

CAPITAL MARKETS DAY

WELCOME

MORAY MACLENNAN

CHIEF EXECUTIVE OFFICER

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

Some of the statements in this presentation include “forward-looking statements”. Forward-looking statements give M&C Saatchi plc’s (the Company) current views with respect to future operating or financial performance, business strategy and future plans. Statements which include the words ‘expect’, ‘intend’, ‘plan’, ‘believe’, ‘aim’, ‘may’, ‘would’, ‘could’, ‘will’, ‘anticipate’, ‘estimate’, ‘project’, ‘target’ and similar statements are of a future or forward-looking nature.

Other than in accordance with its legal or regulatory obligations (including under the Market Abuse Regulations, AIM Rules for Companies and the Disclosure Guidance and Transparency Rules of the Financial Conduct Authority), the Company gives no undertaking to publicly review or update any forward-looking statements in light of new information, future events or otherwise. All investors should take note of these disclosures. Accordingly, no assurance can be given that any particular expectation will be met, and investors are cautioned not to place undue reliance on the forward-looking statements. All forward-looking statements address matters that involve risks and uncertainties, many of which relate to factors that are beyond the Company’s control or precise estimate. The Company cautions investors that a number of important factors, including those in this presentation, could cause actual results to differ materially from those expressed or implied in any forward-looking statement. Any forward-looking statements made by or on behalf of the Company speak only as of the date they are made and are based upon the knowledge and information available to the directors on the date of this presentation.

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MEANINGFUL CHANGE

CLIENTS WON



DIVERSE CLIENT BASE

FINANCE



PUBLIC



TRAVEL



RETAIL



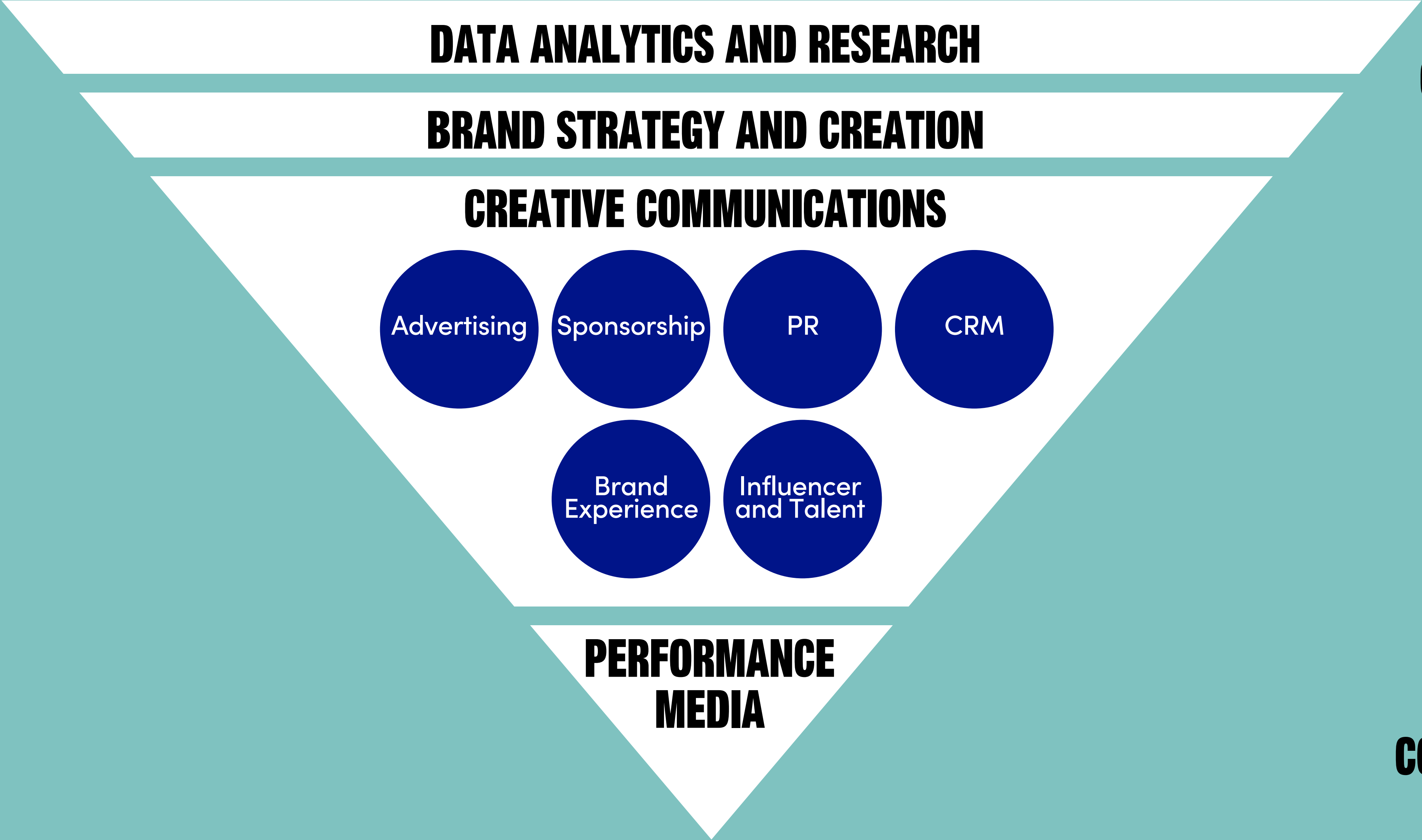
TMT



CONSUMER



MULTI DISCIPLINE OFFER



GLOBAL RECOGNITION



M&C SAATCHI AUSTRALIA

"Most innovative Company in Australia" 2017 & 2019



M&C SAATCHI PERFORMANCE

"Agency of the Decade" 2019,
"Media Buying Agency of the Year" 2020



M&C SAATCHI TALENT GROUP

BAFTA
Sky One's League of Their Own



M&C SAATCHI ABEL

Won "Best Client & Agency Partnership" 2 years in a row
2019, 2020



M&C SAATCHI MILAN

"Agency of the decade"



M&C SAATCHI INDONESIA

Creative, Independent and digital
agency of the year 2020

FINANCIAL TIMES

CLEAR CONSULTANCY

Financial Times Leading
Management Consultants 2020



M&C SAATCHI SPORT & ENTERTAINMENT

6 times Sport Agency of the Year

SIMPLIFY

8 MERGERS
14 CLOSURES

STRONG FOUNDATION

STRENGTHEN

FINANCE

PEOPLE

ESG

STRONG FOUNDATION

Strong client base

New business performance

Breadth of specialist expertise

Leaders in their field

Strong global presence

Strengthened governance

NEW M&C SAATCHI

1
New Strategy

2
New Operating
Model

3
New Growth
Drivers

OUR MISSION

CONNECTED

A creative company
that connects specialist
expertise through data
and technology to deliver
meaningful change.

LOCAL

GLOBAL

M&C SAATCHI GROUP

SILOED

COVID

TECHNOLOGY

COVID

ECONOMIC UPHEAVAL

TECHNOLOGY

COVID

SOCIAL DISRUPTION
ECONOMIC UPHEAVAL
TECHNOLOGY
COVID

THE GREAT RESET

SOCIAL DISRUPTION

ECONOMIC UPHEAVAL

TECHNOLOGY

COVID

STRATEGIC CHALLENGES FOR MARKETERS

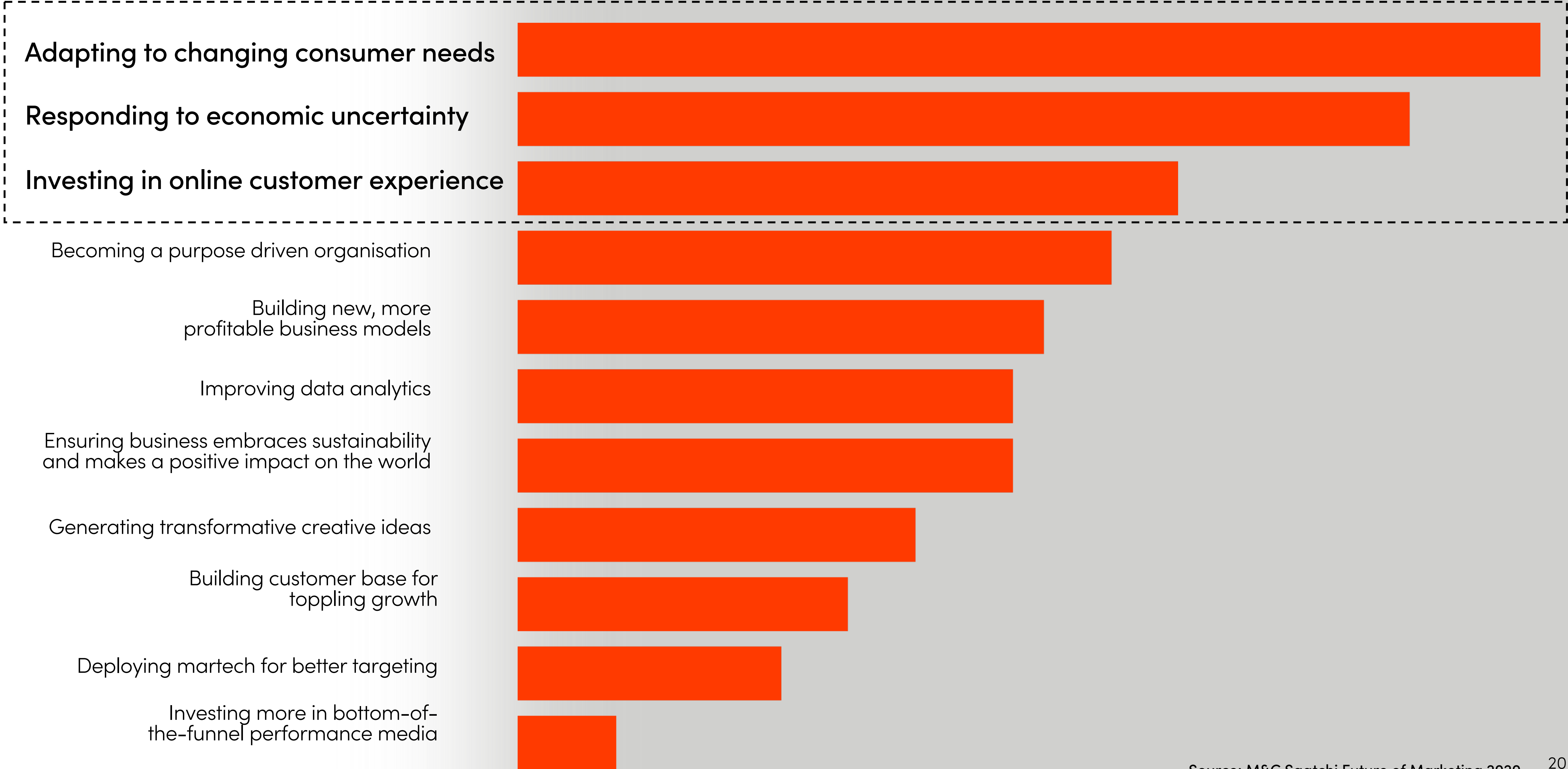
TECHNOLOGY
CONTINUED DISRUPTION)

SPENDING
RADICAL BEHAVIOUR CHANGE)

SUSTAINABILITY
NEW BATTLEGROUND)

ATTITUDES
SHIFT IN POWER)

ADDRESSES MAJOR CHALLENGES FACED BY CLIENTS



NAVIGATE

Deeper, more accurate and
dynamic understanding of
people, culture & society.

WE

WE

NAVIGATE

Deeper, more accurate and
dynamic understanding of
people, culture & society.

CREATE

Unique breadth and depth
of creative and technical
capabilities.

WE

NAVIGATE

Deeper, more accurate and dynamic understanding of people, culture & society.

CREATE

Unique breadth and depth of creative and technical capabilities.

LEAD

Identify precisely where & how creativity can unlock new value, now and in the future.

WE

NAVIGATE

Deeper, more accurate and dynamic understanding of people, culture & society.

CREATE

Unique breadth and depth of creative and technical capabilities.

LEAD

Identify precisely where & how creativity can unlock new value, now and in the future.

**MEANINGFUL
CHANGE**

MEANINGFUL CHANGE DEMANDS DIVERSITY OF THOUGHT

“Similar people think similar thoughts.
Diversity of people creates diversity of thought.
Diversity of Thought is a creative necessity.”

MEANINGFUL TO OUR PEOPLE



NEW M&C SAATCHI

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OUR MISSION

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LOCAL

GLOBAL

M&C SAATCHI GROUP

SILOED

FROM

LA

Performance
M&C Saatchi LA
Majority
Sport & Entertainment LA

MEXICO CITY

M&C Saatchi
Chilanga

LONDON

M&C Saatchi London
M&C Saatchi Talk
M&C Saatchi Social
Sport & Entertainment
Accelerator
Export
Clear
Human Digital
Send Me A Sample
World Services
Merlin
Performance
Re
The Source

PARIS

M&C Saatchi GAD
Little Stories PR
FCINQ

BERLIN

M&C Saatchi Berlin
Sport & Entertainment

STOCKHOLM

M&C Saatchi Stockholm
M&C Saatchi Go

ISTANBUL

M&C Saatchi Istanbul

ISLAMABAD

World Services

NEW DELHI

M&C Saatchi February
Performance
New Delhi

HONG KONG

M&C Saatchi
Hong Kong

SHANGHAI

M&C Saatchi AEIOU
Clear
Re

TOKYO

M&C Saatchi Tokyo

NEW YORK

SS+K
Clear
LIDA
MCD Partners
M&C Saatchi Public Relations
Performance
Sport & Entertainment NY
THAT

SAO PAULO

F&Q Brazil
M&C Saatchi
Santa Clara

MADRID

M&C Saatchi Madrid

GENEVA

M&C Saatchi Geneva

MILAN

M&C Saatchi Milan

TEL AVIV

M&C Saatchi
Tel Aviv

CAPE TOWN

M&C Saatchi Africa
M&C Saatchi Abel
Performance
Sport & Entertainment
Black & White
Creative Spark
Export
Dalmatian
Connect

BEIRUT

M&C Saatchi Beirut

ABU DHABI

M&C Saatchi Abu Dhabi

DUBAI

M&C Saatchi Dubai

KUALA LUMPUR

M&C Saatchi KL

SINGAPORE

Clear
Performance
M&C Saatchi Singapore

JAKARTA

M&C Saatchi Jakarta

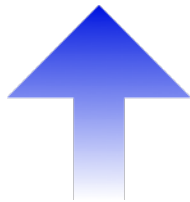
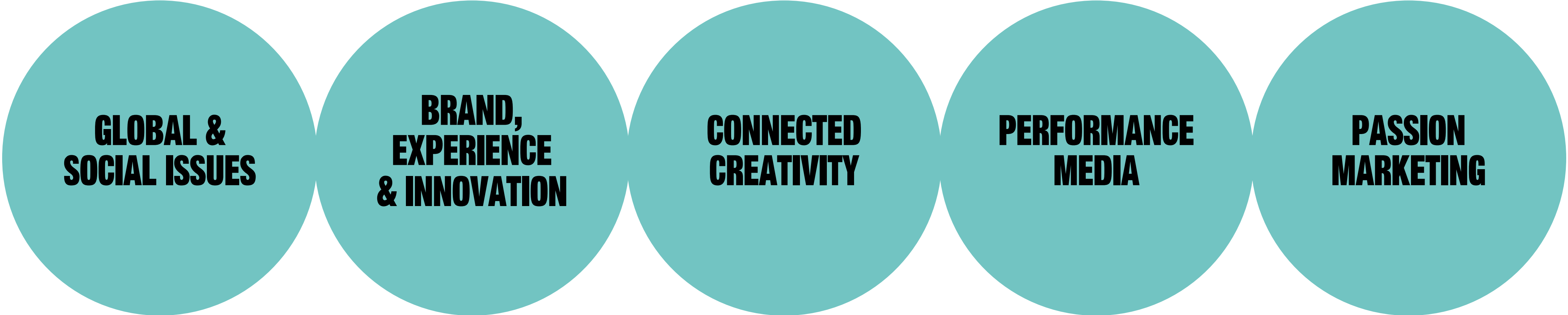
MELBOURNE

M&C Saatchi Melbourne

SYDNEY

M&C Saatchi Sydney
LIDA
Bohemia
THIS
Re
Sport & Entertainment
Sydney
Tricky Jigsaw

NEW OPERATING MODEL: CONNECTED SPECIALISTS



Growth Platform



NEW OPERATING MODEL: 5 SPECIALIST DIVISIONS

**GLOBAL &
SOCIAL ISSUES**

**BRAND,
EXPERIENCE
& INNOVATION**

**CONNECTED
CREATIVITY**

**PERFORMANCE
MEDIA**

**PASSION
MARKETING**

GLOBAL AND SOCIAL ISSUES



BRAND, EXPERIENCE & INNOVATION

A large, stylized, yellow 3D-effect text 'Me's' is positioned to the right of the main title. The letters are thick and have a slight shadow, giving them a three-dimensional appearance. The 'M' is particularly large and prominent, with the 'e's' following in a similar style.

CONNECTED CREATIVITY



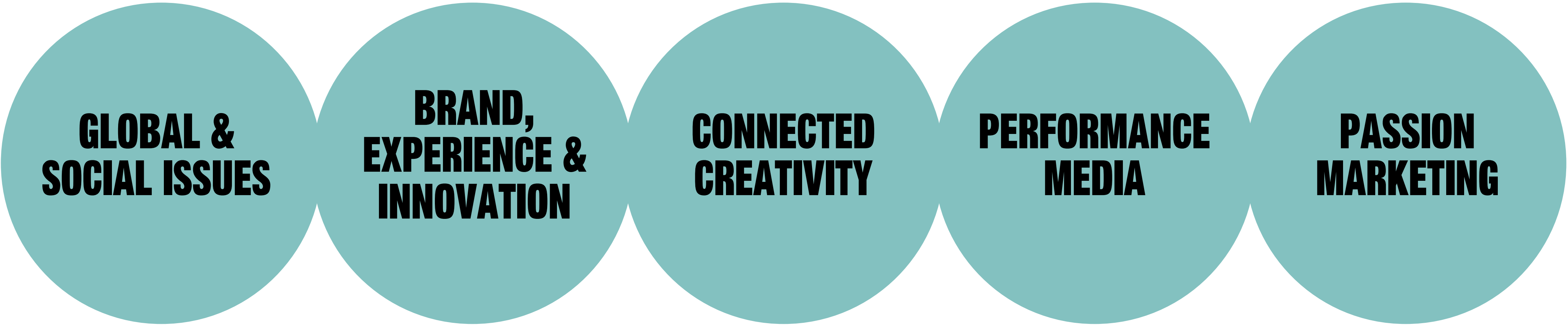
PERFORMANCE MEDIA



PASSION MARKETING

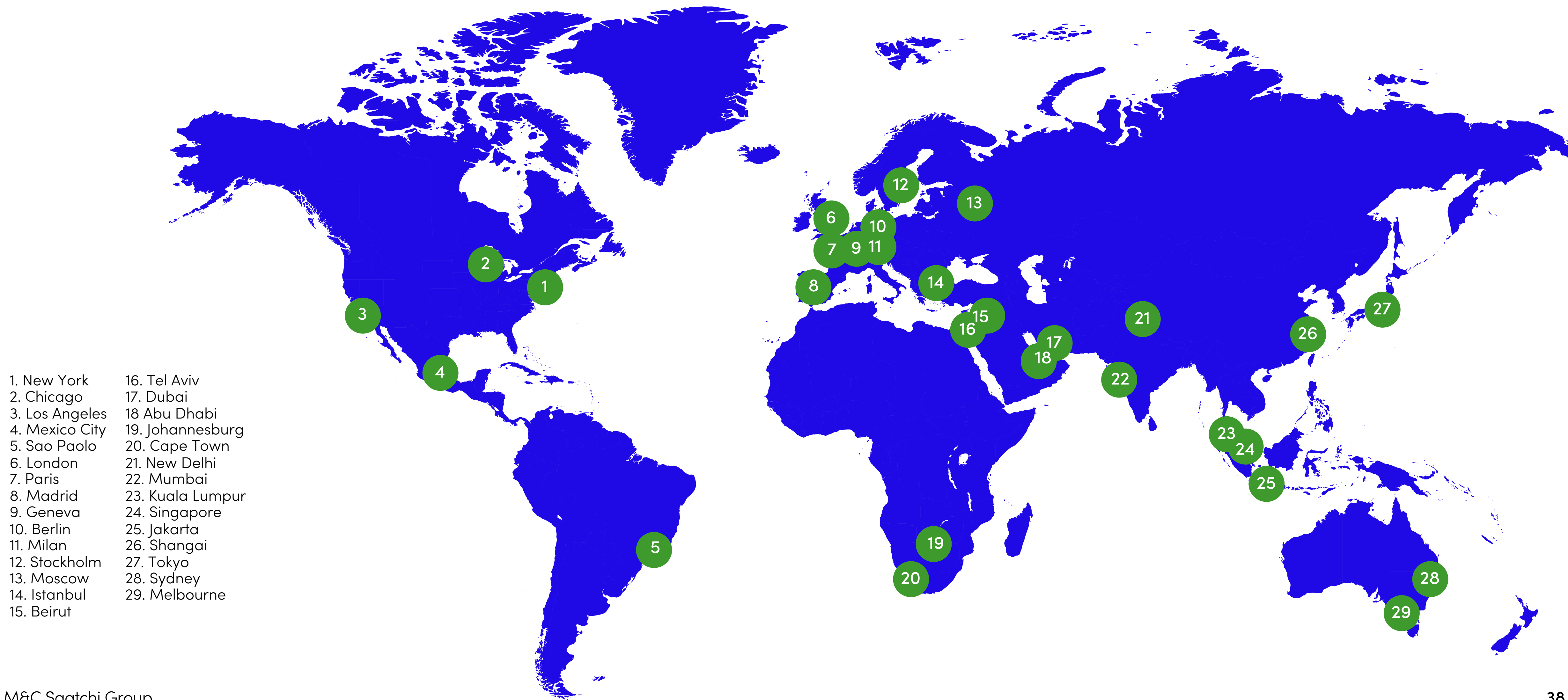


THE SIZE & SHAPE OF OUR OPPORTUNITY



Total market (USD bn)	20	500	1000	600	158
M&C Saatchi Addressable market (USD bn)	5	75	133	60	15
Growth rate to 2025 (CAGR)	2- 3%	8%	2- 3%	3%	6%
M&C Saatchi Growth Rate to 2025 (CAGR)	3.1%	13.0%	3.4%	11.0%	10.6%

FROM



TO 6 SIMPLIFIED AND CONNECTED HUBS

AMERICAS
NEW YORK

UK
LONDON

EUROPE
MILAN

AFRICA/ME
CAPE TOWN

AUSTRALIA
SYDNEY

ASIA
SINGAPORE

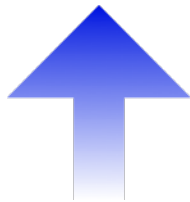
NEW M&C SAATCHI

1
New Strategy

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3
New Growth
Drivers

NEW OPERATING MODEL: CONNECTED SPECIALISTS



Growth Platform

Technology

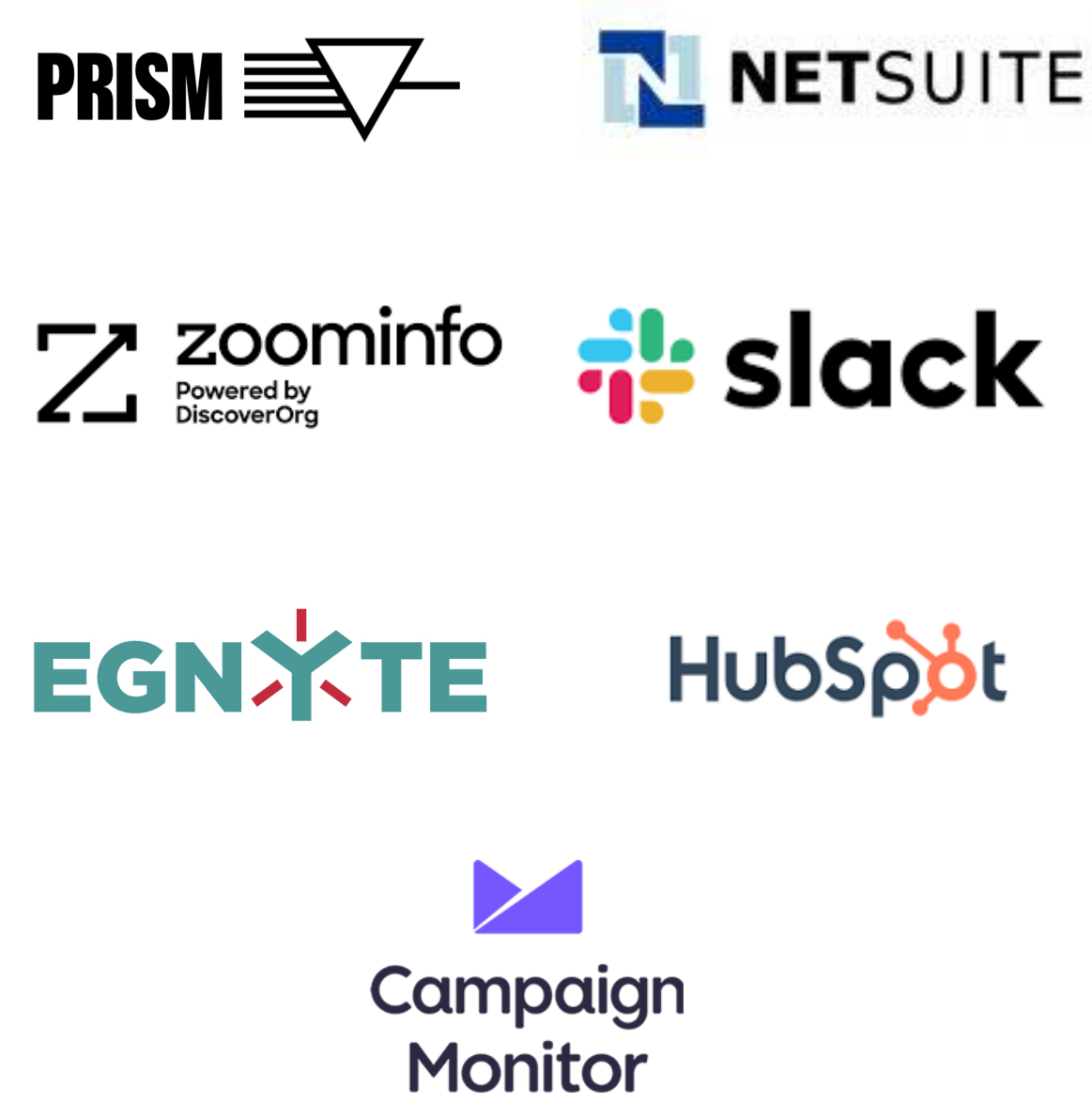
Data Analytics

Digital Innovation

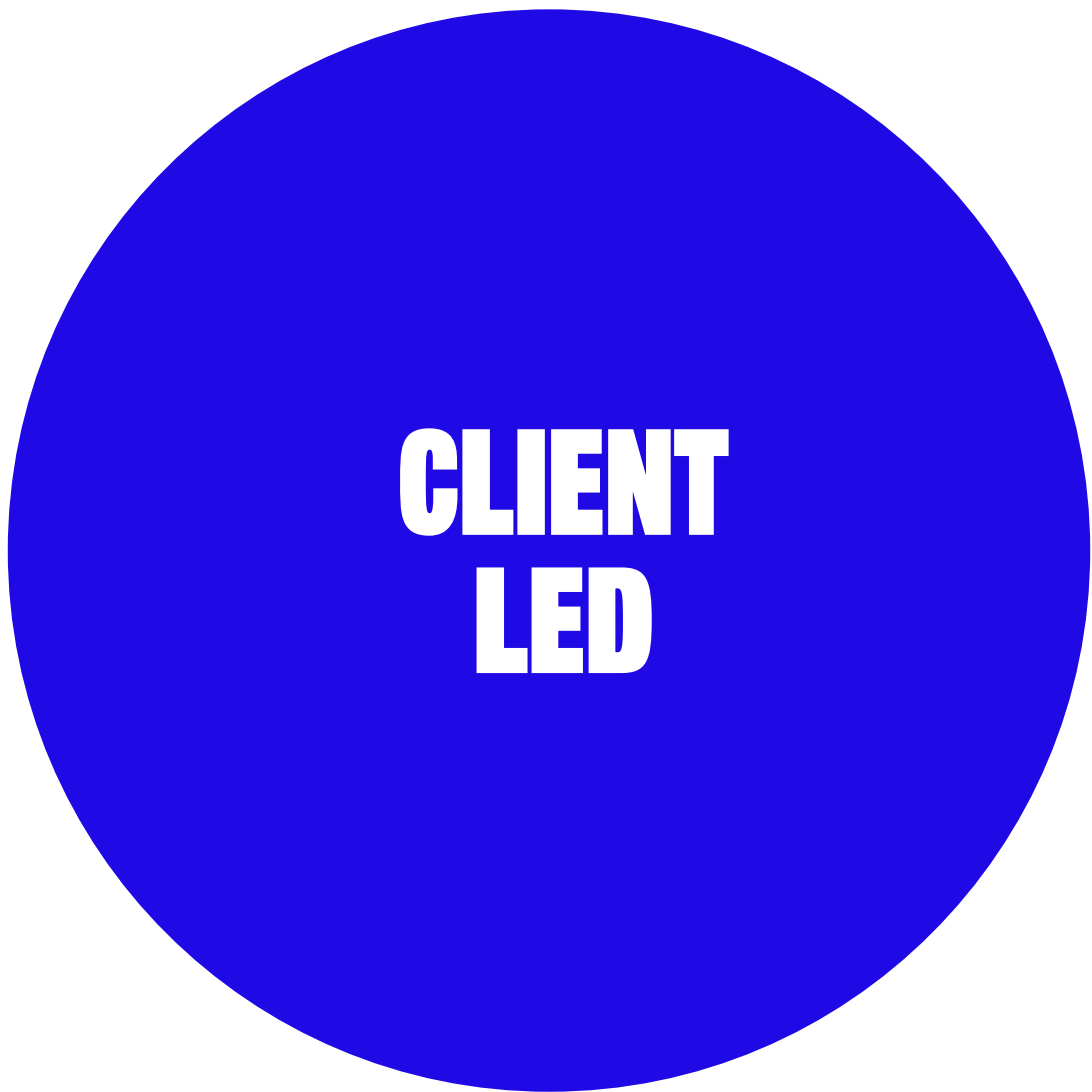
Sustainability

CONNECTED GLOBAL GROWTH PLATFORM

Scaling business intelligence,
collaboration and pipeline
management via connected
tech solutions:



TECHNOLOGY



INPUT SOURCES

PROCESSING

ANALYTICS

VISUALISATION

DATA ANALYTICS

M&C Saatchi's new data consultancy.

Fuels and connects specialists divisions:

- Helps clients become data fluent.
- Highly responsive to customers and culture.
- Connects content, media and customer more accurately.

Fluency >

DIGITAL INNOVATION

A NEW BREED OF INNOVATION STUDIO

Help clients prototype and implement high growth digital ventures that get to market fast.

Operating in high growth and disrupted markets.

SUSTAINABILITY

Combining sustainability expertise with world class communications.

Accelerate positive impact and build brand value.

Define, embed and communicate sustainability strategies to grow brands, and build stakeholder support.

WORKING ACROSS 4 DIMENSIONS OF SUSTAINABILITY:

- 1. ENVIRONMENT**
- 2. ECONOMIC**
- 3. HUMAN**
- 4. SOCIAL**



CONNECTED GROWTH 2020



DELIVERING VALUE

A communications company that connects creativity, data and technology to deliver meaningful change.



IN SUMMARY

1. Building from Strength
2. Clear Mission: Meaningful Change
3. New Strategy: Connected Growth
4. New Operating Model: Five Specialist Divisions
5. New Growth Drivers

UP NEXT

Power of Passions

Steve Martin & Jodie Fullagar
M&C Saatchi Sport & Entertainment

Performance Marketing

Christian Gladwell
M&C Saatchi Performance

Commercial Partnering

Justin Graham
M&C Saatchi Group Australia

Data Fluency

Frisco Chau
M&C Saatchi Fluency

Managing Change & Disruption

Lenny Stern
M&C Saatchi New York

Creativity Matters

Camilla Kemp & Ben Golik
M&C Saatchi London