

CREATING SUSTAINABLE GROWTH AND SHAREHOLDER VALUE

Fundamental strengths

- > Powerful, recognised brand, renowned for creativity
- > Entrepreneurial culture
- > Stellar client base – high service levels and retention
- > A well-balanced portfolio
- > Strengthened leadership and depth of talent

Operating model underpins growth

- > Regional-first go-to-market with global reach
- > Agility, flexibility and efficiency
- > Accessible diverse capabilities
- > Centralised services release creativity
- > Strategically aligned incentives

Focused on enhancing shareholder value

- > Reinvestment for sustainable growth
- > Selective bolt-on M&A to build capability and plug gaps
- > Optimised, capital light, cash generative model
- > Sustainable, progressive dividend policy

M&C SAATCHI INVESTMENT CASE