

1 Regional Economic & Operational Capabilities Narrative – EU & MENA

2 Purpose

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

5 Background

6 Over the past 2 months, as part of the Global Operating Model and Regional Chemistry & Credentials meetings, Omnicom gained specific
7 understanding of the unique requirements of Amazon’s LOBs, regional organization, and opportunities for shared capabilities that benefit
8 all Amazon (“One Amazon”). Our learnings, along with MediaSense feedback, inform our responses to your questions in this document.

9 Operational Structure

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

13 In the structure descriptions below, R refers to Retained and C refers to Commission, denoting the commercial model supporting that
14 function or resource. EU & MENA’s proposed structures are as follows:

15 **EU XCM:** Omnicom’s EU XCM Team operates as a connected regional organization led by the EU XCM Lead based in Germany. Our
16 structure will be enabled by: **1) EU Business Operations**, led by Chris Cox (R) who will govern adherence to SLAs and serve the countries
17 through shared learnings and best practices, measurement frameworks, taxonomy tools and automation capabilities; **2) A Network**
18 **Strategy Team** will ensure local insights and marketplace nuances inform XCM’s Regional Strategy; **3) In-Country Media Plan**, produced
19 by Strategy Leads in T1 countries (UK, DE, ES, FR, IT, NL) & Planning leads in T2 countries (SE, PL, AT, BE, IE, PT) who understand the local
20 landscape, and are supported by local planning teams (C), assigned by big rock; **4) Campaign Delivery & Activation** is managed by in-
21 country practitioners (C) for offline media, custom publisher partnerships and local digital reservation buys, while all biddable digital buys
22 on global platforms (e.g. Meta, Programmatic) are managed in the Digital Activation Hub in London. All Digital Teams are supported by an
23 EU XCM Delivery Hub Team (C) in India, providing excellence in digital media operations, trafficking, and data operations with 24/7
24 ‘follow-the-sun’ coverage. German-based EU XCM Digital Lead Tobias Schichtel (R) will oversee all Digital Activation locally & within the
25 hub; **5) Media Operations Leads** (R) in Germany and London serve as a conduit between XCM teams and their respective Delivery Hub
26 Team in India, providing governance and ensuring the highest levels of responsiveness; **6) Regional Reporting & Dashboarding** is led by
27 Elektra Brandt-Schuster (R) and provides custom reporting visualizations and on-demand dashboards for visibility of media investments
28 and campaign performance. This team is supported by a Data Operations function within the dedicated EU XCM Delivery Hub to manage
29 data ingestion, data processing, and quality assurance at the highest standards of taxonomy compliance (+99% accuracy).

30 **EU PV:** As EU PV campaigns are briefed regionally, including local titles, our structure operates as a regionally connected, locally
31 distributed team, designed to deliver immersive customer experiences while operating with speed and agility given your dynamic SLA
32 requirements. Stuart Morris (R) is the EU PV Lead ensuring efficient management of multiple concurrent campaign deliverables. The EU
33 PV structure is enabled by: **1) EU Business Operations**, led by Phoebe Prescott (R), partners with the Global Business Operations function
34 to provide best practices and govern 100% adherence to PV SLAs; **2) Network Strategy & Planning** is overseen by the EU Strategy Lead
35 Carly Whiteford (R) and is responsible for the creation and distribution of regional strategic playbooks to scale best practice and
36 innovation, while providing in-country strategy leadership and support when necessary. Countries with budgets over \$20M will have
37 dedicated Business and Strategy Leads that the EU Strategy Lead will support through consistency in approach, access to tools, and test-
38 and-learn guidelines. The EU Strategy Lead will work closely with the Planning teams on strategic input and output for those countries
39 with budgets under \$20M; **3) Campaign Delivery & Activation** sits locally for offline media, local digital reservation buys and any local
40 custom integrations. All biddable digital activation on global platforms (Google/YouTube and Meta, as examples) is centralized via a
41 London-based Digital Hub led by Tom Curtain (R). Given the quick turnaround needs of PV, digital teams will be supported by a dedicated
42 team within the Delivery Hub (C) operating 24/7 to ensure the highest standards of media operations, ad trafficking, and ad operations;
43 **4) Creative Operations** (R) manages detailed asset lists and production plans with high attention to detail and consistency, ensuring
44 speed to market and quality assurance for creative deployment; **5) Media Operations** (R) function serves as a conduit between PV teams
45 and their respective Delivery Hub Team, optimizing efficiency and responsiveness through the media operations process for speed and
46 agility; **6) Regional Reporting & Dashboarding** is led by Tez Baydu (R), who provides reporting visualizations and on-demand dashboards
47 tailored to PV’s specific requirements (e.g. performance at the individual creative level).

48 **EU RMI:** The RMI EU structure embeds talent with experience in building and maintaining positive brand perception across specialized
49 audiences, with audience insight and analytics capability for continuous testing and learning. The RMI structure is led by Global Business
50 Lead Danielle Atanda (US), supported in EU by: **1) EU Strategy & Planning**, led by Richard Evans (R) who will define regional best practice,
51 such as the EU RMI audience segmentation approach; **2) Global Business Operations**, led by Ingrid Perez Segarra (R), codifies the test and
52 learn framework and democratizes best practices; **3) Network Planning & Analytics (C)** is installed in each locale (BE, FR, DE, UK) to
53 ensure local nuances and audience understanding; **4) Campaign Delivery & Activation** sits locally for digital direct and custom publisher
54 partnerships, while biddable media activation (e.g. Meta, LinkedIn) is serviced through the Digital Activation Hub (C) in London. EU RMI
55 Digital Teams are supported by the regionally dedicated Delivery Hub (C), which delivers excellence across media, data, and ad ops such
56 as trafficking and tagging; **5) Regional Reporting & Dashboarding** is led by Khilan Khatau (R) and provides reporting visualizations and on-
57 demand dashboards to meet RMI’s specific needs, including holistic campaign views across paid, owned, earned touchpoints.

58 **MENAT XCM:** Omnicom’s MENA and Turkey XCM Team is led by Hossam Sherif (R) based in Dubai, working in close partnership with
59 Istanbul-based Imge Kum Civelek (R), the Turkey Business Lead. The MENAT XCM structure is supported by: **1) Business Operations**
60 **Leadership** that serves KSA, UAE, Egypt and Turkey with shared learnings and best practices across countries, including aligning structure
61 and processes, guidelines pertaining to SLAs, measurement frameworks, and taxonomy tools and automation; **2) Regional Strategy &**
62 **Planning** is led by Roxanne Gahol (R) who is supported by a dedicated Strategy Lead (R) in Turkey and Media Planning Leads (C) in each
63 country to address local cultural and consumer nuances; **3) Campaign Delivery & Activation** sits locally in Turkey in Egypt due to tax
64 implications. In KSA and UAE, offline media and local digital reservation buys are managed in country, while all biddable digital buying
65 (Google/YouTube, Meta, as examples) is serviced through a Lebanon-based Digital Activation Hub led by Regional Digital Lead Terry Mo
66 (R), and in Turkey by Öykü Elitez (R). All Digital Teams are supported by the regionally dedicated Delivery Hub (C) operating 24/7 and
67 ensuring excellence across tagging, trafficking, and data operations. The MENAT Regional Investment Lead, Gabriel Salame (R) leads
68 partner negotiations and is accountable for tracking and managing Media Efficiency and Value commitments; **4) Regional Reporting &**
69 **Dashboarding** Team develops custom reporting visualizations and on-demand dashboards to meet XCM’s requirements. In the MENA
70 Chemistry & Credentials Meeting, we learned of the potential for PV to launch in MENA. In this scenario, the Regional Business Lead,
71 Digital Lead, and Investment Lead will operate across XCM and PV to drive scale, standardization, and efficiencies. Other roles outlined
72 within the XCM structure will be replicated for PV and have been submitted within our initial commercial response on 19th April.

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

77 Retained resources are key regional and local roles that provide support across the entire Amazon business, as well as support dedicated
78 to each LOB, including key senior resources in account leadership, strategy, operations, and channel-specific specialists. Functions are
79 retained as they are critical to delivering SLAs & scoped deliverables, but not contingent on spend volumes. Day to day local planning,
80 investment, operations, and activation resources will be remunerated via a flat planning and buying commission, allowing resource to
81 scale in concert with your spending volume. EU and MENAT countries will have tiered commission rates based on local investment levels.
82 Additionally, all LOBs will have access to regionally dedicated teams within the Delivery Hub, a distributed workforce model providing
83 excellence in media operations, including tagging, trafficking, and data operations (such as taxonomy implementation). This team will be
84 remunerated via a local market commission of 0.25% that is applied to all spend.

85 We stand by our commitments across all facets of our relationship and recommend consistent performance-based remuneration (PBR)
86 across all Amazon LOBs that links our success to yours. For this reason, no profit is in our base fee. Our proposed PBR is based on a 15%
87 Malus and equal 15% Bonus opportunity in Year 1, 20% in Year 2 and 25% in Year 3. We believe the best PBR schemes are built with client
88 input and collaboration. We would like to discuss further with Amazon the specific KPIs to prioritize when envisioning collective success.

89 **Regional Infrastructure & Scope**

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

91 A customized workflow for each country/region/LOB will be embedded into Omni and made accessible to all team members across EU &
92 MENA. This workflow creates accountability across global, regional, and country teams, and provides a clear RACI to create operational
93 efficiency and avoid duplication of work. Team members have visibility within the workflow to Amazon’s unique SLA requirements for
94 each LOB. Housing the workflow in Omni provides democratized access and connectivity into workflow steps, applications, dashboards,
95 and tools. End-to-end workflows for each LOB are in **Appendix A: Line of Business Workflows**. The workflows are adapted based on your
96 SOW and aligned to Omnicom best practices, organized across the end-to-end process: 1) Comms Design & Strategy; 2) Media Plan
97 Development; 3) Media Buy Execution and Campaign Management; and 4) Media Reporting and Optimization. We will demonstrate our
98 processes, and workflow management toolset during the May 22nd meeting.

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

100 The customized Omni workflows are integrated with Smartsheet, connected to Amazon’s project and workflow management system via
101 API, to ensure compliance across each step based on SLAs for each LOB. The Business Operations function is responsible for integrating
102 the different SLAs into workflows, governing end-to-end media processes, and sharing best practices. Business Operations will ensure SLA
103 adherence in addition to a monitoring and feedback loop to track performance against SLAs and respective Resource Capacity, with
104 reporting utilities (Lines: 133, 141). As workflow and SLA optimization opportunities arise, Business Operations will apply automation
105 solutions and share best practices to improve SLA performance across LOBs iteratively, ensuring continuous improvement, and
106 incorporating new technologies as they become available (e.g. AI led technologies being embedded in many platforms).

107 **EU Case Study Example – Workflow Enhancement and Automation for Beiersdorf:** Omnicom works with Beiersdorf across 65 countries,
108 delivering 500+ campaigns per quarter. We committed to an “efficiency first” approach so we could deliver at the pace expected, with a
109 lean team, and a consistent process across all countries. We built a streamlined mechanism to receive and track briefs, aligned to a
110 standardized media plan template with automation, minimizing low value work for teams delivering the plans. In addition to these
111 mechanisms, we have designated roles with responsibility for ensuring future-focused thinking and innovation is developed, fueling
112 continuous improvement in media planning, platform innovation and the application of data. This enhances interoperability and ensures
113 that teams across countries can always work within a familiar context, saving time and effort. A central Operations function brings

114 together a range of specialists to oversee development and maintenance, allowing for continuous innovation across the process. This
115 process has saved more than 15% of time and is expected to grow as the mechanism matures and we advance the product roadmap.

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

118 It is through: 1) Delivery Hubs & Automation; 2) Resource Management Optimization; and 3) Best Practice Library & Compliance
119 Dashboards that will deliver day-to-day tactical implementation while withstanding quick adaptations without sacrificing innovation.

120 **Delivery Hubs and Automation:** Regional Delivery Hubs dedicated to each LOB provide excellence in operations, including media
121 operations, trafficking, and data operations. This capability streamlines routine implementation tasks, increasing local capacity for
122 strategic and innovative tasks. For Volkswagen Group, investment and activation team capacity increased by 30% through streamlining
123 routine and repeatable digital operations tasks through a Delivery Hub. This time was redirected toward strategic optimization solutions,
124 resulting in a 29% more efficient cost per conversion. In addition to delivery hubs, Omnicom has proposed an automation roadmap,
125 identifying 60% of the 154 tasks provided in 'B1 - Scope of Work' with the opportunity for automation feature implementation. Of the
126 defined SOW categories: 1) Client Advice & Account Management, 63% of tasks; 2) Communications Design & Strategy, 68% of tasks; 3)
127 Media Plan Development, 53% of tasks; 4) Media Partner Management, 15% of tasks; 5) Media Buy Execution & Campaign Management,
128 60% of tasks; 6) Media Reporting, 82% of tasks; and 7) Operations, 74% of tasks (See **Appendix B: SOW Task Automation**). We will
129 collaborate with Amazon to fine-tune the global roadmap, and adapt for nuance of each region/country starting with a thorough audit of
130 current state, reviewing essential requirements and contingencies gathered from Amazon during our transition and onboarding period: 1)
131 Media Naming Conventions/Classifications, Data Taxonomies, Data Governance Framework; 2) Media Systems & Ad Technology
132 Platforms; 3) Material Information & Templates (e.g. Media Plan Details, Plan Presentations, Flowcharts, Reporting, Financial Templates).

133 **Resource Management Optimization:** Omnicom has developed an employee database in Smartsheet, providing by-person detail for
134 every team member at Omnicom touching Amazon including: 1) Line of Business; 2) Team Structure (Global, Regional, Local); 3) Region;
135 4) Country; 5) Function; 6) Name; 7) Level; 8) Title; 9) Physical Location; 10) Fee Structure; 11) Allocation; 12) Reporting Line; 13)
136 Deliverables; 14) Tasks; 15) Hiring Status; and 16) Skillset. This database, managed by Omnicom's Business Operations function, will be
137 integrated during the transition period with Amazon-owned project and workflow management tooling via API. This will provide Amazon
138 and Omnicom LOB teams with timely, consistent, and comprehensive information on resource utilization, capacity, area of expertise, and
139 availability across projects. This enables resource calibration and project assignments based on employee skillsets/expertise and current
140 capacity, assigning available and skillset-aligned employees to tactical implementation roadblocks or proactive innovation workstreams.

141 **Best Practice Library & Compliance Dashboards:** We have developed applications within the Amazon Omni environment which are a
142 repository for best practices and case studies from across the Amazon network accessible to both Omnicom and Amazon teams. This
143 ensures access and adoption of best practices teams through Playbooks, Guidelines, and access to Amazon Academy training. To ensure
144 compliance, the LOB regional reporting leads will design compliance dashboards, automating data feeds for defined standards to provide
145 business leads with real time visibility of compliance scores and enable targeted intervention. For example, taxonomy compliance,
146 enabled by Taxonomy Governance tools, within Omni to confirm data precision and accuracy. Our Omni Governance suite goes beyond
147 reporting and will ensure digital media rules and best practices are automatically applied, minimizing activation errors. Working with
148 Mercedes-Benz we have maintained a more than 95% compliance rate over the last three years, using a combination of best-in-class
149 technology, but also a rigorous training against a standardized go live process, and an integrated structure that ensures responsibility is
150 clear across our central, regional, and country level teams. The process is delivered in a 2-day SLA, ensuring no delays in going live.

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

153 Our data operations ensure that Amazon and Omnicom have access to timely, accurate, and reliable data that can be used to answer
154 business decisions. Regional teams will focus on data operations (collection, integration, processing, and visualization) and will partner
155 with local analytics to design reporting dashboards for each of Amazon's primary personas – based on LOB-specific requirements and use
156 cases. Through user interviews and agile dashboard design, we ensure each user type has bespoke access. This could include a global
157 executive summary RMI dashboard, a PV German dashboard focusing on audience and creative optimizations, and an EU XCM dashboard
158 that focuses on digital optimizations. This extends to delivering views for in-campaign optimizations and strategic views to support post-
159 campaign & ad hoc analysis. For each LOB, local analytics, activation, and strategy will partner to deliver insights and optimizations.
160 Through Omni, the process is scalable globally and Amazon may have access to the suite of reporting tools. Omni includes automated
161 pipelines (150+ API connectors) and a strict governance system across 20+ different data quality checkpoints, including taxonomy
162 compliance, search anomalies, viewability, fraud, and planned spend alignment to achieve the most accurate data possible (**Appendix C:**
163 **Taxonomy and Governance Quality Checks**). Additionally, all performance dashboards can live within Amazon's environment.

164 **How will you consider local nuances and sensitivities when consolidating planning & buying requirements (e.g. at regional level)?**

165 To ensure local nuances are captured when consolidating planning and buying we will have planning and buying resources located in each
166 country. This will ensure regional strategies & multi-market buys are fully informed by local insights as media plans will be developed in
167 the country they activate in. This means media partner selection, local trading deals, booking deadlines, customer diversity and calendar
168 opportunities (e.g. Boxing Day) are considered during annual and campaign development. For example, in countries with a challenging
169 economy or limited availability of foreign currency (e.g. Egypt), we will work with local vendors who offer inventory in EGP through
170 Omnicom Egypt. For others like Meta who require payment in USD, we will utilize Omnicom UAE and coordinate with Amazon's taxation

171 policies. Digital activation for all LOBs will be centralized for global biddable platforms only, where consolidated buying is achievable
172 without compromising local nuance. Digital planning will remain local ensuring specific buying requirements (e.g. formats, audiences) are
173 captured within the plan that the digital hub executes, and all reservation digital buys (e.g. local vendors) will happen locally.

174 **How do you dial-up support for established countries effectively when required for Tier 2/3 countries without having to re-boot**
175 **teams/knowledge/systems?**

176 A customized workflow for each country/region/LOB will be embedded into Omni and made accessible to all team members, including
177 any additional country incorporated into a LOB. All new team members will have visibility within the workflow to historical insight, along
178 with Amazon's bespoke requirements for each LOB (e.g. process, structure, outputs across the workflow). Housing the workflow in Omni
179 provides democratized access, no matter the country, and connectivity into workflow steps, applications, dashboards, and tools. In
180 addition, the Amazon Training Academy will house dedicated learning pathways for onboarding new teams and countries. Dedicated
181 talent leads for each LOB will develop customized learning materials (e.g. PV New Title Launch Playbook), which will immerse new teams
182 into the ways of working for each LOB. The onboarding training will be organized into bespoke modules tailored to the needs of different
183 levels and discipline areas in the team, and completion will be tracked to ensure the 4-week onboarding SLA is met.

184 **Media Efficiency & Sustainable Commitments**

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

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

196 The GSIM is managed and governed by a Global Investment & Accountability function, which is led by a Global XLOB Investment Lead
197 (Mark Gallagher¹, with 30+ years of experience) and supported by: a) EMEA Investment Lead (Emily Humphrey); b) MENA Investment
198 Lead (Elie Bachaalani); and c) Global Value Management team (11 resources dedicated to Amazon; part of a 100+ resource global
199 accountability practice) which tracks and reports the delivery of agreed-to value targets using our proprietary, third party auditor-aligned
200 data collection and analysis tool called TrackIt. TrackIt supports quarterly and ad hoc reporting to Amazon stakeholders, and to Amazon's
201 chosen media auditor on a cadence to be agreed upon between Omnicom, Amazon, and auditor before the first month of service.

202 A key component of achieving media efficiency is providing meaningful commercial incentive for our teams servicing all countries and
203 LOBs to deliver on agreed-to value targets. Our proposed incentive for over delivering against media pricing commitments is up to 60% of
204 the total agency bonus in each year. Additionally, we fully ensure our submission with a commitment to make good any unlikely shortfall
205 in media value delivery in any country, in equal media value in the following year, up to the value of the entire annual base fee in that
206 country. Omnicom is confident in delivering the savings commitments given we've never missed a target globally when either defending
207 or pitching. This record of savings delivery is regularly validated by third-party audited 'stress tests.' John Wren, Omnicom's Chairman and
208 CEO, called this out to Wall Street analysts on the Q3 2023 earnings call, when questioned about our new business success: *"We have a
209 reputation of delivering on what we promised when we're pitching for business. And I dare say we have the best reputation in the industry
210 of delivering what we promise. And that has benefited us through this process"*. (**Appendix D: Media Pricing Commitment Delivery**).

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

212 Omnicom's EMEA media value offer (as per the templates provided 9th – 19th April) totals an estimated \$171M over 3 years (without
213 proprietary media) and upwards of \$200M (incl. a maximum number of proprietary media). Omnicom's approach to creating both
214 strategic and commercial value for clients is founded on the intelligent application of scale, where we expand our investment focus
215 beyond negotiating just price, to co-developing solutions that benefit both advertiser and vendor, making the solutions sustainable over
216 time. We create value rather than just extract it. We conduct bi-weekly calls with all our investment leads across EMEA, where country
217 updates and insights are shared, which in turn provide inspiration for how we can work with vendors to drive value for Omnicom clients.

218 Omnicom has identified 4 routes to Amazon value creation: a) Pricing savings & inflation mitigation; b) Programmatic enablement; c)
219 Supply path optimization / tech cost reduction; and d) Partner added value. The latter three unlock additional levers which are not
220 captured in the pricing template, and which represent ~\$10M-~\$28M in incremental value opportunity across EMEA over 3 years.

¹ Mark Gallagher leads Omnicom's partnership with the World Federation of Advertisers (WFA). Omnicom is the only agency network invited to share a detailed global media market analysis to WFA members. Matt Green, Director, WFA Global Media Services, says "Mark's session consistently achieves one of the highest feedback scores at WFA. We value the material and look forward to on-going collaboration with Omnicom." Omnicom will host a quarterly session for Amazon's global media leadership where we present this analysis, implications, and the accompanying report. (See **Appendix D2: World Federation of Advertisers Report**)

221 **Pricing Savings & Inflation Mitigation:** Based on our 1st round template submissions (9th to 19th April) Omnicom EMEA estimates \$171M
222 in media savings (without proprietary media) for Amazon over three years, with a 14% pricing advantage in Year 1. This savings projection
223 is based on intel analysis to estimate your prevailing rates, projected inflation, and spend across the 21 templated countries, due to
224 implementing our Savings Lever Management program (SLM). The SLM is effectively our ‘Day 1’ operating model for investment, being a
225 comprehensive audit of your go-to-market practices in each country, to surface opportunities to drive value and eliminate waste. The
226 audit would be initiated after award and completed within country approval / booking windows. **(Appendix D1: Savings Lever
227 Management Example)**. With proprietary media, these savings increase to \$200M over three years. Omnicom’s proprietary media
228 products present additional value opportunity to Amazon on a like-for-like inventory basis as well as on a guaranteed outcomes basis
229 (such as completed video views). Omnicom’s proprietary solutions operate at the highest standards of transparency, accountability, and
230 governance. For Amazon, proprietary inventory is considered and deployed only after a media plan has been created and approved. Once
231 approved, our Proprietary Media Team identifies available inventory that matches the exact specification and expectations of the already
232 completed and approved media plan. This specific process ensures Omnicom’s media plan and partner recommendations remain guided
233 only by Amazon’s specific campaign KPIs and business needs. In addition to this governance mechanism, Omnicom is open to a cap on
234 proprietary media spend should Amazon take comfort in this approach. Omnicom is also aligned to re-invest savings generated via
235 proprietary media into offsetting agency fees or supporting incremental scope initiatives requiring additional resources.

236 **Programmatic Enablement:** Amazon will benefit from Omnicom’s strategic co-development relationships with media and platform
237 partners, including Google and The Trade Desk, enabling the programmatic activation of reservation-based media. An example is our
238 unique partnership with Spotify which allows for programmatic activation of Podcast campaigns. Programmatic enablement will improve
239 Amazon’s targeting abilities for greater precision and accuracy to audiences (vs. demos or generic publisher provided segments), also
240 creating media efficiencies through impression-based optimization of reach, frequency, and key actions (such as video completes). This
241 strategy will provide Amazon with greater flexibility to enter and exit the market, limiting waste and allowing for more real-time response
242 to performance trends, especially important during peak promotions (XCM) and entertainment push periods (PV). Unique inventory deals
243 can be pushed directly to Amazon-owned DSP seats for in-house activation and extend beyond website-based display and video media
244 inventory. For example, our partnership with The Trade Desk provides Amazon with a data-driven, programmatic approach to buying and
245 optimizing Connected TV in relationship to Linear TV delivery, improving reach to audiences across screens and publishers.

246 **Supply Path Optimization (SPO) / Tech Cost Reduction:** As Amazon increases investment in programmatic media, intermediary costs
247 such as DSP and SSP, third-party verification and data fees can diminish working media budgets and campaign performance. In addition,
248 the potential to waste spending on low-quality media inventory, such as made for advertising websites (MFAs), also increases. Omnicom
249 will mitigate these intermediary costs for Amazon through global SSP agreements, price caps and post-auction price reductions, expecting
250 to save Amazon between 0.5-2.5% in programmatic costs. Our SPO strategy is also proven to deliver a far greater share of investment to
251 legitimate impressions, as evidenced by the recent ANA Programmatic Media Supply Chain Transparency study. It revealed only 36 cents
252 of every dollar that enters DSP reaches a consumer, with 29 cents going toward fees to ad-tech intermediaries, and 35 cents toward low-
253 quality media. Omnicom’s Global Investment & Accountability Function includes specialized resources responsible for the adoption,
254 deployment and tracking of Omnicom’s Supply Path Optimization standards, ensuring Amazon maximizes working media investments,
255 transparency and brand safety, and saves up to 35% of media cost. Omnicom’s standards, including our SSP Standardization Initiative, are
256 industry-leading and recognized by GARM, the ANA and MRC. **(See Appendix D3: Media Value Offer Proofpoints).**

257 **Partner Added Value:** As the marketplace continues to consolidate around large global digital platforms and technologies, our Global
258 Investment and Accountability function provide Amazon with innovative value opportunities beyond pricing, such as: advanced audience
259 integrations via clean room development; engineering credits for custom feature deployment; advanced analytics and use of new
260 measurement solutions; and creative service credits. Given Amazon’s concentration of spend today, Omnicom would recommend
261 focusing Year 1 on Google, Meta, Spotify, The Trade Desk, Snap, TikTok, LinkedIn and Yahoo. Omnicom will coordinate with Amazon
262 during transition to prioritize partners and specific areas of value in the form of a Joint Business Plan Framework. We have a longstanding
263 history of partner innovation, including co-designing Google’s new Commitment Optimizer (portfolio management across upfront buys)
264 and development with Meta of unique operational tools such as Geo-lift, which facilitates geographic testing of media performance.

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

266 We see 3 key media challenges for Amazon over the next 3 years: 1) Staying customer-obsessed despite increasing marketplace
267 fragmentation; 2) The erosion of traditional pricing power; and 3) Signal loss due to evolving consumer data privacy policies.

268 **Staying Customer Obsessed despite Increasing Marketplace Fragmentation:** The acceleration of data and technology has fueled the rise
269 of new media platforms, channels, and consumption behaviors making it increasingly challenging for Amazon to effectively plan, activate
270 and measure media holistically. Whether it is the rapid rise of ad-supported streaming and connected TV, or the continued expansion of
271 influencer and creator media, reaching the right audiences and delivering a connected experience across their journeys will be more
272 difficult to achieve, not less. Omnicom’s approach to mitigating these challenges is rooted in: 1) Advanced audience-based planning,
273 activation, and measurement capabilities through Omni, which use durable (non-cookie) signals to provide Amazon with customer-
274 obsessed plans that map to modern, cross-screen media behaviors; and 2) A comprehensive approach to programmatic enablement that
275 allows for data-driven targeting and measurement across more media types (Line: 236).

276 **Signal Loss Due to Evolving Consumer Data Privacy Policies:** Ongoing consumer data privacy regulation and associate digital platform
277 policies will continue to challenge Amazon’s ability to utilize addressable signals, such as digital cookies, to effectively target and measure
278 media campaigns. To maintain and improve media performance, Amazon must scale new audience segmentation, targeting, and

279 measurement strategies, such as data collaboration using privacy-compliant clean rooms like Amazon Marketing Cloud and AWS Clean
280 Rooms, as well as Google’s Ads Data Hub, and the use of new probabilistic matching techniques (leveraging Generative AI) like fusion to
281 deliver effective audience solutions. Omnicom mitigates these challenges by providing Amazon with: 1) Scaled expertise in the utilization
282 of clean rooms, embedded in our proposed Data, Tech, and Tools teams; 2) ongoing education and thought leadership through our
283 Future Signals program, which ensures Amazon and Omnicom teams globally are fully informed of the latest regulatory trends and
284 platform policy shifts (Omnicom will deliver these updates on an ad hoc bases through); and 3) An evolving suite of privacy-compliant
285 media applications within Omni, including advanced audiences modeling utilities which deploy fusion.

286 **Erosion of Traditional Pricing Power:** With the digitization of media, the biddable auction vs. the upfront marketplace is fast becoming
287 the dominant trading environment. This shift challenges Amazon’s traditional pricing power that uses market scale to secure flat CPM
288 discounts. Omnicom mitigates these challenges for Amazon primarily in 2 ways: 1) Through securing pricing benefits in media auctions in
289 the form of auction credits and post-auction discounts, generating savings without compromising your competitiveness in a biddable
290 environment; and 2) Direct data integrations with media partners including Google, The Trade Desk, Meta, and Amazon, which allows for
291 more effective bidding and targeting strategies through custom algorithms and machine-learning techniques. We have co-engineered 63
292 custom integrations. For example, with Amazon, we are launching an industry-first this month (May 2024) that facilitates the integration
293 and enrichment of Omni audiences with Amazon DSPs 1P audiences and activates them on CTV with a major broadcaster.

294 **Measurement/Optimization Focus**

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

297 Omnicom will deploy a comprehensive approach to optimizing Amazon media investments towards your key business objectives, without
298 any dependency on receiving information from Amazon and leveraging Omnicom’s scaled global capabilities through Omni. We have
299 deployed similar approaches at scale for Apple, for instance, who like Amazon maintains strict prohibition of data sharing and adheres to
300 the highest consumer data privacy standards. For Amazon, our approach will be led by EU XLOB Data, Tech & Tools Lead (Jon Ghazi) and
301 will include the following: 1) Investment mix to drive business outcomes and their proxies, using a combination of Omnicom’s MMM
302 category benchmarks, audience adjusted reach curves, and Agile MMM leveraging proxy metrics. Proxy metrics for Agile MMM may
303 include brand tracking, search query volume, or customer surveys (like TGI or GWI’s panels), and will be aligned with Amazon to ensure
304 proxies correlate with your business outcomes; 2) Tactical optimizations including reach and frequency and partner allocations leveraging
305 a combination of cleanrooms, TV content, and MTA (globally scaled multi-cleanroom solution); 3) Day-to-day campaign optimizations
306 would leverage media metrics via performance reporting; and 4) Real-time optimizations in platform via custom bidding and supply path
307 models using a suite of signals such as geo-level purchase propensity, and behavioral indexes against domains and SSPs. See **Appendix E:**
308 **Measurement and Optimization Evolution** for a more detailed list of information requirements aligned to optimization deliverables.

309 **Describe the information you would need from us to optimise your recommendation, what you see as the main challenges, and how**
310 **you would overcome them?**

311 Our recommendation is optimized as outlined in **Appendix E: Measurement and Optimization Evolution**. The main challenge facilitating
312 data sharing to the highest standards of consumer data privacy protection. How we overcome this challenge: 1) Proxy KPI Validation:
313 Partner with Amazon to validate correlation with Amazon 1P data and proxies, for example trend KPIs (e.g. trends in new Amazon Prime
314 subscribers, new XCM buyers) or search query and customer survey results (e.g. TGI or GWI). While this has been validated for other
315 clients, it is recommended to validate against 1P data when possible; 2) MMM: Information related such as media contribution or ROI for
316 Amazon managed upper/mid funnel media, ensuring our models control for Amazon-managed activity targeting similar audiences and
317 objectives. The goal is to understand relative performance, thus in the absence of directly sharing contribution or ROI, clients have shared
318 average performance indexes by channel; and 3) Cleanrooms: AMC provide clients with a privacy compliant way enabling Omnicom to
319 access richer data for reporting and analytics, e.g. integrating additional data partners into AMC, streaming/linear video data, and 1P
320 data. This helps enrich MTA with more holistic reach and frequency measurement across upper funnel media.

321 **New Locales**

322 **How will you set-up new countries, rolling out a consistent approach, while accounting for Amazon’s ways of working? Please**
323 **demonstrate through the lens of a real example.**

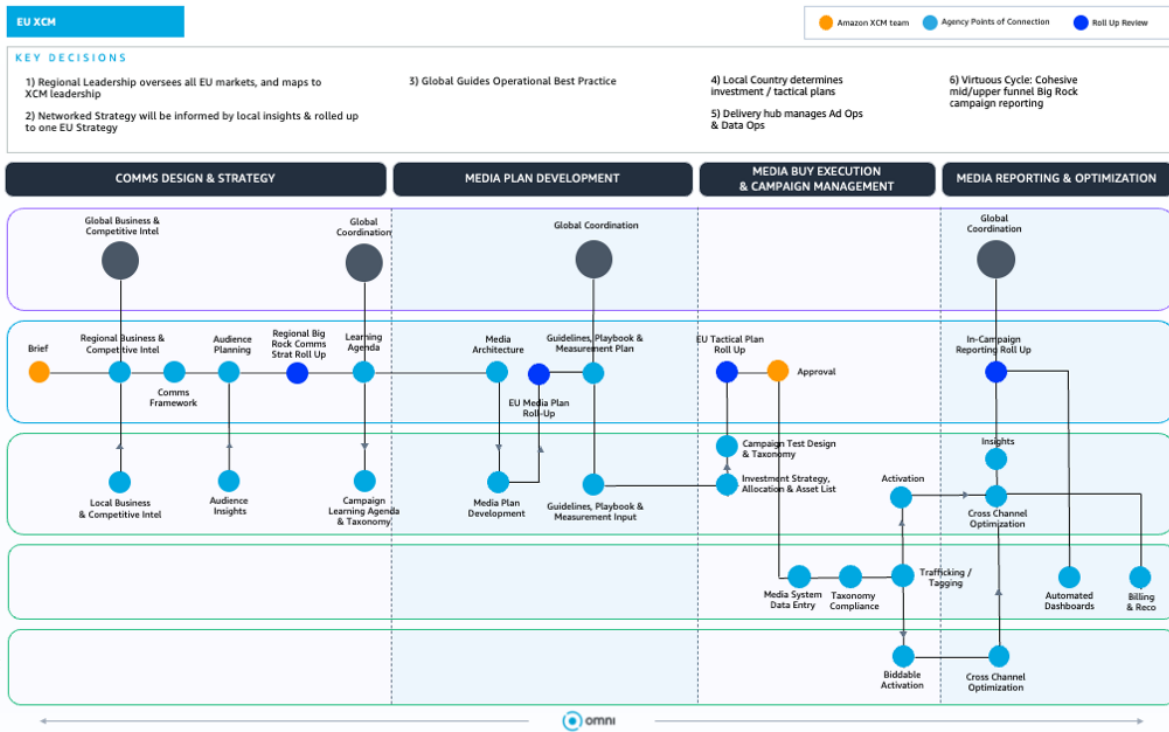
324 We will make the addition of new countries as easy and seamless as possible. This will be achieved by: 1) The inclusion of a Network
325 Connectivity function sitting within the XLOB. This function defines and deploys best practices and codifies ways of working centrally for
326 all LOBs, governing new country roll outs; 2) Regional LOB leads having specific responsibility (and KPIs) for coordinating the successful
327 addition of new locales; 3) The development of regional LOB playbooks capturing LOB context, key strategies, measurement approach
328 and appropriate test results; 4) Activating Flex Team resources to implement and execute plans rapidly; and 5) The platform-based
329 workflow in Omni delivers a consistent approach and maintains continuity in Amazon ways of working (**See Appendix F: SPE Case Study**).

330 **Next Steps**

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

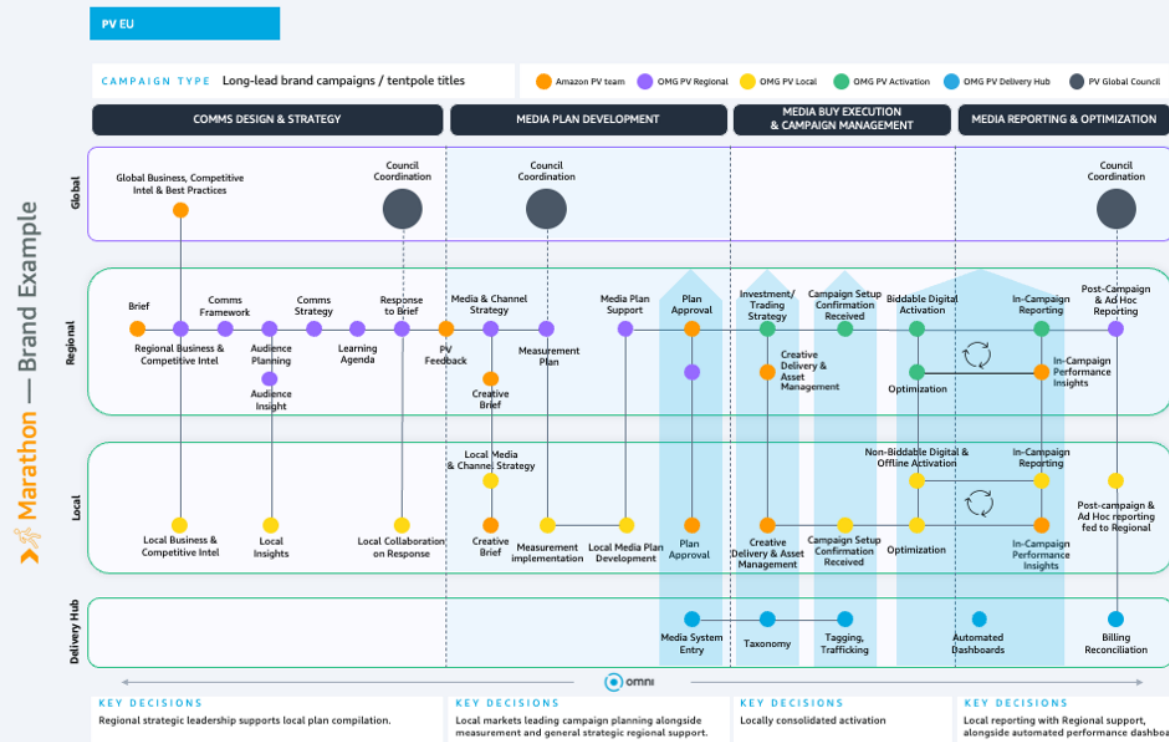
333 Appendix A: Line of Business Workflows

334 XCM EU



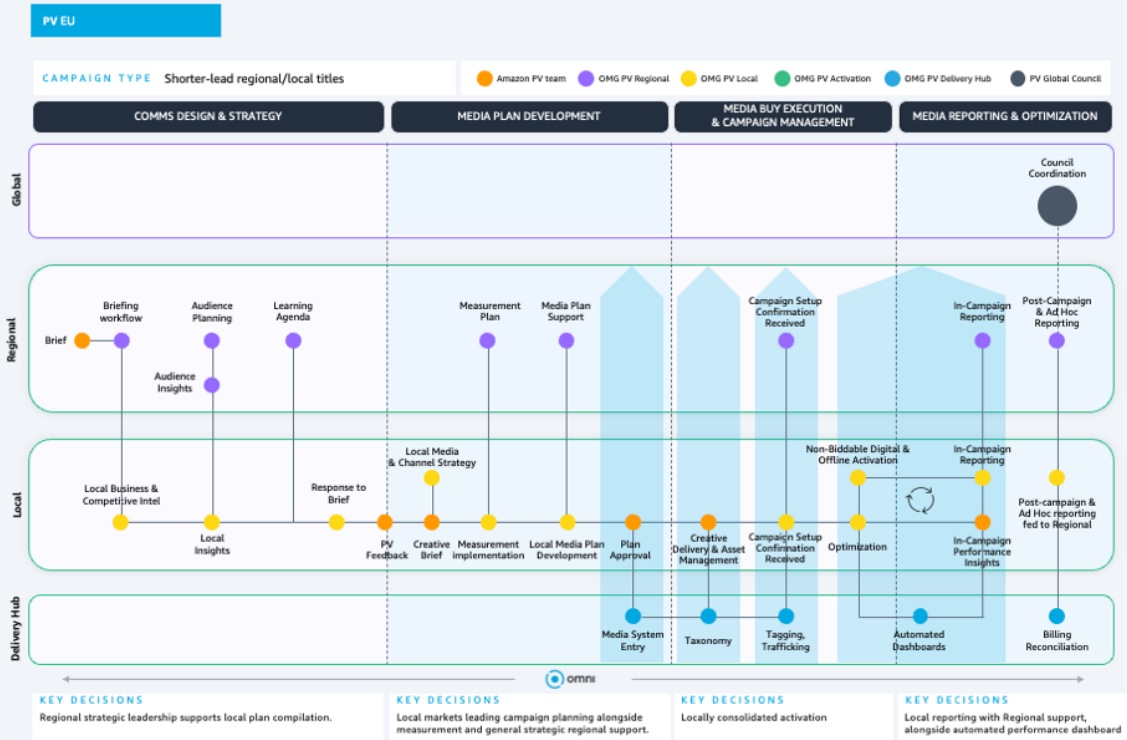
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336 PV EU



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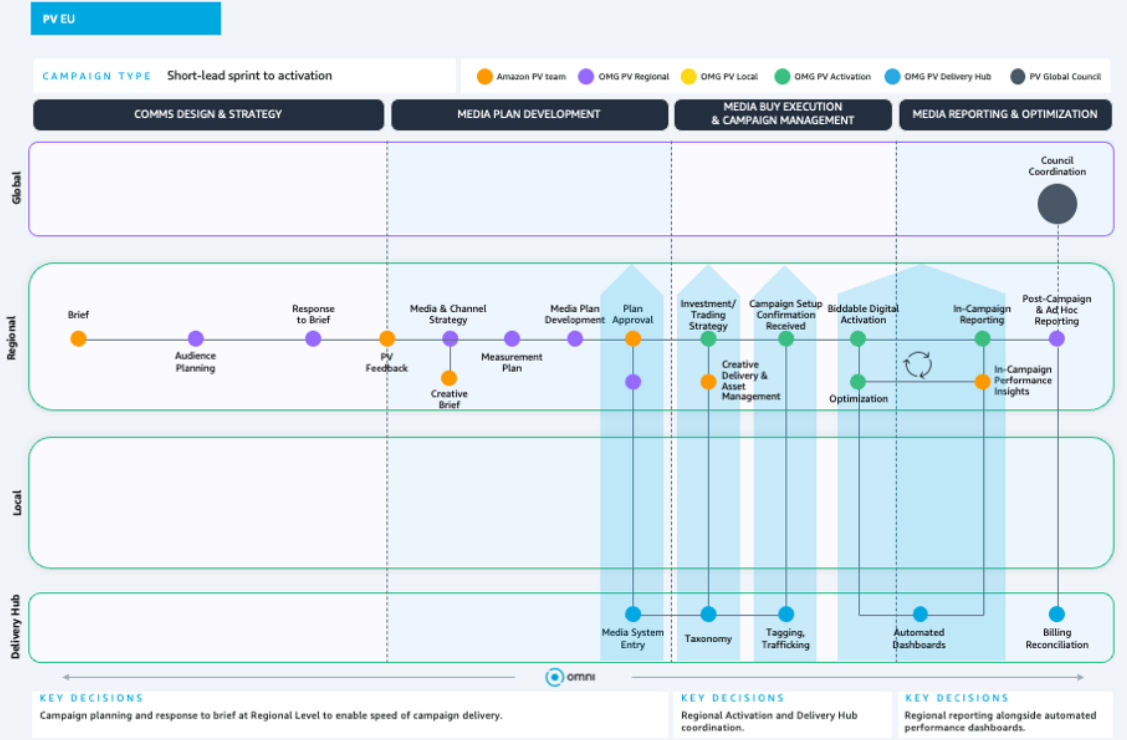
Jog — Local Title Example



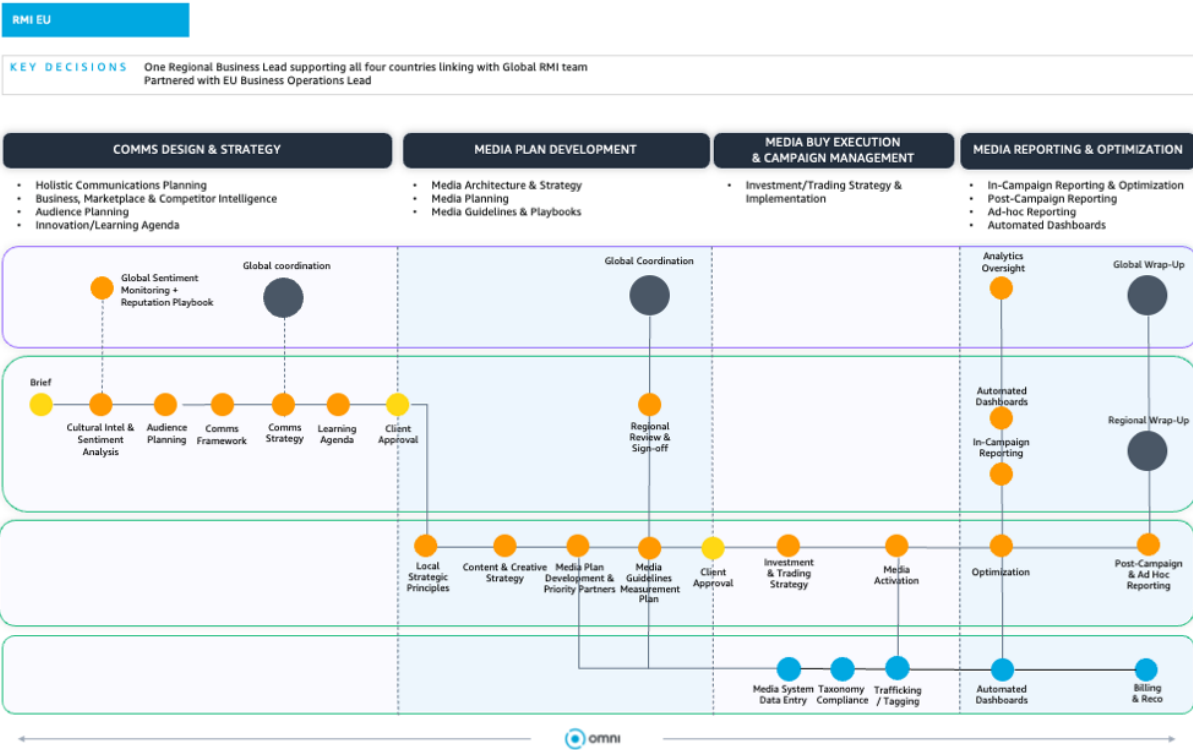
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Sprint — Sport Example



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343 **Appendix B: SOW Task Automation**

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

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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.

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.

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

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

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 End Within 14 Days
	DCM Planit Alignment	Flags When A Campaign Found In DCM Reporting Cannot Be Matched Directly To Any Campaigns In Planit
	Social And Planit Alignment	Flags When A Campaign Found In Social Reporting Cannot Be Matched Directly To Any Campaigns In Planit
Spend Compliance	Budget Validation	Sign Off With Local Markets That The Budgets In The Planning System Are Accurate.
	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 Placement Within Social Reporting That Do Not Have An Indication Of The Local Currency Used
	DCM Currency Indicator	Flags Any Placement 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
BI Platform Data flow	Reported vs. Source: Social	Check Each Source Of Data Against What Appears In The Report To Ensure That No Data Is Missing And There Are No Aggregation Errors.
	Reported vs. Source: Other Platforms	Check Each Source Of Data Against What Appears In The Report To Ensure That No Data Is Missing And There Are No Aggregation Errors.
	Data Streams monitoring	Checks That All Digital Platforms Connected Through Api Are All Updating Correctly.

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

355 Omnicom’s media pricing commitment delivery, resulting from open market competitive pitches / contractual renewal cycles is validated
 356 on an on-going basis by third-party media consultants: Global luxury client 2022 (Year 1) delivered and validated by MediaSense. Global
 357 Banking Group client 2022 (Year 3) delivered and validated by Ebiquity. Global Luxury Auto (1H of Year 1) delivered and validated by
 358 Ebiquity. Longstanding Global CPG client (Year 12+) delivered and validated by PwC. Global CPG client (Y1) delivered and validated by
 359 PwC & Ebiquity. Global Apparel client (1H of Year 1) delivered and validated by ID Comms. Longstanding Global CPG (Year 9) delivered
 360 and validated by ECI. Longstanding Global auto client, ‘compliance audit’ (Year 13+) where InfoCubed, checked Omnicom delivery
 361 reports, and showed just 0.3pts variance vs claimed saving across \$300MM+ of spend.

362 **Appendix D1: Savings Lever Management Example**

363 The below is an illustrative snapshot of Omnicom’s Savings Lever Management program, designed to extract every ounce of value and
 364 efficiency from your spending.

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	<ul style="list-style-type: none"> pre defined central description local market will fill a template with local specifics 	<ul style="list-style-type: none"> to monitor to alert Central mkg when necessary 	<ul style="list-style-type: none"> to improve Central/Regional processes Support local process to manage when local issue identified 	<ul style="list-style-type: none"> 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 wherever possible		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	OMG to recommend optimal approval/ negotiation strategy and track / report against guideline	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	<ul style="list-style-type: none"> Guarantee local flexibility in regional guidelines adaptation Ensure that creative are developed under different formats for cherry picking 	<ul style="list-style-type: none"> 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

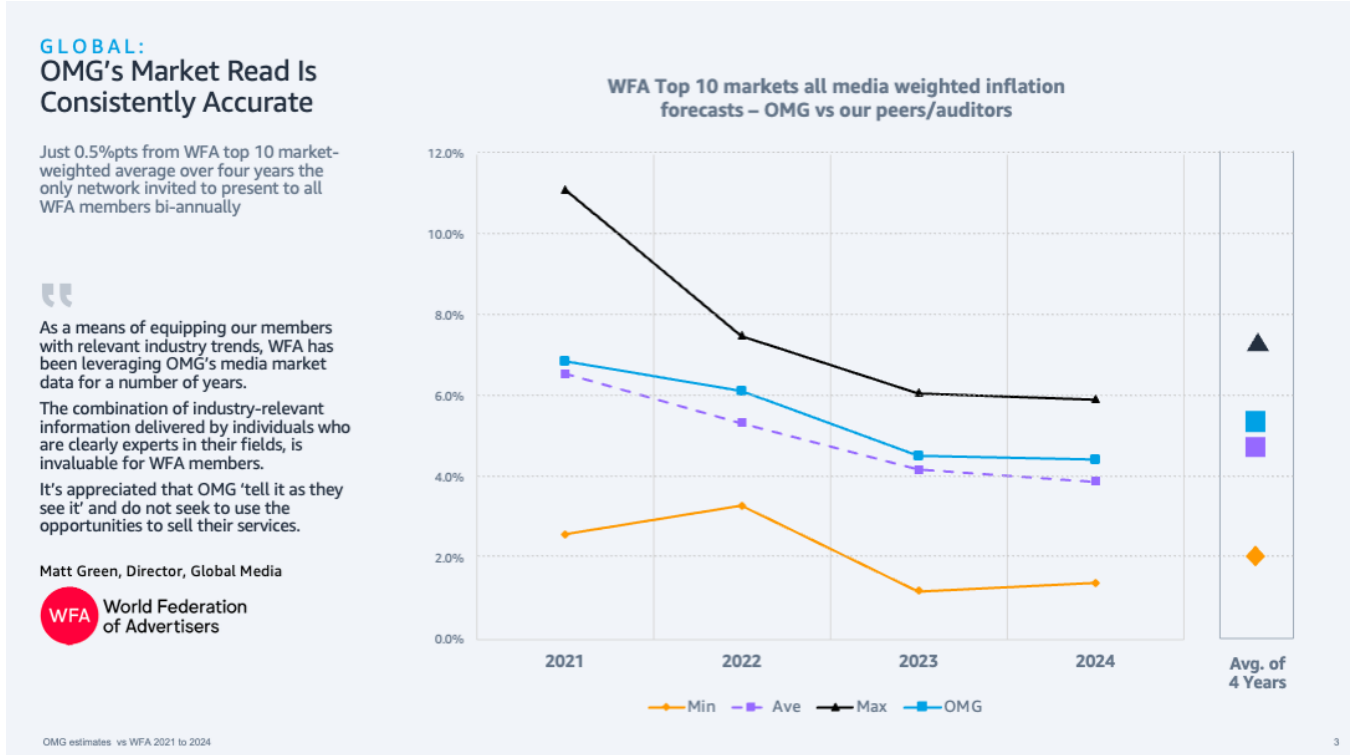
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Technical Optimisation	17	TV - Daypart Optimisation	Is there opportunity to optimise TV daypart usage for the 3 year contract term, whilst not to the detriment on reach on same budget	To notify Amazon where market nominates Technical Optimisation	-	-	-	Via productivity / exception reports to client	TV	\$1,000,000	3.0%	\$30,000
	18	OMnet	Is there opportunity for OMnet to drive additional discount	Alert central Marketing if issue with local acceptance and opt-in	-	-	-	Line by line reporting showing saving vs agency rate	5.88%	\$5,000,000	5.0%	\$250,000
Investment Products	19	OMG Outcomes	Is there opportunity for OMG Outcomes (guaranteed cost per X)	Alert central Marketing if issue with local acceptance	Support acceptance where needed / remind of central MSA opt-in / Client Buying Guidelines requirement	-	-	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 opportunities 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 opportunities 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 opportunities 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 opportunities 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 through the year. Our offer reflects 5% of total spend,	-	-	-	-	-	-	-	-	\$5,000,000

368 **Appendix D2: World Federation of Advertisers Report**

369 The below demonstrates Omnicom’s accuracy relating to market price movements. Our media inflation estimates are consistently close
 370 the average of all contributors to this exercise including Agency Hold Cos and Media Auditors/consultants.



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373 **Appendix D3: Media Value Offer Proofpoints**

374 At Google's NewFront event, Omnicom’s Senior Vice President-Programmatic & In-housing Clare Ritchie presented the "Commitment
 375 Optimizer," developed in collaboration with Google to revolutionize upfront media-buying commitments. This AI-powered application
 376 within Google's DV360 platform streamlines upfront inventory management, granting planners and buyers predictive capabilities,
 377 potentially disrupting traditional supply chain control, and favoring platforms like Google and The Trade Desk. Read more in the
 378 MediaPost article [here](#).

379 Omnicom introduced the SSP Standardization Initiative to bolster advertiser ROI and brand safety in SSP investments, guided by the
 380 Council on Accountability and Standards in Advertising (CASA). Within four months, six key SSP partners have embraced the
 381 recommended capabilities, facilitating improved supply curation and alignment with advertiser objectives. Read more in the press
 382 briefing [here](#).

383 **Appendix E: Measurement and Optimization Evolution**

384 The table below highlights how each of our optimization deliverable can be enriched with incremental information from Amazon (shared
385 in privacy compliant manner).

	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 panel data on sales and usage (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, TV Content, Library)	Leveraging AMC, ADH, and AA with natively available 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 (prioritise upper/mid funnel) to support full-funnel optimisation 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 analyse 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 optimisation algos across social and programmatic	Amazon to partner on incrementality testing via Brand Lift, Sales Lift

386 **Appendix F: SPE Case Study**

387 A recent example of our approach to setting up new countries successfully is with Sony Pictures Entertainment (SPE), where Omnicom
388 was awarded 13 additional countries from their incumbent agency, IPG. The countries awarded ranged in size and tiering – from their
389 most profitable market to some in their long tail. Omnicom was tasked with transitioning the countries in advance of a key title launch,
390 with the view that all countries would adhere to the SPE ways of working from day one. The Operations Lead was responsible for
391 constructing the framework in onboarding the new countries, including a focus on Legal elements, resourcing, incumbent contract
392 expectations, IT integrations, brand immersions, regulatory training, financial system setup, ad-tech readiness, partner handovers,
393 campaign accountability alignment, data transfer, taxonomy, media authorization (AOR), measurement & analytics, and ongoing status
394 meetings. The Sony Pictures Entertainment Excellence in Delivery (“SPEED”) playbook was designed to educate new and incumbent
395 countries on the consistent approach taken with Sony. SPEED covers an overview of SPE’s business model, operational model, product
396 slate analysis, strategies for launching a movie, measurement framework, the role of Global/Regional/Local and our connected workflow
397 processes, test and learn guidance, and details of JBPs and how to capitalize on them.