1 Regional Economic & Operational Capabilities Narrative – India

Purpose

The Economic & Operational Capabilities document summarizes Omnicom's end-to-end approach for operationalizing Amazon's requirements in India and delivering economic value based on Amazon's questions in section 2.3 of the RFP.

Background

Over the past two months, as part of the Global Operating Model Meeting (8th April) and India's Chemistry & Credentials Meeting (10th April), Omnicom gained a more specific understanding of India's unique requirements, local organization, and opportunities for shared capabilities that benefit all LOBs ("One Amazon"). Specifically, we noted the importance of an integrated team structure that ensures connectivity across XCM and PV, while also adapting to the distinct SLAs of each LOB. We also recognize the opportunity to improve campaign performance through holistic recommendations addressing Content and Innovation strategies as part of an integrated media approach. These learnings, along with the associated feedback we've been provided by MediaSense, inform our responses to your questions in this document.

Operational Structure

Based on feedback from the Global Operating Model Meeting as well as what you learned during the Credentials and Chemistry meetings, share your detailed proposed regional / local structure—including the commercial model to support it. Please clarify where and why you have proposed any retained talent (see commercial brief 3.0), new hubs/clusters, offshoring support, etc.

In the structure descriptions below, **R** refers to Retained and **C** refers to Commission, denoting the commercial model supporting that function or resource.

Omnicom's India structure is built to ensure connectivity across XCM and PV while also adapting to the unique SLA requirements of each LOB. Anisha Iyer (**R**) will lead the overall Omnicom business in India across LOBs, and will be supported by two senior business leads, serving as single points of contact for each LOB: Namrata Roy (**R**) for XCM and Nupur Shah (**R**) for PV. The XCM and PV Leads will be responsible for relationship management, strategic priorities, campaign timelines, and thought leadership, working closely with the XLOB Strategy and Planning resources (lines 26-38) for optimal connectivity and coordination across the portfolio. Namrata and Nupur are supported by 1 director-level resource each to manage their respective LOBs.

Omnicom proposes a XLOB Integrated Strategy Team and a XLOB Integrated Planning Team to ensure effective integration and flexibility of resource utilization across LOBs. Deep Singh (**R**) will lead the XLOB Integrated Strategy Team, responsible for the development of audience insight and strategy recommendations, cultural trends, innovation agenda, and holistic communications frameworks, inclusive of paid, owned and earned opportunities. This XLOB Strategy Team includes Integrated Strategists (**C**) and Communications Planning Associates (**C**) reporting to Deep.

The XLOB Integrated Planning Team is led by Iti Kaul (**R**) and is responsible for bringing the strategy to life through the development of customer-obsessed media plans that integrate online and offline touchpoints. Specific deliverables include: 1) Role of media channels; 2) Integrated campaign channel mix allocations; 3) Tactics at the partner/publisher level; and 4) Content and innovation recommendations. In addition to Iti, this team is comprised of Integrated Planners (**C**) who are channel agnostic and by Content Specialists (**C**) and Creative Technologists (**C**) to support innovation workstreams. Omnicom has allocated the Integrated Planners to each LOB to ensure strategic priorities, timelines, innovation and thought leadership are being delivered on every campaign. To govern this model, we have proposed the Integrated Planners allocated to each LOB report to their LOB Business Lead and collaborate with Iti.

This core structure will be further supported by: 1) XLOB Business Operations Lead Vamshi Krishna (**R**), who will lead India operations and work closely with the Global XLOB Business Operations Lead Kate Osborne (**R**) on shared learnings and best practice, including aligning structure and processes, guidelines pertaining to SLAs, measurement frameworks, and taxonomy tools and automation; 2) XLOB Activation Lead Keval Kothari (R), who will ensure effective campaign delivery, supporting media, data, and ad operations excellence, platform expertise and efficiency through a dedicated India delivery hub (**C**) based out of Bangalore; 3) XLOB Data Operations & Reporting will be led by Deep Varma (**C**), providing custom reporting visualizations and on-demand dashboards, supported by Analytics & Insights talent in Bangalore (**C**); 4) XLOB Creative Operations (**C**) to manage detailed asset lists and production plans with high attention to detail and consistency, ensuring speed to market and quality assurance for creative deployment; 5) In-Housing Collaboration through an India Transformation Lead Anand Chakravarthy (**C**), who will work with the Global Transformation Lead Ben Hovaness (**R**), and will partner with Amazon to define and execute the digital and data transformation agenda, including refining and automating in-housing processes and digital maturity. We have also identified key points of integration with MODE in the workflows (**See Appendix B: Line of Business Workflows**); 6) XLOB Talent Operations Lead Devya Patney (**R**), who oversees talent operations, recruitment, hiring and talent engagement, ensuring Amazon India has access to best-in-class expertise from across Omnicom and benefits from ongoing learning and development for each LOB team (**See Appendix A: India Core & Support Structure**).

Omnicom proposes a hybrid remuneration model, providing Amazon with dedicated, retained resources to meet the strategic needs of each LOB, while also ensuring maximum flexibility through a commission structure to meet Amazon India's dynamic needs efficiently. This model provides an optimal structure for delivering ongoing operational improvements through workflow automation and FTE reduction, aligned to our proposed targets for resource efficiency targets in Year 2 and Year 3.

Retained resources are key local roles that provide support across the entire Amazon business, as well as support dedicated to each LOB, including key senior resources in Account Leadership, Strategy, Planning, Operations and Channel Specific Specialists. Functions

60 are retained as they are critical to delivering SLAs and scoped deliverables, but not contingent on spend volumes. Day-to-day local
61 planning, investment, operations, and activation resources will be remunerated via a flat planning and buying commission, allowing
62 resources to scale in concert with your spending volume. Additionally, all LOBs will have access to a dedicated India Delivery Hub,
63 providing excellence in media operations, ad operations, trafficking, and data operations (such as taxonomy implementation). These
64 delivery hubs are fully dedicated teams with 24/7 'follow-the-sun' coverage inclusive of weekend/evening coverage and live cultural
65 moments. This team will be remunerated via a commission of 0.25% that is applied to all spend.

66 Additional Strategy and/or Planning resources will be accessed during peak activity periods – examples include the Great Indian
67 Shopping Festival, which will be remunerated on a fixed fee basis, based on the recorded manhours spent. The principle for
68 calculating this fee will be the same as the Retained Resource fee model. The respective LOB leads will pre-align their Amazon LOB
69 counterparts on the scoped time for these additional resources. Resource Utilization will be regularly monitored and governed
70 through Omnicom's Resource Management Toolkit (line 128).

71 We stand by our commitments across all facets of our relationship and recommend a consistent performance-based remuneration
72 (PBR) scheme across all Amazon LOBs that links our success to yours. For this reason, we have not included any profit in our base fee
73 and propose a substantial portion of base fees available as at risk / potential reward. Our proposed PBR is based on a 15% Malus and
74 equal 15% Bonus opportunity. This will scale an additional 5% in Years 2 and 3 culminating in a maximum 25% Malus and equal 25%
75 Bonus opportunity of base remuneration. We believe that the best PBR schemes are built alongside our clients with reasonable input
76 and collaboration. We would like to discuss further with Amazon the specific KPIs to prioritize when envisioning collective success.

77 **Regional Infrastructure & Scope**

78 **Demonstrate your end-to-end planning to reporting process addressing the following:**

79 A customized workflow for each LOB will be embedded into Omni and made accessible to all team members across India. This
80 workflow creates accountability across global, regional, and country teams, and provides a clear RACI to create operational efficiency
81 and avoid duplication of work. Team members will have visibility within the workflow of Amazon's unique SLA requirements for each
82 LOB, via the Omni Workflow capability as demonstrated in the Chemistry & Credentials session on 10th April. Housing the workflow
83 in Omni provides democratized access and connectivity into workflow steps, applications, dashboards, and tools. End-to-end
84 workflows can be found for each LOB in **Appendix B: Line of Business Workflows**. The workflows are adapted based on your SOW
85 and aligned to Omnicom best practices, organized across the end-to-end process: 1) Comms Design & Strategy; 2) Media Plan
86 Development; 3) Media Buy Execution & Campaign Management; and 4) Media Reporting & Optimization. We will demonstrate our
87 processes and workflow management during our forthcoming meeting on 22nd May.

88 **How will you address variability in SLAs and requirements across countries/regions/LOBs? Use a relatable example to bring**
89 **this to life.**

90 The customized Omni workflows are integrated with the project management tool Smartsheet, connected to Amazon's project and
91 workflow management system via API, to ensure compliance across each step based on SLAs for each LOB. The Business Operations
92 function is responsible for integrating the different SLAs into workflows, governing end-to-end media processes, and sharing best
93 practices. Business Operations will ensure SLA adherence in addition to a monitoring and feedback loop to track performance against
94 SLAs and respective Resource Capacity, with reporting utilities (lines 136 to 146). As workflow and SLA optimization opportunities
95 arise, Business Operations will apply automation solutions and share best practices to improve SLA performance across LOBs.

96 **Driving Process Implementation for Apple**: Omnicom supports Apple across multiple business lines including products, services, and
97 retail, each with complex needs and SLA requirements. We collaborated to define global campaign execution parameters and key
98 deliverable expectations, ensuring streamlined operations across regions, countries, and business lines. Global operations teams
99 standardize media implementation, operational tasks and manage a pool of resources to flex as needed to heavy up support for
100 these standardized activities depending on local need. For India, country reporting shifted from APAC to Global reducing duplication
101 across budget tracking and campaign setup tasks, resulting in a +35% in speed to launch timing. Another illustration is of the media
102 partner evaluation process, with KPIs differing across the different business lines, even though the partner strategy is evaluated for
103 all business lines together; for example, OOH investment strategy is set annually across all business lines with annual
104 recommendations of sites and deals locked in for the year. While the individual business lines each have distinct KPIs that are tracked
105 and reported separately for OOH, negotiations are at a cumulative portfolio level, providing the necessary flexibility in buying,
106 execution, and optimization.

107 **What practical measures will you employ to balance the high and fast churn of day-to-day tactical implementation with**
108 **forward-thinking innovation and planning?**

109 Our proposed model is built to deliver accurate day-to-day tactical implementation that withstands quick adaptations without
110 sacrificing the team's vision for the future, through the following practical measures: 1) Delivery Hubs & Automation; 2) Resource
111 Management Optimization; and 3) Best Practice Library & Compliance Dashboards.

112 **Delivery Hubs and Automation**: A delivery hub dedicated to Amazon India will provide excellence in media operations, including
113 tagging, trafficking, and data operations. This hub for India would be based in Bangalore. This capability relieves the burden of
114 repetitive and routine implementation tasks, increasing our capacity for strategic and innovative tasks. For Volkswagen for example,
115 investment and activation team capacity improved by +30% by streamlining routine and repeatable digital operations tasks done by
116 a central delivery team. This repurposed time was redirected toward strategic optimization solutions, resulting in a more efficient
117 cost per conversion of -29%.

118 In addition to an India-specific dedicated delivery hub, Omnicom has proposed an automation roadmap, identifying 60% of the 154
119 tasks provided in the 'B1 - Scope of Work' with the opportunity for automation feature implementation. Of the defined SOW
120 categories: 1) Client Advice & Account Management, 63% of tasks; 2) Communications Design & Strategy, 68% of tasks; 3) Media
121 Plan Development, 53% of tasks; 4) Media Partner Management, 15% of tasks; 5) Media Buy Execution & Campaign Management,
122 60% of tasks; 6) Media Reporting, 82% of tasks; and 7) Operations, 74% of tasks. **Appendix C: SOW Task Automation** provides
123 further details. We will collaborate with Amazon to fine-tune the global roadmap, and adapt for nuance of each region/locale
124 starting with a thorough audit of current state, reviewing essential requirements and contingencies gathered from Amazon during
125 our transition and onboarding period; 1) Media Naming Conventions/Classifications, Data Taxonomies, Data Governance Framework
126 2) Media Systems and Ad Technology Platforms 3) Material Information and Templates (e.g. Media Plan Details, Plan Presentations,
127 Flowcharts, Reporting, Financial Templates).

128 **Resource Management Toolkit**: We developed an employee database in Smartsheet, providing by-person detail for every team
129 member at Omnicom touching Amazon including: 1) Line Of Business; 2) Specific Team; 3) Function; 4) Name; 5) Level; 6) Title; 7)
130 Physical Location; 8) Fee Structure; 9) Allocation; 10) Reporting Line; 11) Deliverables; 12) Tasks; 13) Hiring Status; and 14) Skillset.
131 This database, managed by Omnicom India's Business Operations function, will be integrated during the transition period with
132 Amazon-owned project and workflow management tooling via API. This will provide Amazon India and Omnicom India teams with
133 timely, consistent, and comprehensive information on resource utilization, capacity, area of expertise, and availability across
134 projects. This enables resource calibration and project assignments based on employee skillsets/expertise and current capacity,
135 assigning available and skillset aligned employees to tactical implementation roadblocks or proactive innovation workstreams.

136 **Best Practice Library & Compliance Dashboards**: We have developed applications within the Amazon Omni environment which are a
137 repository for best practices and case studies from across the Amazon network accessible to both Omnicom and Amazon teams. This
138 ensures access and adoption of best practices teams through Playbooks, Guidelines, and access to Amazon Academy training. To
139 ensure compliance, the Data Operations and Reporting Team will design compliance dashboards, automating data feeds for defined
140 standards to provide respective LOB Business Leads with real-time visibility of compliance scores and enable targeted intervention.
141 For example, taxonomy compliance, which is enabled by Taxonomy Governance tools within Omni to confirm data precision and
142 accuracy. Omnicom helped HSBC India increase taxonomy compliance from 83% to 98.7% in a span of 8 months, utilizing Omnicom
143 best practices and Omni Taxonomy tools. In addition to improving compliance, this approach resulted in more accurate and detailed
144 campaign performance data, which informed optimization strategies to improve cost-per-acquisition by 8%. Volkswagen Group India
145 also realized taxonomy compliance increases (92.3% to 99.1%) through Omnicom's approach, yielding 15% media efficiencies due to
146 improved reporting accuracy and timeliness.

147 **Explain your approach to reporting, including the structure and visibility to keep us fully up to speed. What tools will you**
148 **use? Are they scalable across all countries? What will Amazon's direct access to the tools be?**

149 Our XLOB data operations team will ensure that Amazon and Omnicom have access to timely, accurate, and reliable data that can be
150 used to answer key business decisions. The XLOB Data Operations and Reporting team will focus on data operations (collection,
151 integration, processing, and visualization). They will partner with XLOB Analytics team to design reporting dashboards for each of
152 Amazon's primary personas – based on requirements and use cases for each LOB. Through user interviews and agile dashboard
153 design, we ensure that each type of user has access to answers to their questions. As an example, such customization might include
154 the ability for PV to see detailed performance on audience and creative, and the ability for XCM to dive deep into tactical digital
155 optimizations. This extends to delivering specific views for in-campaign optimization and strategic views to support post-campaign
156 and ad hoc analysis. Within each LOB, analytics, activation, and strategy will partner to deliver insights and optimizations. Through
157 Omni, the process is scalable globally and Amazon may have access to the suite of reporting tools. Omni includes automated
158 pipelines (75+ API connectors) combined with a strict governance system across 20+ different data quality checkpoints
159 including taxonomy compliance, search anomalies, viewability, fraud, and planned spend alignment to achieve optimal data accuracy
160 (**See Appendix D: Taxonomy and Governance Quality Checks**). Additionally, all performance dashboards can be built and live within
161 Amazon's owned environment and made accessible through Amazon's preferred single sign-on solution.

162 **Media Efficiency & Sustainable Commitments**

163 **What's your proposed approach to achieving & incentivizing media efficiency?**

164 Omnicom will deploy a Global Strategic Investment Model (GSIM) to fully harness the scale of Amazon investment and achieve
165 maximum value and efficiency for all countries and LOBs, while ensuring ongoing modernization of Amazon's marketplace strategies
166 to meet evolving media consumption behaviors. The 4 key roles of the GSIM for Amazon are: 1) Set the Global Investment vision and
167 strategy aligned to Amazon's overall business objectives, competitor activities and evolving marketplace conditions (including
168 programmatic expansion, inflation, consumption shifts, currency innovation, and data privacy / regulatory movements); 2) Evaluate,
169 negotiate and manage global media partnerships, sponsorships and joint business plans, working collaboratively with Amazon in-
170 house teams (e.g., MODE) to extract full value from platform partners such as Google and Meta, and coordinate with any Amazon-
171 led negotiation efforts; 3) Establish, maintain and share marketplace best practices across countries and LOBs, including ongoing
172 marketplace updates (weekly, monthly) and upskilling (part of Amazon Academy, done quarterly and annually); and 4) Track and
173 report the delivery of agreed-to value targets, for all countries. Omnicom will track delivery monthly and will report out formally to
174 Amazon in a specific Investment & Value QBR.

175   The GSIM is managed and governed by the Global Investment & Accountability function, which is led by your Global XLOB
176   Investment Lead (Mark Gallagher[1], who has nearly 30 years of global investment experience) and is supported by: A) The India XLOB
177   Investment Lead (Yatin Balyan, who has 20+ years of investment experience in India); B) Global & Local Value Management Team (11
178   resources dedicated to Amazon, who are part of our 100+ resource accountability practice situated in London, India & Budapest)
179   which tracks and reports the delivery of agreed-to value targets using our proprietary, third party auditor-aligned data collection and
180   analysis tool called TrackIt. TrackIt will support quarterly and ad hoc reporting to Amazon XLOB and LOB stakeholders, as well as to
181   Amazon's chosen media auditor on a cadence to be agreed between Omnicom, Amazon, and auditor before the first month of
182   service.

183   A key component of achieving media efficiency is providing meaningful commercial incentive for our teams servicing all countries
184   and LOBs to deliver on agreed-to value targets. Our proposed incentive for over delivering against media pricing commitments is up
185   to 60% of the total agency bonus in each year. Additionally, we are prepared to fully ensure our submission, with a commitment to
186   make good any unlikely shortfall in media value delivery in any country, in equal media value in the following year, up to the value of
187   the entire annual base fee in that country.

188   Omnicom is confident in delivering the media price savings commitments to Amazon India given we've never missed a savings target.
189   Recently, Omnicom India has delivered committed savings for clients like Beiersdorf, Volkswagen Group and ACKO, where we have
190   successfully defended or pitched against holding company competition. Our consistent record of savings delivery is regularly
191   validated by third-party audited competitive pitch 'stress tests.' John Wren, Omnicom's Chairman and CEO, called this out to Wall
192   Street analysts on the Q3 2023 earnings call: "*We have a reputation of delivering on what we promised when we're pitching for*
193   *business. And I dare say we have the best reputation in the industry of delivering what we promise. And that has benefited us through*
194   *this process.*" **(See Appendix E: Media Pricing Commitment Delivery & Appendix E1: Media Value Offer Proofpoints).**

195   **Clarify your media value offer and how you are set up to deliver across all our key countries.**

196   **Summary:** Omnicom India's media value offer (submitted in the templates provided on 9th April, non-TV) totals an estimated $37.6M
197   over 3 years (without proprietary media) and upwards of $41M (with a maximum number of proprietary media included). Effectively
198   this translates into a 29.8% pricing advantage in Year 1 (non-TV). There will be additional savings identified in the forthcoming TV
199   pricing exercise (once that template is finalized) which we estimate to be upwards of 20% of TV spends in Year 1. Beyond the price
200   savings and inflation mitigation captured through the templates, we've also identified $2M to $6M in incremental value opportunity,
201   over three years, through: A) Programmatic enablement; B) Supply path optimization / tech cost reduction; and C) Partner added
202   value.

203   **Pricing Savings & Inflation Mitigation**: Based on our 1st round template submissions submitted on 9th April, Omnicom India
204   estimates $37.6M in media savings (without proprietary media) for Amazon over three years. With proprietary media, this savings
205   increases to $41M over three years. This savings projection is based on country intel analysis to estimate your prevailing rates,
206   projected inflation, zero-base budgeting for the scale of Amazon across all mediums, multilayered partnerships, and our historic
207   results when implementing Omnicom's Savings Lever Management (SLM) program. The SLM is effectively our 'Day 1' operating
208   model for investment, being a comprehensive audit of your go-to-market practices in each country, to surface opportunities to drive
209   value and eliminate waste. The audit would be initiated after award and completed within country approval / booking windows (**See**
210   **Appendix E2: Savings Lever Management Example).**

211   Omnicom's proprietary media products present additional value opportunity to Amazon on a like-for-like inventory basis as well as
212   on guaranteed outcomes basis (such as completed video views). Omnicom's proprietary solutions operate at the highest standards
213   of transparency, accountability, and governance. For Amazon, proprietary inventory is considered and deployed only after a media
214   plan has been created and approved. Once approved, our Proprietary Media Team identifies available inventory that matches the
215   exact specification and expectations of the already completed and approved media plan. This specific process ensures Omnicom's
216   media plan and partner recommendations remain guided only by Amazon's specific campaign KPIs and business needs. In addition to
217   this governance mechanism, Omnicom is open to a cap on proprietary media spend should Amazon take comfort in this approach.
218   Omnicom is also aligned to re-invest savings generated via proprietary media into offsetting agency fees or supporting incremental
219   scope initiatives requiring additional resources.

220   **Programmatic Enablement**: Amazon will benefit from Omnicom's strategic co-development relationships with media and platform
221   partners, including Google and The Trade Desk, to enable the programmatic activation of reservation-based media. One example of
222   such innovation is our unique partnership model with Samsung which allows for the programmatic activation of advanced TV
223   advertising at scale. Programmatic enablement will improve Amazon's targeting abilities for greater precision and accuracy to
224   audiences (vs. demos or generic publisher provided segments), while also creating media efficiencies through impression-based
225   optimization of reach, frequency, and key actions (such as video completes). In addition, this strategy will provide Amazon with
226   greater flexibility to enter and exit the market, limiting waste and allowing for real-time response to performance trends, especially
227   important during peak promotions (XCM) and entertainment push periods (PV). These unique inventory deals can be pushed directly
228   to Amazon-owned DSP seats for in-house activation and extend beyond website-based display and video media inventory. For
229   example, our unique partnership with The Trade Desk provides Amazon with a data-driven, programmatic approach to buying and

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[1]Among industry-leading contributions, Mark Gallagher leads Omnicom's partnership with the World Federation of Advertisers (WFA). Omnicom is the only agency network invited to present annually our comprehensive global media market analysis to all WFA members and as quoted by Matt Green, Director, WFA Global Media Services, "Mark [Gallagher's] highly anticipated session consistently achieves one of the highest ever feedback scores we see across our presenters at WFA. We appreciate the well-presented material and look forward to on-going collaboration with Omnicom in the future." Omnicom will host a quarterly session for Amazon's global media leadership where we present this analysis, implications, and the accompanying report. (**See Appendix E3: World Federation of Advertisers Report**)

230 optimizing omnichannel consumer experience across Display, Video, OTTs including Disney+Hotstar, SonyLiv, JioCinema, Zee5,
231 MxPlayer & DOOH with direct integration on Lemma exchange.

232 **Supply Path Optimization (SPO) / Tech Cost Reduction:** As Amazon increases investment in programmatically enabled media,
233 intermediary costs such as demand- and supply-side technology (DSP and SSP), third-party verification and data fees can diminish
234 working media budgets and campaign performance. In addition, the potential to waste spending on low-quality media inventory,
235 such as made for advertising websites (MFAs), also increases. Omnicom will mitigate these intermediary costs for Amazon through
236 global SSP agreements, price caps and post-auction price reductions, expecting to save Amazon between 0.5%-2.5% in programmatic
237 costs. Our SPO strategy is also proven to deliver a far greater share of investment to legitimate impressions than other agencies, as
238 evidenced by the recent ANA Programmatic Media Supply Chain Transparency study. Omnicom's unique supply path optimization
239 tool, built in partnership with The Trade Desk, uses custom APIs to analyze and optimize bid streams using exclusive data signals
240 from OTT and video partners in India. By using predictive algorithms trained on historical campaign data, we can identify attributes
241 that signal potential performance boosts. This can help Amazon and our traders maximize working media investments, transparency,
242 and brand safety, with potential savings up to 15% of media costs. Omnicom's standards, including our SSP Standardization Initiative,
243 are industry-leading and recognized by GARM, the ANA and MRC **(See Appendix E3: World Federation of Advertisers Report).**

244 **Partner Added Value:** As the marketplace continues to consolidate around large global digital platforms and technologies, our India
245 Investment and Accountability function will provide Amazon with innovative value opportunities beyond pricing, such as: advanced
246 audience integrations via clean room development; engineering credits for custom feature deployment; advanced analytics and use
247 of new measurement solutions; and creative service credits. Given Amazon's concentration of spend today, Omnicom would
248 recommend focusing Year 1 on Google, Meta, Spotify, The Trade Desk, Disney+ Hotstar, SonyLiv, JioCinema, TrueCaller, Samsung Ads
249 & Lemma DOOH. We will coordinate with Amazon during the transition to prioritize partners and specific areas of value in the form
250 of a Joint Business Plan Framework. Omnicom has a longstanding history of partner innovation, including co-designing Google's new
251 Commitment Optimizer (portfolio management across upfront buys) and development with Meta of unique operational tools such
252 as Geo-lift, which facilitates geographic testing of media performance. In addition, our relationship with our founder client Sony
253 Entertainment Network gives Amazon India the opportunity for exclusive previews, content partnerships and efficient media
254 promotions. The opportunities will include special rates for inventory buys, first association opportunities on the 4 marquee shows of
255 SET – KBC, Indian Idol, Jhalak Dikla Ja and Shark Tank, and in-show content integration with daily soaps around Amazon big billion
256 sale days. Special customized packages with the stars as influencers and non FCT assets - break bumpers, menu branding, aston
257 bands and sponsorships across the network – will provide additional value for Amazon (estimated at ~35%-37%).

258 **What are the media challenges you foresee Amazon facing over the next 3 years and what would you do to mitigate them?**

259 We see 3 key media challenges for Amazon over the next 3 years: 1) staying customer-obsessed despite increasing marketplace
260 fragmentation; 2) signal loss due to evolving consumer data privacy policies; and 3) the erosion of traditional media and emergence
261 of new powers.

262 **Staying Customer Obsessed Despite Increasing Marketplace Fragmentation**: The acceleration of data and technology has fueled the
263 rise of new media platforms, channels, and consumption behaviors making it increasingly challenging for Amazon to effectively plan,
264 activate and measure media holistically. Whether it is the rapid rise of ad-supported streaming and connected TV, or the continued
265 expansion of influencer and creator media, reaching the right audiences and delivering a connected experience across their journeys
266 will be more difficult to achieve, not less. Omnicom's approach to mitigating these challenges is rooted in: 1) Advanced audience-
267 based planning, activation, and measurement capabilities through Omni, which use durable (non-cookie) signals to provide Amazon
268 with customer-obsessed plans that map to modern, cross-screen media behaviors; and 2) A comprehensive approach to
269 programmatic enablement that allows for data-driven targeting and measurement across more media types (line 220).

270 **Signal Loss Due to Evolving Consumer Data Privacy Policies:** With the implementation of the Indian Digital Personal Data Protection
271 Act, new data privacy regulation and associate digital platform policies will continue to challenge Amazon's ability to utilize
272 addressable signals, such as digital cookies, to effectively target and measure media campaigns. To maintain and improve media
273 performance, Amazon must scale new audience segmentation, targeting, and measurement strategies, such as data collaboration
274 using privacy-compliant clean rooms like Amazon Marketing Cloud and AWS Clean Rooms, as well as Google's Ads Data Hub, and the
275 use of new probabilistic matching techniques (leveraging Generative AI) like fusion to deliver effective audience solutions. Omnicom
276 mitigates these challenges by providing Amazon with: 1) Scaled expertise in the utilization of clean rooms, embedded in our
277 proposed Data Tech & Tools Team; 2) Ongoing education and thought leadership through our Future Signals program, which ensures
278 Amazon and Omnicom teams globally are fully informed of the latest regulatory trends and platform policy shifts (Omnicom will
279 deliver these updates on an ad hoc bases through); 3) An evolving suite of privacy-compliant media applications within Omni,
280 including advanced audiences modeling utilities which deploy fusion; and 4) Omni Activation AI which optimizes media, creative,
281 budgets, audience cohorts between line items and across platforms based on performance indicators in real-time, with full control
282 on budgeting, channel selection, inclusion, and exclusion guidelines as per Amazon brand guidelines.

283 **Erosion of Traditional Media and Emergence of New Powers:** With the continued growth of digital media consumption in India,
284 traditional media suppliers continue to innovate with digital formats to maintain audience reach and engagement. As a result,
285 advertisers must set new negotiation strategies and ensure their media mixes reflect modern consumption behaviors. Omnicom has
286 extensive experience in driving new and innovative go-to-market strategies to unlock new value opportunities in pricing and beyond.
287 This is supported by Omnicom's advantage given our large automotive portfolio, where we've consistently worked with regional
288 Print and regional News to deliver value beyond price. With a large portfolio of premium brands, Omnicom has delivered innovative
289 OOH solutions improving saliency and impact. Our strategy included the creation of new and iconic OOH sites and locations,
290 informed by audience-based planning and using a mix of OOH assets – all of which resulted in 12% efficiency and 27% improvement

291 in dealer footfalls. In addition, direct data integrations with media partners including Google, The Trade Desk, Meta, and Amazon
292 enabled more effective bidding and targeting strategies powered by custom algorithms and machine-learning techniques.

293 Rapid digitization is also driving a trend toward consolidation among broadcasters, most notably Viacom TV 18 and Star Network.
294 This consolidated network will have strength across Hindi, Regional and Sports content across both Digital and TV, and as such will
295 change the market dynamics significantly, especially in Sports. Cricket, for instance, will be dominated by this network (IPL and India
296 cricket) providing Amazon the opportunity to derive strong value through holistic negotiation strategies that leverage spend
297 commitments to unlock value beyond price, including access to audiences, data, and content / branded entertainment. Omnicom's
298 proven expertise in Indian Sports, Branded Entertainment and Data Enablement will ensure Amazon take full advantage of these
299 fast-evolving opportunities.

300 **Measurement/Optimization Focus**

301 **Knowing that we will not pass back performance data, how do you propose to optimize our media investments? What**
302 **proxy approaches (or other) would you implement?**

303 Omnicom will deploy a comprehensive approach to optimizing Amazon media investments without any dependency on receiving
304 information from Amazon and which leverages Omnicom's scaled global capabilities through Omni. We have deployed similar
305 approaches at scale for Apple, for instance, who like Amazon maintains strict prohibition of data sharing and adheres to the highest
306 consumer data privacy standards. For Amazon, our approach will be led by India's XLOB Data and Tech Lead Bharat Khatri (R) and will
307 include the following: 1) Investment mix using a combination of Omnicom's MMM benchmarks, audience adjusted reach curves, and
308 Agile MMM leveraging proxy metrics. Proxy metrics for Agile MMM may include brand tracking, search query volume, or credit card
309 sales (Amazon.Com, Prime, and Amazon Digital); 2) Tactical optimizations including reach and frequency and partner allocations
310 leveraging a combination of cleanrooms, TV content, and MTA (globally scaled multi-cleanroom solution); 3) Day-to-day campaign
311 optimizations would leverage media metrics via performance reporting; and 4) Real-time optimizations in platform via custom
312 bidding and supply path models using a suite of signals such as geo-level purchase propensity, and behavioral indexes against
313 domains and SSPs.

314 Please refer to **Appendix F: Measurement and Optimization Evolution** for a detailed table outlining information requirements
315 aligned to specific optimization deliverables.

316 **Describe the information you would need from us to optimize your recommendation, what you see as the main challenges,**
317 **and how you would overcome them?**

318 Our recommendation would be optimized by receiving the information outlined in **Appendix F: Measurement and Optimization**
319 **Evolution**. The main challenge is to facilitate data sharing to the highest standards of consumer data privacy protection. We
320 overcome this challenge through 1) Proxy KPI Validation: Partner with Amazon to validate that our proxy KPIs such as credit card
321 sales (trends in new Amazon Prime subscribers, trends in new XCM buyers) or search query volume are highly correlated with
322 Amazon 1P trends. While this has been validated for other clients, it is recommended to validate against 1P data when possible; 2)
323 MMM: Information related such as media contribution or ROI for Amazon-managed upper/mid funnel media to ensure our models
324 control for Amazon-managed activity that is targeting similar audiences and objectives. The goal is to understand relative
325 performance, thus in the absence of directly sharing contribution or ROI, clients have shared average performance indexes by
326 channel; and 3) Cleanrooms: AMC has provided clients with a privacy-compliant way to enable Omnicom to access richer data for
327 reporting and analytics. Examples include integrating additional data partners into AMC such as credit card sales data,
328 streaming/linear video data, and 1P data. This helps enrich MTA along with more holistic reach and frequency measurement across
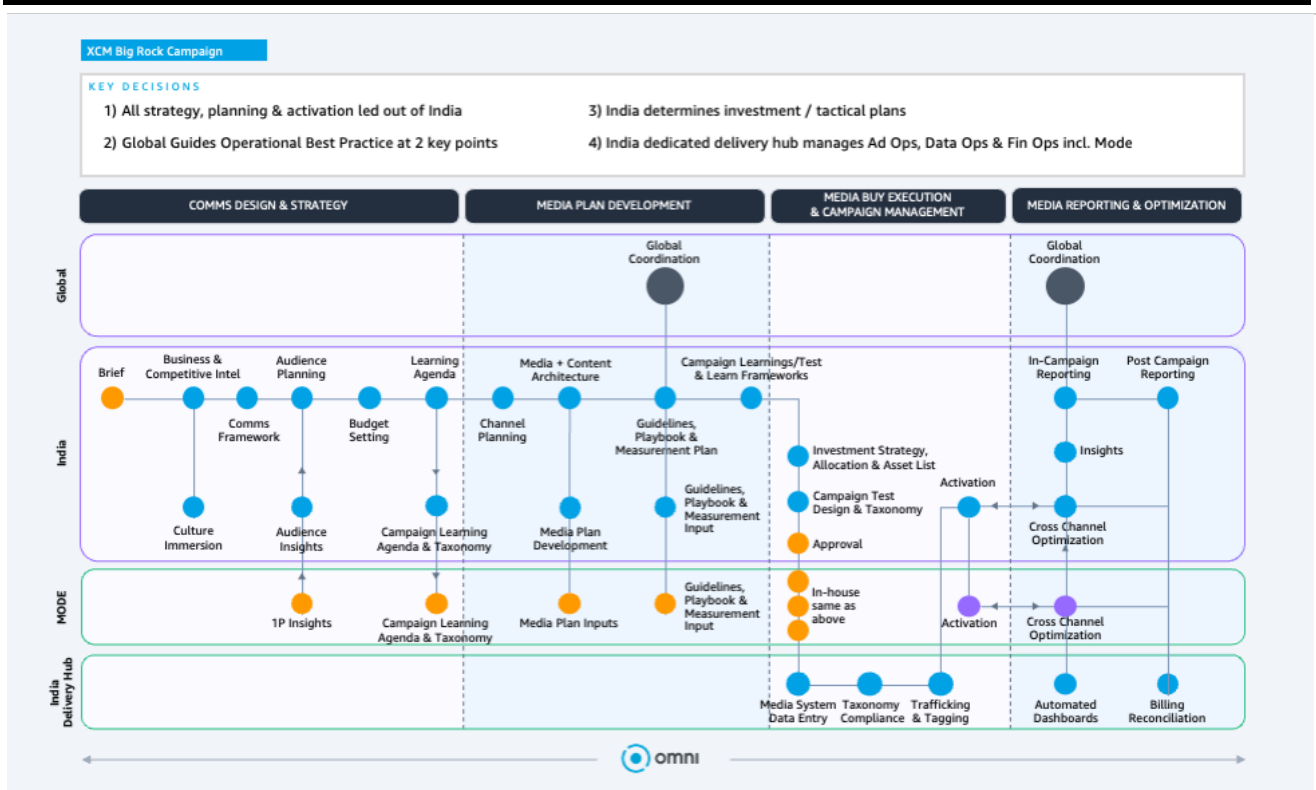329 upper funnel media.

330 **Next Steps**

331 We look forward to incorporating feedback from this session to further evolve our Economic and Operational recommendations, as
332 we prepare for the upcoming Specialist Capabilities deep-dives in June.

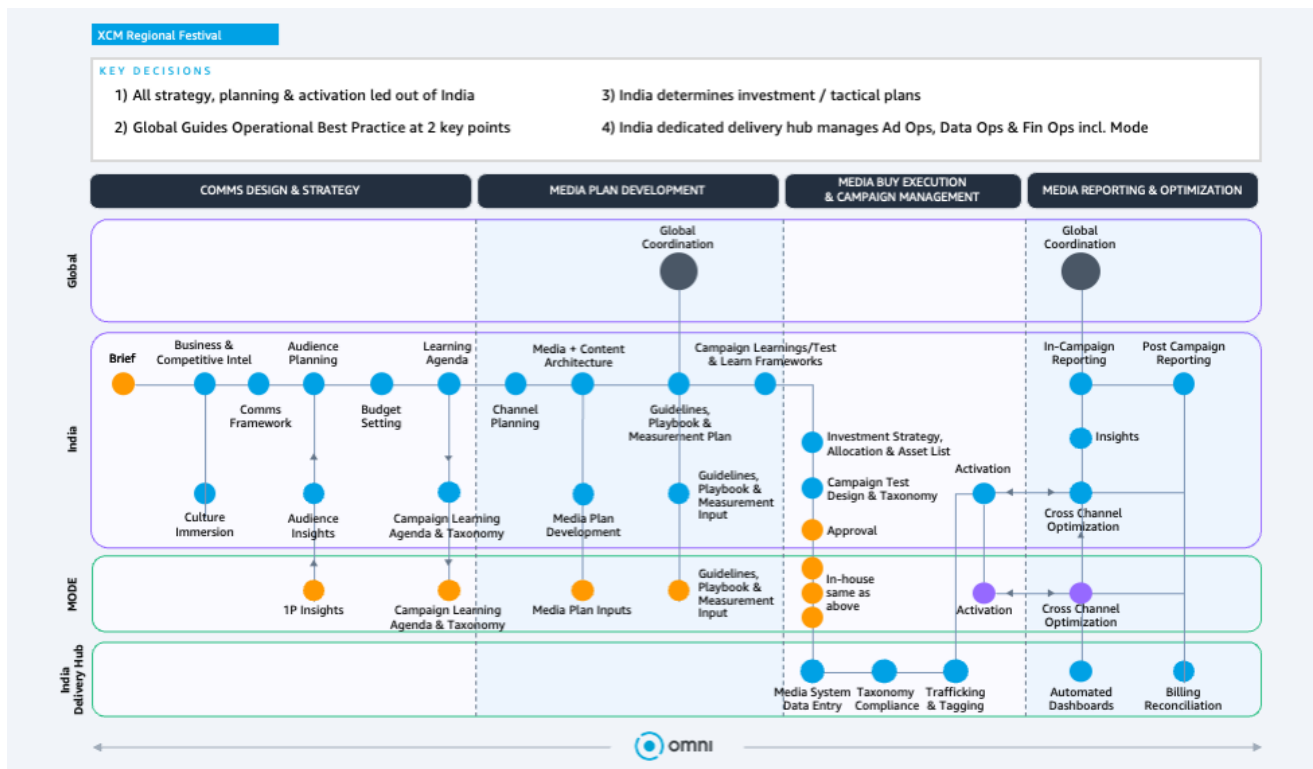333 **Appendix A: India Core & Support Structure**
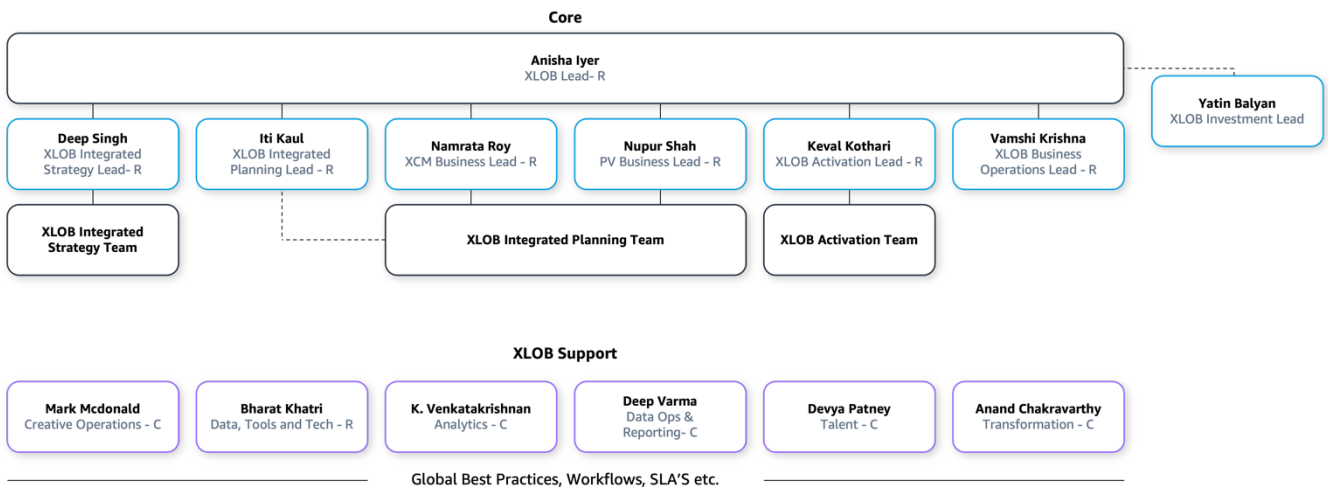
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335 **Appendix B: Line of Business Workflows**

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337

XCM Regional Festival

KEY DECISIONS

1) All strategy, planning & activation led out of India

2) Global Guides Operational Best Practice at 2 key points

3) India determines investment / tactical plans

4) India dedicated delivery hub manages Ad Ops, Data Ops & Fin Ops incl. Mode
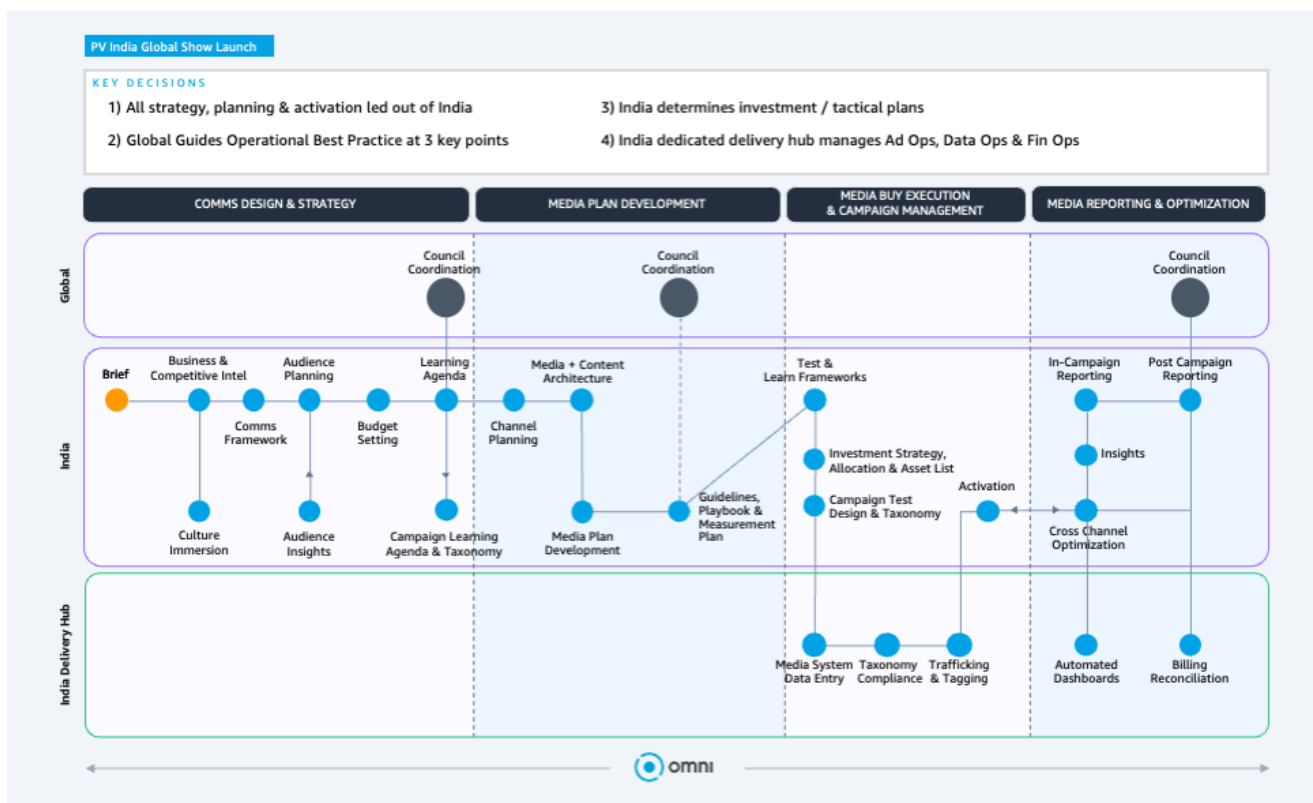
PV India Global Show Launch

KEY DECISIONS

1) All strategy, planning & activation led out of India

2) Global Guides Operational Best Practice at 3 key points

3) India determines investment / tactical plans

4) India dedicated delivery hub manages Ad Ops, Data Ops & Fin Ops

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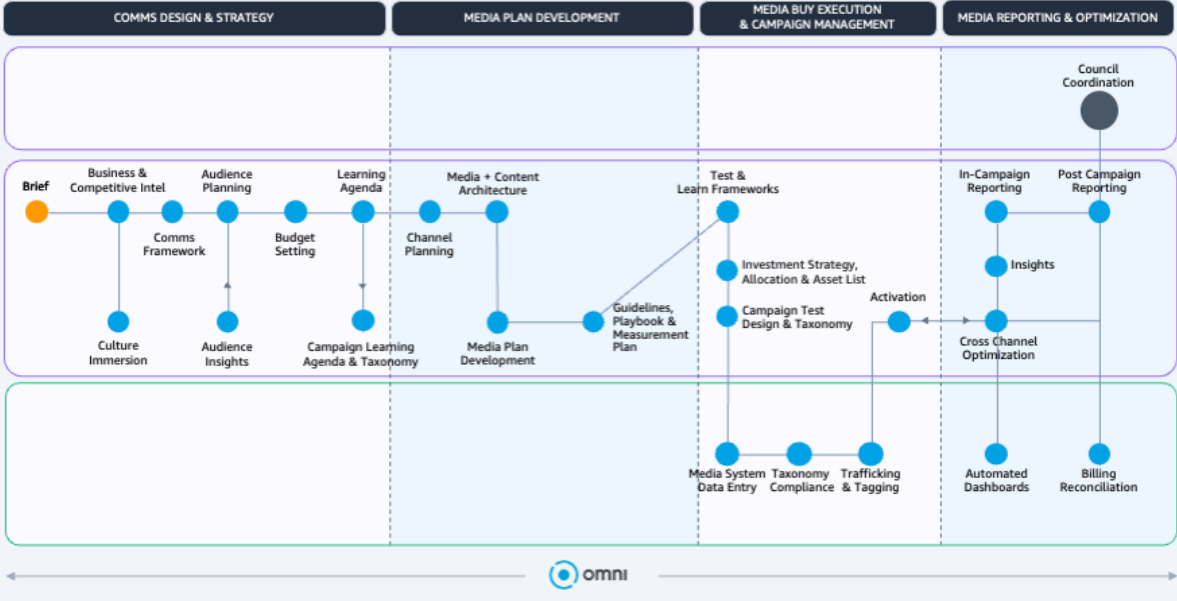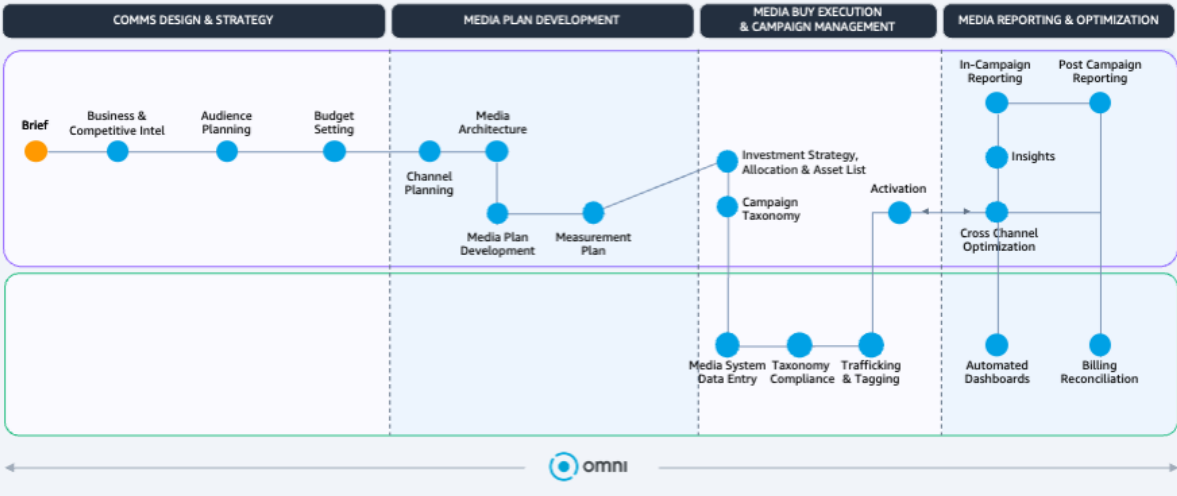
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343

344 **Appendix C: SOW Task Automation**

345 Omnicom has identified 60% of the 154 tasks provided in the 'B1 - Scope of Work' with the opportunity for automation feature
346 implementation 1) specific SOW categories prioritized for automation; 2) the individual tasks to be automated (based on SOW
347 descriptions).

Tasks for Automation

Tasks for Automation

Audience Data Strategy

Build and update audience strategy and cross channel audience planning using relevant tools / data sources
Build, activation and optimization of 2nd and 3rd party data segments for delivery
Define content and technical requirements to support each tactic. Includes sequential messaging, dynamic content, etc.
Identify existing and new potential 2nd & 3rd party data segments
Mapping audience data to a specific tactic. Define data, dictate which tactic it will be used for, and distribute to platform

Audience Planning

Analyzes Audience reach across the portfolio plan and ability to feedback to the business on under-served audiences to inform future content slate/ marketing title selection.
Appropriately conduct and/or contribute to any new research required (e.g. ethnographic studies) and analyse any relevant data sources to gain insights (e.g. from syndicated data such as TGI, Data monitor, WARC, ComScore, MRI, Nielsen and Agency proprietary consumer learning).
Augment & enrich Client audience data with 2nd & 3rd party data
Define audiences' behaviors and consumption for all relevant touchpoints, including technology, networks, media, experiences, and transactions, including cultural nuance
Surface audience insights that can be useful in the marketing creative process.
Synthesize audience information to provide understanding of current and emerging behaviors and attitudes towards brand
Translate Client segments into actionable/addressable audiences

Audit Support

Coordinate with Client auditor for provision of media performance data and audit requirements.
Provide data for all in scope channels in accordance to auditor timeline.
QA media data for completeness and accuracy prior to it being issued to Client auditor. QA will include determining whether all buys from the system have been captured, and a review as to whether bottom line spend, GRPs, impression and units match Client's own post-buy analyses;

Automated Dashboards

Build in performance benchmarks to analyze current performance against past performance or industry standards.
Create and maintain dashboards for all paid media channels in accordance with DTT appendix
Ensure all data is fed into campaign reporting dashboard in a timely manner across all channels, partners, and placements to help facilitate real time view and reporting of campaign activity
Provide investment visibility and transparency across lines of business, across media channels and across media outlets

Business, Marketplace & Competitor   Intelligence

Appropriately conduct and/or contribute to any new research required (e.g., market studies) and analyze any relevant data sources
Collate and synthesize data to develop insights that can be leveraged through the communications process, sharing local insights with regional & global teams to inform strategies where relevant.
Competitor analysis: Including (but not limited to) relevant content/assets, share of spend (media), and share of mind (customer) which include implications and opportunity areas for Client
Media Landscape Analysis: Review of media marketplace to identify business-relevant trends and opportunities

Cross-Country/Cross-LOB Governance/Standards and Learnings

Establish mechanisms that ensures consistent quality and SLA in planning, buying and execution
Implement uniform templates for media briefs, media flowcharts, added-value briefs, integration briefs and documents related to tasks that occur in multiple countries
Implements automated tooling to create timely consolidation/coordination for regional/global reporting
Regular and proactive review of process to ensure adherance to standards and identify opportunities for improvement.
Where possible, Hub teams take responsibility over channels that scale with minimal effort from locales. Clear RACI between Hub and Locales

Data Delivery

Provide audit and media mix modeling data requested by auditor and Client
Use data & technology to manage media investments and provide visibility, transparency, and access across all investment placements.

Financial & Commercial Management

Follow and deliver in line with invoicing & financial reporting routines indicated by Client and as specified in the MSA. Accountability at highest level.

Holistic Communications Planning

Advise on Content strategy including platform best practices
Provide portfolio view of plans to inform/manage total customer experience
Synthesize marketplace, syndicated, and media owner data into actionable strategies and plans

In-Campaign Reporting & Optimization

Monitor and report on key hygiene factors (e.g. time of day, viewability, geo-compliance, audience verification).
Provide ongoing reporting on live campaigns to ensure the active monitoring of delivery, pacing, and optimization of media and creative performance against agreed KPIs.
Showcase the application of historic learnings, consumer & market insights to drive continuous improvement and ROI.
Use data & technology to help manage media investments and provide visibility and transparency across all investment placements.

348

Tasks for Automation

Tasks for Automation

Innovation/Learning Agenda

Review and adopt target benchmarks, ensure governance process

Investment/Trading Strategy & Implementation

Actively monitor delivery and optimize performance against KPIs and hygiene factors (e.g. time of day, viewability, geo-compliance, audience verification, ad placement).

Ensure a Buy Authorization form is approved by Client

Execute clearance, coding, and monitoring of media instructions, including auditing placed advertisements, verifying insertions, affidavits, and positioning quality, securing appropriate make goods and audience deficiency units, and providing quarterly media post-buy reporting

Maintains detailed list of assets including specs requested by media vendors required for implementation (aka production plans) with high attention to detail and consistency. Follows up consistently on delivery and works collaboratively with creative agencies to deliver best in class and fit for channel creative.

Provide detailed buy summaries

Support accurate billing/invoicing in accordance with Client defined finance process with a single agency POC

Media Architecture& Strategy

Construct media strategy detailing business and marketing objectives, audience, communication objectives, role of touchpoints and channel recommendation.

Ensure Local & cultural insights, requirements and peculiarities are identified and incorporated

Provide rationale for channel selection, showing how each should be prioritised customized by Region/Locale

Support Client with relevant inputs for the briefing document including marketplace insights, competitor insights, consumer insights.

Media Plan / Budget Management

Create a single source of truth for all media plan and budget data, managed in an automated system. System will be aligned with Client and Client may "own" the contract. Additional detail can be found in the DTT Appendix.

Deliver accurate flowcharts & budget tracking by line of business

Ensure timely provision of all plans for Client approval and secure approval in advance of booking deadlines.

Monthly billing allocation schedules by line of business, matching to all channel invoices.

Update source of truth for all media plan and budget data, managed in an automated system. System will be aligned with Client and Client may "own" the contract. Additional detail can be found in the DTT Appendix.

Media Planning

Develop and update comprehensive media guidelines and playbooks to serve as a reference for teams, ensuring consistency and compliance across campaigns

Develop media plans for initiatives (e.g. big rocks, key launches, rollouts of new channels) including budget by channel as well as partner and tactic level recommendations and rationale

Leverage validated planning tools for efficient/automated creation of budget allocations, laydowns, etc.

Ongoing Client education regarding emerging media platforms and technologies as well as industry and category insights. Training sessions to cover media landscape, systems, planning, measurement, trading, advertising advancements, case studies.

Undertake revisions to such plans and schedules as and when necessary

Use consistent global templates, adhere to timeframes agreed with Client, and seek plan approval in accordance with the established process

Media Thought Leadership & Innovation

Co-develop and manage annual learning agenda. Share channel and industry updates to define future learning agendas.

Provide points of view--when requested--in relation to Client's key challenge areas, new offers/opportunities

Provide relevant, proactive and valuable media thought leadership, drawing on experience from the marketplace, peer/category advertisers.

Post-Campaign Reporting

Prepare and present post campaign analysis in agreed upon format and timeline to cover all paid media campaign activity; including a full understanding of campaign delivery, media and creative performance, execution and outcomes with specific recommendation and changes shared for future initiatives.

Project Management & Stakeholder Integration

Actively manage the Agency services, including people, resources, quality of services, deliverables, relationships and remuneration--accountability at the level of highest respective responsibility.

Ensure consistent oversight of information transfer between Agency and Client across LOBs and the across Agency network.

Hold regular QBRs to review learnings and campaign results, as well as update on media landscape and Agency innovations in an agreed upon format and content structure. Held no later than 90 days past end of the quarter. QBRs will be managed at the level of respective responsibility.

Oversee the Project Management & Stakeholder Integration across Global, Regional, and Local teams, consulting and escalating as needed.

Proactively manages key milestone meetings e.g. brief, plan, reporting meetings in client's diary according to process.

Provide consistent visibility across projects on a local, regional, or global basis based on which level is the client lead. Select initiatives may require roll-up from local to global based on priorities in the year

Provide Issue/Error escalation and resolution, cascading appropriate outcomes, actions, new processes across teams to insure the same error does not happen twice.

Provide regular status reports, timelines and delivery calendars, risk/issues reports, meeting agendas and notes and other documentation as requested. Contact reports should be sent within 24h and include action item ETAs, follows up on all action points

Regularly conduct agency & Client leadership team meetings to review status of relationship, delivery against agency / project / operational goals and address key issues across Agency network

Takes on active role in partnerships and collaborates in a positive manner with other external agency partners and LOBs and helps to coordinate projects to deliver the best cumulative outcome for Client. Includes collaboration with local agency partner in Japan on global standards, governance, DTT.

349

Tasks for Automation

Tasks for Automation

Tagging & Tracking

Adhere to the use of a Client approved taxonomy & applicable data governance laws.
Build, document, implement and continuously execute comprehensive digital QA processes
Develop relevant decision trees/logic related to Dynamic creative optimization
Ensure that all budget information is captured within the Ad-serving platforms for all markets to enable real-time budget reporting
Ensure that relevant tracking solutions are implemented across all markets (i.e., adserving, ad verification)
Monitor campaigns and troubleshoot with sites and ad-servers
Provide completed templates including technical specifications in agreed format in line with agreed timings, prior to campaign live dates
Regular auditing, compliance control, improvements and implementation of approved recommendations across the ad technology stack to deliver best in class performance.

Talent / Staff Management

Alert Client in sufficient time ahead of any key Agency team resource leaving and include action plan to ensure no negative impact.
Builds successful, high performing teams through hiring and development; robust resource management even through peak periods and creates mechanisms to ensure quality of work continues to be bar raising.
Implements rigorous, on-going, transparent talent development and training program to ensure up-to-date skills
Onboard new team members within a month of start date with clear roles and responsibilities .
Proactively involve Client in the selection process for any key personnel and senior Agency team hires.
Track and fill open positions within agreed timeframe. Propose, align, and maintain system for keeping Client apprised.

Tech & Tools Implementation

Project manage any new technical platform migration, managing the processes, RACI, accesses and rights and coordinating the project for all parties.
Regular internal agency audits of agency team adherence to tool usage, standards and taxonomy

Tech & Tools Thought Leadership

Provide regular updates, POVs, Guidance on new technology/data developments

Thought Leadership & Innovation

Monitor and track spending commitments with key JBPs, alerting Client when contractual obligations are in jeopardy
Provide relevant, proactive and valuable thought leadership, drawing on experience from the marketplace and peer advertisers.

Trafficking

Creation of a trafficking sheet to ensure consistent naming conventions are used for campaigns, that all formats are adhered to and that any mistakes are identified in advance to ensure the correct set-up of Digital media campaigns, resulting in accurate reporting.
Ensure Client's creative is properly tagged with industry standard commercial identifier codes prior to trafficking them to the appropriate media vendors
Execute trafficking all of Amazon's creative spots for media buys placed with Company, including providing traffic instructions and issue materials for all national and local television spots.
Linking of DSP, ad server & ad verification to enable adequate optimization and integrated reporting.
Updating of the Trafficking sheet as the campaign changes; placements are removed, optimized and added.

350

351 **Appendix D: Taxonomy and Governance Quality Checks**

352 The table below highlights the data taxonomy and governance checks we incorporate into our workflows.

INDIA:
Examples of Data Quality Checks We Incorporate

Category	Check	Description
Taxonomy	Planit Taxonomy	Checking All Planit Entries For Valid Naming Conventions
	DCM Taxonomy	Checking All DCM Activity For Valid Naming Conventions
	Social Taxonomy	Checking All Social Activity For Valid Naming Conventions
Planit Alignment	New Campaign Flag	Indicates A New Campaign Was Input Into Planit
	Planit Vs Data Streams Flag	Flags When A Campaign Found In Planit Cannot Be Matched To Any Campaigns We See Directly In Data Streams
	Campaign Starting In Next Two Weeks Flag	Flags When A Campaign Is Slated To Start Within 14 Days
	Campaign Ending In Next Two Weeks Flag	Flags When A Campaign Is Slated To Start Within 14 Days
	DCM And Planit Alignment	Flags When A Campaign Found In DCM Reporting Cannot Be Matched Directly To Any Campaigns In Plan-it
	Social And Planit Alignment	Flags When A Campaign Found In Social Reporting Cannot Be Matched Directly To Any Campaigns In Plan-it
Spend Compliance	Social Missing Spend	Flags Any Social Placements Without Any Spend Associated
	DCM Missing Spend	Flags Any DCM Placements Without Any Spend Associated
	Planit Budget	Flags Any Campaigns In Planit Without Any Spend Input
	Social Currency Indicator	Flags Any Placements Within Social Reporting That Do Not Have An Indication Of The Local Currency Used
	DCM Currency Indicator	Flags Any Placements Within DCM Reporting That Do Not Have An Indication Of The Local Currency Used
Digital Alignment	High CPM	Flags When The CPM For DCM Activity Is Coming Through High
	Ordered Units Exceeded	Flags When A Campaign In DCM Has Exceeded The Ordered Units
	Missing Accounts	Flags If We Do Not See An Account Linked For The Market For Any Of The Digital Platforms
	Double Verify Fraud Alerts	Flags When A Campaign Or Placement Has High Fraud
	Double Verify Viewability Thresholds	Flags When A Campaign Or Placement Has Low Viewability

353

354 **Appendix E: Media Pricing Commitment Delivery**

355 Omnicom's media pricing commitment delivery, resulting from open market competitive pitches / contractual renewal cycles is
356 validated on an on-going basis by third-party media consultants: Global luxury client 2022 (Year 1) delivered and validated by
357 MediaSense. Global Banking Group client 2022 (Year 3) delivered and validated by Ebiquity. Global Luxury Auto (1H of Year 1)
358 delivered and validated by Ebiquity. Longstanding Global CPG client (Year 12+) delivered and validated by PwC. Global CPG client
359 (Year 1) delivered and validated by PwC & Ebiquity. Global Apparel client (1H of Year 1) delivered and validated by ID Comms.
360 Longstanding Global CPG (Year 9) delivered and validated by ECI. Longstanding Global auto client, 'compliance audit' (Year 13+)
361 where InfoCubed, checked Omnicom delivery reports, and showed just 0.3pts variance vs claimed saving across $300MM+ of spend.

362 **Appendix E1: Media Value Offer Proofpoints**

| Client	# of years	Year 1 Savings			Auditor	Value Levers
		Hard Savings	Client Inflation	Total Savings (Hard savings + 100% Inflation Mitigation)		
Nivea	10	18%	9%	27%	Ebiquity	Additional TV GRPs, Premium TV positions, Sponsorships, TV sponsorship tags, Radio creative and sponsorship tags
VWG	9	22%	7%	29%	Ebiquity	Position/Size upgrade in Newspapers, Bonus space in newspapers, Bonus TV GRPs, Premium TV spot positions, TV Sponsorship tags, Non FCT TV assets, Radio creatives and sponsorship tags, Additional sites or # of days in OOH, Bonus impressions in digital
Acko	3	24%	11%	35%	Client internal team	Premium TV spot positions, Non FCT TV assets, Bonus impressions on YT and OTT Roadblocks, Bonus space in Newspapers, Amplifying with RJs as influencers, Additional sites on OOH

363

364 **Appendix E2: Savings Lever Management Example**

Market		Lever	Description	OMG Regional	Marketing Central/ Regional Amazon	OMG Local	Marketing Local Amazon	Verification	Budget Perimeter	Budget Perimeter $s	Optimization Efficiency	Efficiency $a
[each country completes]		pre defined central list	• pre defined central description • local market will fill a template with local specifics	• to monitor • to alert Central mkg when necessary	• to improve Central/Regional processes • Support local process • to manage when local issue identified	• to recommend • to implement • to report to OMG Central & escalate when necessary	to improve discipline	to demonstrate the efficiency gained	Estimated spend types that can be optimized	Estimated spend that can be optimized	estimated % of budget optimized	Estimated USD optimization gain for Amazon (assuming all levers addressable)
										$85,000,000	**7.8%**	**$6,615,000**
Optimised Budget Management	1	Budget Stability	Would there be productivity improvements if budgets only changed during the year due to extreme circumstances?	Track budget	Protect media budgets whereever possible	OMG to recommend optimal approval/ negotiation strategy and track / report against guideline	Give Agency longest horizon budget approval and "fix"	Via productivity / exception reports to client	TV	$1,000,000	5.0%	$50,000
	2	Optimized % of budget committed vs. planned	Do you only commit a certain % of planned budget due to fluctuations over the year?					Via productivity / exception reports to client	OOH	$500,000	3.0%	$15,000
	3	Annual deals/ firm commitments with key Ad Sales Houses (ASH)	Are there commitments with more ASH than currently which would bring significant savings? Are annual deals not relevant/recommended for any media type in your market & why?	N/A - Local optimisation	Support local Marketing where relevant		Agree target ASH and support	Via productivity / exception reports to client	Print	$250,000	7.0%	$17,500
	4	Ad hoc short-term budget facility	Would there be productivity improvements if you had a short-term flexible pot of budget that's not committed?				Agree set-aside budgets & support appropriate processes	Via productivity / exception reports to client	TV	$1,000,000	5.0%	$50,000
	5	Cost effective packages to be reserved early in the year	Packages or media types for certain weeks/months that require securing at the beginning of a year (not same as annual deals)	Track budget approval timetable	Ensure maximum Budget visibility (anticipate as much as additional budget allocation) and support optimal process	Agency to set optimal timetable	Work to Agency deadlines	Via productivity / exception reports to client	Digital	$500,000	5.0%	$25,000
	6	Long Term Budget Approval dates	Are approval dates optimized?					Via productivity / exception reports to client	TV	$1,000,000	2.5%	$25,000
	7	Potential longer term deals with key ASH	Is there the opportunity for multi-year deals, if Amazon committed to signing off?	N/A - Local optimisation	Support local agreements	OMG to recommend where relevant	Support and engage	Via productivity / exception reports to client	Offline	$1,750,000	5.0%	$87,500
	8	Optimized Amazon budget synergy	Would there be further productivity improvements if you could further align budgets across all brands?	Support local Alignment meetings	Support local Alignment meetings	Agency to facilitate cross Brand budget meetings	Initiate / Attend and support	Via productivity / exception reports to client	TV	$1,000,000	5.0%	$50,000
Improved Planning Discipline	9	Best Channel / Media mix for Campaign	Given the Campaign Objectives, are the most cost efficient routes are employed? Are KPI's aligned - Planning, buying & reporting (productivity)? If not, why and how could that improve productivity?	Planning guidelines to give appropriate flexibility to Local optimisation	• Guarantee local flexibility in regional guidelines adaptation • Ensure that creative are developed under different formats for cherry picking	• OMG to recommend & outline com/prod advantages (local creatives) • OMG to alert on cost impact of special requests	Support and engage to ensure alignment	Via productivity / exception reports to client	TV, OOH, Print	$1,750,000	5.0%	$87,500
	13	Optimised use of seasonality	Effect of seasonality in TV is a key driver of efficiency and optimisation, can campaigns start or end later to take advantage	N/A - Local optimisation				Via productivity / exception reports to client	TV	$1,000,000	22.0%	$220,000
	14	Effective creative formats	Wherever possible, the most effective format is employed, to drive cost efficiency	Align planning guidelines with required flexibility Recommend & outline com/prod advantages of central creatives		OMG to pick up optimal formats for local market		Via productivity / exception reports to client	All media (5.73% of total budget)	$2,500,000	6.0%	$150,000

365

Category	#	Item	Description			OMG to advise	Support & engage	Reporting	Media	Budget	%	Value
Improved Marketing Discipline	15	Conform to Approval Deadlines	Or would even early approvals improve productivity in some cases?	Alert Central Marketing	• Support process & local role responsibilities (hub implementation) • Ensure streamlined creative delivery process	OMG to advise, with trade-off or risks attached if do not comply and to escalate if issue	• Support & engage to ensure alignment • Alert Central Marketing if too late material delivery	Via productivity / exception reports to client	TV	$1,000,000	6.0%	$60,000
	16	Minimise Movement of Campaigns	No changes to campaigns passed booking deadline?			OMG to advise of cost / value impact of Campaign Movement and escalate if issue			Offline	$1,750,000	5.0%	$87,500
Technical Optimisation	17	TV - Daypart Optimisation	Is there opportunity to optimise TV daypart usage for the 3 year contract term, whilst not to the detriment on reach on same budget	To notify Amazon where market nominates Technical Optimisation	-	-	-	Via productivity / exception reports to client	TV	$1,000,000	3.0%	$30,000
Investment Products	18	OMnet	Is there opportunity for OMnet to drive additional discount	Alert central Marketing if issue with local acceptance and opt-in	Support acceptance where needed / remind of central MSA opt-in / Client Buying Guidelines requirement	-	-	Line by line reporting showing saving vs agency rate	5.88%	$5,000,000	5.0%	$250,000
	19	OMG Outcomes	Is there opportunity for OMG Outcomes (guaranteed cost per X)			-	-	Comparison vs client/agency agreed benchmarks	3.53%	$3,000,000	10.0%	$300,000
	20	OMG Marketplaces for Programmatic	Is there opportunity for OMG Marketplaces (OMG SSP) on Programmatic	Alert central Marketing if issue with local acceptance		-	-	Comparison vs campaigns run without OMG SSP	1.76%	$1,500,000	10.0%	-
Digital Standards	21	Optimisation of digital quality metrics	Improving viewability, decreasing ad fraud and ensuring in geo brand safe impressions	Local optimisation	Support local marketing where relevant	OMG to recommend optimisation opportunites and alert on cost impact	Support, engage and align	Via productivity / exception reports to client	25% of Digital Budget	$125,000	20%	$25,000
Programmatic enablement	22	Mitigation of Intermediary Costs	Are there any advantages/optimisations which can be leveraged from Omnicom's strategic co-development relationships with media and platform partners?	Support local market adoption	-	OMG to recommend optimisation opportunites and alert on cost impact	Support, engage and align	Comparison vs standard ways of working plans/non optimised campaigns	Digital	$500,000	5%	$25,000
Supply path optimization / tech cost reduction	23	Mitigation of Intermediary Costs	Reduction in intermediary costs through global SSP agreements, price caps and post-auction price reductions	Negotiate and communicate global SSP agreements to local teams	-	OMG to recommend optimisation opportunites and alert on cost impact	Support, engage and align	Tracking and reporting of Supply Path Optimisation	Digital	$500,000	2%	$10,000
Partner added value	24	Commercial and Strategic benefits	Additional value which can be negotiated based on strong working relationships with vendors	Support local markets with Global partners	-	OMG to recommend optimisation opportunites and alert on cost impact	Support, engage and align	Via added value/ productivity reporting	Digital	$500,000	10%	$50,000
Other Value line items	25	Research, Training, Studies, etc (assumes all bonus impressions/free space is already included in Client Pricing)	This would extend beyond research/training but would reflect all additional value (bonus weight, waived fees, etc). OMG would monitor is throught the year. Our offer reflects 5% of total spend,	-	-	-	-	-	-	-	-	$5,000,000

366

367 **Appendix E3: World Federation of Advertisers Report**

368 The below demonstrates Omnicom's accuracy relating to market price movements. Our media inflation estimates are consistently

369 close the average of all contributors to this exercise including Agency Hold Cos and Media Auditors/consultants.
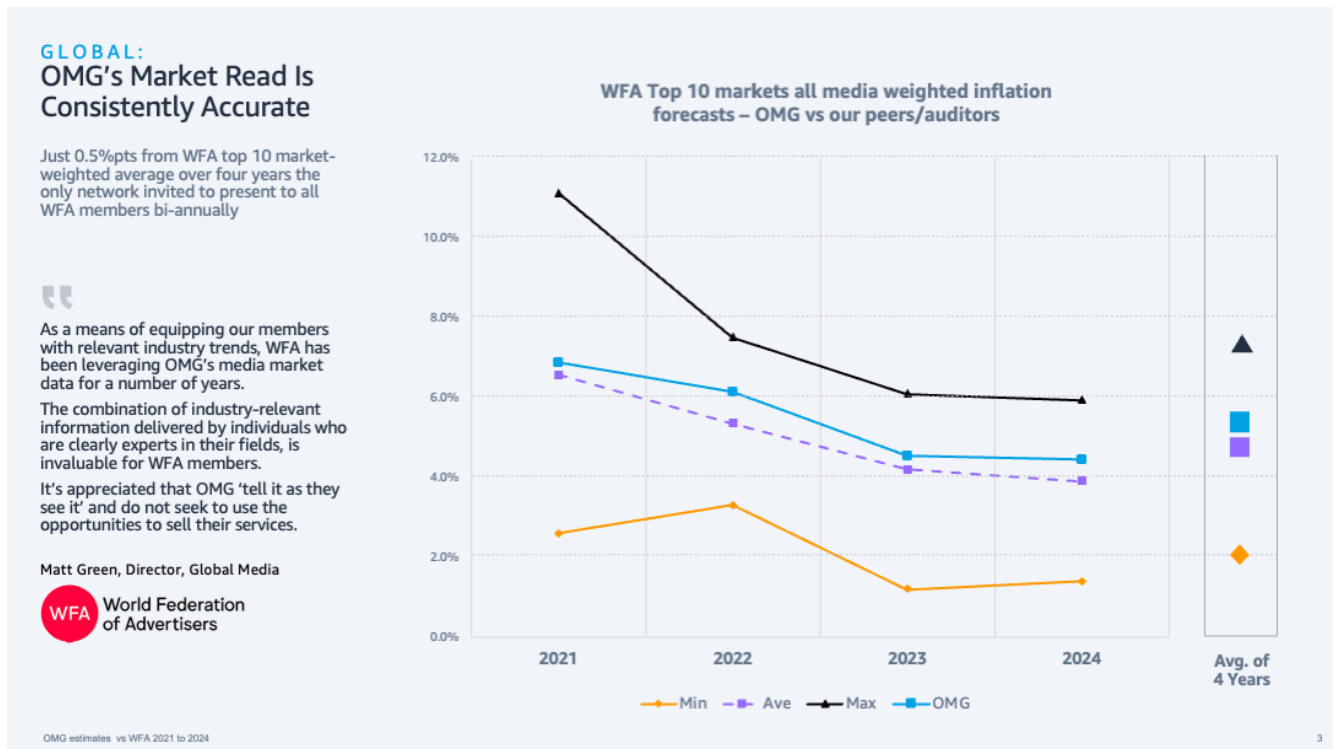
370

371 **Appendix F: Measurement and Optimization Evolution**

372 The table below highlights how each of our optimization deliverable can be enriched with incremental information from Amazon

373 (shared in privacy compliant manner).

INDIA:
Optimization Evolution Framework: Evolving Beyond Good by Enriching our Omni Process with Information from Amazon

	Good (No Information from Amazon)	Better (Good + Limited Information from Amazon)	Best (Better + Ideal Data Sharing from Amazon)
MMM and Agile MMM	Agile MMM developed independent of MMM using Proxy KPIs and Credit Card Sales Data (varies based on LOB)	Indexed ROI or media attributed contribution from MMM for upper/mid funnel media to inform Agile MMM via priors	Amazon shares indexed attributed media contribution across all media touchpoints to control for as much media as possible with Agile MMM
Cleanrooms, MTA, and TV Content	Leveraging AMC, ADH, and AA with natively available data plus data signals from Omni such as credit card data, and streaming / linear video (pending fee approval)	Enabling Amazon performance media data in AMC to enable a more holistic view of the consumer journey to improve attribution against mid/upper funnel touchpoints	Enabling Amazon 1P data within AMC for each LOB (sales, subscriptions, viewership, brand survey if applicable at an ID level)
Performance Reporting	Performance reporting leveraging OMG purchased media with alignment on requirements (use cases and dashboard views)	Sharing of Amazon campaign performance data (prioritize upper/mid funnel) to support full-funnel optimization and cross channel insights	Sharing of Amazon Brand and Sales Lift studies and integrating full funnel test and learn strategies. Sharing lower funnel performance data to analyze how upper funnel impacts lower funnel conversion
Real-time Optimization	OMG optimizes OMG managed media via custom bidding, supply path, and workflow	Amazon provisions access to Amazon owned seats to enable OMG to implement optimization algos across social and programmatic	Amazon to partner on incrementality testing via Brand Lift, Sales Lift

Best / *Better* / *Good*

374