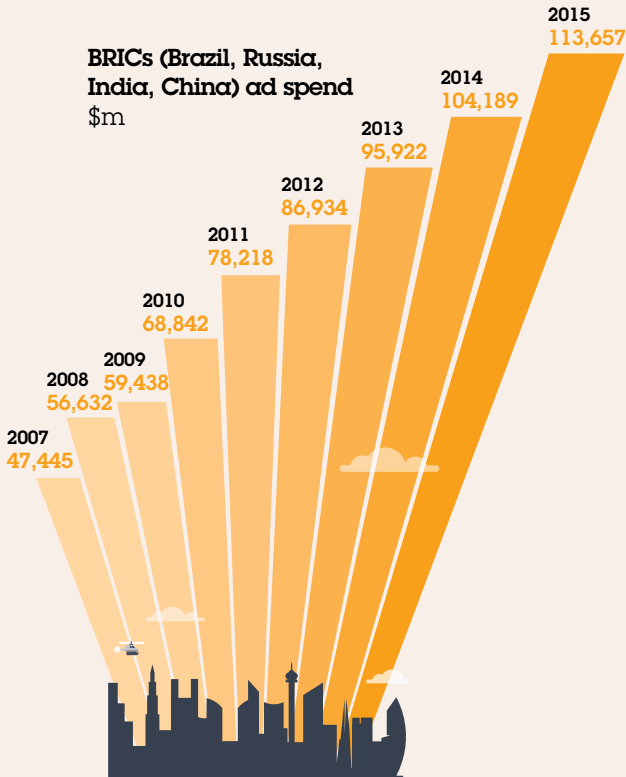


Our 4 strategic priorities



NEW MARKETS

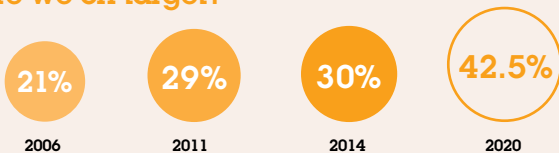


Source: GroupM This Year, Next Year Worldwide, December 2014

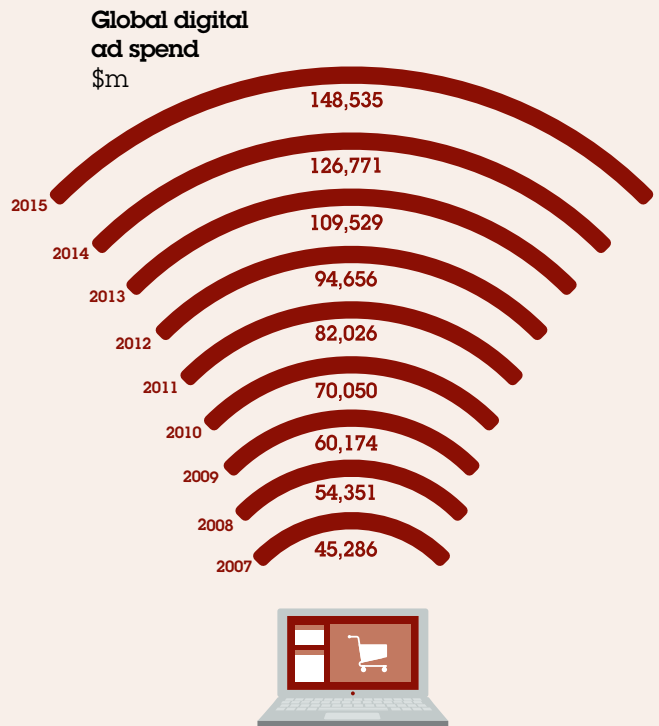
Our target

Increase the share of revenues from faster-developing markets to 40-45%

Are we on target?



NEW MEDIA

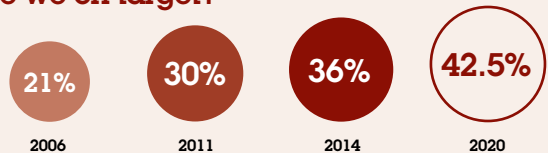


Source: GroupM This Year, Next Year Worldwide, December 2014

Our target

Increase the share of revenues from new media to 40-45%

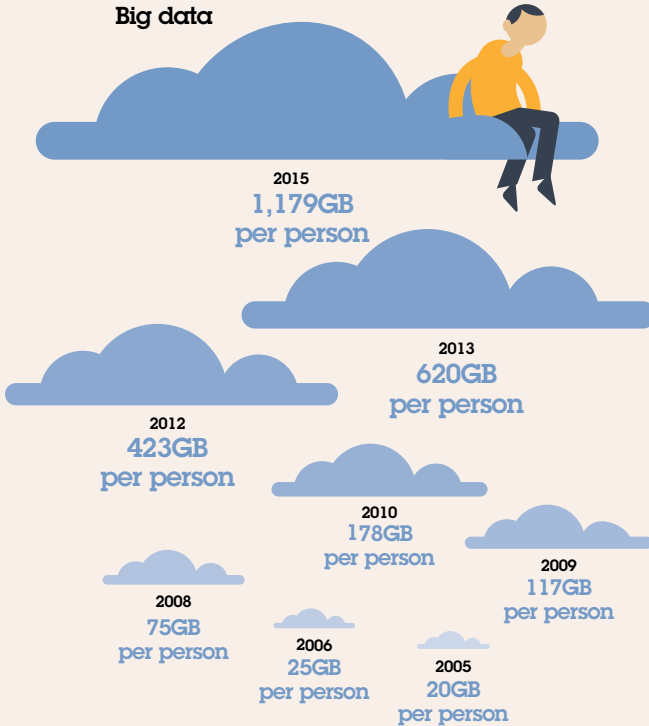
Are we on target?





DATA INVESTMENT MANAGEMENT & APPLICATION OF TECHNOLOGY

Big data

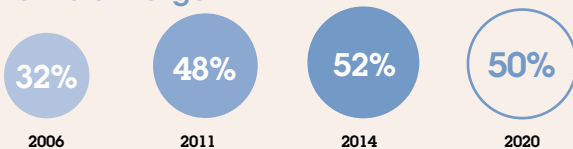


Source: IDC: The Digital Universe of Opportunities

Our target

Maintain the share of more measurable marketing services at 50% of revenues

Are we on target?



HORIZONTALITY



Our target

Advance 'horizontality' by ensuring our people work together for the benefit of clients



38,000+ people work on our top 40 accounts