

£109

MILLION REVENUES (FY 2015)

1,255

AVERAGE STAFF WORLDWIDE

16

COUNTRIES*

15

BRANDS*

65%

REVENUES FROM US

70+

%

OF REVENUES FROM TECH CLIENTS

LONDON

HEAD OFFICE

SAN FRANCISCO

OPERATIONAL CENTRE

28

CLIENTS WITH OVER 1\$M
REVENUES (AT JULY 2015)

Next **15** : technology driven marketing



Capital Markets Day – 27 January, 2016

agenda

- 4.00 introduction (Tim Dyson)
- 4.10 **Beyond** (Nick Rappolt)
- 4.40 **Morar** (Roger Perowne)
- 5.10 coffee break

- 5.20 **Agent3** (Clive Armitage)
- 5.50 closing remarks (Tim Dyson)
- 6.00 drinks

today's industry

- creativity and content drive campaigns
- data used like a drunk uses a lamppost ... for support rather than illumination.
- traditional channels such as TV and print still used to lead the campaigns
- social used mainly to amplify traditional channel awareness
- digital assets created to support programs

today's agency

- advertising lead
- CCO is king
- Media spend is critical to business model
- technology is outsourced
- planners are focused on media

old: creative/content > technology > data

the new model

- data used to define and refine campaigns
- technology platforms are the starting point to campaigns - mobile first
- technology is the key to unified marketing
- hyper local and real time are the new norm. Global = general = old school

new agency model

- technology : Adobe, salesforce, FB, Google
- data : analytics, planning, insight and campaign modeling
- content : creative, technology creative, optimization, connected, measurable

new: technology & data > creative/content

new: technology & data > creative/content

technology driven marketing

Next 15

- building technology and data science into every business
- focus on high growth clients and markets
- less worried about being big than



Next 15

Technology:

Agent 3

Beyond

bDA

Connections Media

ODD

Encore

Data:

Morar

Content:

OutCast

M Booth

Text 100

Bite

Story

Vrge

Lexis

Blueshirt

top 20 customers



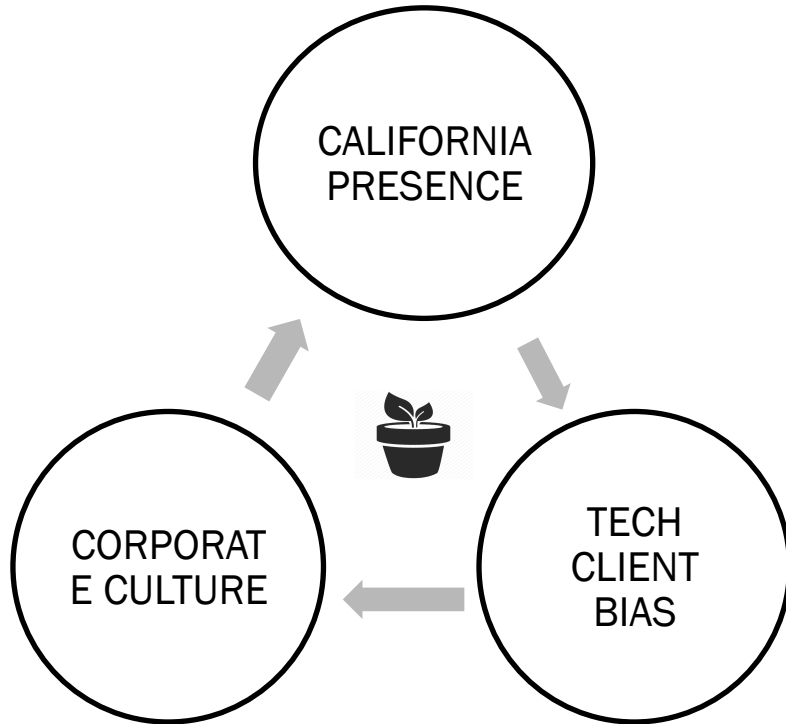
Data as at Dec 2015

Next 15 : growth cycle



market insight	investment	right sizing	scale via us/ uk launch	<i>growth phase</i>
<i>where</i>	<i>who</i>	<i>how</i>	<i>when</i>	<i>growth question</i>
current assets = market opportunities	talent first approach	speed to market and talent incentivisation = business	current assets = market opportunities	<i>our approach</i>
Encore, M Booth, Encore	Beyond, Agent3, ODD	Morar/ Redshift	Agent3, Beyond, Morar	<i>NFC group examples</i>

our comparative advantages



- California presence gives us preferred **insight** into digital innovation
- tech client base has brought key **relationships** with digital thought-leaders
- our entrepreneurial culture has helped to **incubate** new brands successfully

our growth 2010 - 2015



64%

REVENUE GROWTH 2010/15

99%

INCREASE IN EBITDA 2010/2015

GOOGLE/
ALPHABET

LARGEST CLIENT 2015, NOT A MATERIAL
CLIENT IN 2010

82%

EPS GROWTH 2010/15

11%

MINIMUM ANNUAL ORGANIC
GROWTH IN US SINCE 2012

38%

INCREASE IN EBITDA
PER STAFF 2010/15

44%

INCREASE IN STAFF
2010/15

10.5%

ADJ ROCE POST TAX 2015

12 months to July 2015 vs 12 months to Jul 2010 except where stated,

