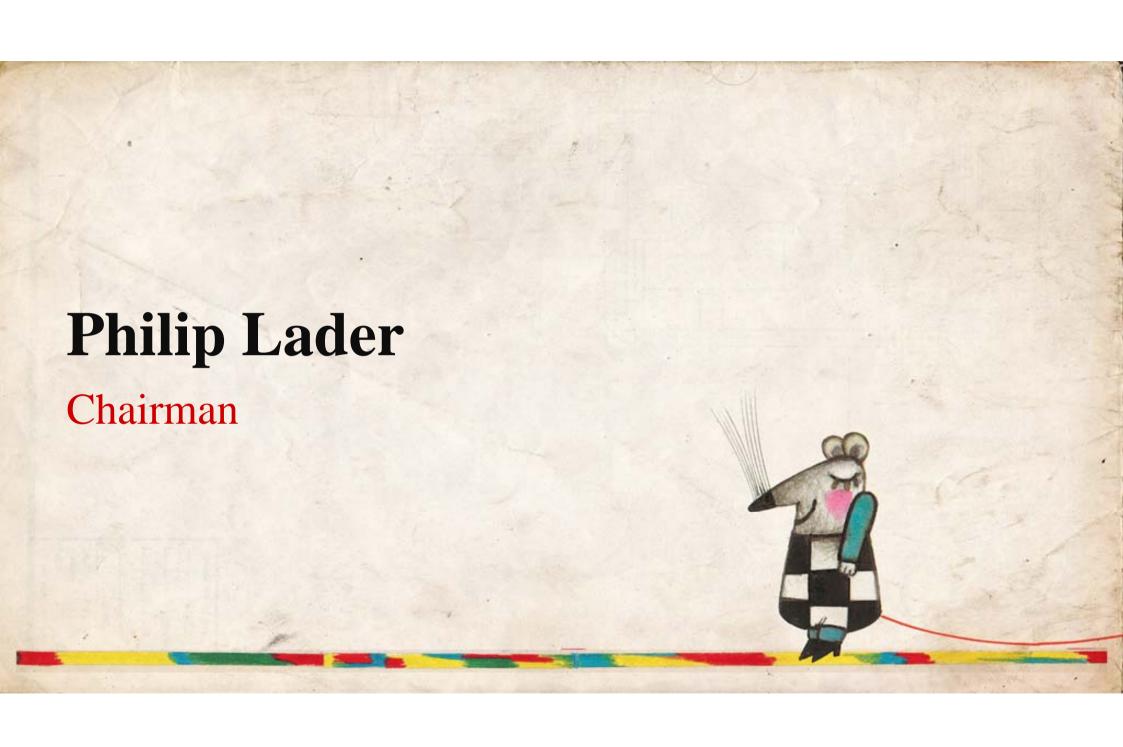
WPP
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Meeting 2011





WPP
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Meeting 2011



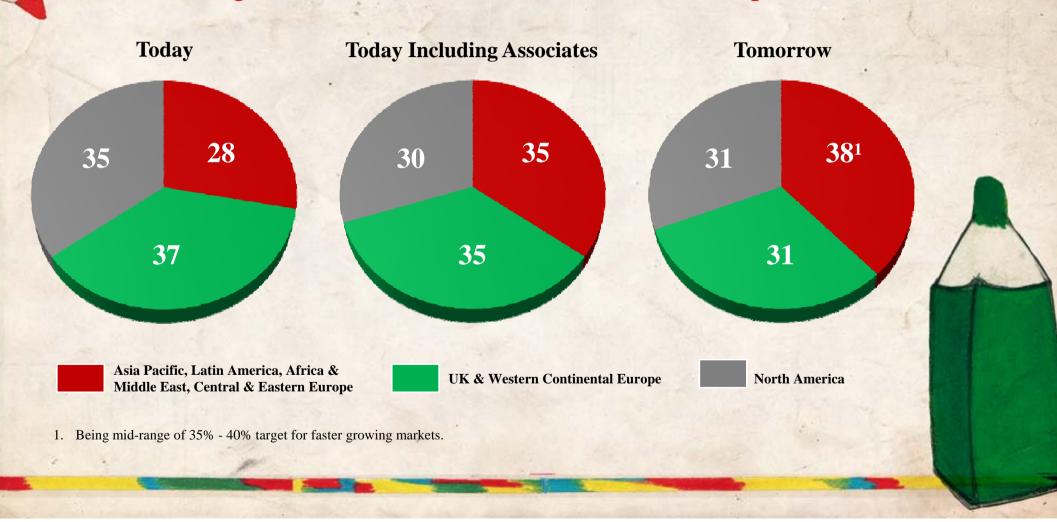


Strategic Priorities

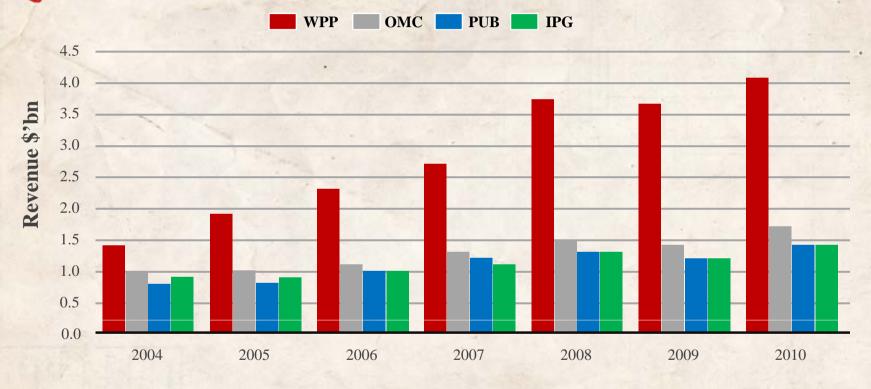
- Short term: to continue to balance revenues against staff costs and headcount in uncertain times
- Long term: to continue to develop our business;
 - In the faster-growing geographic areas of Asia Pacific, Latin America, Africa and the Middle East, and Central and Eastern Europe
 - In the faster-growing functional areas of marketing services, particularly direct, digital, interactive and consumer insight
 - Development of digital technology platforms, the application of technology and data analysis throughout the Group

- Faster growing markets now to be over one third of total Group (35% 40%)
- New media now to be over one third of total Group (35% - 40%)
- Quantitative disciplines to be over one half of total Group,
 with focus on digital and consumer insight

Faster Growing Markets to be 35% - 40% of Total Group

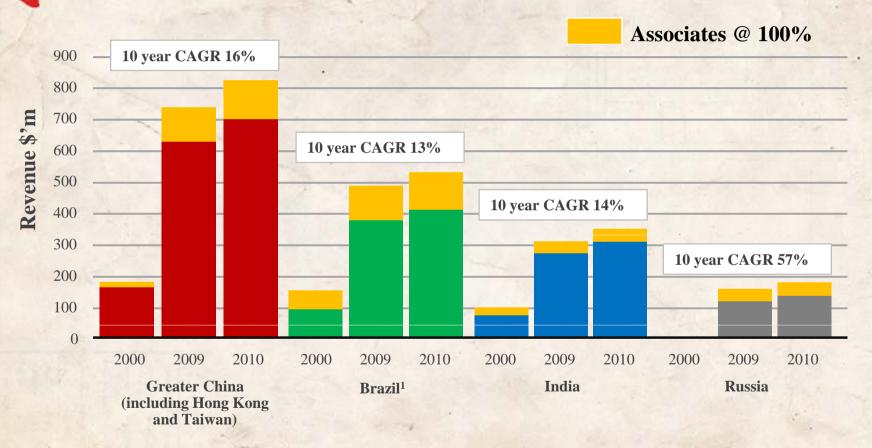


Revenues in Faster Growing Markets 2004-2010



- 1. WPP reportable US\$'s per WPP results and peer \$ revenues as shown in annual results presentations
- 2. Peer data sourced from annual results translated at average exchange rate for the year (IPG, Publicis and Omnicom)
- 3. OMC Assumes "non-Euro currency" Europe, ie Switzerland, Turkey, Norway, Denmark, Sweden and Eastern Europe are 3% of revenue and Canada 1.5%

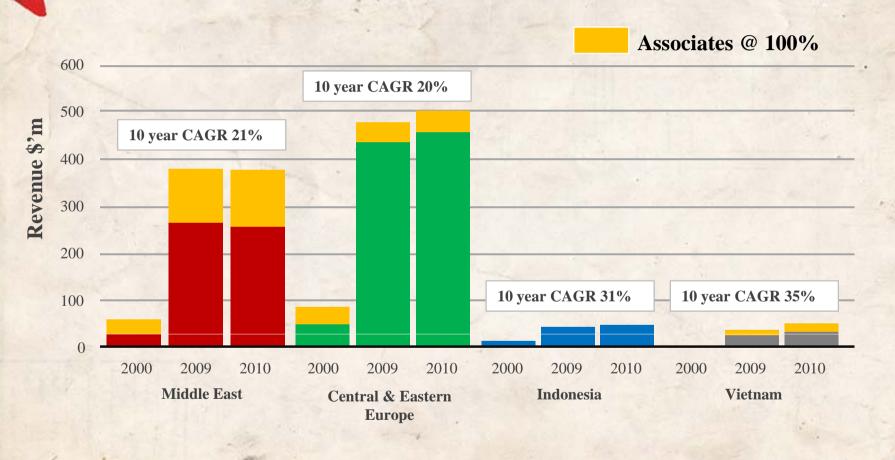
Key Priorities, Objectives and StrategyWPP's Performance Strong in BRIC Markets



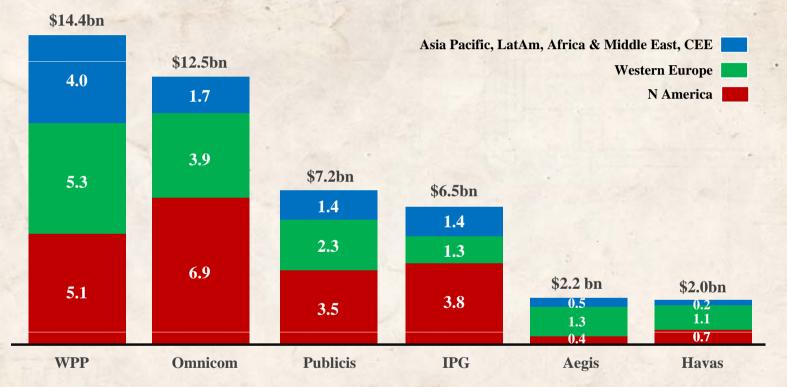
1. Continuing operations.



Key Priorities, Objectives and StrategyWPP's Performance Strong in Other Faster Growing Markets



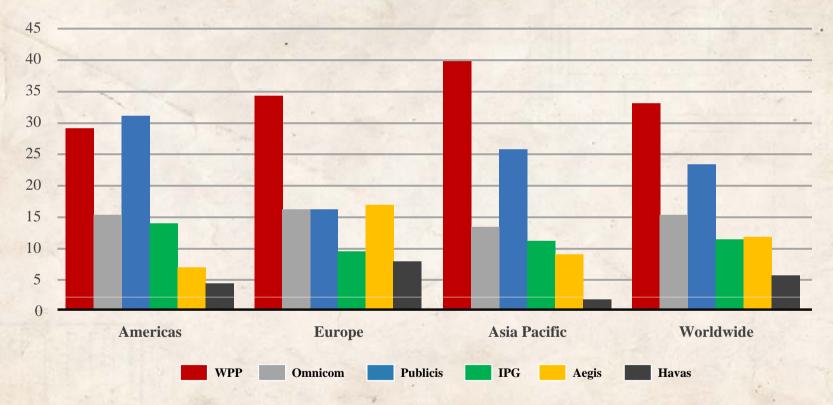
2010 Revenue by Geography

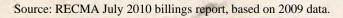


Source:

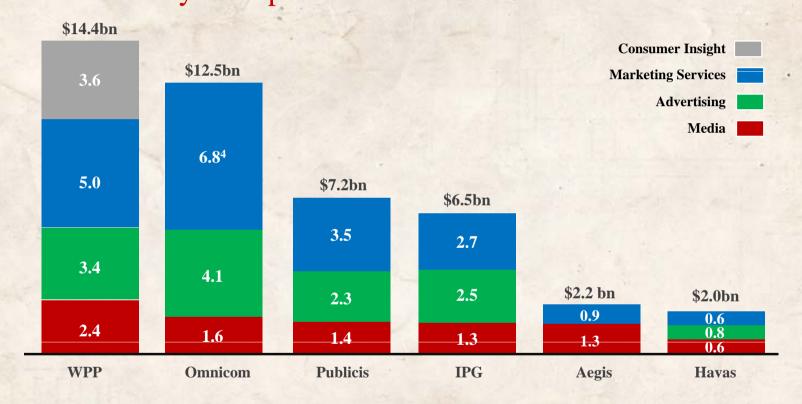
- 1. WPP reportable US \$'s per WPP preliminary results. Omnicom, IPG, Publicis and Havas company presentations for 2010 with CEE estimated at 3%.
- 2. FX. Havas and Publicis assumes \$1=€0.75 based on the average for 2010.
- 3. OMC. Assumes "non Euro currency" Europe, ie Switzerland, Turkey, Norway, Denmark, Sweden are ca 3% of revenue and Canada is 1.5% of revenue.
- 4. IPG. Assumes Canada is ca 1.5% of revenue.
- 5. Rest of World. Asia Pacific, Latin America, Middle East and Africa.
- 6. Aegis. Based on analysts' estimates.

Media Billings by Geography
Worldwide Ranking by Group as % of the Six Groups





Key Priorities, Objectives and Strategy 2010 Revenue by Discipline

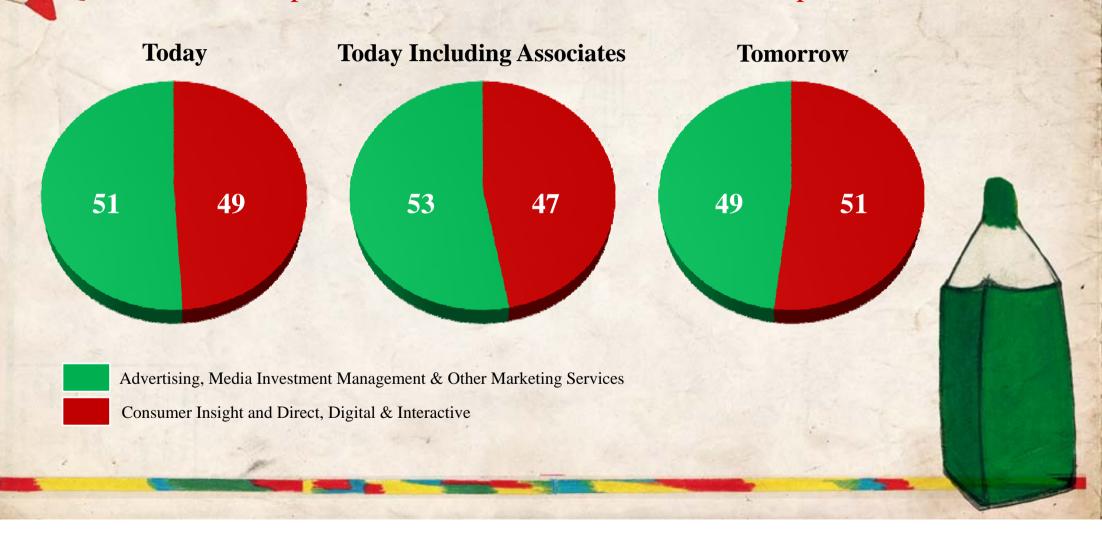


Source:

- 1. WPP reportable US \$'s per WPP preliminary results.
- 2. 2010 company disclosures except: Aegis '10 consensus estimate revenue at '09 splits, Havas, and IPG media splits analyst estimates.
- 3. FX. Havas and Publicis assumes \$1=€0.75 based on the average for 2010.
- 4. Omnicom's \$6.8bn of Marketing Services revenue includes food broking, barter, SELLBYTEL and consumer insight operations.



Key Priorities, Objectives and StrategyQuantitative Disciplines to be over One Half of Total Group



WPP Today

Consumer Insight – Worldwide Competitive Ranking

- 1. The Nielsen Company
- 2. Kantar
- 3. IMS
- 4. GfK
- 5. Ipsos
- 6. Synovate
- 7. SymphonyIRI

Source: ESOMAR 2010, published Sept 2010.

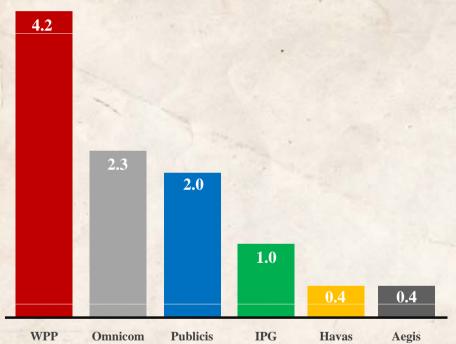
Strategic ObjectivesDigital Strategy

- Invest in expansion of the networks and our Kantar Media and GroupM specialist services such as:
 - tenthavenue engagement network primarily focussed on out-of-home media
 - GroupM Search and 24/7 Real Media partnership focused on DSP and use of Ad Network inventory
 - Possible Worldwide launched in February 2011
- Use proprietary technology linked with industry partnerships to improve client campaign effectiveness:
 - \$1bn in digital spend on WPP platforms
 - Ability to use data across third party and internal platforms
 - Access across partners to a common data warehouse
- Invest in new products to offer specialist services in retail marketing and DSPs and in measurement of effectiveness on the web
- Proprietary platform allows WPP to manage its proprietary data and interface with the changing industry landscape



Digital In All Our Businesses

Global Scale and Quality



- Most significant resource in peer group (geographic spread, strength of brands and size)
- GroupM is No. 1 search and digital media buyer
- Strong Kantar digital businesses –
 eg Compete, Cymfony, Dynamic Logic,
 Lightspeed
- Proprietary technology platform will enable Group to optimize client campaigns and build unique advantage for clients

Source

1. Peer digital revenue \$bn according to Ad Age %'s applied to FY US\$ revenue

WPP Position in Direct, Digital and Interactive

	\$'m
Direct, Digital and Interactive Networks (OgilvyOne, Wunderman, G2 and WPP Digital)	2,319
% of Group revenues	16%
Specialist Direct, Digital and Interactive resources:	
Consumer Insight (Millward Brown, TNS and Lightspeed)	941
GroupM	423
Other	490
Total 2010	4,173
% of Group revenues	29%
Total 2009	3,750
% of Group revenues	27%



Key Priorities, Objectives & Strategy WPP Position in Direct, Digital and Interactive

WPP with three "digital leaders (Leading Independent Research Firm interactive ranking)

- Key criteria for inclusion:
 - mentioned as a "top three competitor" by peers
 - covering at least 7 of 9 key service areas (digital strategy, web development, technology architecture and support, creative, email/CRM analytics, media planning and buying, search and emerging media)
 - new business record
- Seven agencies named as leaders of which three were WPP agencies (OgilvyInteractive, VML and Wunderman)
- Other network agency leaders were Organic, Razorfish, RGA, and Sapient

Digital Businesses

	\$'m
Wunderman	9001
OgilvyOne	8001
G2	2751
24/7 Real Media	150 ¹
GroupM Search	125 ³
Possible Worldwide	1001
VML	1002

Source

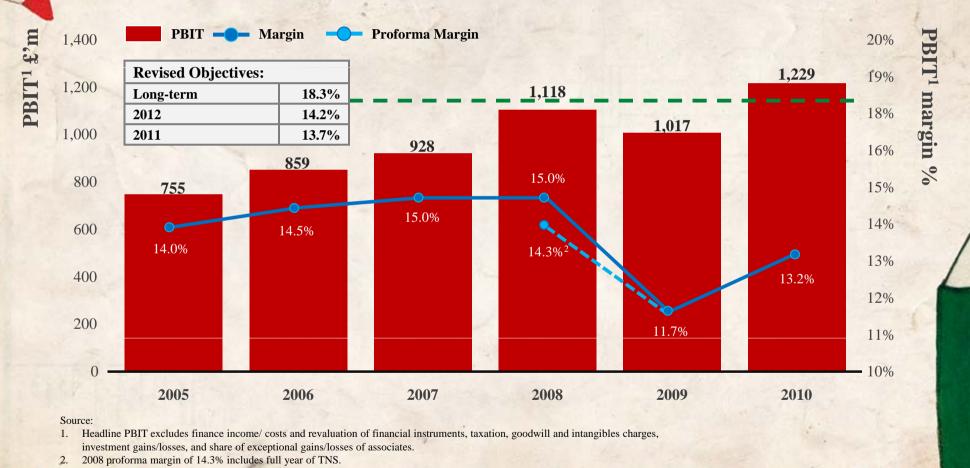
- 1. In WPP Direct, Digital and Interactive Networks.
- 2. In "Other Digital".
- 3. In GroupM Digital.



Strategic 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 the parent company
- Emphasising revenue growth more as margins improve
- Improving the creative capabilities and reputation of all our businesses

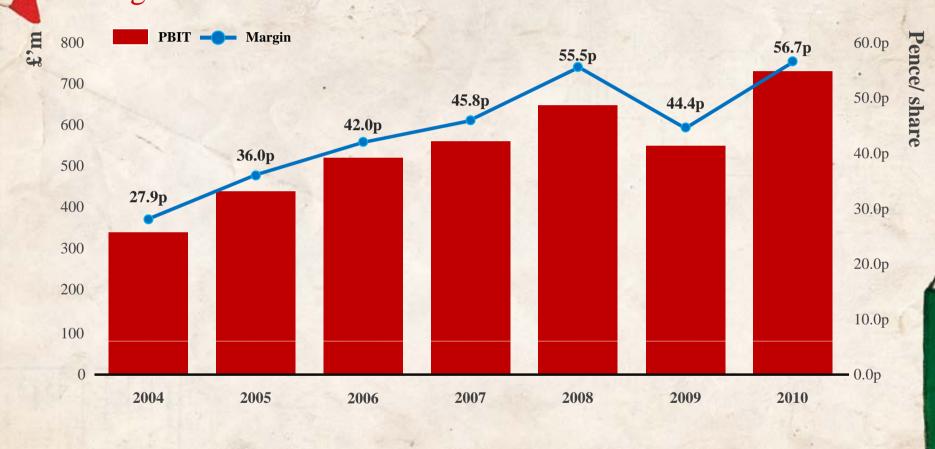
Historic Headline PBIT¹ and Margins



Financial Model

- Revenue growth in line with the market (0%-5%)
- Operating margin up 0.5 margin points each year
- PBIT growth of 5% -10% per annum
- Use of free cash flow to repay debt and small to mid sized acquisitions to over £200m
- Target EPS growth of 10% -15% per annum

Results for 2010 Earnings and EPS¹



1. Diluted Headline Earnings and Diluted Headline EPS

Increasing flexibility in the cost base

We continue to focus on a more flexible cost structure in three key areas;

Staff

c. 57% of revenue

Property

c. 8% of revenue

Bought-in services

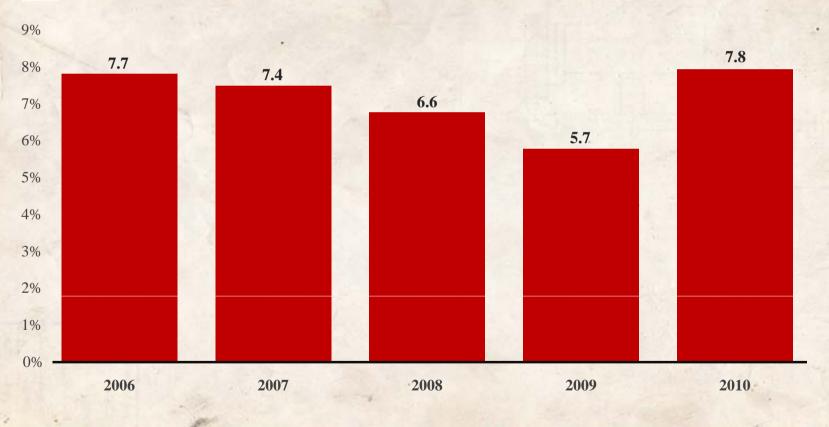
c. 21% of revenue

Increased flexibility in all areas important to combat any economic slowdown



Key Priorities, Objectives & Strategy Increasing Flexibility in Cost Base

Variable Staff costs as % of revenue

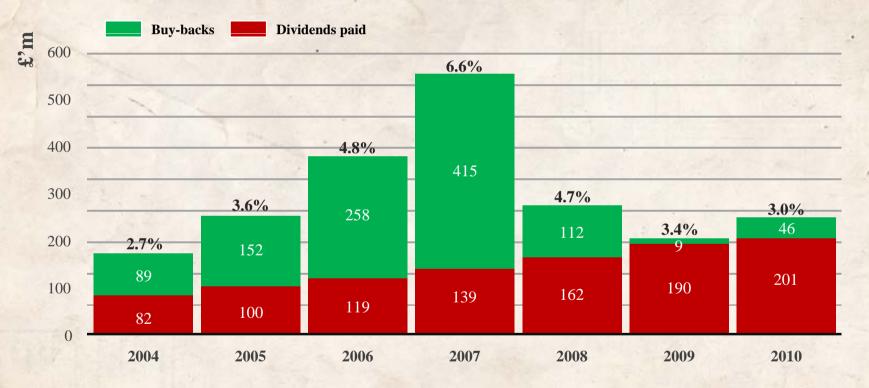




Using Free Cash Flow to Enhance Share Owner Value – Acquisitions

- Continue to focus on the faster growing geographical areas and marketing services, particularly direct, digital & interactive and consumer insight
- During 2010, 25 small and mid size acquisitions were completed in executing this strategy
- Acquisitions in advertising used to address specific client or local agency needs
- We continue to find opportunities at earnings enhancing multiples, particularly outside the USA

Using Free Cashflow to Enhance Share Owner Value Distributions to Share Owners¹

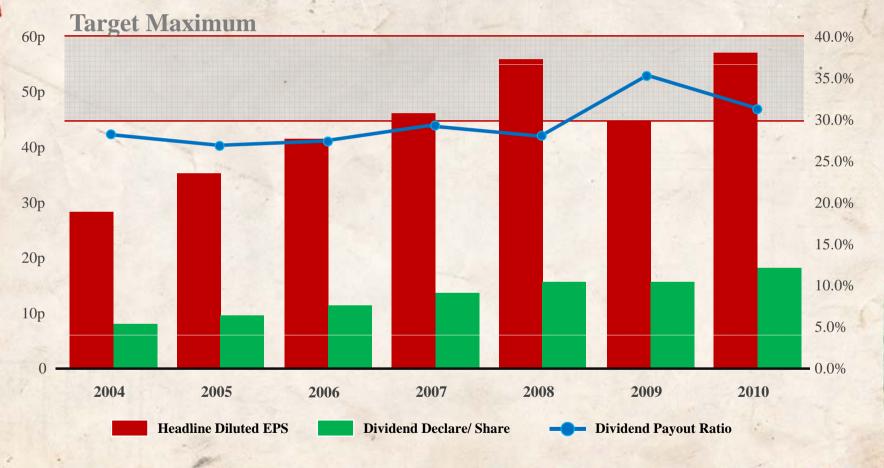


1. Sum of share buy-backs and dividends paid divided by average shares in issue for the relevant period, as a % of the average share price for the relevant period



Key Priorities, Strategy and Objectives

Dividend Pay-Out Ratio



Summary

- Industry has demonstrated remarkable rebound with strong and increasing momentum through 2010
- The Group showed strong and increasing organic growth
 up 5.3% for the year and 8.5% in the fourth quarter
- Headline PBIT Margin up 1.5 margin points
 and pre-incentive margin up 3.0 margin points versus 2009
- Strong cash flow from operations average net debt down £392m on reportable basis (down £347m at 2010 exchange rates)
- Fully diluted Headline EPS up almost 28% to new peak of 56.7p
 and dividend up 15%
- Good start to 2011with like-for-like revenue growth of over 6% and gross margin growth of almost 7%

Outlook

- The US and traditional media have shown the sharpest turnaround and were the biggest sources of growth in 2010....
- ...but in the fourth quarter faster growing markets accelerated with organic growth of 12.1%, overtaking the US which grew at 9.5%
- Our 2011 budgets indicated organic growth at around 5% and the first quarter revised forecast over 6%
- Return to strongest growth in faster growing markets, with the US still growing faster than Western Europe and, functionally, with media investment management, digital media, data analytics and the application of technology growing fastest

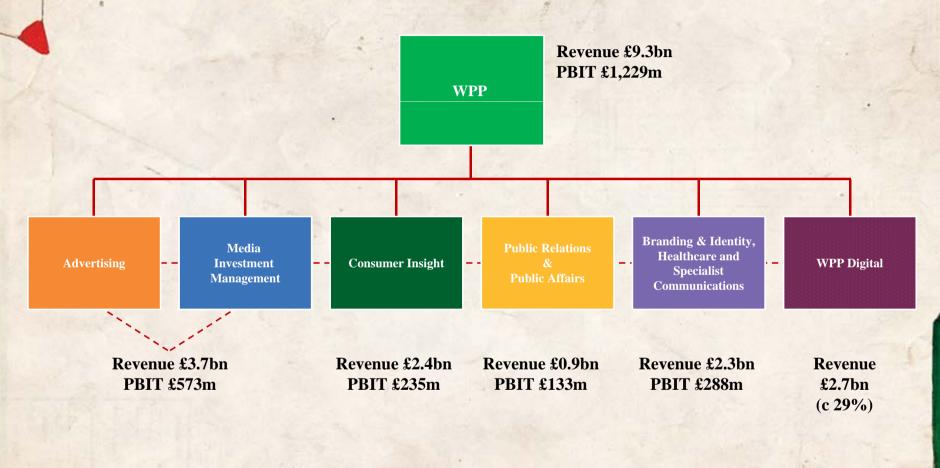
Outlook

- Our margin target remains at least 0.5 margin points improvement in both 2011 and 2012 with continued progress to our long-term goal of 18.3%
- We will use our cash flow to enhance earnings through small and medium size acquisitions, share buy-backs and debt reduction
- Our goal is to deliver our financial model target of 10% to 15% EPS growth through organic revenue growth of up to 5%, margin improvement of 0.5 margin points or more and accretive use of our cash flow

Conclusions

- The Group is well placed by region and discipline to benefit from industry trends
- The investment in digital tools and infrastructure will enable the Group to optimise client campaigns and build unique advantage for clients
- In Wunderman and OgilvyOne, WPP has the two leading global direct, digital and interactive networks by revenue, footprint and headcount
- Our ambition for 2011 is to increase EPS by 10% to 15% and to maintain our Average Net Debt/ Headline EBITDA around 2x, whilst investing further in the business to support our strategic goals
- As growth returns to the global economy, the Group's strategic focus on new markets, new media, consumer insight, including the application of technology and data analytics, will prove to be even more effective

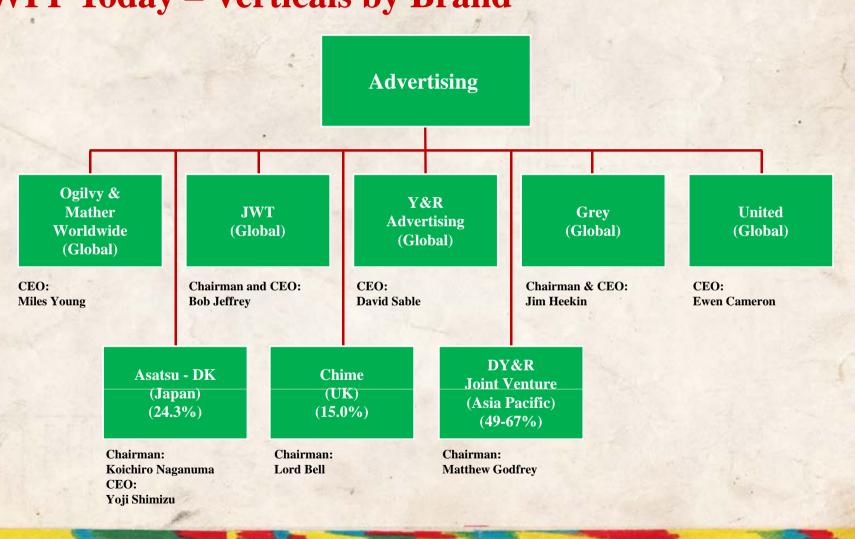
WPP Today – Verticals by Discipline



Revenue and PBIT figures are 2010 reported sterling actuals.

PBIT is stated before goodwill and intangibles charges, investment gains/losses and share of exceptional gains/losses of associates.

WPP Today - Verticals by Brand





Country Managers

- Great people
- National/multi-national clients of the future
- Acquisitions
- Countries currently covered
 - Andina Region
 - Australia
 - China
 - Ireland
 - India
 - Indonesia

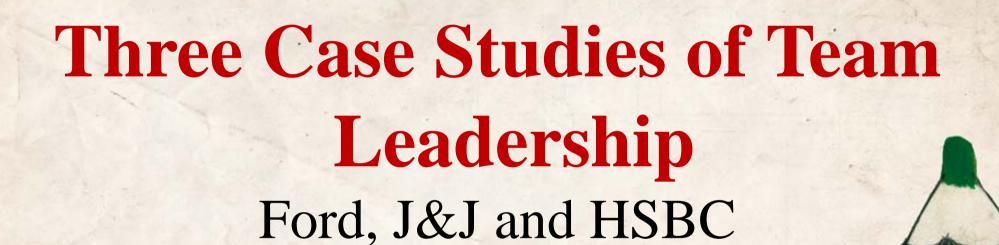
- Italy
- Korea
- New Zealand
- Portugal
- Thailand
- Vietnam





Top 30 Clients

- In 2010, revenue of top 30 clients almost \$5 billion, representing 31.8% of Group revenue
- Like-for-like growth of top 30 clients in 2010 outperformed other clients with growth of 7.5% compared with the Group average of 5.3%
- In first four months of 2011, revenue of top 30 clients \$1.6 billion representing 32.6% of Group revenue
- Like-for-like growth of top 30 clients in first four months of 2011 also outperformed other clients with growth of 8.5% compared with the Group average of 6.2%
- Larger concentration in North America, Asia Pacific and Latin America



Toby Hoare CEO JWT Europe Global Director of Client Services CEO Team HSBC

- Chairman, JWT London
- Established Team HSBC within WPP (nearly 40 agencies worldwide)
- Led winning pitch for HSBC, against competitive holding companies
- Chairman Bates Group, Europe and member of Cordiant Executive
- 12 years at Young & Rubicam: 7 years as CEO (London)
- Dorland Advertising (London)



John Zweig

Chairman, Healthcare and Specialist Communications, WPP

- CEO of Specialist Communications
- Launched CommonHealth, leading global consumer/professional healthcare marketing network
- President, Thomas Ferguson Associates
- Procter & Gamble brand/category manager on packaged goods/consumer health brands
- Co-founder of the Waymaker Institute, management consultancy specialising in organisational behaviour
- Vietnam veteran and professional jazz musician



Satish Korde

Global Client Director, WPP

- President of Team Ford at WPP for 5 years, overseeing marketing communications delivered by 14+ WPP companies across all disciplines
- 30 year veteran Young & Rubicam, Inc, serving variously as Vice Chairman, President of Client Solutions and Worldwide Corporate Research Director
- Graduated from IIT-Bombay in chemical engineering

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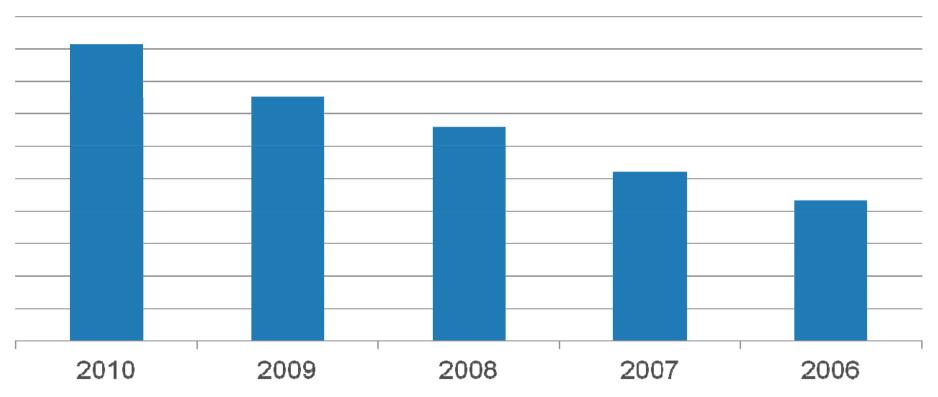
Satish Korde WPP Team Accounts

Definition of a Team Account

- When more than one WPP company is hired by the same client, that client qualifies to be a "Team Account"
- If this business is in the Top 30 for WPP and/or if the client requests that we work as one team, WPP appoints a Team Leader on that business
- The Team Leader is responsible for the relationship as well as the quality of work across all WPP companies that do business with this client
 - e.g. Mindshare, Ogilvy, JWT and Wunderman all do business with Kimberly-Clark.
 Carl Hartman is the Team Leader responsible for the overall relationship and quality of all the work on Kimberly-Clark

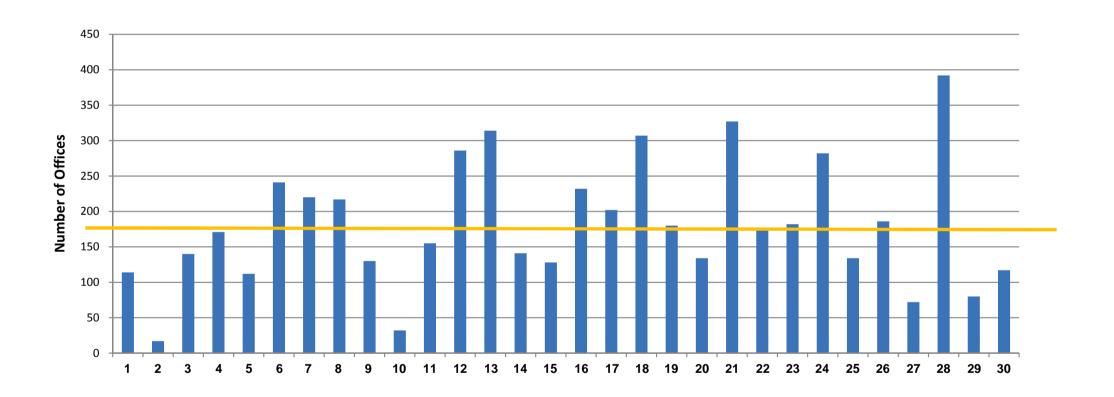
Top 30 Clients – A Growth Engine







On Average 180 Offices Work with Each Client





Global Client Leader - Key Tasks

- 1. Relationship monitoring and management
- Creation of content and insights
- 3. Becoming a trusted insider
- 4. Focus on total revenue and growth
- 5. Running relationship and client as a business;
 - some of our top 5 clients are as big as smaller networks
 - our top 30 clients are all bigger than our biggest offices outside NY
- 6. Creating a business plan with new biz targets and a profit target

Move from Coordination to Leadership

Coordinator

- Someone to call
- General understanding of client's business challenges
- Reactive
- Makes time, when asked
- Returns calls and emails
- "call me if I can help"
- Refers business to Operating Companies

Leader

- Trusted partner
- Understand, in great detail, all the client's business beyond marketing
- Proactive
- Always available
- Farmer and Hunter mindset
- Walks the halls
- Focused on solving client problems
- Leads the Operating Companies

Top 30 Clients – A Source of Stability and Growth

- Our largest clients are the WPP's single biggest organic growth opportunity
- The "Team" approach is a significant competitive advantage for WPP, others are trying and catching up, but we still are in the lead
- With a clear mandate, our Team Leaders are committed to fostering seamless integration and growing their business
- Currently we have 23 Team Leaders out of the Top 30 Clients
- Our Team Leaders manage a wide continuum of client structures from less integrated to maximum integration featuring one team, one contract and one P/L

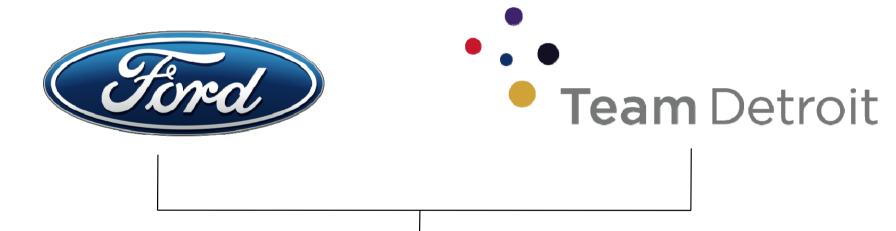
Diverging Client Structures



Structure	Limited coordination, Decentralized	Agencies independent, client coordinates	Lead agency model, consistent contract/ compensation	Lead agency for each type of communication, centralized production	One team, one structure, one contract
Dependencies	Work assigned to existing key agencies	Requires cooperation between competing agencies	Requires formal lead agency structure	Global buy-in by mgmt, budget controlled centrally	Client commitment to integration
Benefits	Efficiencies gained through AOR commitment	Single creative direction, limited/no efficiencies	Single strategic & creative platform, fee savings	Reduction in local marketing & agency teams	Single strategic & creative platform, fee savings



WPP



Transforming the Agency Model

WPP

Team Detroit Background

- Idea originated in 2004; Team Detroit started in 2006
- Increased the coordination and synergies among our WPP Ford agencies
- Under the leadership of one WPP Ford Director
- Eliminated the need for separate redundant operations
- Created Centers of Excellence for Digital, CRM, Media and Brand Experience
- Relocated into a Ford owned campus



Team Detroit is Made Up of





Ford / WPP Transformation

FROM	TO
Numerous clients; multiple agendas	Senior client ownership
Vendor mindset	Unparalleled access and partnership
Turf wars/fiefdoms	Coordinated and broad access to resources
Fragmented budgets	Increased efficiencies
Task-based	Focus on ideas and solutions vs. tactics



2010 Team Ford Results

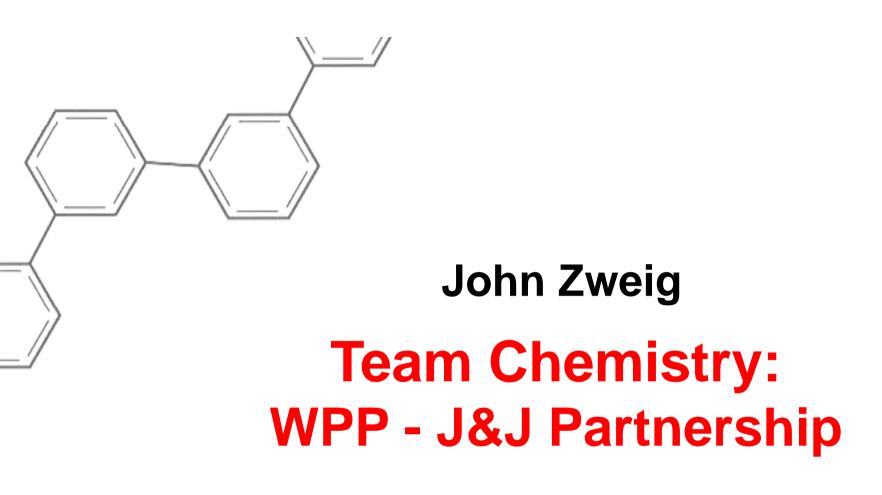
- Dramatically improved Ford Brand Health
 - Ford Favorable Opinion Up 41% -- Now Equals Toyota
- WPP Ford revenue growing steadily versus YAG
- Team Ford client evaluation metrics at historic highs
- Ford Motor Company named 2010 Marketer of the Year
- Team Detroit recognized as Top 10 Agency by Advertising Age
 - O Two Gold Effie Awards



Ford Focus Global Launch

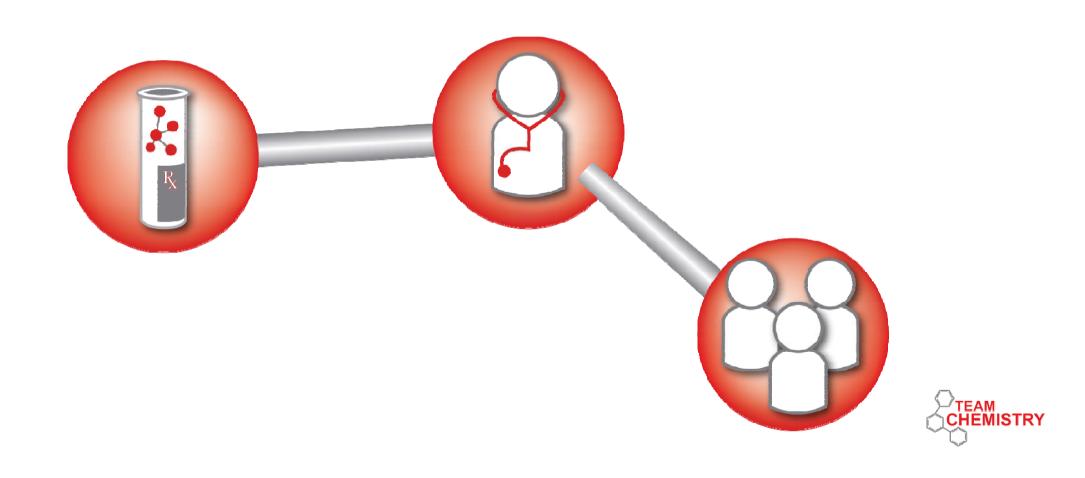
- Ford's first global launch
 - Global vehicle that is significantly evolved
 - Need to command higher transaction price
- Focused on 'smart' technology, driving Ford brand favorable opinion
- Similar consumer in all major markets
- 14 x 15/20 second spots each featuring a single feature (weight of evidence)



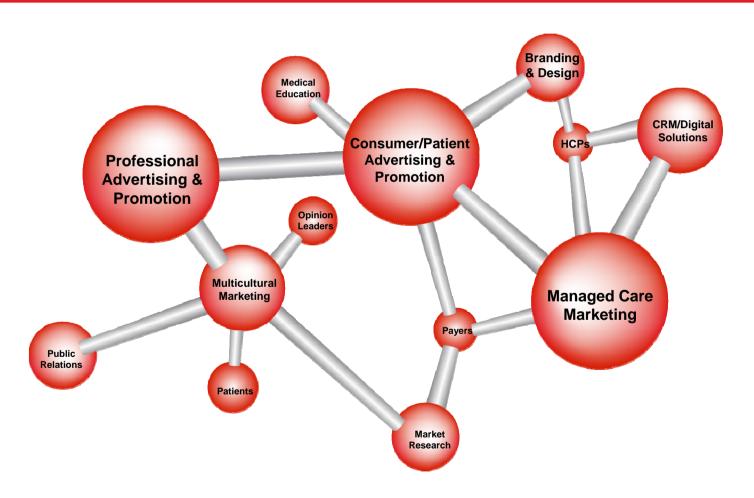




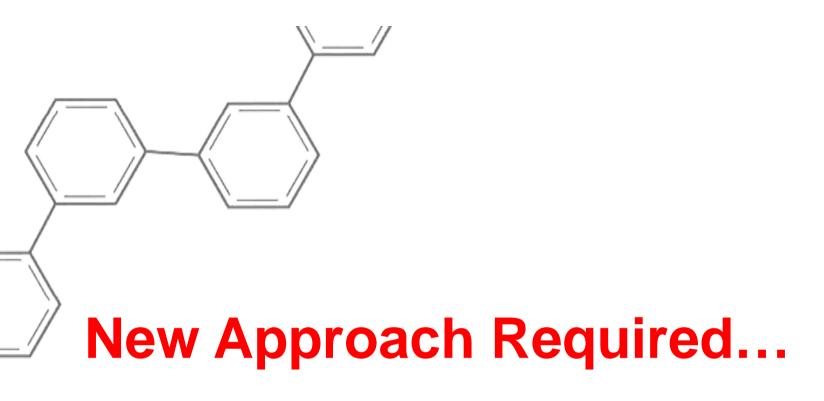
Pharmaceutical Promotion Then...Straightforward



Pharmaceutical Promotion Now... Increasingly Complex







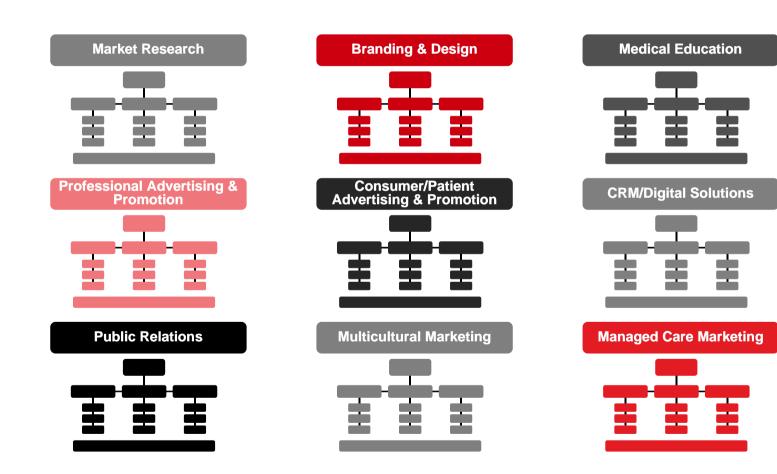


J&J Asked For...

A way to integrate everything around audiences, disciplines and channels; and enable J&J to spend more time managing the brand and less time managing agencies



The Solution: Move from Siloed Agencies...





...To Team Chemistry



TEAM CHEMISTRY

Access to the Best Talent Across WPP Healthcare Resources





















What's In It for J&J

Unified View Single-minded Strategies

Single Point of Accountability Efficiency

Dedicated Partner with Skin in Game Marketing

Objective

Innovation

Access to Best Talent

Resource

Planning Integrated team

Effective Communications

& Allocation Budgets Managed Like Our Own



What Team Chemistry Delivers to J&J





What's In It For WPP

Leverage & Motivate Talent
Partnership vs. Vendorship
Meaningful, Measurable,
Inspirational Work Experience
Stability and Future Growth
Focus on Brands, Not Tactics



What's Required of WPP

Independent Management Structure Right Talent Brand First Orientation Systems for Collaboration Incentive Compensation for Collaboration





A story of partnership, invention and growth

- One of the World's best recognised and valuable financial services brands
- Differentiated and relevant to multiple audiences
- Weathered the storm of the financial crisis





teamHSBC

In the 1990s, HSBC was a thriving business, with a fragmented brand





The scale of the challenge – from the horse's mouth

11

Key factors in development

OBJECTIVE: To build a highly differentiated positioning in a largely undifferentiated, competitive, noisy, diverse, highly regulated, well developed category that must embrace the diversity of business lines and customer groups as well as geographies and ethnic and cultural mixes of our businesses worldwide....

....or cure all the worlds known diseases and learn to play the trombone before lunch please.





HSBC Internal Brand Presentation, 2002

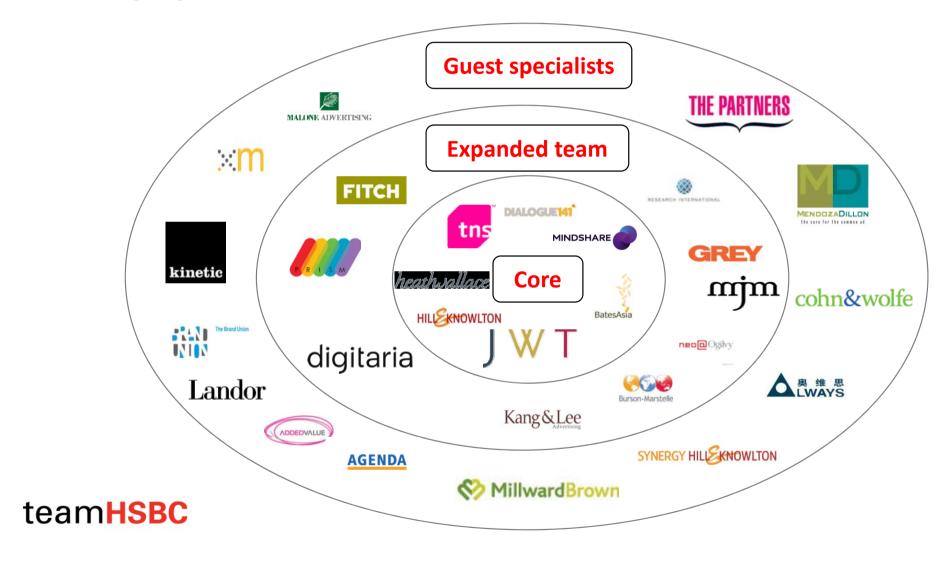
The brief to WPP

HSBC challenged WPP to deliver 3 key benefits when appointed in 2004:

- Consistent application of brand & communications strategies across the Group
- Exploitation of synergies, by creating value through collaboration
- Cost effectiveness, particularly in media buying



Many specialists, one team



Our challenge for 2011

The challenge to teamHSBC in 2011 is to leverage the brand to help HSBC deliver on the following objectives:

- 1. To become the leading international bank
- 2. To improve cost efficiency and operational effectiveness
- 3. To increase access and exposure to high growth markets and businesses
- 4. To develop brand comms through the lens of the whole consumer, not just a retail customer target

"Courageous Integrity"



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Resolution 1Ordinary resolution

To receive and approve the audited accounts

	For	Against
Number of shares	925,448,611	8,068,204
%	99.14	0.86
Abstentions	87,023	

Ordinary resolution

To approve the directors' remuneration report

	For	Against
Number of shares	530,604,794	381,773,132
%	58.16	41.84
Abstentions	20,431,016	

Ordinary resolution

To approve the Corporate Responsibility Report

	For	Against
Number of shares	925,334,267	97,891
%	99.99	0.01
Abstentions	8,170,681	

Special resolution

To approve an amendment to the Company's Articles of Association

Special resolution

	For	Against
Number of shares	933,165,834	250,564
%	99.97	0.03
Abstentions	187,441	

Resolution 5 Ordinary resolution To elect Ruigang Li as a director

	For	Against
Number of shares	930,095,896	3,391,007
%	99.64	0.36
Abstentions	116,936	

Resolution 6 Ordinary resolution To elect Solomon Trujillo as a director

	For	Against
Number of shares	929,099,706	4,387,682
%	99.53	0.47
Abstentions	116,326	

Resolution 7 Ordinary resolution To re-elect **Colin Day** as a director

	For	Against
Number of shares	888,316,919	38,948,176
%	95.80	4.20
Abstentions	6,338,743	

Resolution 8 Ordinary resolution To re-elect **Esther Dyson** as a director

	For	Against
Number of shares	873,123,487	54,125,930
%	94.16	5.84
Abstentions	6,354,422	

Resolution 9 Ordinary resolution To re-elect **Orit Gadiesh** as a director

	For	Against
Number of shares	924,527,352	8,962,066
%	99.04	0.96
Abstentions	114,421	

Resolution 10 Ordinary resolution To re-elect Philip Lader as a director

	For	Against
Number of shares	881,726,342	45,173,433
%	95.13	4.87
Abstentions	6,704,063	



	For	Against
Number of shares	919,684,163	10,287,225
%	98.89	1.11
Abstentions	3,632,451	

Ordinary resolution

To re-elect Koichiro Naganuma as a director

	For	Against
Number of shares	728,647,244	201,721,787
%	78.32	21.68
Abstentions	3,234,807	

Ordinary resolution

To re-elect Lubna Olayan as a director

	For	Against
Number of shares	915,973,113	10,921,317
%	98.82	1.18
Abstentions	6,709,408	

Resolution 14 Ordinary resolution

To re-elect John Quelch as a director

	For	Against
Number of shares	919,695,386	11,197,867
%	98.80	1.20
Abstentions	2,710,586	

Resolution 15 Ordinary resolution To re-elect **Mark Read** as a director

	For	Against
Number of shares	925,042,645	8,486,613
%	99.09	0.91
Abstentions	74,581	

Resolution 16 Ordinary resolution

To re-elect
Paul Richardson
as a director

	For	Against
Number of shares	925,027,302	8,498,901
%	99.09	0.91
Abstentions	77,636	



	For	Against
Number of shares	846,571,639	86,427,574
%	90.74	9.26
Abstentions	604,626	

Ordinary resolution

To re-elect Timothy Shriver as a director

	For	Against
Number of shares	897,628,906	35,831,787
%	96.16	3.84
Abstentions	143,146	

Ordinary resolution

To re-elect Sir Martin Sorrell as a director

	For	Against
Number of shares	917,015,453	8,605,699
%	99.07	0.93
Abstentions	7,982,687	

Resolution 20 Ordinary resolution To re-elect Paul Spencer as a director

	For	Against
Number of shares	920,661,504	6,169,921
%	99.33	0.67
Abstentions	6,772,413	

Ordinary resolution

To re-appoint the auditors and authorise the directors to determine their remuneration

	For	Against
Number of shares	912,787,638	8,000,221
%	99.13	0.87
Abstentions	12,815,979	

Ordinary resolution

To authorise the directors to allot equity securities

	For	Against
Number of shares	893,828,167	39,480,439
%	95.77	4.23
Abstentions	295,233	

Ordinary resolution

To increase maximum annual aggregate fees of the non-executive directors

	For	Against
Number of shares	909,673,540	5,967,064
%	99.35	0.65
Abstentions	17,962,622	

Ordinary resolution

To authorise the directors to introduce an optional scrip dividend scheme

	For	Against
Number of shares	933,134,935	308,425
%	99.97	0.03
Abstentions	160,479	

Special resolution

To authorise the company to purchase its own shares

Special resolution

	For	Against
Number of shares	926,966,410	6,537,148
%	99.30	0.70
Abstentions	100,156	

Special resolution

To allot equity securities on a non pre-emptive basis

Special resolution

	For	Against
Number of shares	921,452,094	11,834,031
%	98.73	1.27
Abstentions	317,714	

WPP
Annual General
Meeting 2011



WPP
Annual General
Meeting 2011



WPP
Annual General
Meeting 2011

