customer journey.

Engage² – India (Burson-Marseller)

Headquartered in Nairobi and employing around 20 people, Engage Burson-Marsteller has grown rapidly since Burson-Marsteller helped to establish it in 2013. Clients include Nestlé, MultiChoice, Samsung and CNN.

Eperium – Netherlands (WPP Digital, Salmon)

Eperium is a leading digital and e-commerce consultancy. Eperium is headquartered in Amsterdam and employs over 200 people in Europe and India. Clients include Sligro, Plus Supermarkten, Jumbo, Bunzl, Xerox, Dutch Railways and Asian Paints.



code®



¹ Acquired since 1 January 2017

² Associate

Results for 2016

Acquisitions since 1 October 2016

MediaCom India^{1,2} – India (GroupM)

MediaCom India was founded in 2007. It employs around 170 people in India, with offices in Gurgaon, Bangalore and Mumbai as well as a representative office in Chennai. As a Content + Connection agency, MediaCom India specialises in media buying and planning across channels. Key clients including Dell, Edelweiss, Future Group, Makemytrip.com, Mars, Pedigree, Piaggio, P&G, Royal Enfield, SAB Miller, Tata Docomo, Urban Ladder, Wellspun and Wrigley's.

Newsaccess¹ – Ireland (Kantar Media)

Newsaccess is a leading provider of multi-channel media monitoring in Ireland. The company, founded in 2005, employs around 20 people, and has its headquarters in Dublin. With the acquisition, Kantar Media enhances its reputation, PR monitoring and evaluation capabilities, bringing to clients an expanding set of insights and expertise into earned media.

Pmweb – Brazil (Wunderman)

Pmweb is a leading digital marketing specialist in Brazil. Clients include Avon, B2W Digital, LATAM Airlines, Lojas Renner, Mercado Livre, ViajaNet, Walmart and Whirlpool Corporation. Founded in 1997, the company employs 140 people and is based in Porto Alegre with an office in São Paulo. The company will operate as Pmweb as part of Wunderman. Pmweb monitors digital campaigns across multiple screens and devices on behalf of its clients, allowing them to tweak messages in real time to optimize their effectiveness. Managing a database of 200 million consumers, it is Brazil's leading cross-channel campaign management and optimization company.



MEDIACOM

newsaccess
media intelligence

PMWeb
Plan | Build | Operate™

WPP

¹ Acquired since 1 January 2017

² Step-up

Results for 2016

Acquisitions since 1 October 2016

Promotion Execution Partners – USA (Geometry Global)

Promotion Execution Partners, LLC (“PEP”) is a project management and procurement company that oversees shopper marketing promotions for clients, in the US. Since its founding in 2004, PEP has managed over US\$3.5 billion in marketing spend across 35,000 campaigns for over 500 brands worldwide. Clients include Heinz, Johnson & Johnson, Kraft Foods Group and Procter & Gamble. The company employs approximately 200 people and is based in Cincinnati with offices in Mexico, Puerto Rico and Panama. PEP manages budgets, timelines and vendor coordination for programs like direct mail campaigns, sweepstakes and promotion events on behalf of clients. PEP ensures these projects are delivered on time, within budget and to meet the specifications of the client, freeing the client to focus on the big picture of running the business.



ScrollMotion³ – USA (WPP Ventures)

ScrollMotion is a software company that has developed a platform for building interactive mobile content without the need for developers. ScrollMotion has worked with multiple clients and agencies, including Apple, Genentech, JPMorgan Chase & Co., Verizon and ghg/greyhealthgroup, WPP's wholly-owned healthcare communications specialist. ScrollMotion employs approximately 80 people and is based in New York with an office in San Diego. It was founded in 2008. Its software division develops designer-friendly tools that enable clients and agencies to build and distribute interactive mobile content for sales teams, trade shows and kiosks. Its creative agency, ScrollMotion Blue, works directly with clients to design apps.



Shanghai Ogilvy & Mather Advertising^{1,2} – China (Ogilvy)

Shanghai Ogilvy & Mather Advertising was founded in 1991 and employs around 520 people in China. The agency specialises in advertising strategy, design and production with key clients including YUM! Brands, Unilever, Philips, Nestlé and Coca-Cola.



¹ Acquired since 1 January 2017

² Step-up

³ Investment

Results for 2016

Acquisitions since 1 October 2016

Shanghai Ogilvy & Mather Marketing Communications Consulting^{1,2} – China (Ogilvy)

Shanghai Ogilvy & Mather Marketing Communications Consulting was founded in 1997 and is a leading agency in communications and public affairs consulting. The agency employs 450 people. Clients include Nestlé, IHG, UPS and Lenovo.



StartJG – Hong Kong (FITCH)

StartJG Hong Kong is a brand and customer experience design consultancy. Formerly part of the Start Group, an independent network, StartJG Hong Kong will be changing its name to FITCH Design Ltd. StartJG Hong Kong was founded in 2009 and employs around 40 people. StartJG Hong Kong specialises in branding, environment and interaction design with strong digital and retail branding capabilities. Clients include Swire Properties, Nord Anglia Education (NAE) HK and Genting HK.



SubVRsive^{1,2} – USA (WPP Ventures)

SubVRsive is a technology company that works with advertisers that want to engage consumers in the emerging virtual reality and augmented reality sector. Clients include the American Heart Association, Lionsgate Entertainment, Procter & Gamble and Showtime Networks. It is based in Austin, Texas and was founded in 2015. SubVRsive works with directors, producers, content creators and developers to develop video, apps and interactive experiences for virtual reality devices and computers.



¹ Acquired since 1 January 2017
² Investment

Results for 2016

Acquisitions since 1 October 2016

Tank – Canada (Grey)

Tank is a leading full-service healthcare and consumer agency in Canada. Clients include AbbVie, BMS, Caisse de depot, Department of Canadian Heritage, Eli Lilly, Lundbeck and Telus Health. The company employs 120 people and is based in Montreal. It was founded in 2007.

Triad Retail Media – USA (Xaxis)

Triad Retail Media is a leading digital retail media specialist in the US. Clients include Walmart, Sam’s Club, eBay, Toys “R” Us, Kohl’s, Asda Stores Limited and other global retailers. The company employs nearly 700 people. It is based in St. Petersburg, FL with offices in London, Sydney, Hamburg, Amsterdam and ten other markets. It was founded in 2004. Triad fuels mobile and desktop e-commerce by enabling large retailers to turn their websites and apps into valuable advertising platforms, providing marketers with unparalleled ability to reach and engage consumers as they shop online. The deal will establish Xaxis as a significant player in the fast-growing retail media and e-commerce market while providing Triad with access to Xaxis’ technology expertise and the resources and client base of WPP.

Zubi¹ – USA (GTB)

Zubi is a full-service advertising agency that focuses on the Hispanic market in the US. Clients include Ford, JP Morgan Chase Bank, N.A. and Dunkin’ Donuts. Founded in 1976, Zubi employs approximately 120 people and is based in Coral Gables, Florida, with offices in Los Angeles and Detroit.



¹ Acquired since 1 January 2017



8 Structure and Competitive Position *(Hard Copy Only)*



WPP Today

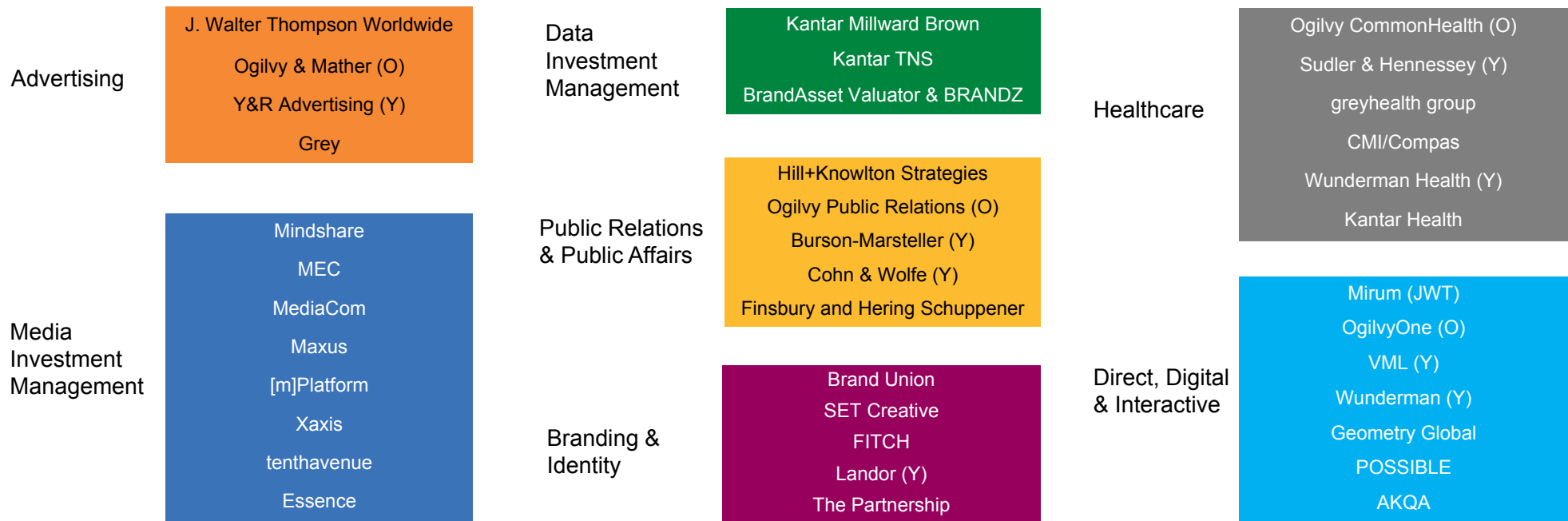


- WPP is the world's largest communication services group with over 198,000 people (including associates) in over 3,000 offices covering 113 countries worldwide.
- 360 of the Fortune Global 500, all 30 of the Dow Jones 30 and 78 of the NASDAQ 100. 596 clients in all four disciplines and 462 clients in six or more countries.
- Quoted in London and on NASDAQ, with market capitalisation of around £24.5bn.
- 24th in FTSE 100 Index, 5th in FT Top 500 UK companies by turnover, 68th in Euro FT 300, 277th in S&P Global 1200 and 301st in Forbes Global 2000.
- The Group includes many of the best known brands in the industry.



WPP Today

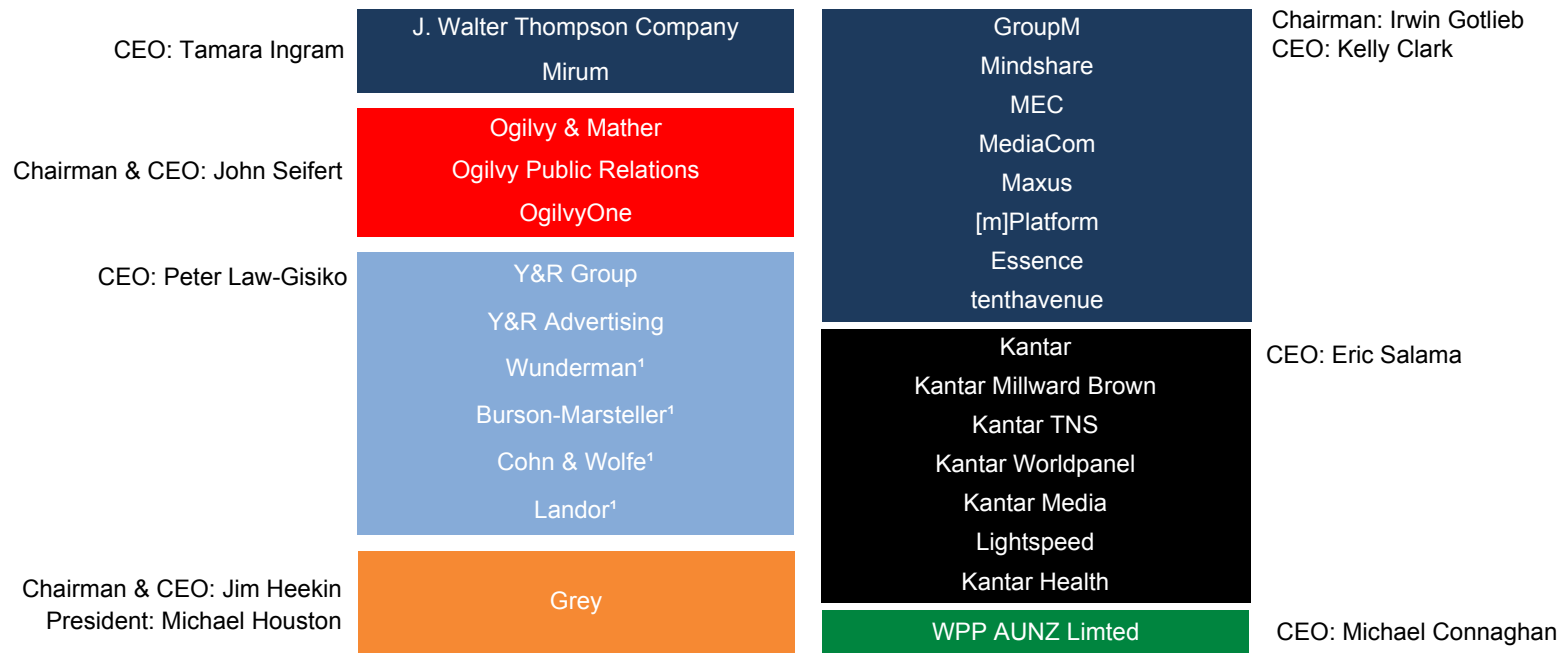
WPP Has Many of the Best Known Brands in the Industry
Ranked 1 or 2 in all sectors in which it competes



O = part of Ogilvy Group
JWT = part of JWT Group
Y = part of Y&R Group

WPP Today

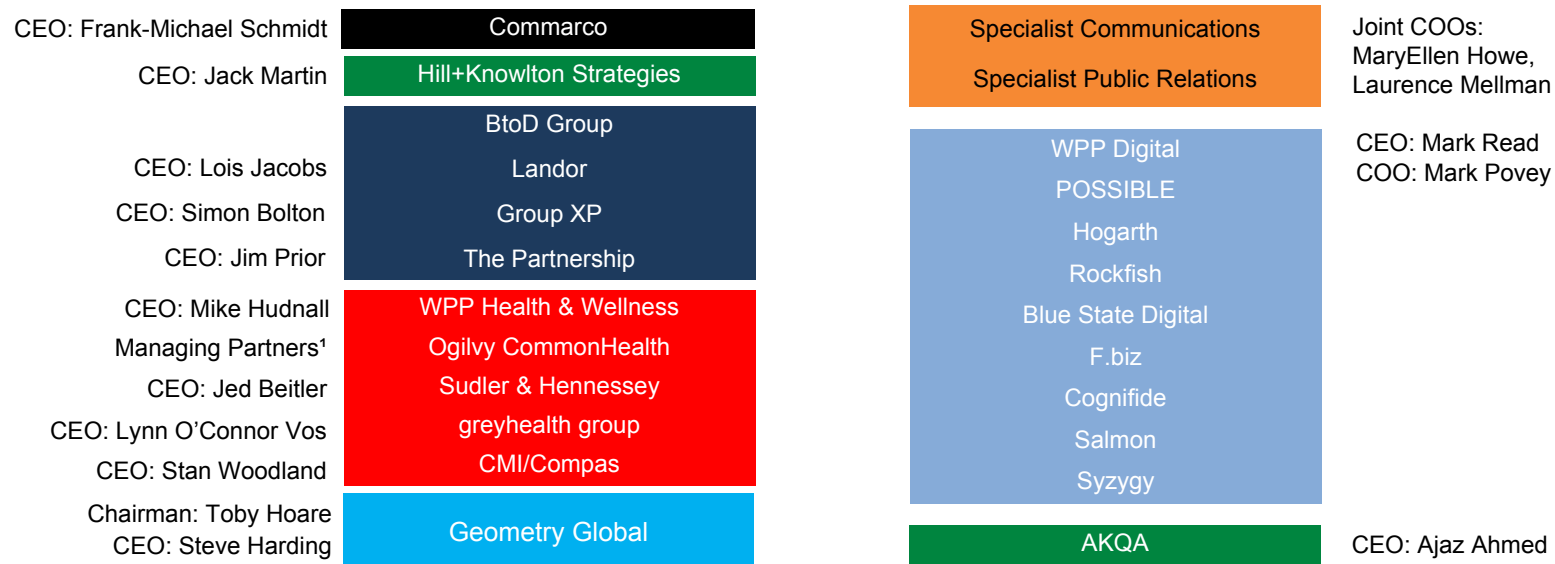
Seven Reporting Relationships Cover 86% of Revenue



¹ Y&R Group but separate business reviews

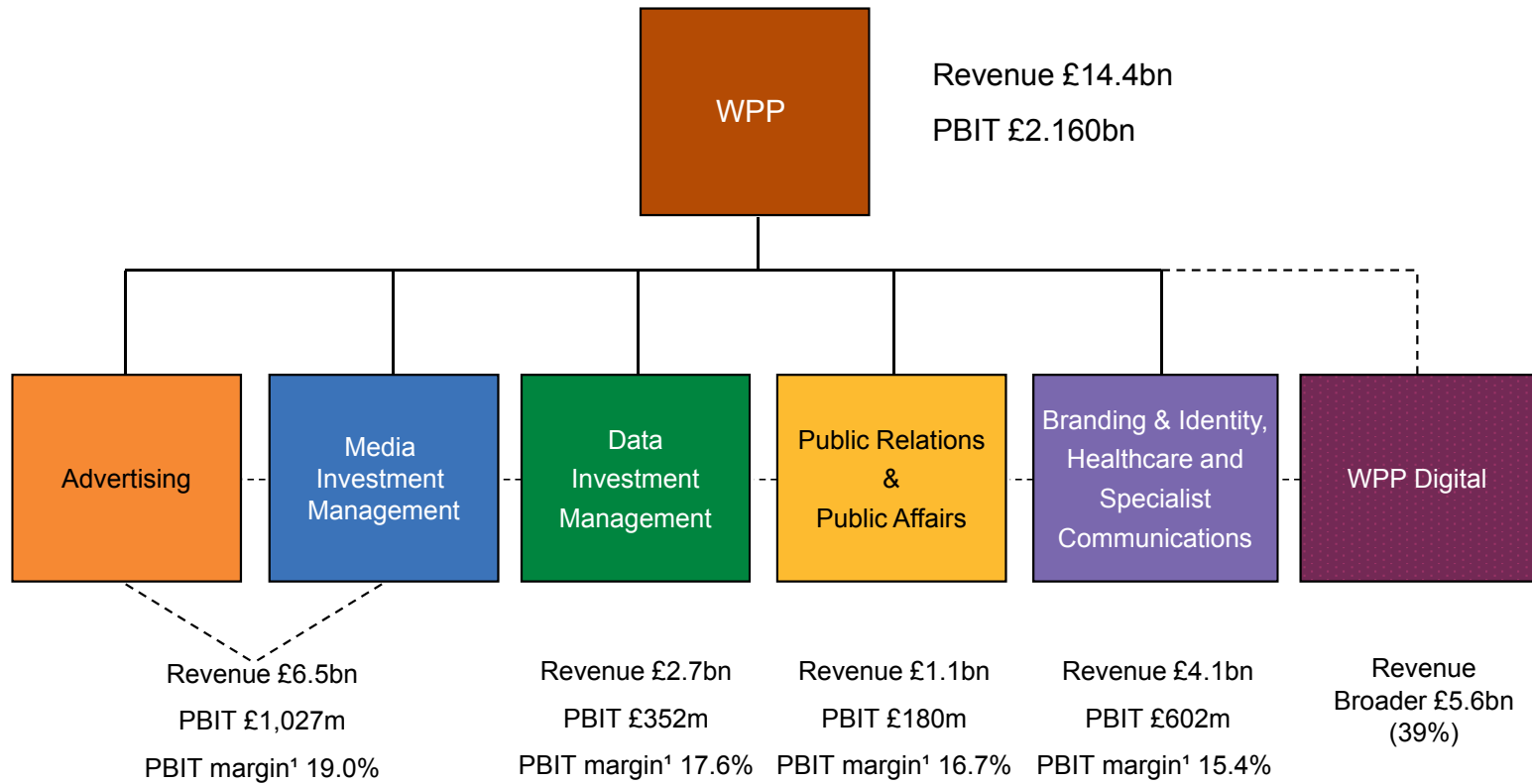
WPP Today

Eight Further Reporting Relationships Cover Most of Remaining 14% of Revenue



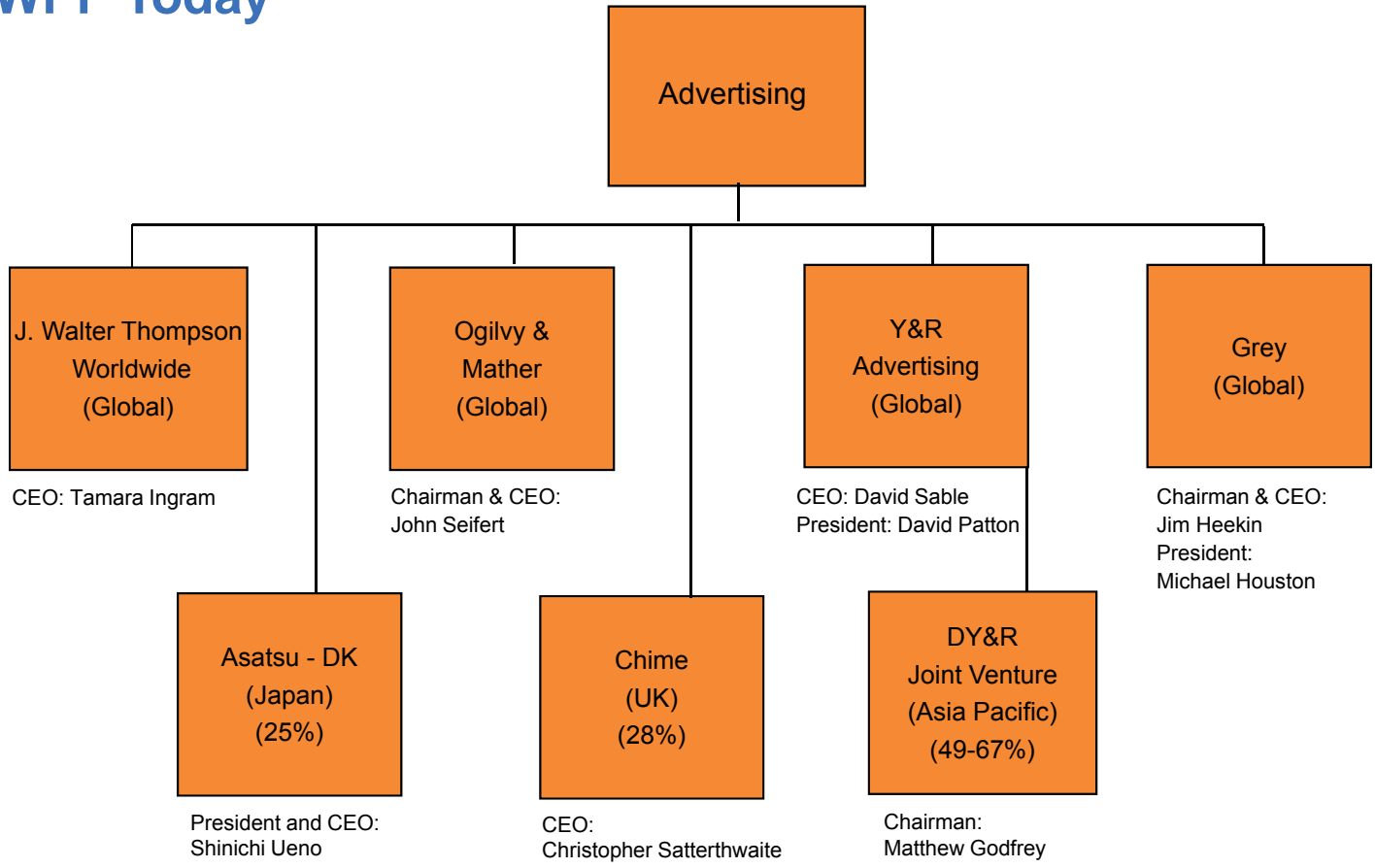
¹ Managing Partners: Marlene Dobry, Michael Parisi, Shaun Urban, Marc Weiner

WPP Today

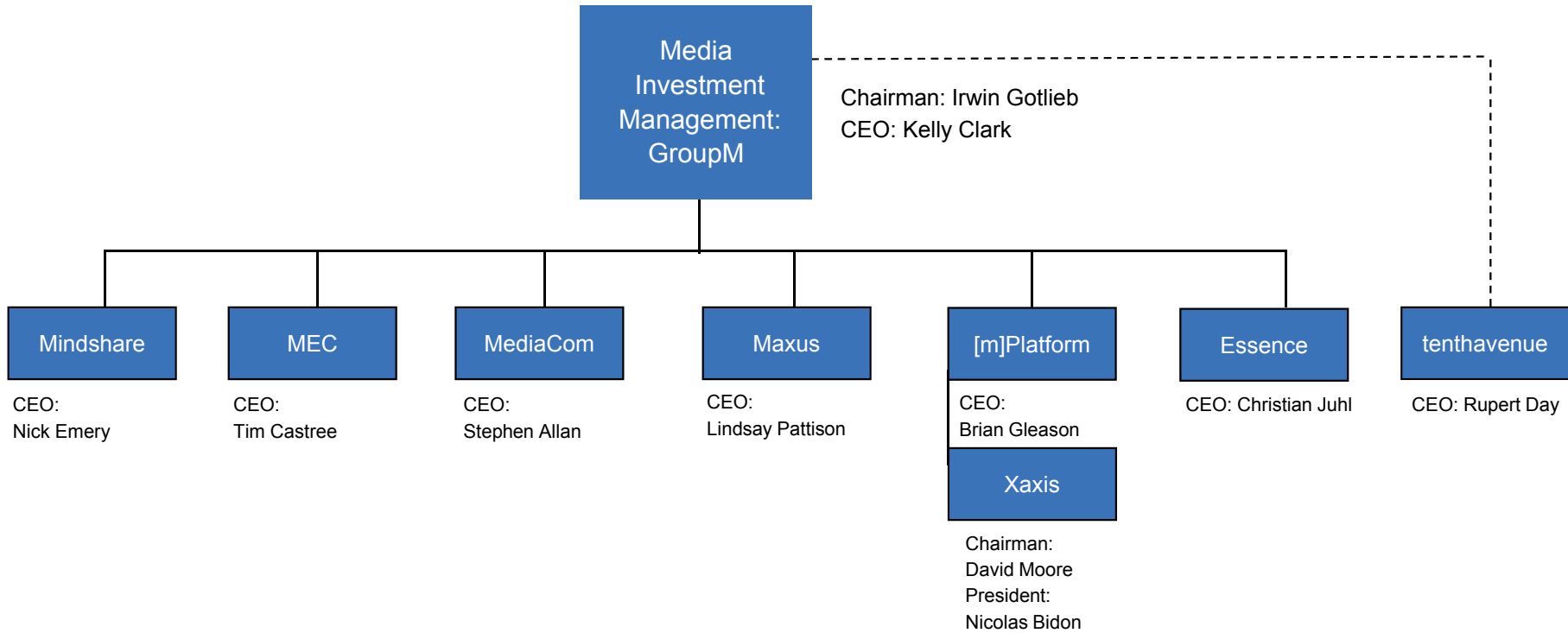


Revenue and PBIT figures are 2016 reported sterling actuals
 PBIT includes associates and excludes goodwill and intangibles charges, gains/losses on step-ups, gains/losses on disposals of subsidiaries and investments, investment write-downs, share of exceptional gains/losses of associates, restructuring costs and IT asset write-downs
¹ PBIT as % of net sales

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Media Investment Management - Competitive Worldwide Ranking



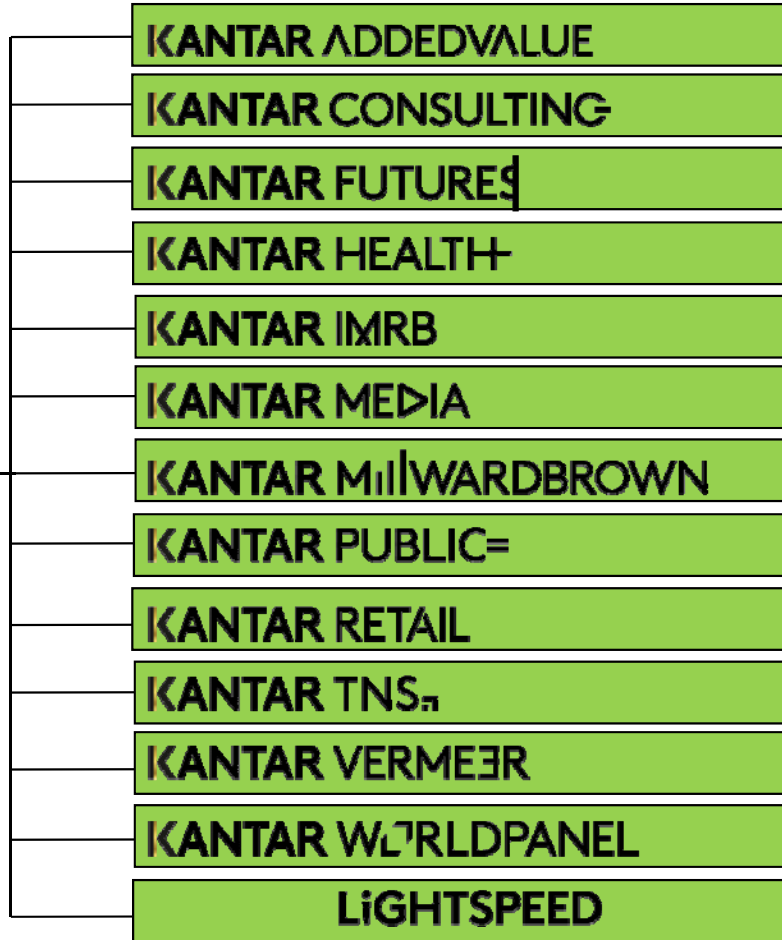
	Americas	EMEA	Asia Pacific	Worldwide
Mindshare	6	5	1	2
MEC	8	4	7	7
MediaCom	10	1	3	3
Maxus	13	10	10	13
GroupM	2	1	1	1

Source: RECMA July 2016 Billings Rankings report, based on 2015 data.

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Data Investment Management:
KANTAR

Chairman & CEO:
Eric Salama



CANNES LIONS 2011-2016
HOLDING COMPANY OF THE YEAR

EFFIE AWARDS 2012-2016
MOST EFFECTIVE HOLDING COMPANY



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Data Investment Management – Worldwide Competitive Ranking

1. The Nielsen Company

2. Kantar

3. IMS Health

4. Ipsos

5. GfK


6. Gartner Inc.

7. IRI

8. Dunnhumby

9. Westat Inc.

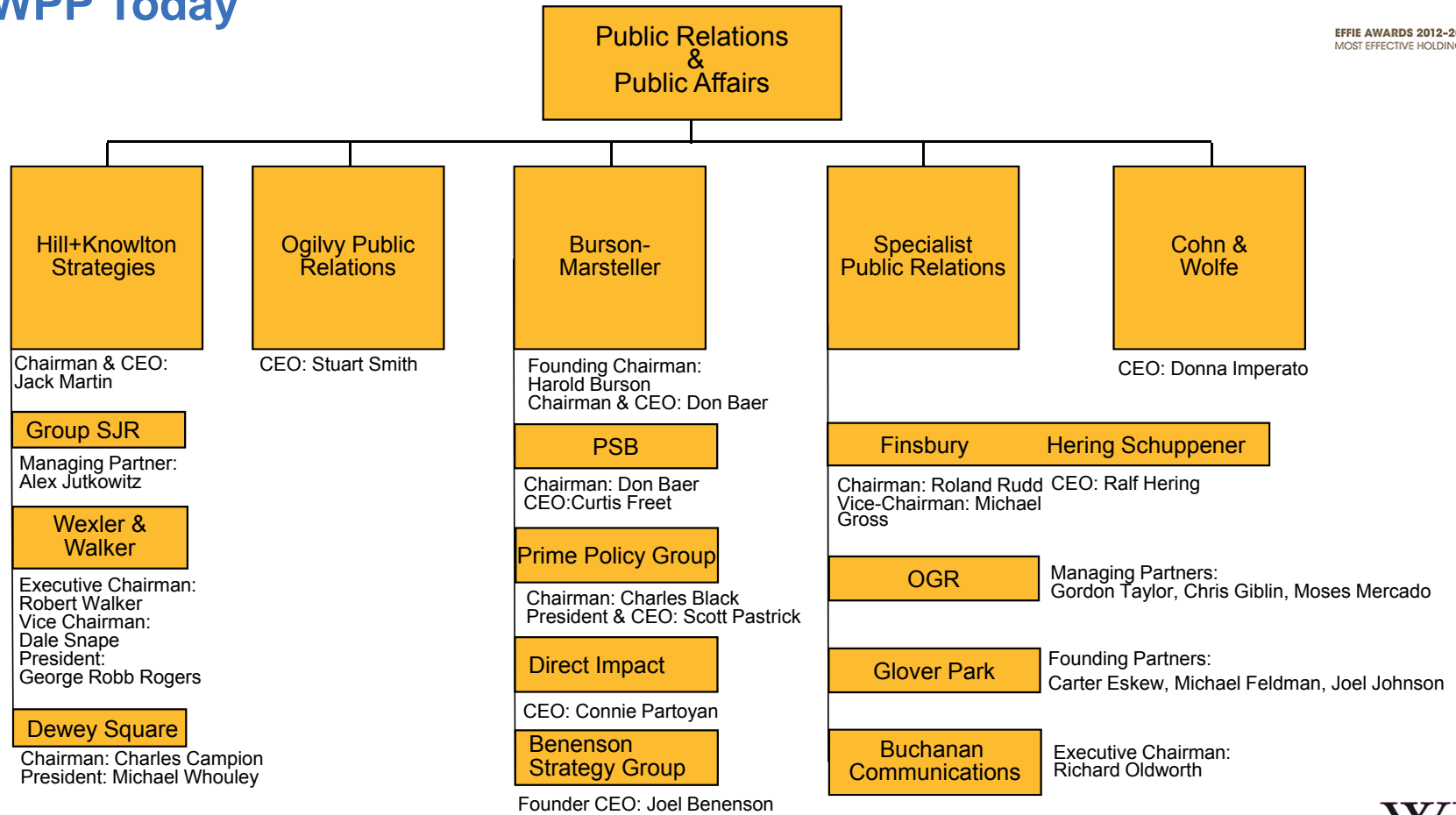
10. Intage Inc.



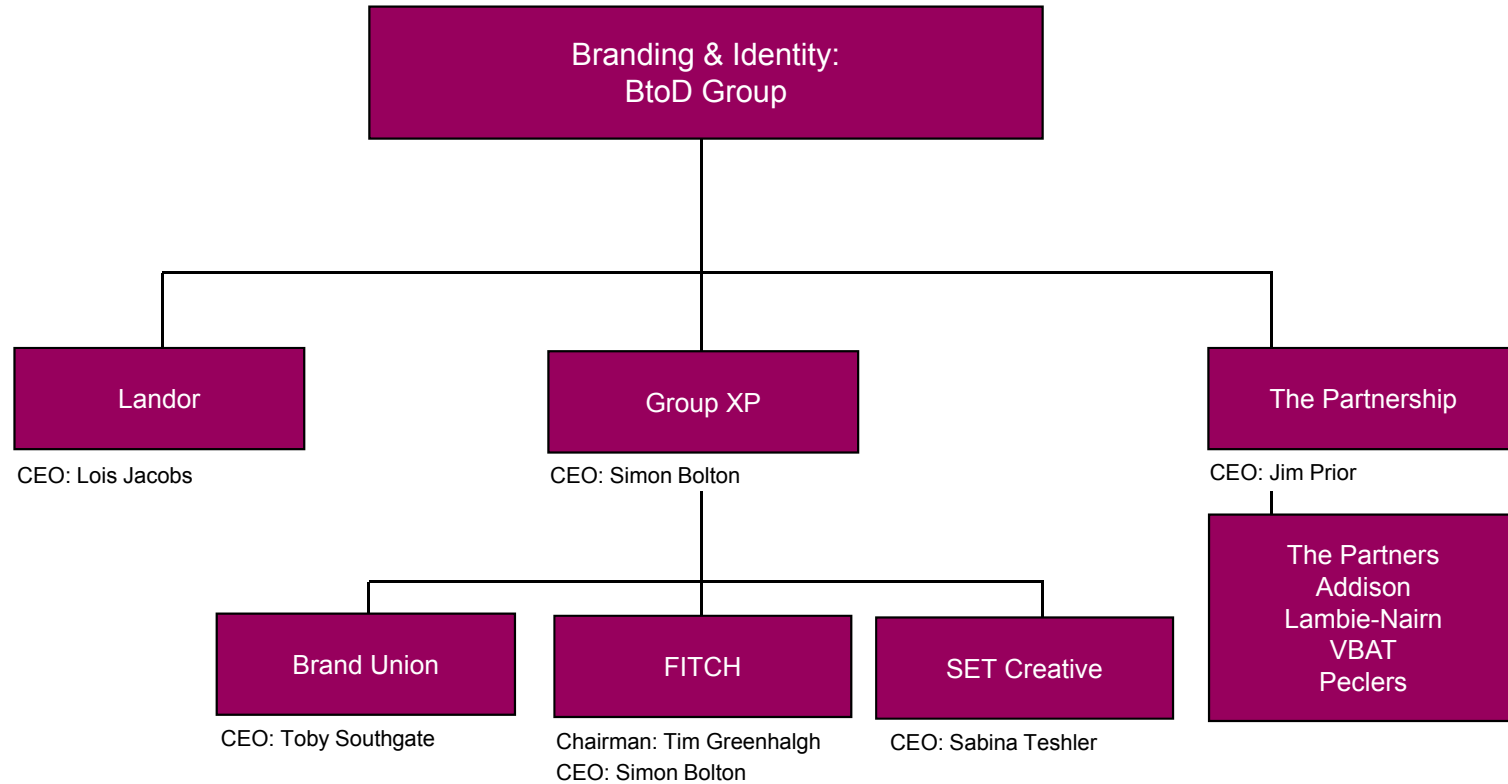
Source: ESOMAR 2016 report. Top 25 Global research organisations ranking based on 2015 consolidated revenue.

WPP

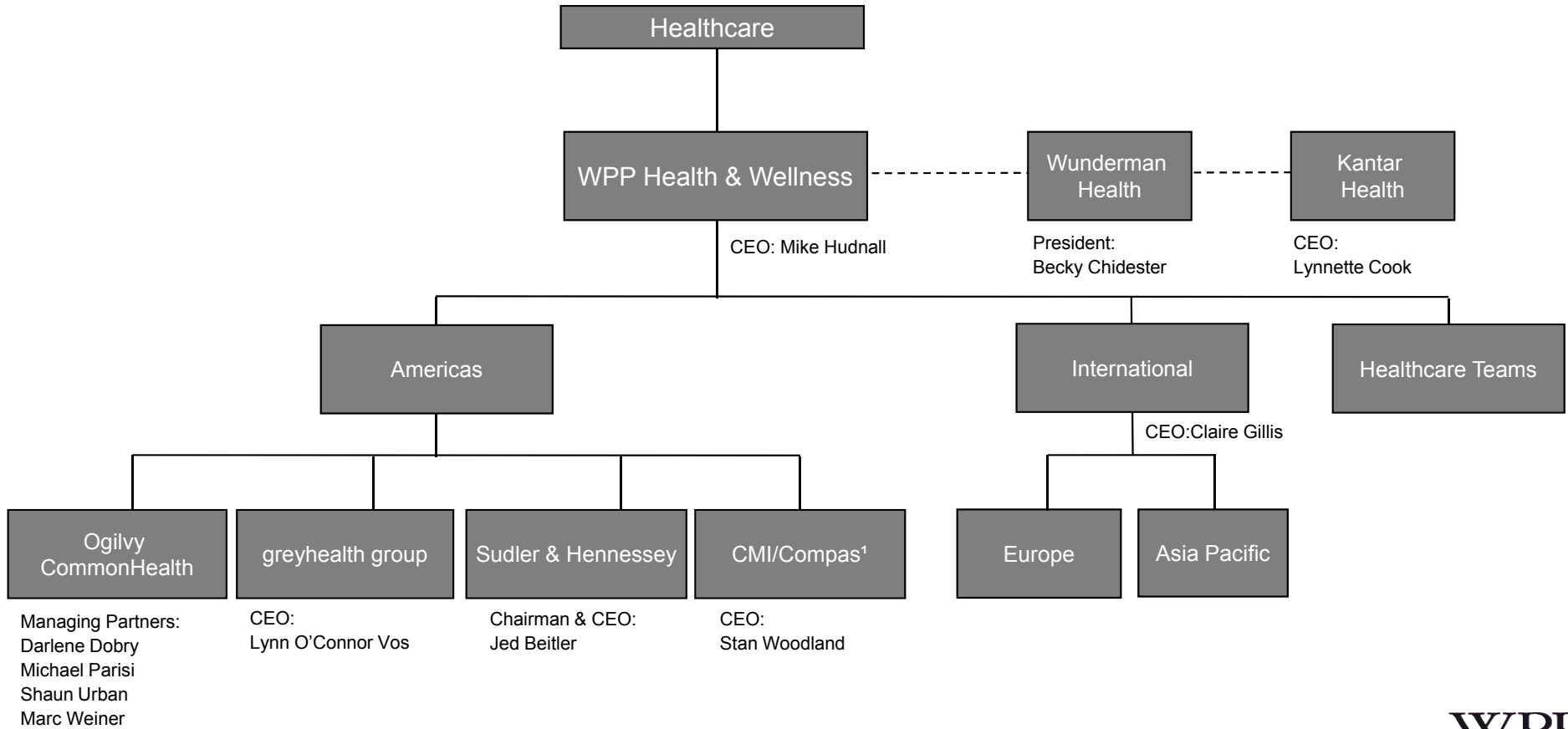
WPP Today



WPP Today

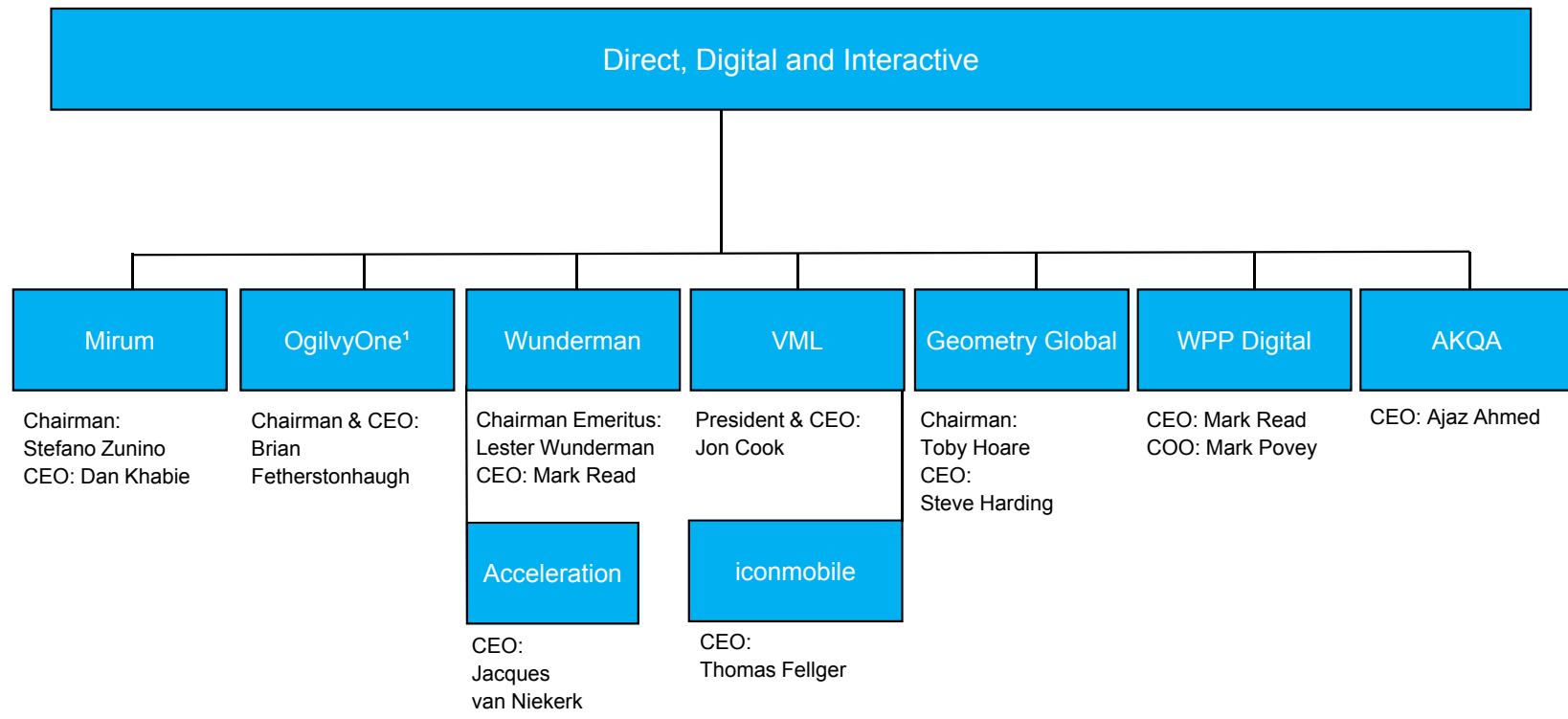


WPP Today



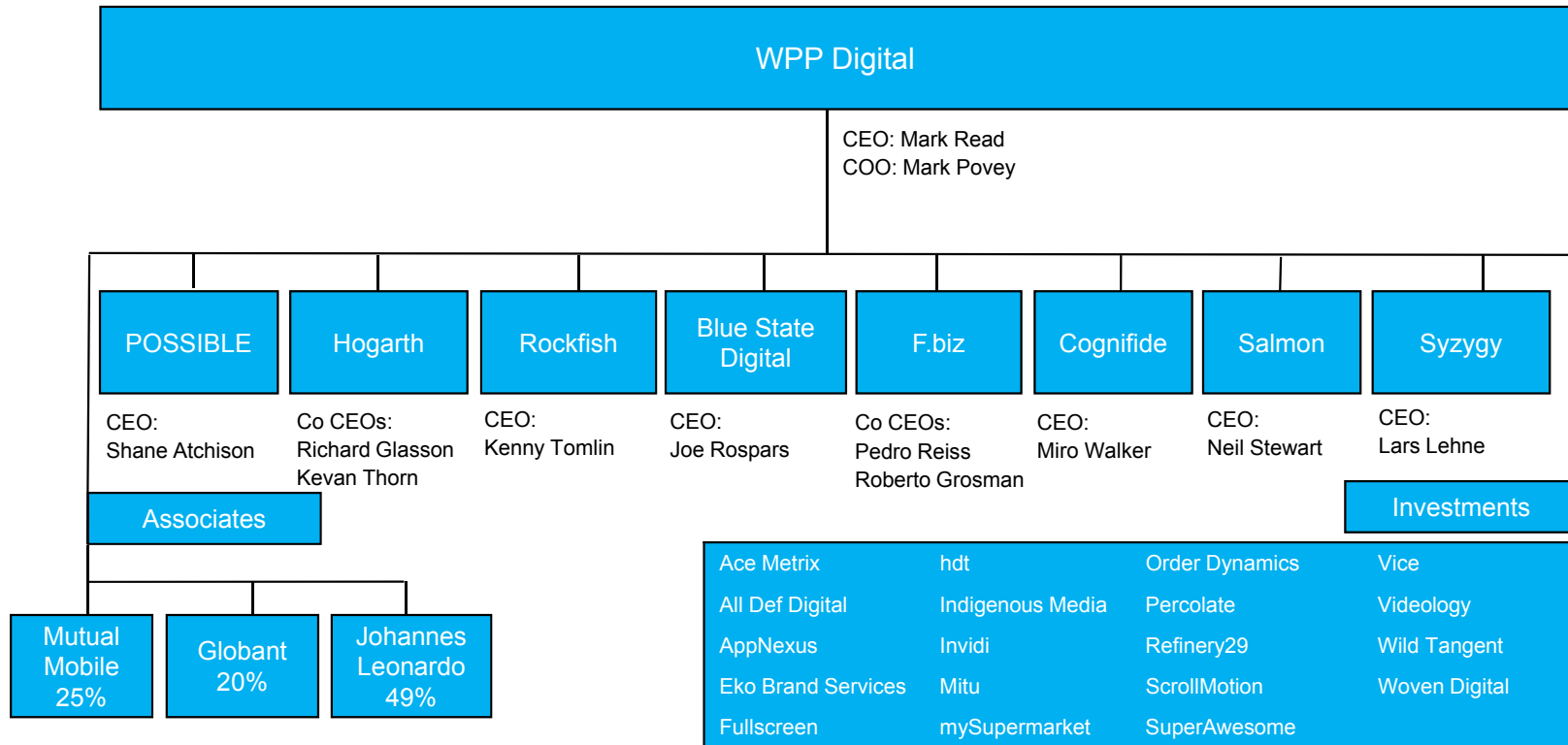
¹ Associate company

WPP Today

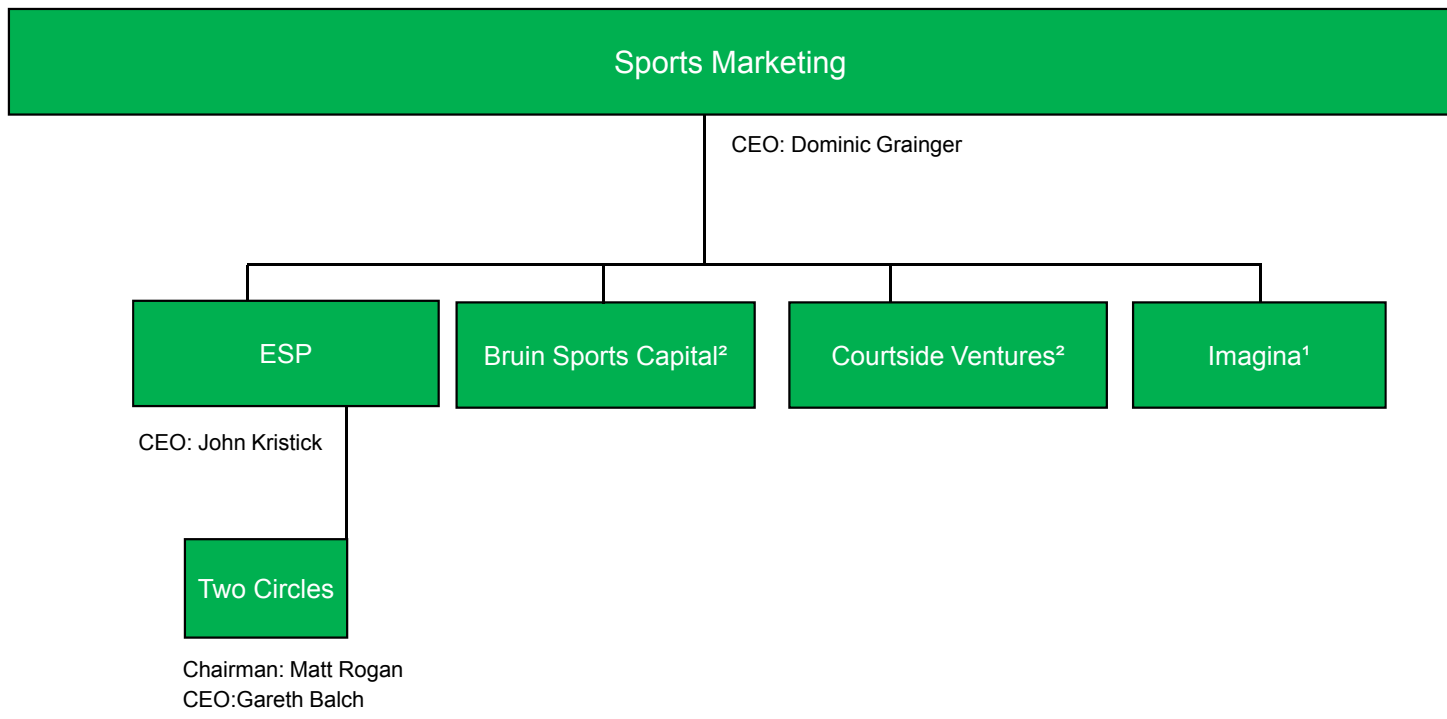


¹ Includes Neo@Ogilvy

WPP Today

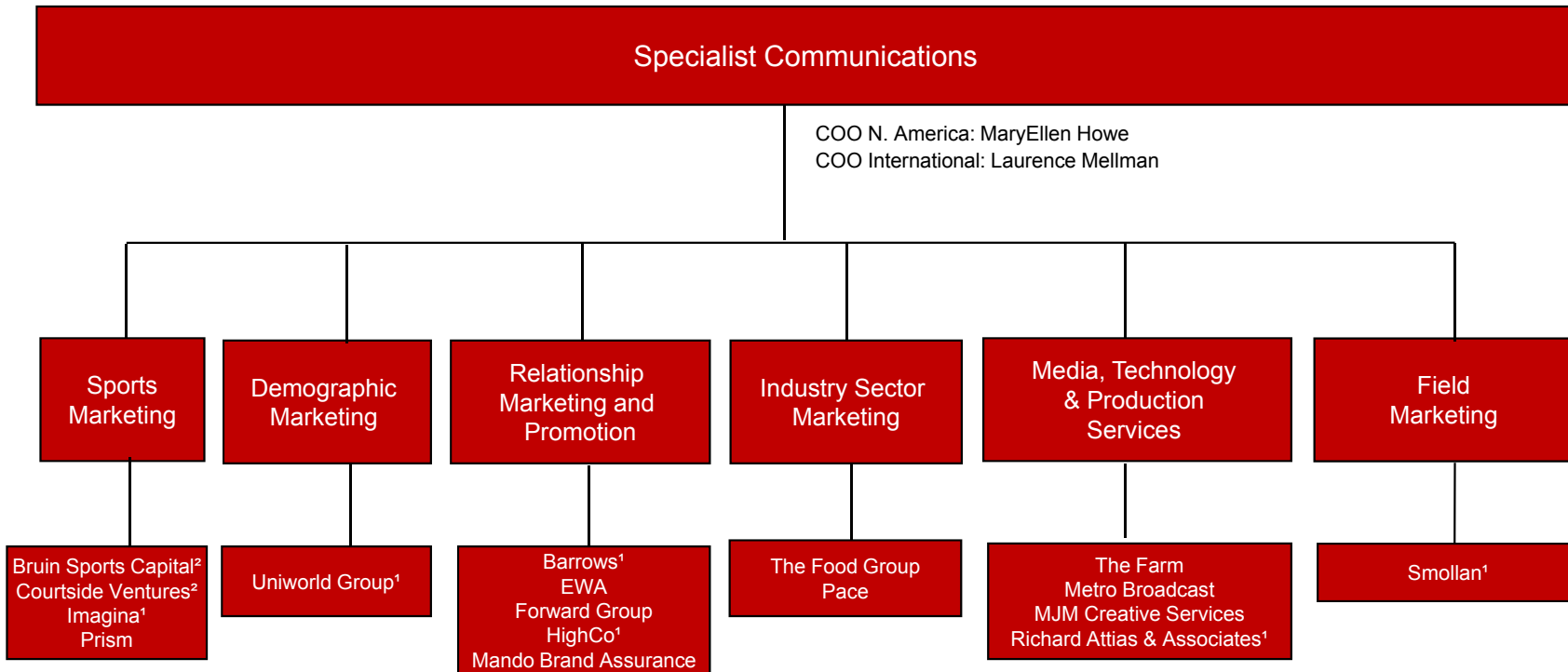


WPP Today



¹ Associate company
² Investment

WPP Today



¹ Associate company
² Investment

WPP



Results for 2016

London

