M+C SAATCHI GROUP

Department for Education

Half Year 2026 Results Presentation | 22 September 2026

NET REVENUE PERFORMANCE SHOWING EARLY SIGNS OF IMPROVED BUSINESS MOMENTUM

LFL[1] Net revenue

-1.4%

showing improved momentum in Q2, which registered low-single-digit growth and strong exit rate

HALF

of the business registered high single digit (+9.4%) growth, led by growth engines Issues and Media

LFL Operating profit

-£2.9M

driven by Q1 revenue shortfall, annualisation of investments, scaling up of growth businesses

Client retention robust:

82%

of 2025 clients spending with us so far in H1 2026[2]

Net cash balance

£2.5M

reflecting SBB programme, temporary working capital increase due to seasonal phasing

£2.2M

shares purchased via share buyback programme at 30 June; cancellation of 1.74m (1.43% of ISC) shares

New business wins total[3]

121

up from last year, with encouraging pipeline developing in H2 with multiple integrated pitches ongoing

Selection of H1 wins:

1 LFL results exclude Australia and New Zealand which are classed as assets held for sale.
2 Based on retained clients who accounted for 82% of 2025 revenue, excluding Australia.
3 Includes new wins and project extensions.

INITIATIVES UNDERTAKEN TO SIMPLIFY THE BUSINESS; UNLOCKING SHAREHOLDER VALUE; INVESTMENT SUPPORT

H1 Actions: Australia, central structures simplification, disposal

- Australia: pre-announced MBO no longer progressing; terms not reached with P/E partner. Transition of clients where appropriate underway; Issues division in growth
- Central personnel structures reduced to empower regional teams and protect long-term profitability
- Disposal of subscale in Malaysian business – moved to a licence

Share buyback programme[1]

- Underway since March 2026, with an average purchase price of 129p
- £2.9m purchased as of 15th September (£2.2m as of June 30) representing 1.8% of ISC

Business support investments; global transformation team

- Scaling up of Media; capability and infrastructure build in Issues
- Investment into data, AI and technology across the shared infrastructure
- New leadership structure to turn Return on Cultural Power (ROCP), AI and data into scalable products, capabilities and new sources of growth

Dame Heather Rabbatts to remain as Executive Chair

- Executive Chair to remain in place given market volatility, current simplification initiatives and focus on unlocking intrinsic value

1 Initial share buyback programme completed on 15 September 2026. The Group remains open to extending the programme.

GLOBAL AGENCY AWARDS 2026: SILVER AWARD FOR MEDIA SPECIALISM

USING AI TO UNLOCK HUMAN POTENTIAL

Clients face three major challenges:

FRAGMENTED MEASUREMENT	AI-POWERED DISCOVERY HURDLES	CHALLENGED DELIVERY OF EFFICIENT BUSINESS OUTCOMES

Our Media specialism solves these problems across **measurement, media effectiveness, AI-powered discovery** and **creative optimisation**

- Clients that reallocated investment based on our **OneView insights** achieved a **15% increase in ROI** compared with planned investment
- AI adoption across operations **reduced manual work by more than 60%.** Our **Creative IQ** tool also cut testing cycles by around **30%**, while delivering **double-digit uplifts** across multiple campaigns
- We are helping brands make **better investment decisions** and **drive more efficient growth,** powered by **AI** and **data-led** decision making


TASTE EVERY
SECOND
FINANCIAL REVIEW
SIMON FULLER

REVENUE SOFTNESS IN THE MIDDLE EAST & US, FOCUS ON SCALING UP GROWTH AREAS, BUILDING DIGITAL/AI CAPABILITY

LFL[1] £m	H1 2026	H1 2025	£m	% Change
Net revenue[2]	**86.2**	87.4	(1.2)	**(1.4)%**
Operating profit[3]	**6.2**	9.0	(2.9)	**(31.7)%**
Operating profit margin	**7.2%**	10.3%		**(3.1)pps**
PBT	**4.8**	6.1	(1.3)	**(21.3)%**
Net cash[2]	**2.5**	8.7	(6.2)	**(71.3)%**

[1] Like-for-like (LFL) results adjust statutory results to reflect the underlying profitability of the business units, by excluding a number of items that are not part of routine expenses including one-off and exceptional items (defined as Headline Results), also excluding subsidiaries which management had or intends to exit in 2026 and 2025, and those of newly acquired subsidiaries in 2025 and 2026, and retranslating 2025 figures to 2026 FX rates. Like-for-like adjustments are summarised in Note 4 to the Unaudited Consolidated Interim Financial Statements. All figures are subject to rounding. Please refer to the reconciliation table on page 6 showing like-for-like, headline and statutory results. By definition, Headline excludes a constant currency adjustment and includes results from discontinued, acquired and exited agencies.

[2] Refer to Notes for the definition of net revenue and net cash. Headline net revenue of £95.9 million in H1 2026 (£103.8 million in H1 2025).

[3] Headline operating profit of £5.9 million in H1 2026 (£10.2 million in H1 2025).

Net revenue down £1.2m (1.4%)

Strong growth in Issues and Media Specialisms

Macro conditions remain uncertain; project-based areas still under pressure (Consulting, S&E)

Volume increases in ROI-focussed disciplines, particularly in data-led Media

Non-Advertising Specialisms down 0.7%, Advertising down 3.1%

Operating profit decline of £2.9m (31.7%)

Q1 revenue decline, annualization of prior year investments

Investments into data and AI

Targeted scaling up in Media, capability build in Issues

Net cash down by £6.2m (71.3%)

Reflecting £2.2 million of share purchases under the buyback programme and a temporary working capital increase due to seasonal phasing which is expected to unwind in H2

NET REVENUE BY SPECIALISM: STRONG PERFORMANCE IN ISSUES AND MEDIA BUSINESSES

LFL net revenue	H1 2026 £m	H1 2025 £m	Change	*Group mix*
Issues	**30.0**	27.5	**9.3%**	***35%***
Passions & PR	**12.7**	15.2	**(16.4%)**	***15%***
Media	**11.7**	10.6	**9.9%**	***14%***
Consulting	**8.3**	9.9	**(16.1%)**	***9%***
Non-Advertising	**62.7**	63.2	**(0.7%)**	***72%***
Advertising	**23.5**	24.2	**(3.1%)**	***27%***
Total	**86.2**	87.4	**(1.4%)**	***100%***

Non-Advertising Specialisms -0.7%

Issues 9.3%

Strong momentum from Q2; continued growth expected in H2

Passions & PR -16.4%

Flattish performance in Europe, weaker US and UK

Weakness in Entertainment driven by reduced activity in key alcohol segment and some client losses

Media +9.9%

Strong growth in the US, UK and Asia through our digital and data-led offering with a high ROI outcome for clients

Consulting -16.1%

Data/Strategy elements are showing signs of progress as part of the integrated pitching strategy and ROCP support

The branding and design-led element remains impacted by subdued project-based spend and pipeline delays

Advertising -3.1%

US strong, UK in growth behind project wins

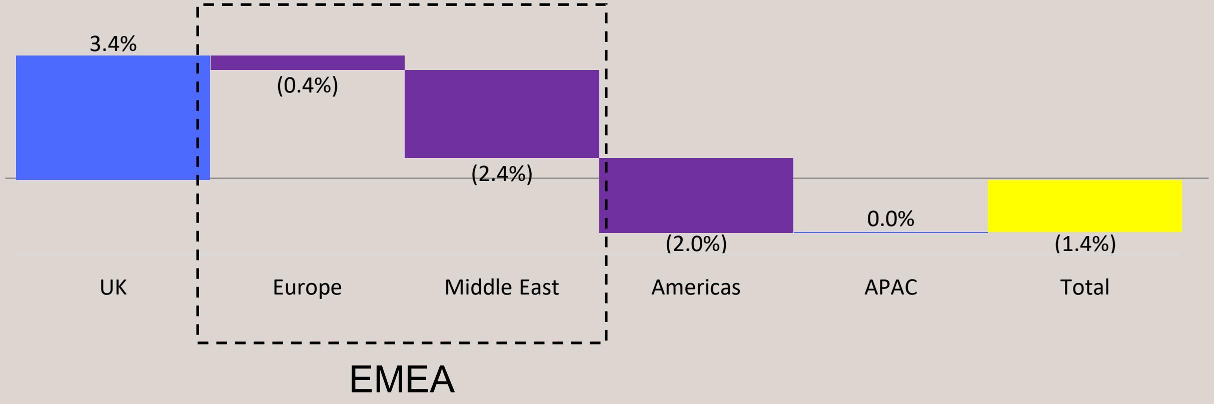
UAE impacted by conflict, Europe marginally down against a tough base

(Excluding UAE, Advertising up mid single digits)

NET REVENUE BY REGION: UK STRONG, UAE GEOPOLITICAL IMPACT; US DECLINE IN CONSULTING & S&E

LFL £m	H1 2026	H1 2025	Change
UK	**52.6**	49.7	**5.9%**
Americas	**18.5**	20.2	**(8.7%)**
EMEA	**10.1**	12.5	**(19.4%)**
APAC	**5.1**	5.1	**0.4%**
Total	**86.2**	87.4	**(1.4%)**

LFL net revenue regional contribution



UK 5.9%

Good growth in Issues, Media and Advertising offset declines in Passions & PR, Consulting

Americas -8.7%

Growth in Advertising and Media offset by declines in Consulting and S&E

Europe & the Middle East -19.4%

Europe modest decline after flattish S&E and negative Advertising performance due to weaker Q1

UAE significantly down, impacted by the conflict in the Middle East and cancellation of events and campaigns

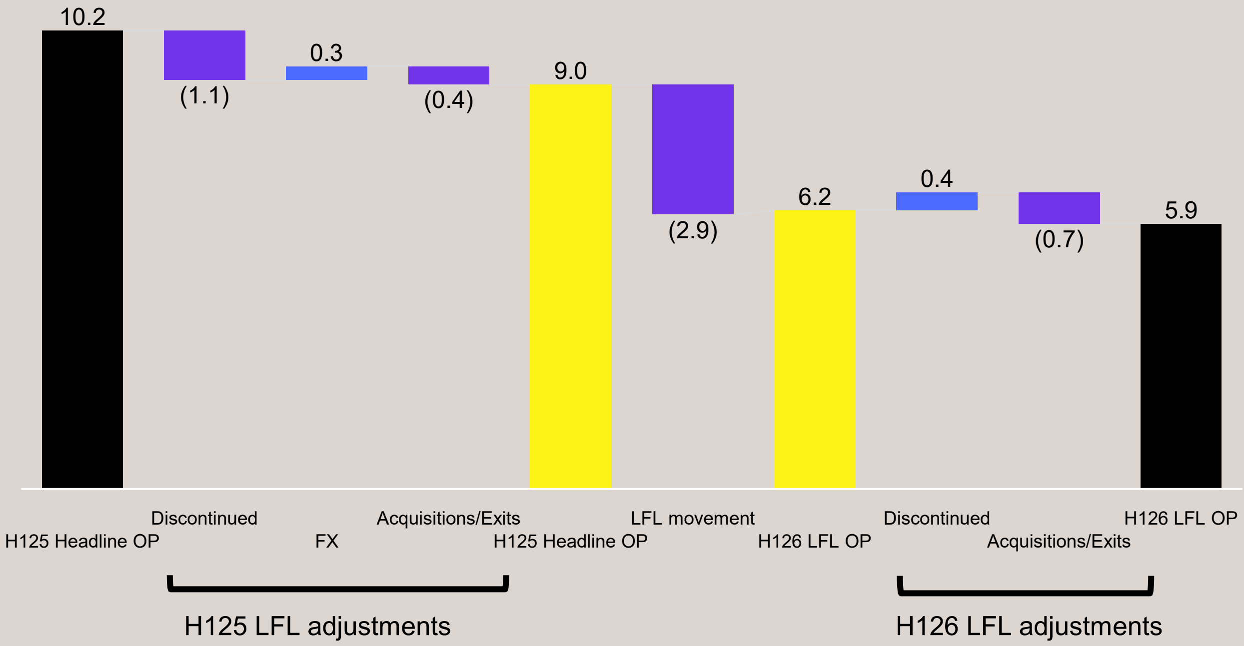
APAC 0.4%

With the pending sale of the Australian business, the remaining entity in APAC is largely the Indonesian Media business

Flattish overall due to a decline in Advertising

TEMPORARY DECLINE IN PROFIT IN H1: REVENUE SHORTFALL, ANNUALISATION OF INVESTMENTS, INVESTMENTS INTO AI TOOLS

Statutory to LFL operating profit bridge (£m)



H1 profit decline driven by

Q1 net revenue shortfall, particularly in higher-margin Non-Advertising Specialisms Passions & PR, Consulting

Annualisation of investments, particularly yoy vs Q125

Scaling up of Media; capability and infrastructure build in Issues; investment in AI shared infrastructure tools

Associated cost with increased business activity in Q2

FX impact largely via the US Dollar

H2-weighted profit improvement to be driven by:

Natural seasonality of Media business to show improvement in H2

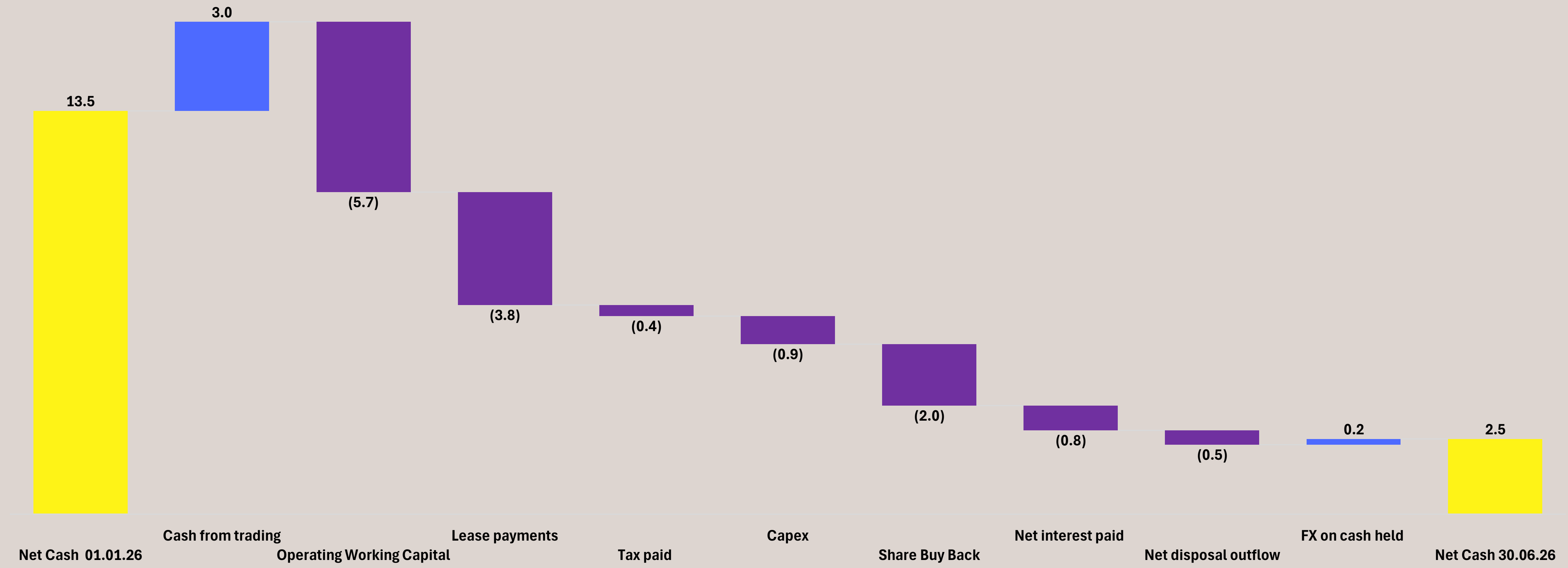
Flow through of further cost actions in H1, e.g. leadership simplification

Non-repeat of US shutdown in Q4 (100% profit flowthrough vs. PY) and expected strong Issues growth

Other simplification initiatives

SBB REDUCES NET CASH BY C.£2M IN H1; H2 TO BENEFIT FROM SEASONALITY AND WORKING CAPITAL REVERSAL

Net cash movements (£m)



OUR CAPITAL ALLOCATION POLICY REMAINS IN PLACE AND PRIORITISES ORGANIC GROWTH AND RETURNS TO SHAREHOLDERS

Priorities

ORGANIC INVESTMENT	ADDING CAPABILITY, CAPACITY AND SCALE
RETURNS TO SHAREHOLDERS	VALUE CREATION VIA SBB
SELECTIVE SMALL-SCALE M&A	EXPANDING CAPABILITY

Enablers

CAPITAL LIGHT	AVERAGE CAPEX C.1% OF NET REVENUE
CASH GENERATIVE	>80% OPERATING CASH CONVERSION IN FY
LOW LEVERAGE	M&A FOCUS TO REMAIN BOLT-ON TO RETAIN LOW LEVERAGE
FIREPOWER	CASH GENERATION, STRONG BALANCE SHEET, £50M RCF & ACCORDION

REVENUE OPPORTUNITIES + DIVERSE, HIGHER-MARGIN PORTFOLIO + STRONG CASH GENERATION = SHAREHOLDER RETURNS

OUTLOOK – DELIVERY IN LINE WITH EXPECTATIONS

REVENUE

- Conflict in the Middle East continues to impact our S&E, Advertising and consumer-facing businesses in this region
- Consulting and S&E to remain challenged, impacted by subdued project-based and discretionary spend
- Notwithstanding the above, LFL net revenue expected to grow in line with expectations, reflecting early signs of improved business momentum supported by the more seasonal H2 period and positive growth in Issues and Media

OPERATING PROFIT

- H2-weighted profit growth to be in line with expectations, driven by a combination of seasonality, high-margin Media growth as well as Issues growth including a weak comparator vs. PY (US shutdown impact in 2025) alongside strong momentum
- LFL profit growth and slight margin improvement expected

CASH

- Cashflow to improve in H2 due to seasonality and profit increase as well as active initiatives to improve cash position
- H2 working capital to unwind with stronger seasonal cash generation

OUR UNIQUE MARKET POSITION AND OPPORTUNITIES

DAME HEATHER RABBATTS

OUR UNIQUE MARKET POSITION - OPPORTUNITIES TO DRIVE GROWTH SUPPORTED BY OUR BREADTH OF SECTOR EXPERTISE, CONNECTED CREATIVITY AND DATA-DRIVEN INSIGHTS

SUSTAINABLE GROWTH

1. COMMERCIAL + CITIZEN EXPERTISE

+ Unique expertise and insights across public and private sectors
+ Ongoing work in the US, UK and Australia
+ Further white-space opportunities within EU member states and beyond

2. INTEGRATED PITCHING + COLLABORATION

+ Collaboration covering full suite of connected specialisms across our footprint
+ US, EMEA and UK H1 wins through integrated pitching
+ Increased scope of work including JPMorgan, Ferrari

3. DIGITAL, AI TOOLS, UNIFIED DATA

+ Data-driven insights to support all business activity
+ AI tools and process improvement scale up across shared infrastructure
+ New transformation leadership team assembled
+ Creativity at the centre, technology enhances it

DATA STACK + TECH INFRASTRUCTURE + CONNECTED CREATIVITY

AS A REMINDER: OUR BREADTH OF EXPERTISE

COMMERCIAL

PRIVATE

Drive shareholder value, build commercial brands & sell product & services to consumers.

CITIZEN

PUBLIC

Tackle complex societal & policy challenges. Change citizens' attitudes & behaviours for public good.

1. COMMERCIAL AND CITIZEN EXPERTISE

- Unique expertise that is mutually reinforcing across the Group
- Change behaviour experts support for Governments, Defence & Security, Multilaterals, Foundations and private sector clients
- Generation of deep consumer and citizen insights at scale
- Double UK Government lot wins in Q1 2026:
  - Creative strategy + ideation
  - Integrated end-to-end marketing
- EU member state opportunities and beyond
- Regional office set-ups ahead of pipeline developments and opportunities

HELPING JPMORGAN-CHASE MARK THE USA'S 250TH BIRTHDAY BY SUPPORTING THEIR AMERICAN DREAM INITIATIVE: REIGNITING THE AMERICAN DREAM

LEVERAGING A CULTURAL MOMENT TO CREATE CULTURAL POWER

CITIZEN WORK: DEPARTMENT FOR EDUCATION

‘Get out of the Everyday. Get into Teaching’

- **Reframed communications campaign** based on our **deep insights** of the UK population
- Campaign **built for a new generation** (not just a TV campaign) that rejects ‘repetitive, predictable careers’
- This is the antidote: **creative, ownership, influence**
- A career that **gives something back** vs. a sacrifice
- **100k social impressions** in just the first few days; recruitment platform seeing **strong uptick in engagement**

2. INTEGRATED PITCHING VIA CONNECTED SPECIALISMS AND REGIONS

DAWSON Company

- Large US-based real estate company; joint win across US and UAE teams
- Resourced as a global pitch; strongest expertise in each role
- Integrated offer: strategy, creative, design and experience, insight and data, innovation and AI, delivery and commercial
- An integrated proposition built as one vs. assembled from separate disciplinary contributions

BEST PRACTICE CAPTURED AND REAPPLIED

- Joint win via S&E UK, US and EU
- Agency of record for brand comms for Hugo Boss' brands HUGO and BOSS globally
- Unified and scalable communications strategy
- Remit across fashion, sport, art, culture and digital customer engagement – leveraging our data stack and data-driven consumer insights
- Product and campaign launches, sporting partnerships, fashion shows, and global events

3. DIGITAL EXPERTISE, INNOVATION AND AI ADOPTION

- **Dual engine** approach to investing in **data, AI** and **technology** across the shared infrastructure of the Group
- **Engine one: AI-enabled workflow** supporting how the business runs via production, planning etc
- **Engine two**: adapts the current infrastructure towards IP development and productization (ROCP)
- **Data-driven insights** derived from **Citizen** and **Commercial** exposure fuel our unique ability to solve client problems
- **Global transformation team creation;** acceleration of AI and data into scalable products, including ROCP


Why Cultural Power Is Becoming A Boardroom Metric

Cultural Power is not a brand vanity metric, but a commercial framework from M+C Saatchi that turns culture into measurable business return

RECENT DIGITALLY-LED WORK

Grab

- Developed a **planning framework tool** to align growth planning with real consumer demand
- Also adopted by additional clients, including IKEA, Urban Company and Jobstreet
- **Best practice sharing** extended to integrated pitching

GROUPON

- Visual assets via **human-directed, AI-powered process** vs. traditional production
- **Faster optimisation + improved efficiency** = more time on strategic decisions

IN SUMMARY: UNIQUE CITIZEN AND COMMERCIAL EXPERTISE, INTEGRATED PITCHING AND COLLABORATION, UNDERPINNED BY DATA-ENABLED SHARED INFRASTRUCTURE WITH CREATIVITY AT THE CENTRE

+ Early signs of improved business momentum as we enter H2 2026
+ Strong underlying fundamentals remain; simplified structure to empower creativity and harness AI infrastructure
+ Focussed on unlocking intrinsic value

COMMERCIAL + CITIZEN EXPERTISE	INTEGRATED PITCHING + COLLABORATION	UNIFIED DATA, UP-VALUING AI TOOLS	BUSINESS SIMPLIFICATION

Q&A

APPENDIX


2026 HANKOOK
LONDON E-PRIX
ABB FORMULA E
FIA WORLD CHAMPIONSHIP
Hankook
ABB

H1 2026 GROUP P&L

	Like-for-like (LFL) [1] results			Statutory results		
	2026 £m	2025 £m	% change	2026 £m	2025 £m	% change
Net revenue[2]	86.2	87.4	(1.4%)	87.8	90.2	(2.7%)
Operating profit[3]	6.2	9.0	(31.7%)	1.3	7.0	(81.7%)
Operating profit margin	7.2%	10.3%	-3.2pps	1.5%	7.8%	-6.4pps
PBT	4.8	6.1	(21.3%)	(0.2)	4.3	(104.7%)
Net cash[2]	2.5	8.7	(71.3%)			

[1] Like-for-like (LFL) results adjust statutory results to reflect the underlying profitability of the business units, by excluding a number of items that are not part of routine expenses including one-off and exceptional items (defined as Headline Results), also excluding subsidiaries which management had or intends to exit in 2026 and 2025, and those of newly acquired subsidiaries in 2025 and 2026, and retranslating 2025 figures to 2026 FX rates. Like-for-like adjustments are summarised in Note 4 to the unaudited financial statements. All figures are subject to rounding. Please refer to the reconciliation table on page 6 showing like-for-like, headline and statutory results. By definition, Headline excludes a constant currency adjustment and includes results from discontinued, acquired and exited agencies.

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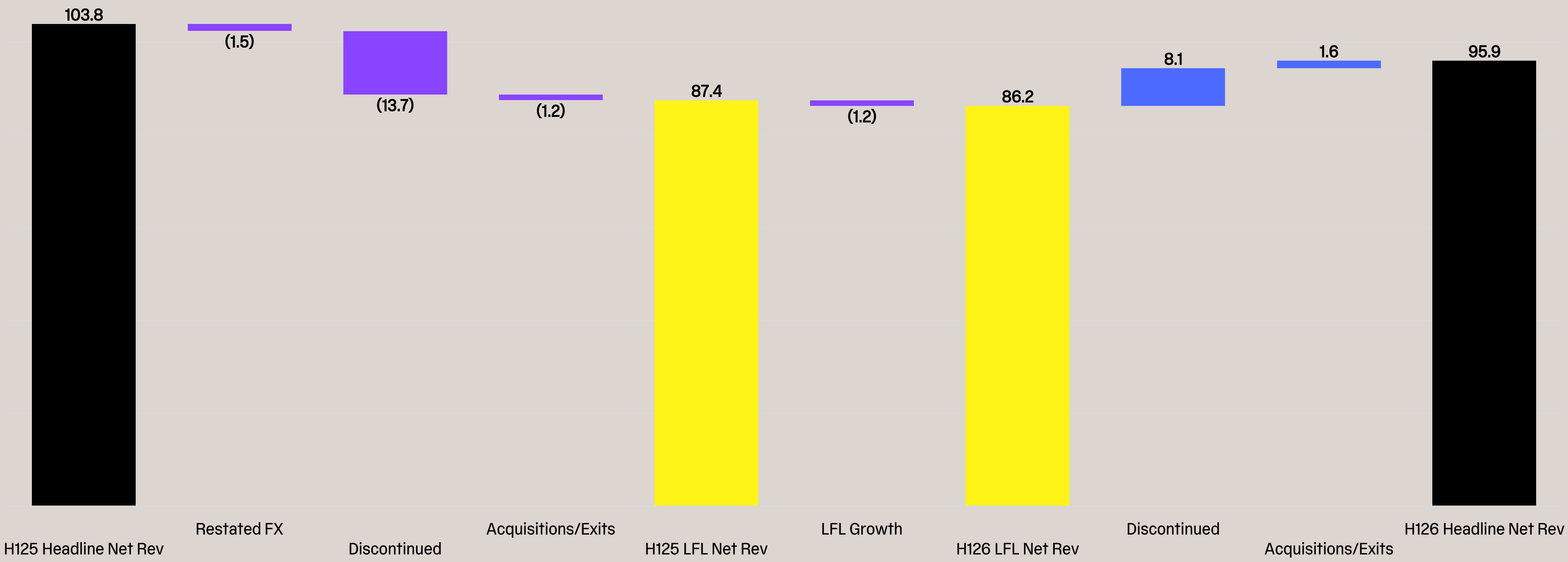
H1 2026 NET REVENUE HEADLINE TO LFL BRIDGE



GROUP RECONCILIATION FROM LFL TO HEADLINE TO STATUTORY

H1 2026	Like-for-like	Acquisitions/Exits	Discontinued	Headline	Discontinued	Adjustments	Statutory
£m							
Revenue	160.0	3.8	14.7	178.5	(14.7)		163.8
Net revenue	86.2	1.6	8.1	95.9	(8.1)		87.8
Operating profit	6.2	(0.7)	(3.3)	2.2	3.3	(4.2)	1.3
Operating profit margin	7.2%	-42.6%	-41.2%	2.3%			1.4%
Profit before tax	4.8	(0.7)	(3.8)	0.3	3.8	(4.2)	(0.2)

H1 2025	Like-for-like	Acquisitions/Exits	FX	Discontinued	Headline	Discontinued	Adjustments	Statutory
£m								
Revenue	147.9	2.0	1.9	21.6	173.4	(21.6)		151.8
Net revenue	87.4	1.2	1.5	13.7	103.8	(13.7)		90.2
Operating profit	9.0	(0.3)	0.4	0.4	9.6	(0.4)	(2.2)	7.0
Operating profit margin	10.3%	-23.8%	26.7%	3.0%	9.2%	3.0%		7.8%
Profit before tax	6.1	(0.3)	1.0	(0.0)	6.7	0.0	(2.5)	4.3

LFL SEGMENTAL INFORMATION BY DIVISION

Six Months Ended 30 June 2026	Advertising £000	Non-advertising Specialisms £000	Group Central Costs £000	LFL Total £000
Net revenue	23,476	62,725	–	**86,201**
Operating profit/(loss)	1,833	9,893	(5,568)	**6,158**
Operating profit margin	8%	16%	–	**7%**
Profit/(loss) before tax	1,934	10,497	(7,671)	**4,760**

Six Months Ended 30 June 2025	Advertising £000	Non-advertising Specialisms £000	Group Central Costs £000	LFL Total £000
Net revenue	24,234	63,196	–	**87,430**
Operating profit/(loss)	1,297	12,820	(5,090)	**9,027**
Operating profit margin	5%	20%	–	**10%**
Profit/(loss) before tax	1,290	12,089	(7,324)	**6,055**

LFL SEGMENTAL INFORMATION BY GEOGRAPHY

Six Months Ended 30 June 2026	UK £000	Europe £000	Middle East £000	Asia £000	Americas £000	Group Central Costs £000	LFL Total £000
Net revenue	52,228	6,274	4,140	5,073	18,486	–	**86,201**
Operating profit/(loss)	12,052	648	(323)	568	(1,219)	(5,568)	**6,158**
Operating profit margin	23%	10%	-8%	11%	-7%	–	**7%**
Profit/(loss) before tax	12,929	632	(348)	501	(1,283)	(7,671)	**4,760**

Six Months Ended 30 June 2025	UK £000	Europe £000	Middle East £000	Asia £000	Americas £000	Group Central Costs £000	LFL Total £000
Net revenue	49,661	6,253	6,216	5,053	20,247	–	**87,430**
Operating profit/(loss)	9,236	1,043	1,008	1,065	1,765	(5,090)	**9,027**
Operating profit margin	19%	17%	16%	21%	9%	–	**10%**
Profit/(loss) before tax	8,802	1,023	958	902	1,694	(7,324)	**6,055**

CASH FLOW

	Six months ended 30-Jun-26 £000	Six months ended 30-Jun-25 £000	Year ended 31-Dec-25 £000
Financing activities			
Dividends paid to equity holders of the company	–	(2,354)	(2,354)
Purchase of own shares	(2,049)	–	(807)
Payment of lease liabilities	(2,687)	(1,991)	(5,265)
Proceeds from bank loans	9,180	1,475	–
Repayment of bank loans	–	(15)	(6,013)
Borrowing costs	–	–	(135)
Interest paid	(1,272)	(1,077)	(2,001)
Interest paid on lease liabilities	(1,465)	(1,585)	(3,166)
Net cash used in financing activities	**1,707**	**(5,547)**	**(19,741)**
Net (decrease)/ increase in cash and cash equivalents	**(1,759)**	**(970)**	**(3,036)**
Effect of exchange rate fluctuations on cash held	192	(684)	(1,502)
Cash and cash equivalents at the beginning of the year	21,317	25,855	25,855
Total cash and cash equivalents at the end of period	**19,750**	**24,201**	**21,317**

Net debt reconciliation			
Cash and cash equivalents	19,750	24,201	21,317
Total cash and cash equivalents at the end of period	**19,750**	**24,201**	**21,317**
Bank loans and borrowings	(17,250)	(15,528)	(8,030)
Net cash	**2,500**	**8,673**	**13,287**

FX

Currency		Jun-26	Dec-25	Sterling Stronger / (weaker)
United Arab Emirates Dirham	AED	4.94	4.84	1.96%
Australian $	AUD	1.92	2.04	(6.30%)
Euro €	EUR	1.15	1.17	(1.25%)
US $	USD	1.34	1.32	1.95%
South African Rand	ZAR	22.09	23.57	(6.29%)

OUR AI ADOPTION AND OPPORTUNITIES ACROSS THE CREATIVE PROCESS

+ Artificial intelligence (AI) is a useful tool, especially when adapted to facilitate our creative solutions. This adaptation is needed to maximise the benefits that AI can provide across the creative process. Alongside our core investment in our proprietary AI-powered tool, the Cultural Power Index, we are partnering with the highest-profile AI developers in the world to ensure we are positioned at the forefront of AI tool emergence without excessive associated costs.

+ We see five areas where AI is making an impact in our industry (see right). AI presents an opportunity for the Group through both our AI Policy and subsequent adoption – which, when combined with our business model and portfolio of Specialisms, allows us to successfully navigate areas where AI can be perceived as a threat.

Opportunities grasped

DATA	**AI can speed up the filtering, collection and analysis of huge amounts of data to draw deep insights, which in turn allow us to calculate the return on investment (ROI) of a campaign, or make other outcomes-based assessments.** The Group has its own in-house data agency, Fluency, within our Consulting Specialism. Data is centralised and democratised via our Intelligence Insight Team who work across the Group – providing insights into brands, markets and consumers. Moreover, our investment in the Cultural Power Index tool, uses multiple large language models (**LLM**) and draws data from numerous sources, giving billions of data points on over 4,000 brands worldwide. This tool can be used in the pitching process to analyse a brand before a campaign as well as later to measure the outcome of client campaigns.
IDEATION	**While human creativity remains highly valued for differentiation and ingenuity, AI tools generate fast mock-ups and alternative versions at speed.** We use specialist software tools designed for the creative industry. These tools allow for faster idea development, such as storyboard and mock-up generation to speed up client campaign processes.
EXECUTION	**AI allows us to automate processes, provide digital templates, and translate instantly.** We partner with the best in the business, such as the global giant Adobe, for task automation and time saving. Partnerships such as these allow us to stay at the forefront of AI tool usage while avoiding the deeply expensive and constant capex investments of independent AI development.

Threats overcome

PRODUCTION	**AI tools have changed the game in production: there is now less reliance on traditional production with AI-generated ads.** The Group does not have production capability, which has allowed us to leapfrog into digital production at low-capital to provide production services via AI tools.
MEDIA BUYING	**The automaton of media buying is growing, reducing the need for intermediaries. AI is now leading this statistically driven data-based activity, which has historically been a cash cow for peers.** We have no exposure to media buying.

OUR ESG COMMITMENTS

Strategic drivers	Focus areas	Highlights
MAINTAIN ELIGIBILITY FOR RFPS	1. Clarify accountability for all environmental, social and governance (ESG) areas. 2. Deliver key goals and commitments. 3. Assess tricky sectors and emerging issues.	• 100% response rate to ESG sections of Requests For Proposals (RFPs). • No concerns raised by clients/prospective clients. • Over £20 million of client revenue received in 2025 was linked to ESG performance.
BRILLIANT CLIENT WORK	1. Training and development. 2. Planet- and people-positive campaigns. 3. Championing and incentivising good work.	• Launch of first Global Compliance Training program, included anti-greenwashing, sexual harassment, modern slavery and other critical regulatory and ethical standards. • Re-launch of our Conscious Creativity programme, to embed ESG into our creative and production functions. • Several planet-and people-positive campaigns.
FUTURE FIT	1. Enhancing our offering for growth. 2. New and emerging sectors. 3. Industry leadership and making a splash.	• Maintained industry leading activities (IPA: Sustainability Committee and Purpose Disruptors: Serviced Emissions; Ad Net Zero: Climate Risk). • 800 sign-ups to our Skillshot training programme. Sessions included AI, time management, Excel skills, having difficult conversations.

We deliver our strategy through our ten commitments:

PLANET

The way we work

1. Reduce our Scope 1, 2 and 3 emissions by 50% by 2030 in line with our SBTi-verified targets.
2. Set an internal price on carbon and offset remaining emissions from our own operations by 2025 and across our value chain by 2030.

PEOPLE

The way we work

3. Evolve how we recruit, develop and reward our people to encourage broad representation.
4. Create an inclusive experience where all can flourish, perform and belong.
5. Inspire and support people from all backgrounds to start careers in the industry.

PLANET AND PEOPLE

The work we do

6. Build climate and D&I-literate teams.
7. Drive alignment with our planet and people goals across our supply chains.
8. Grow the percentage of overall revenue from Planet- and People-positive campaigns year on year.
9. Review potential new clients based on their impact on planet and people.
10. Offer time and funding to organisations that have a positive impact on planet and people.

In December 2024, we achieved one of our commitments: to set a net zero target in line with SBTi Net Zero Standard. Our target wording is: The Company commits to reduce absolute Scope 1 and 2 GHG emissions by 90% by 2040 from a 2019 base year. The Company also commits to reduce absolute Scope 3 GHG emissions by 90% within the same time frame.