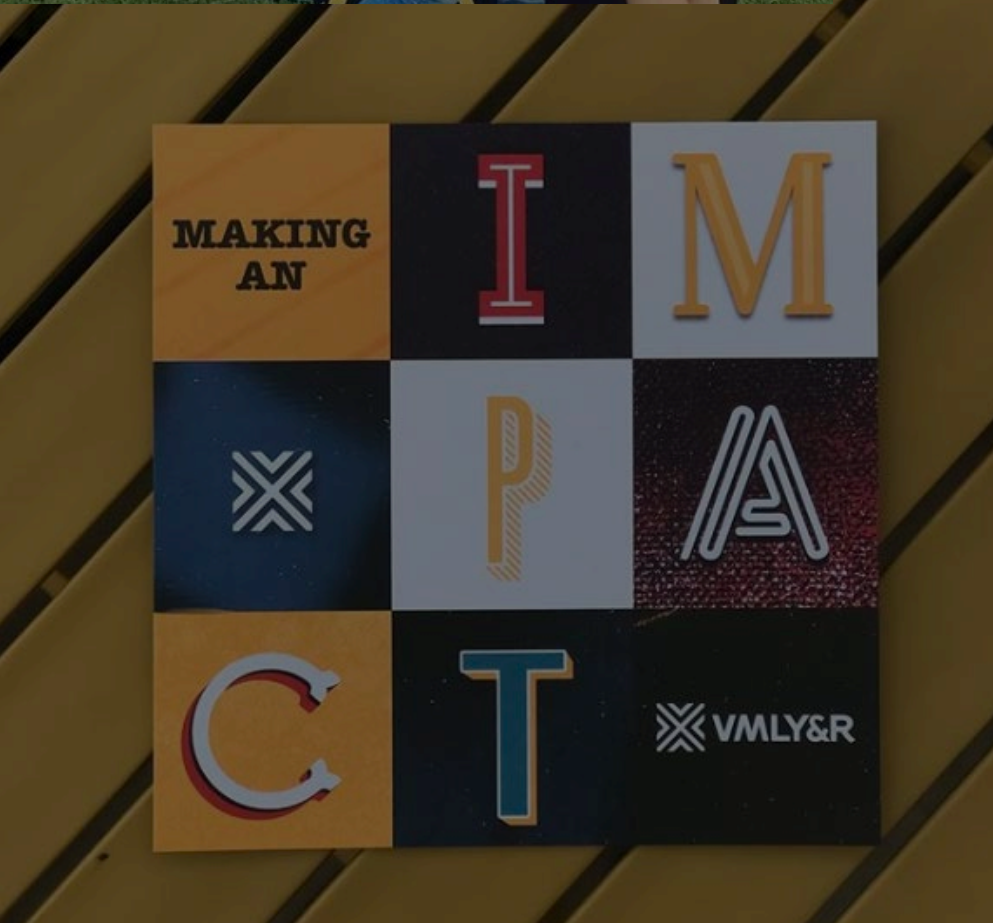




#WEAREVMLYR



 [CLICK TO PLAY OUR AGENCY INTRODUCTION REEL](#)

ABOUT US

SINCE 2018

In 2018, we united two accomplished marketing and communication companies — VML and Y&R — to deliver a **contemporary, fully integrated offering on a global scale**. Today, VMLY&R is a global marketing agency with 6,700 employees worldwide with principal offices in Kansas City, New York, London, São Paulo, Shanghai, Singapore and Sydney.

VMLY&R works with client partners Rolex, Google, Intel, Wendy's, Colgate-Palmolive, Dell, Ford, Kraft Heinz, Pernod Ricard, the Special Olympics, Tencent

and Danone — just to name a few.

We are a part of WPP, a publicly held corporation offering a comprehensive and integrated range of communications services. For this reason and due to the Sarbanes-Oxley Act, we are unable to provide any additional financial information other than what is made available publicly to shareholders and potential investors. To download our annual report and review all other financials, please visit wpp.com/investors.



Above: (Left) VML Founders — Scott McCormick, John Valentine and Craig Ligibel; (Right) Y&R Founders — John Orr Young and Raymond Rubicam



Above: VMLY&R Leadership



ABOUT US

LOCAL POWER GLOBAL STRENGTH

We have a 30,000-foot perspective, with boots on the ground. We believe that because consumers connect and commit to brands on a local level, you can't have a strong global network without local agencies that provide street-level insights and cultural nuance. Clients get the credibility and agility of a boutique with the support, infrastructure, and tools of a global network.

Our structure as One North America (with one P&L) enables effortless collaboration and sharing across offices and disciplines. We will activate people and offices to support the current and future needs of your brand.

GLOBAL OFFICES

NORTH AMERICA

17 Offices
2,000 Staffers

LATAM

19 Offices
1,500 Staffers

EUROPE

30 Offices
1,600 Staffers

AFRICA

4 Offices
200 Staffers

MIDDLE EAST

11 Offices
300 Staffers

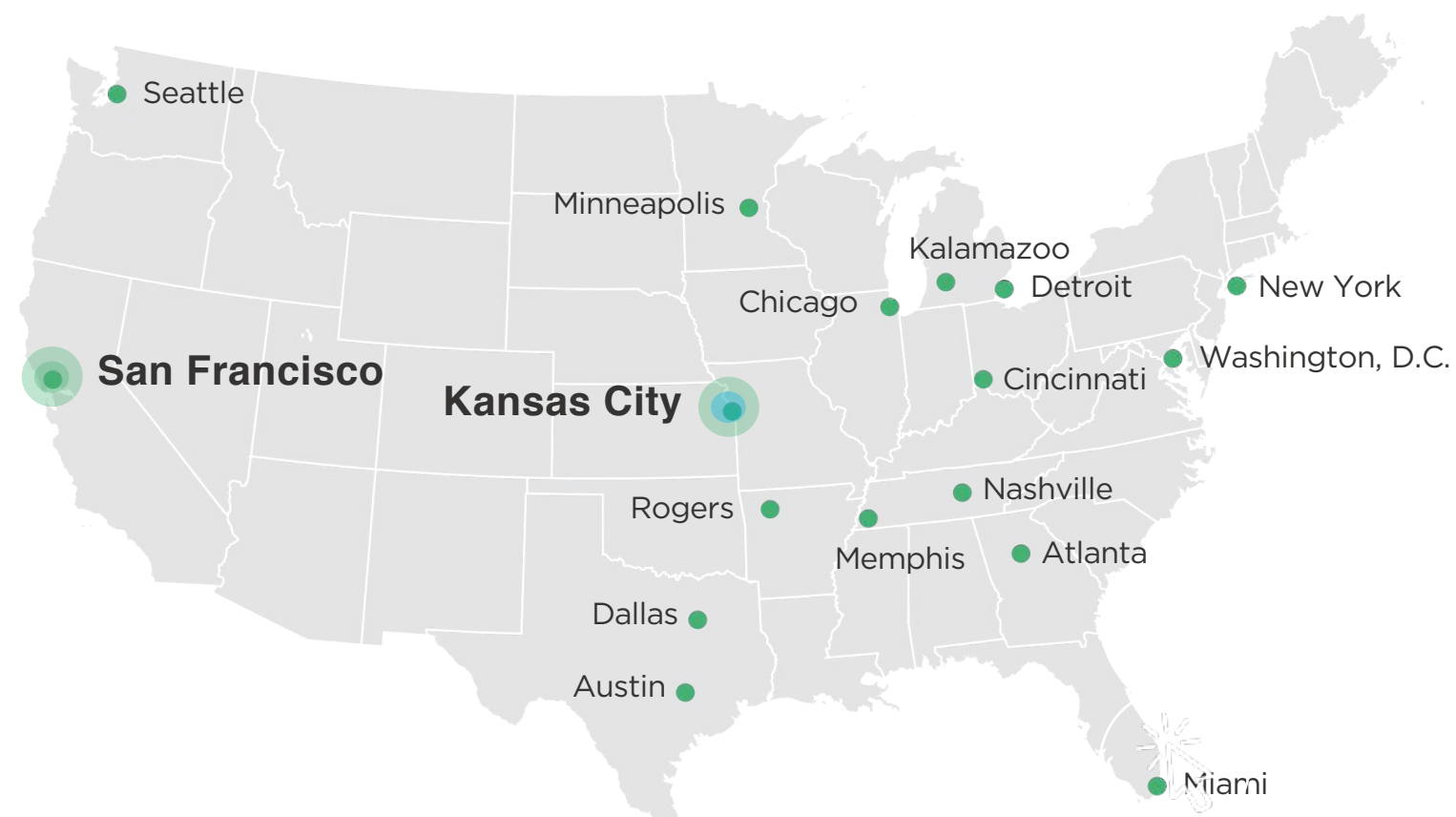
ASIA

19 Offices
800 Staffers

AUS/NZ

7 Offices
300 Staffers

U.S. OFFICES



KANSAS CITY
250 NW Richards Road,
Kansas City, MO 64116

MIAMI
601 Brickell Key Drive, Suite 1100
Miami, FL 33130

ABOUT US

WE CREATE CONNECTED BRANDS

We harness creativity, technology, and culture to create connected brands that drive value for our clients and impact the world.

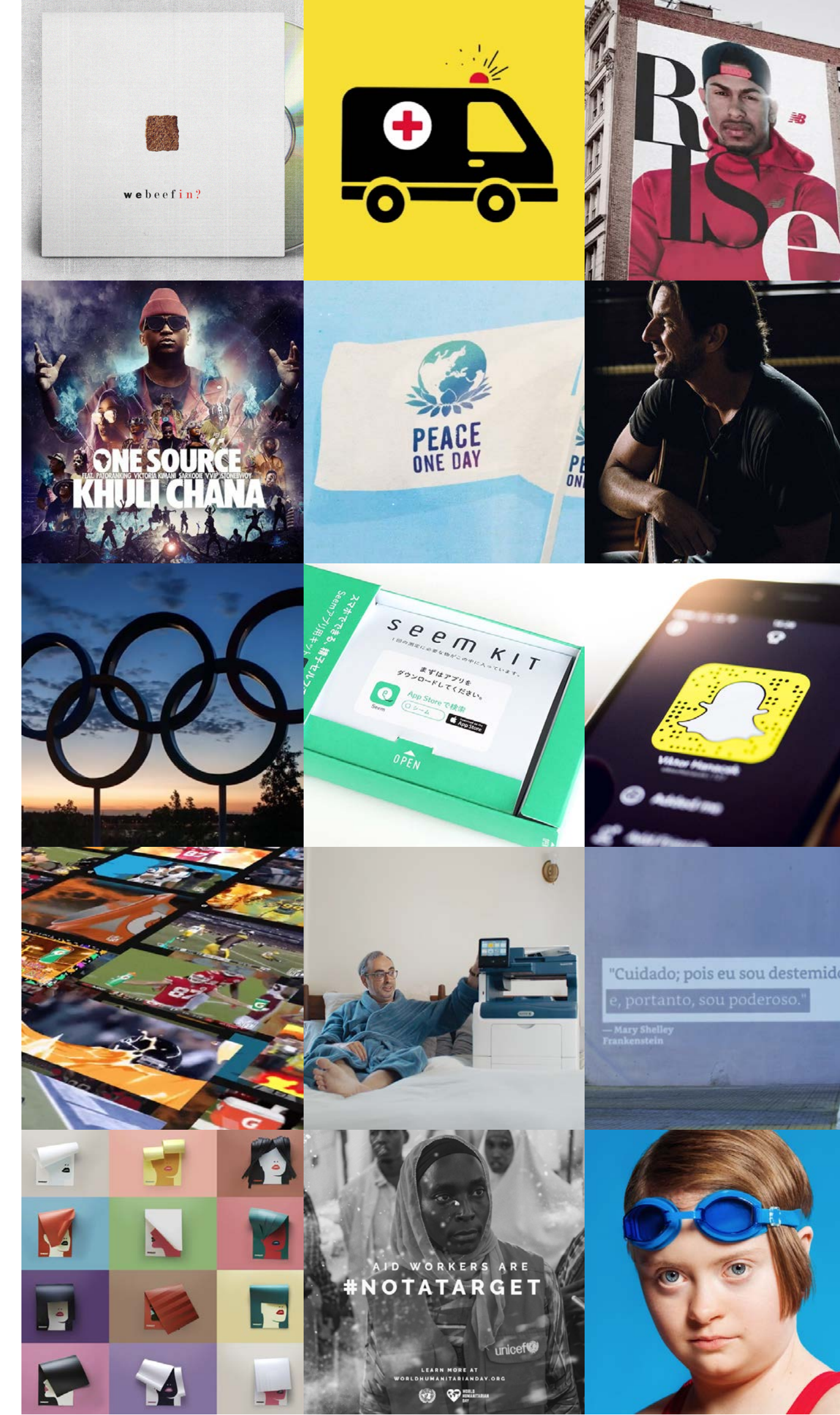
While some agencies excel as traditional ad agencies and others are great at digital, we're both — and so much more. This manifests as an agency aligned with customers on their entire journey as they become inspired by a brand, engage with that brand and ultimately commit to the brand offering.

A connected brand is one that touches people's lives by connecting with them on an emotional level and inspires them to connect with others.

This acknowledges the changing behavior of connected consumers and their always-on expectations of connected brands and businesses. This approach is category and consumer agnostic. Creating connections and utilizing culture and technology is imperative, no matter the product or target.

Breakthrough connected brands expect truly integrated multichannel, multi-audience strategies built on a deep understanding of behavior in our increasingly connected world.

We believe everything in the universe is fundamentally connected, and are relentless in our pursuit to uncover and create the inspiring connections that draw us all closer together. In doing so, we bring customers closer to brands, brands closer to communities and communities closer to the wider world.



ABOUT US

CULTIVATING AN ENVIRONMENT OF UNDERSTANDING AND BELONGING

We make an impact in our industry by cultivating an environment of understanding and belonging. Our goals are to produce diverse work; educate at every opportunity; and engage diverse talent reflecting the world we live in, our spirit, and the agency's commitment to creativity.

In 2017, VMLY&R was one of the first two companies to become 3% Certified, a designation for agencies promoting gender equality, and more than half a million dollars is dedicated to our Diversity, Equity, and Inclusion (DEI) initiatives, with goals for our staff to be 50% women and 30% people of color at all levels.

Our employee resource groups have both deliberately and organically formed, creating unique and safe spaces for all to find commonalities and a place to learn and grow.

VMLY&R's Diversity, Equity, and Inclusion (DEI) mission is to guide, celebrate, and promote cultural literacy, increase employee engagement, recruit and retain a diverse workforce, and build internal opportunities to sustain DEI efforts. We identify which solutions are best for our organization by applying them through the lens of our core values. Through this

mission we define our culture, plan for implementing our proposals, and begin our journey for building and fostering a more inclusive VMLY&R. After all, #wearevmlyr.

Moreover, our DEI initiatives not only help our employees feel more comfortable at work, but also allow us deeper immersion with our constituents, embracing the multifaceted world we live in.

At the link below you'll find our 2019 DE&I strategy and programming. Should we become your agency partner, we'd love to share with you our rigorous 2020 transformation plan.

We invite client partners to join us in trainings and workshops and to commit as a client/agency team to a program by which we can ensure that:

- Together, we produce work that is inclusive in design/culturally connected
- Our client/agency work team is diverse, equitable and creates a culture of belonging
- We seek diversity in any production partners or other outside partners or suppliers

These programs include training, workshops, activities and committed practices. We'd love to have Uber along for the journey!



ABOUT US

OUR CLIENTS



#WEAREVMLYR



OUR WORK

NEW BALANCE

FEARLESSLY INDEPENDENT

As one of the world's oldest athletic brands, New Balance has been refining its products for more than 110 years. But its visual identity had some catching up to do. New Balance's identity wasn't meaningfully differentiated from competitors — a missed opportunity to assert its unique brand message.

New Balance's approach to everything, from manufacturing to product development to marketing, is vastly different from its competitors, which is largely because the company is (and always has been) family-owned. As the only top athletic brand that doesn't have to please shareholders, it's guided purely by its own principles — even when it directly defies category norms.

Our objective was to elevate New Balance's identity out of the category's sea of sameness to communicate its independence. This identity would serve as the foundation of all visuals globally —spanning every region, channel and product.



CITY OF NASHVILLE

FOR THE LOVE OF MUSIC

VMLY&R created the For the Love of Music campaign disguised as a documentary that tells of Nashville's rich music history including it's recent transformation into a must-see destination for music lovers. The app "Music Calls Us Home" linked musicians to actual places in Nashville so fans could walk in their shoes. Hotel bookings increased 18% YUY and the documentary aired on ABC resulting in a 38% ratings jump for the network.



ROLEX

LETTERS

Legendary filmmakers James Cameron, Martin Scorsese, Kathryn Bigelow and Alejandro González Iñárritu have become some of the most respected names in the film industry. Their unique ability to craft a story that speaks deeply to an audience beyond a simple message has garnered them some of the industry's most prestigious awards, including an Academy Award. The former Oscar winners pen open letters to the next generation of filmmakers and writers -- not with tips on how to win an Academy Award -- but with words of encouragement to progress forward without fear and to create something beautiful for the rest of the world to see.

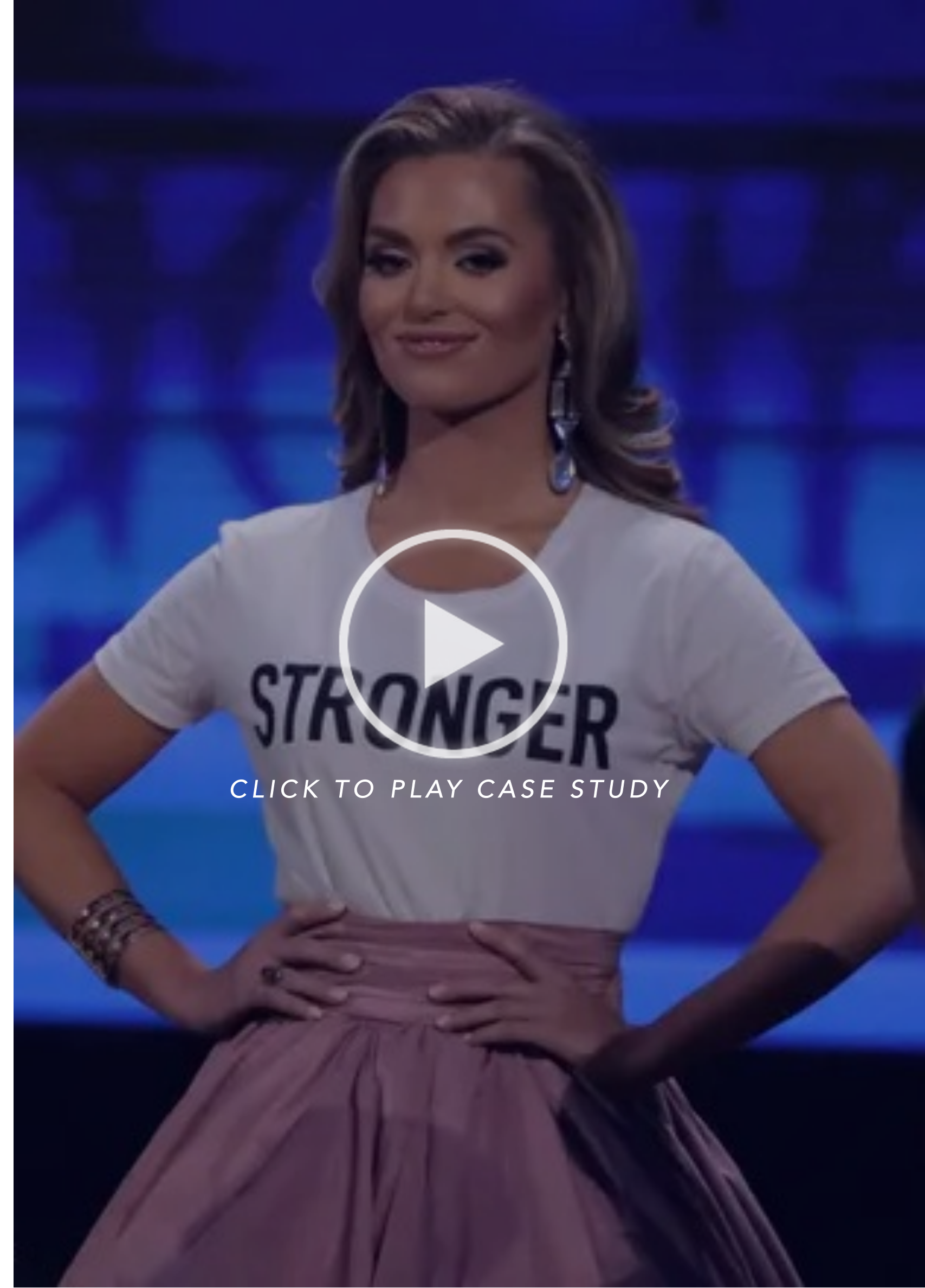


CLICK TO PLAY CASE STUDY

MISS AMERICA

MISS AMERICA 2.0

Our challenge: create broad relevance for Miss America. The nonprofit organization was at the bottom of all brands in relevance, on par with extinct brands. Miss America 2.0 focuses on ideals of young women today such as leadership, talent and scholarship that are core to its heritage. We launched with the #byebyebikini announcement, igniting a media frenzy and debuting the dramatic changes the brand was committed to. From the announcement to the live broadcast, positive sentiment increased by 131 percent. We put Miss America at the center of culture with a bold, promising path forward.



[CLICK TO PLAY CASE STUDY](#)

DELL

DELL TECHNOLOGIES

The Challenge

Introduce Dell Technologies' new offering in a compelling, differentiated way, while proving that we're now more than a PC company.

The Insight

Technology that seems so easy to end users requires an incredibly heavy lift behind the scenes to make it happen.

The Idea

Real transformation takes real work.

Bringing the Idea to Life

Magic can't make digital transformation happen, but we can – Let's Make It Real.

The Results

The "Let's Make It Real" campaign created lasting perceptions of Dell Technologies as an innovative company, growing brand health overall.



CLICK TO PLAY CASE STUDY

GMCVB

FOUND IN MIAMI

VMLY&R insights uncovered a growing segment of world travelers that Miami had never tapped before — more diverse, artistic and soulful. These travelers sought culture, authenticity and distinctiveness. Our Found in Miami campaign featured three influential Instagrammers as they journeyed through the city discovering food, design, architecture and culture. Rather than using polished, staged photography that showed off Miami's vistas, we used grittier, muted, photojournalistic photography that captured real Miami moments, hidden details and unexpected beauty. This content was shared across social channels and as editorial content in The New York Times. Found In Miami made a dramatic splash in traditional media and online with organic social; a dot-com presence; and custom content targeted to specific global audiences, lifestyles, and cultures. In the first few months after launch, the campaign garnered 100 million media impressions and generated more than \$1 million in revenue from new travelers coming to Miami. The campaign's average per month ROI is seven times investment, proving that reinventing a city and changing perception begins simply by revealing its soul.



CLICK TO PLAY CASE STUDY



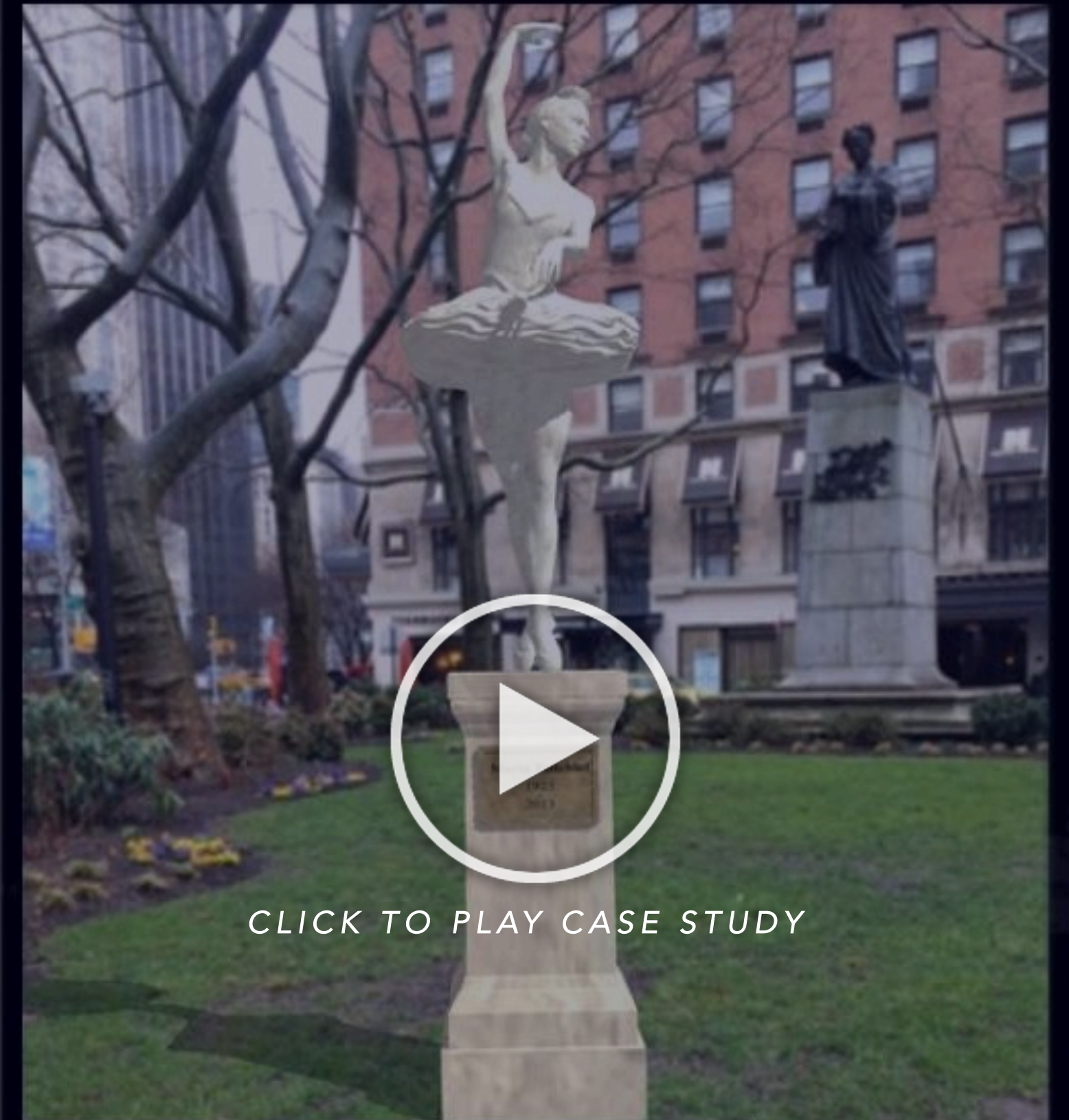
UNITED NATIONS

THE WHOLE STORY

It is common knowledge that historical statues in public spaces usually recognize men. And when there is a statue of a woman, it is usually abstract or fictional. In New York's Central Park, for example, there are 29 statues. Not one represents a historical woman. As part of the Common Ground initiative, Y&R introduced The Whole Story, a call to action to establish virtual statues of notable women to create parity in public representation and share the remarkable accomplishments of women.

The Whole Story's mobile app and online platform enables users to see, share and add new virtual statues alongside existing public statues. The project, featuring a one-of-a-kind augmented reality app, is Y&R's first product of an initiative that began a year ago in support of the UN's Sustainable Development Goal to achieve gender equality and empower all women and girls.

Launched in tandem with the Women in the World Summit, the work garnered positive public attention with coverage across top tier media such as CNN Money, Digital Trends, Mashable, The Onion and more. Statues of notable women such as Amelia Earhart and Susan B. Anthony can now be seen in cities including New York, DC, London, and Prague, with more to come. The open-platform lets users discover and add female statues, allowing them to not only learn The Whole Story but to also help write it.



CLICK TO PLAY CASE STUDY

Maria Tallchief

1925 - 2013

Born into the Osage Tribe, Tallchief was the first Native American woman to break into ballet. She moved to NYC at 17 and later became the first star

KANSAS CITY UNION STATION **LIVING HISTORY**

Challenge:

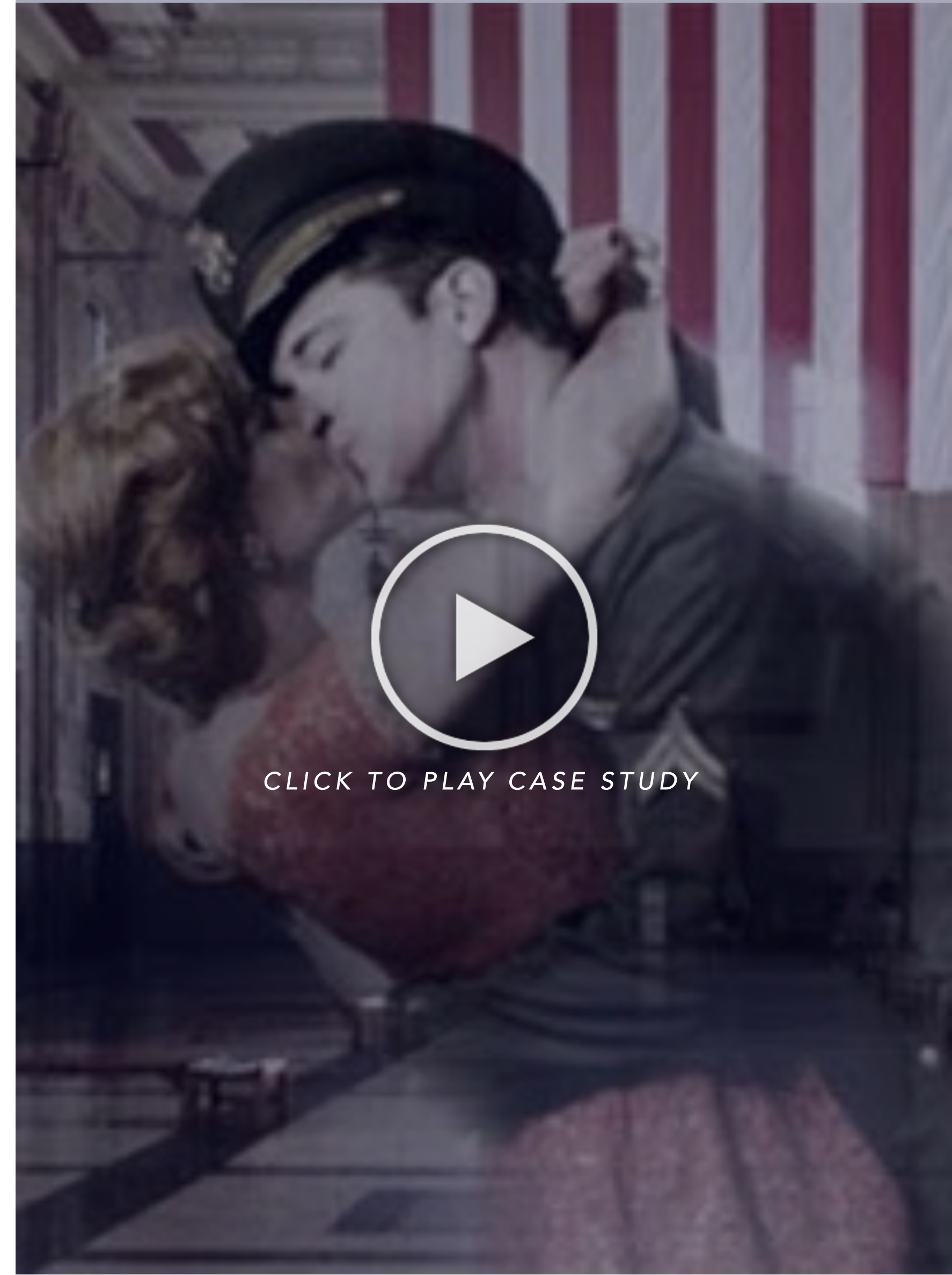
Kansas City's most historic building and museum, Union Station, was about to reach its 100th anniversary. But with declining foot traffic, Kansas Citians needed to be reminded why it was worth celebrating.

Idea:

- To recreate several of the most iconic moments in the Station's history and allow visitors to step into the past. Using GPS and Beacon technology visitors can put themselves into an augmented reality video. They would have the opportunity to relive history in the exact spot it took place, using an augmented reality app.

Results:

- Union Station experienced foot traffic not seen since its days as an operational train station. During launch weekend alone, they had over 30,000 in-app interactions, with visitors spending an average of one-hour each reliving history. What started as an app has become a permanent exhibit for Kansas City to enjoy for years to come.



GAZETA.PL / MASTERCARD / BNP PARIBAS

THE LAST EVER ISSUE

For 27 years, Your Weekend - one of Poland longest running and most read adult magazines - reduced women to sex objects. In December 2018, when it was up for sale, we bought it immediately.

We used this purchase as an opportunity to challenge the culture of sexism and gender inequality that the magazine had contributed to building. We transformed Your Weekend into a conversation-sparking, groundbreaking magazine that promoted diverse and progressive narratives of femininity.

We teamed up Gazeta.pl, our client and leading Polish news portal, with Mastercard and BNP Paribas, two brands with a long-term commitment to empower women, to create the magazine's last issue. We published it on International Women's Day. We kept the regular sections and columns but reimagined the content around sexual education, gender portrayal, equal rights, sexism, and more. It was the symbolic end of an era, and a spectacular beginning for a much-needed national conversation.



CLICK TO PLAY CASE STUDY

CITY OF NASHVILLE
**NATIONAL
SONGWRITERS**

The city of Nashville challenged us to tell the story no other city can tell.

IT ALL BEGINS WITH A SONG is a full-length documentary that goes behind the performers, to the songwriters who create the songs you know and love and the city they call home. Featuring both up and comers and the greats who have turned Nashville into the songwriting center of the world. The film casts a vast light (nearly 50 songwriters were interviewed) on the Nashville songwriting scene, spanning genres and generations, and shows that in a world of homogenizing metropolises, it's these unsung talents that truly make Nashville special.



**IT ALL
BEGINS
WITH A
SONG**



CLICK TO PLAY CASE STUDY

THE STORY OF THE NASHVILLE SONGWRITER

VISITMUSICCITY.COM/ITALLBEGINSWITHASONG

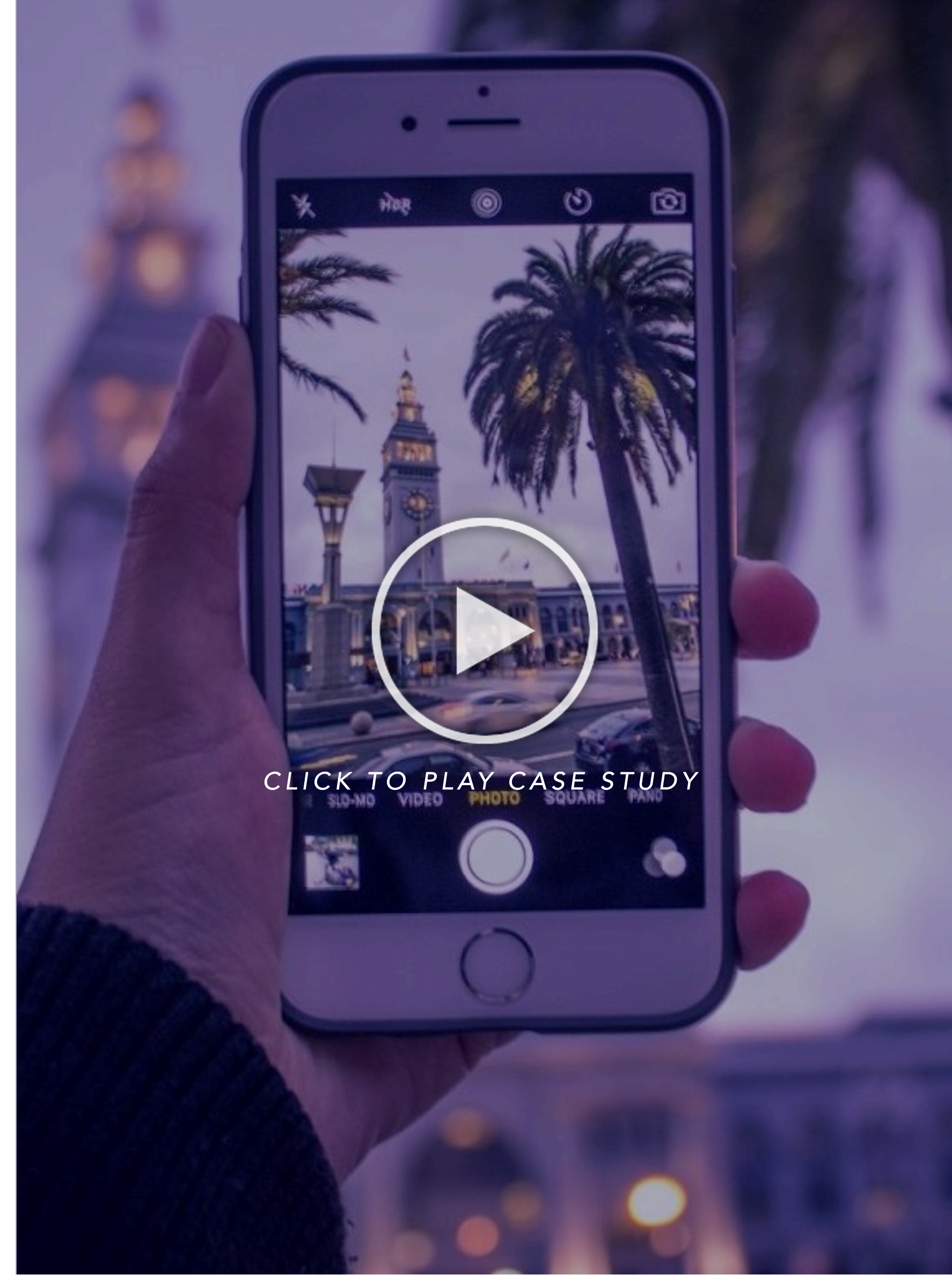
EXPEDIA

EXPANDING HORIZONS

Van Gogh, Monet, Kandinsky – we experience the world through the eyes of artists. They rendered their impressions onto canvas. But they only painted a fraction of what they saw. What if we could see the whole perspective of the painters?

Expedia is expanding horizons: A 360° experience guides us through some of the world's most famous artworks. After determining the exact position of the paintings and analyzing the specific artistic style of every painter the artworks were extended digitally, making it now possible to see the original places like the artists did. In the experience we are able to switch seamlessly into the real place of today. An online gallery provides more detailed information about the painter, the artwork and the place. And of course it offers the opportunity to book a real trip to each picturesque destination.

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MEDCARE

INFECTIOUS ART

Preventive medical communication has been the same for decades, slowly losing effectiveness. With an emphasis on fine art and design-driven festivals and exhibitions, Dubai has quickly become the art and cultural hub of the region. See how VMLY&R Dubai grabbed the attention of those who cared more about art than their own health.



CLICK TO PLAY CASE STUDY

MRV

ONE POSTER FOR PEACE

Religious differences are still at the root of many conflicts around the world. Due to lack of understanding of other religions, people create opinions leading to communal hatred and violence. The Interreligious Council in Bosnia and Herzegovina wanted to tackle prejudice and raise awareness of the importance of inter-religious dialogue.

'One Art' is a series of posters that brings together art forms from churches and mosques to show how similar they are. Eight unique posters showing a common art form merging in their individual styles. The book became a medium of peace and was sent to influential leaders like Justin Trudeau and Angela Merkel and peace events across the world to show how there's so much more that unites us than sets us apart.



THANK YOU