1 **Regional Economic & Operational Capabilities Narrative – Latin America**

2 **Purpose**
3 The Economic & Operational Capabilities document summarizes Omnicom's end-to-end approach for operationalizing Amazon's
4 requirements in Latin America 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 LATAM Regional Chemistry & Credentials meetings, Omnicom gained
7 a more specific understanding of the unique requirements of Amazon's LOBs, regional organization, and opportunities around shared
8 capabilities that benefit all Amazon ("One Amazon"). Our learnings from these meetings, along with the associated feedback we've been
9 provided by MediaSense, inform our responses to your questions in this document.

10 **Operational Structure**

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

14 In the structure descriptions below, **R** refers to Retained and **C** refers to Commission, denoting the commercial model supporting that
15 function or resource. Commission-based resources will be dedicated to Amazon except in the event of a significant change in media
16 billings vs. planned (for instance 20% up or down in the year) for any country and LOB. The specific mechanism will be defined by Amazon
17 and Omnicom in the contract and will be governed through the Quarterly Business Review and any necessary procurement discussions.

18 **XCM**: Omnicom's XCM LATAM structure is built to leverage global best practices, while also empowering Mexico (MX) and Brazil (BR) to
19 dive deep and deliver localized strategy, plan development, buy execution, and optimizations. Andre Arujo **(R)** will lead the XCM BR
20 operation and Carlos Echeverria **(R)** will lead the XCM MX operation, with a focus on speed, agility and delivering to the highest
21 standards. The structure is supported by: 1) **Global Business Operations,** facilitated by XCM's dedicated Global Business Operations Lead
22 Chris Beesley (R), supported by local MX and BR operations teams who share learnings and best practices, including aligning structure
23 and processes, guidelines pertaining to SLAs, measurement frameworks, and taxonomy tools and automation; 2) **Strategy and Innovation**
24 is led in MX and BR by local teams **(R)** who ensure local insights and place nuances inform recommendations; 3) **Media Plan**
25 **Development** is managed by planners in MX and BR and overseen by Executive Planning Directors **(R)** for each country; 4) **Effective**
26 **Campaign Delivery** is powered by investment and activation experts **(C)** embedded in each country; 5) **Excellence in Media Operations**
27 such as trafficking, tagging, creative rotation and taxonomy implementation is enabled by XCM's dedicated Delivery Hub resources **(C)**,
28 which operate in an always-on capacity to ensure XCM's urgent needs are fully met; 6) **Local Data Operations & Reporting** resources **(C)**
29 provide custom reporting visualizations and on-demand dashboards to local Analytics & Insights teams in MX and BR for a consistent
30 feedback loop on media performance; 7) **In-Housing Collaboration** is defined in our XCM Workflow where we have identified key points
31 of integration with MODE (to be demonstrated in our meeting). XCM's Global Transformation Lead, Ben Hovaness **(R),** will partner with
32 MODE to define and execute the in-house roadmap, digital acceleration plan, and automation initiatives across the end-to-end workflow.

33 **PV**: Omnicom's PV LATCANZ structure is designed to deliver immersive customer experiences while moving with speed and agility given
34 the pace of entertainment and unique SLA requirements. Brian Crotty **(R)** serves as the LATCANZ PV Lead and provides overall ownership
35 and accountability across the region. Brian partners closely with the Global PV Lead, Geoff Lamm **(R)**, and serves on the Global PV Council
36 to ensure LATCANZ considerations inform global decisions. This PV LATCANZ structure is enabled by: 1) **Global Business Operations** led
37 by PV's US/Global Business Operations Lead, Katie Johnson **(R)**, partnering with Katherine Orozco **(R)** the LATCANZ Operations Lead **(R)**
38 on best practices, operational efficiency, 100% adherence to SLAs and support for creative coordination; 2) **Strategy and Innovation** is led
39 regionally by a Strategy Lead Mariana Areia (R) and 5 Directors (R) who each oversee a specific vertical: A) Global Titles; B) Local Titles; C)
40 Live / Sports; and D) to reflect geography nuances (e.g. CA, ANZ, OLA). These Strategy Directors, spread across the region reflecting the
41 LATCANZ client structure, provide Innovation and Culture thought leadership through research, consumer discovery and trend analysis,
42 inspiring media creativity and break-through ideas that put PV at the center of cultural conversation; 3) **Planning Teams (R)** are
43 embedded in each country to localize regional strategies and ensure local plans fully leverage trends and insights across sports and
44 entertainment, audience and content, and test-and-learn priorities in areas such as dynamic creative optimization; 4) **Talent Director**
45 Abigail Olivares **(R)** oversees PV LATCANZ recruitment, hiring, and talent onboarding and engagement, reporting into the Global XLOB
46 Chief Talent Officer. The Talent Director is supported by Talent Leads **(R)** for BR and MX; 5) **Data Operations & Reporting** led by Sandra
47 Quitian **(R)** is responsible for creating and managing custom reporting dashboards across the LATCANZ overall and for each country
48 individually; 6) **Buying and Activation** BR is fully managed by local teams **(C)**. For MX/AR/PE/CL/CO, all reservation-based media (offline
49 and online) is overseen by local teams **(C)**, while biddable digital media is serviced by the Digital Activation Hub **(C)** in Colombia for the
50 best access to specialist expertise and workflow efficiency; 7) **Media Operations** is supported by a dedicated Delivery Hub **(C)** for speed
51 and accuracy in ad trafficking, tagging, taxonomy implementation and creative rotation. This Media Operations model ensures PV's media
52 operations requirements are met at the highest standards 24 hours a day, 7 days a week, 365 days a year.

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

57 Retained resources are key regional and local roles that provide support across the entire Amazon business, as well as support dedicated
58 to each LOB, including key senior resources in account leadership, strategy, operations, and channel-specific specialists. Functions are
59 retained as they are critical to delivering SLAs and scoped deliverables, but not contingent on spend volumes. Day-to-day local planning,
60 investment, operations, and activation resources will be remunerated via a flat planning and buying commission, allowing resource to
61 scale in concert with your spending volume. LATAM will have separate commission rates given the differing levels of investment in each
62 country. Additionally, all LOBs will have access to a regionally dedicated Delivery Hub, a distributed workforce model providing excellence
63 in media operations, including tagging, trafficking, and data operations (such as taxonomy implementation). This team will be
64 remunerated via a local country commission of 0.25% that is applied to all spending.

65 We stand by our commitments across all facets of our relationship and recommend a consistent performance-based remuneration (PBR)
66 scheme across all Amazon LOBs that links our success to yours. For this reason, we have not included any profit in our base fee and
67 propose a substantial portion of base fees available as at-risk / potential reward. Our proposed PBR is based on a 15% Malus and equal
68 15% Bonus opportunity. This will scale an additional 5% in years 2 and 3 culminating in a maximum 25% Malus and equal 25% Bonus
69 opportunity of base remuneration. We believe that the best PBR schemes are built alongside our clients with reasonable input and
70 collaboration. We would like to discuss further with Amazon the specific KPIs to prioritize when envisioning collective success.

71 **Regional Infrastructure & Scope**

72 **Demonstrate your end-to-end planning to reporting process addressing the following two questions below:**

73 A customized workflow for each country, region, and LOB is embedded into Omni and made accessible to all Amazon and Omnicom team
74 members. These workflows create accountability across global, regional, and country teams, and provide a clear RACI for operational
75 efficiency and avoiding the duplication of work. Team members will have visibility within the workflow to Amazon's unique SLA
76 requirements for each LOB. Housing the workflow in Omni provides democratized access and connectivity into workflow steps,
77 applications, dashboards, and tools. End-to-end workflows (as demonstrated in our LATAM Chemistry & Credentials meeting on 4^h April)
78 can be found for each LOB in **Appendix A: Line of Business Workflows.** The workflows are adapted based on your SOW and aligned to
79 Omnicom best practices, organized across the end-to-end process: 1) Comms Design & Strategy; 2) Media Plan Development; 3) Media
80 Buy Execution & Campaign Management; 4) Media Reporting and Optimization. We will demonstrate our processes and workflow
81 management toolset during our forthcoming meeting on 30th May.

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

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

90 **Case Study Example – Workflow Enhancement and Automation for Diageo:** Omnicom supports Diageo across 12 countries in LATAM (65
91 countries globally) delivering 500+ campaigns per quarter. Omnicom operates in a consistent way of working across the region and is
92 supported by a custom Diageo workflow in the Omni platform. This platform-based workflow connects teams efficiently and automates
93 how teams receive and track briefs, media plan templates, and tasks such as channel planning, budget management and reporting. The
94 resource efficiencies created through this process allow Diageo to re-invest in more strategic resources for thought leadership,
95 innovation, and digital acceleration. A central Business Operations function governs the workflow and SLAs, ensuring continuous
96 operational improvements across the year, resulting in more than 15% efficiency in FTE hours in Year 1 and ongoing operational benefits
97 as Omnicom and Diageo partner to enable automation features and process improvements across the scope of work.

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

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

103 **Delivery Hubs & Automation:** Our Delivery Hub, with dedicated resources for each LOB (PV LATCANZ and XCM LATAM) ensures
104 excellence in media operations including tagging, trafficking, taxonomy, and data operations. These hubs alleviate the burden of
105 repetitive and routine tasks, freeing up local teams for strategic and innovative activities. For instance, our collaboration with Volkswagen
106 resulted in a 30% increase in team capacity for strategic initiatives by streamlining digital operations through a dedicated Delivery Hub.
107 This repurposed time led to a 29% more efficient cost per conversion for clients like Diageo and Chanel. In addition to delivery hubs, we
108 have proposed an automation roadmap, identifying opportunities to automate 60% of the tasks outlined in the 'Scope of Work'. This
109 includes a) Client Advice & Account Management: 63% of tasks, b) Communications Design & Strategy: 68% of tasks, c) Media Plan
110 Development: 53% of tasks, d) Media Partner Management: 15% of tasks, e) Media Buy Execution & Campaign Management: 60% of

111 tasks, f) Media Reporting: 82% of tasks, g) Operations: 74% of tasks. **Appendix B: SOW Task Automation** provides the details on: 1) SOW
112 Categories; and 2) Tasks to be Automated (based on the SOW descriptions).

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

121 **Best Practice Library & Compliance Dashboards:** We have developed applications within the Amazon Omni environment which are a
122 repository for best practices and case studies from across the Amazon network accessible to both Omnicom and Amazon teams. This
123 ensures access and adoption of best practices teams through Playbooks, Guidelines, and access to Amazon Academy training. To ensure
124 compliance, the LOB regional reporting leads will design compliance dashboards, automating data feeds for defined standards to provide
125 business leads with real-time visibility of compliance scores and enable targeted intervention. For example, taxonomy compliance,
126 enabled by Taxonomy Governance tools within Omni to confirm data precision and accuracy. Grupo Bimbo taxonomy compliance
127 increased from 50% to 98% within 4 weeks of launching Taxonomy Builder, post agency transition to Omnicom.

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

130 Our data operations ensure that Amazon and Omnicom have access to timely, accurate, and reliable data that can be used to answer key
131 business decisions. Regional Reporting & Dashboarding Teams will gather insight from Amazon to develop and provide customized
132 reporting visualizations for LOB-specific use-cases. This discipline will be supported by regionally dedicated Delivery Hubs, facilitating
133 efficient Data Operations (data collection, cleansing, and harmonization). Through user interviews and agile dashboard design, we ensure
134 that each type of user has access to answer their questions. As an example, this could include a LATCANZ dashboard for PV that focuses
135 on audience and creative optimizations, and a MX/BR dashboard for XCM that focuses on digital optimizations. This extends to delivering
136 specific views for in-campaign optimization and more strategic views to support post-campaign and ad hoc analysis. Within each LOB,
137 local analytics, activation, and strategy will partner to deliver insights and optimizations. Through Omni, the process is scalable globally
138 and Amazon may have access to the suite of reporting tools. Omni includes automated pipelines (150+ API connectors) combined with a
139 strict governance system across 20+ different data quality checkpoints including – taxonomy compliance, search anomalies, viewability,
140 fraud, and planned spend alignment to achieve the most accurate data possible (see **Appendix C: Taxonomy & Governance Quality**
141 **Checks**). Additionally, all performance dashboards can be built and live within Amazon's environment.

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

143 All strategy, planning and buying will be directly informed by local nuance, customer, and marketplace insights, across all LOBs. This is
144 enabled by the structure and geographical make-up of our teams – for example, our PV LATCANZ team will produce regional strategies in
145 partnership with in-country planners across ANZ, BR, MX, OLA, and CA, delivering media plans with no loss in local nuance. Omni local
146 inputs will democratize access to local data and information (i.e. Audience Explorer). Further, each LOB's media plans will be developed in
147 the country they activate in, meaning media partner selection, customer diversity and local calendar opportunities are equitably
148 represented. Additionally, activation leads will be equipped with playbooks and best practices aligned regionally and/or globally to apply
149 where appropriate to ensure consistency. LOB Test and Learn frameworks and best practices will be shared globally.

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

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

160 **Media Efficiency & Sustainable Commitments**

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

162 Omnicom will deploy a Global Strategic Investment Model (GSIM) to fully harness the scale of Amazon investment and achieve maximum
163 value and efficiency for all countries and LOBs, while ensuring ongoing modernization of Amazon's marketplace strategies to meet
164 evolving media consumption behaviors. The 4 key roles of the GSIM for Amazon are: 1) Set the overall investment vision and strategy
165 aligned to Amazon's overall business objectives, competitor activities and evolving marketplace conditions (including programmatic

166 expansion, inflation, consumption shifts, currency innovation, and data privacy / regulatory movements); 2) Evaluate, negotiate and
167 manage global media partnerships, sponsorships and joint business plans, working collaboratively with Amazon in-house teams (e.g.,
168 MODE) to extract full value from platform partners such as Google and Meta and coordinate with any Amazon-led negotiation efforts;
169 3) Establish, maintain and share marketplace best practices in LATAM across countries and LOBs, including ongoing marketplace updates
170 and upskilling (part of Amazon Academy, done quarterly and annually) also implementing a negotiation playbook to establish a clear
171 Strategy towards annual negotiation with main Media Partners; and 4) Track and report the delivery of agreed-to value targets, for all
172 countries. Omnicom will track delivery monthly and will report formally to Amazon Quarterly in a specific Investment & Value QBR.

173 The GSIM is managed and governed by the Global Investment & Accountability function, which is led by your Global XLOB Investment
174 Lead (Mark Gallagher[1] who has nearly 30 years of global investment experience) and is supported by: a) the LATAM Investment Lead
175 Ludwig Haderer; b) the Brazil Investment Lead Fernanda Vellutini; c) the Mexico Investment lead Anjanette Correa; d) local investment
176 leads in Peru, Chile, Colombia, Argentina; and e) a fully dedicated LATAM Accountability Team led by Edith Gomez who partners with
177 Omnicom's Global Value Management team to track and report on the delivery of agreed-to value targets using our proprietary, third
178 party auditor-aligned data collection and analysis tool called TrackIt. TrackIt will support quarterly and ad hoc reporting to Amazon
179 LATAM and LATCANZ stakeholders, as well as to Amazon's chosen media auditor on a cadence to be agreed among Omnicom, Amazon,
180 and auditor before the first month of service.

181 A key component of achieving media efficiency is providing meaningful commercial incentive for our teams servicing all countries and
182 LOBs to deliver on agreed-to value targets. Our proposed incentive for over delivering against media pricing commitments is up to 60% of
183 the total agency bonus each year. Additionally, we are prepared to fully ensure our submission, with a commitment to make good any
184 unlikely shortfall in media value delivery in any country, in equal media value in the following year, up to the value of the entire annual
185 base fee in that country. Omnicom is confident in delivering the media price savings commitments to Amazon LATAM where, across 86
186 programs for over 30 clients, we have delivered committed savings for our clients; this includes recent largescale programs for
187 advertisers such as Volkswagen Group, Grupo Bimbo, Beiersdorf, Chanel, Sanofi, Nissan Group and Diageo. Our consistent record of
188 savings delivery is regularly validated by third-party audited competitive pitch 'stress tests.' John Wren, Omnicom's Chairman and CEO,
189 called this out to Wall Street analysts on the Q3 2023 earnings call: "*We have a reputation of delivering on what we promised when we're
190 pitching for business. And I dare say we have the best reputation in the industry of delivering what we promise. And that has benefited us
191 through this process.*" **(See Appendix D: Media Pricing Commitment Delivery).**

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

193 Omnicom's LATAM media value offer for Round 1 (submitted in the templates provided on 9th and 19th April) totals an estimated $75.9M
194 over 3 years (without proprietary media) and upwards of $84.4M (with an estimated spend in proprietary media). Omnicom has
195 identified 4 routes to Amazon value creation: a) Pricing savings & inflation mitigation; b) Programmatic enablement; c) Supply path
196 optimization / tech cost reduction; and d) Partner added value. The latter three unlock additional levers which are not captured in the
197 pricing template, and which represent ~$4.5M to ~$12.5M in incremental value opportunity in LATAM over three years.

198 **Pricing Savings & Inflation Mitigation:** Based on our 1st round template submissions (9th and 19th April) Omnicom LATAM estimates
199 $75.9M (includes Brazil, Mexico, Chile, Colombia, Peru, and Argentina) in media savings (without proprietary media) for Amazon over
200 three years, with a 18.3% pricing advantage in Year 1. This savings projection is based on intel analysis to estimate your prevailing rates,
201 projected inflation, and spending across countries, due to implementing our Savings Lever Management program (SLM). The SLM is
202 effectively our 'Day 1' operating model for investment, being a comprehensive audit of your go-to-market practices in each country, to
203 surface opportunities to drive value and eliminate waste. The audit would be initiated after award and completed within country
204 approval / booking windows **(Appendix D1: Savings Lever Management Example)**. With proprietary media, this savings increases to
205 $84.4M over three years. Omnicom's proprietary media products present additional value opportunity to Amazon on a like-for-like
206 inventory basis and guaranteed outcomes basis (such as completed video views). Omnicom's proprietary solutions operate at the highest
207 standards of transparency, accountability, and governance. For Amazon, proprietary inventory is considered and deployed only after a
208 media plan has been created and approved. Once approved, our Proprietary Media Team identifies available inventory that matches the
209 exact specification and expectations of the already completed and approved media plan. This specific process ensures Omnicom's media
210 plan and partner recommendations remain guided only by Amazon's specific campaign KPIs and business needs. In addition to this
211 governance mechanism, Omnicom is open to a cap on proprietary media spend should Amazon take comfort in this approach **(See
212 Appendix D2: Principal Media OMnet).** Omnicom is also aligned to re-invest savings generated via proprietary media into offsetting
213 agency fees or supporting incremental scope initiatives requiring additional resources.

214 **Programmatic Enablement:** Amazon will benefit from Omnicom's strategic co-development relationships with media and platform
215 partners, including Google and The Trade Desk, to enable the programmatic activation of reservation-based media. One example of such
216 innovation is our unique partnership model with Spotify which allows for the programmatic activation of Podcast campaigns.
217 Programmatic enablement will improve Amazon's targeting abilities for greater precision and accuracy to audiences (vs. demos or generic
218 publisher provided segments), while also creating media efficiencies through impression-based optimization of reach, frequency, and key

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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 D3: World Federation of Advertisers Report**)

219   actions (such as video completes). In addition, this strategy will provide Amazon with greater flexibility to enter and exit the market,
220   limiting waste and allowing for more real-time response to performance trends, especially important during peak promotions (XCM) and
221   entertainment push periods (PV). These unique inventory deals can be pushed directly to Amazon-owned DSP seats for in-house
222   activation and extend beyond website-based display and video media inventory.

223   **Supply Path Optimization (SPO) / Tech Cost Reduction:** As Amazon increases investment in programmatically enabled media,
224   intermediary costs such as demand- and supply-side technology (DSP and SSP), third-party verification and data fees can diminish
225   working media budgets and campaign performance. In addition, the potential to waste spending on low-quality media inventory, such as
226   made for advertising websites (MFAs), also increases. Omnicom will mitigate these intermediary costs for Amazon through global SSP
227   agreements, price caps and post-auction price reductions, expecting to save Amazon between 0.5-2.5% in programmatic costs. Our SPO
228   strategy is also proven to deliver a far greater share of investment to legitimate impressions than other agencies, as evidenced by the
229   recent ANA Programmatic Media Supply Chain Transparency study. It revealed only 36 cents of every dollar that enters DSP reaches a
230   consumer, with 29 cents going toward fees to ad-tech intermediaries, and 35 cents toward low-quality media. Omnicom's Global
231   Investment & Accountability Function includes specialized resources responsible for the adoption, deployment and tracking of
232   Omnicom's Supply Path Optimization standards will ensure Amazon maximizes working media investments, transparency, and brand
233   safety, saving up to 35% of media cost. Omnicom's standards, including our SSP Standardization Initiative, are industry-leading and
234   recognized by GARM, the ANA and MRC (**See Appendix D4: Media Value Offer Proof Points**).

235   **Partner Added Value:** As the marketplace continues to consolidate around large global digital platforms and technologies, our
236   Global/Regional Investment and Accountability function will provide Amazon with innovative value opportunities beyond pricing, such as:
237   advanced audience integrations via clean room development; engineering credits for custom feature deployment; advanced analytics and
238   use of new measurement solutions; and creative service credits. Given Amazon's concentration of spending today, Omnicom would
239   recommend focusing Year 1 on Google, Meta, Spotify (MX/BR), TikTok, LinkedIn (MX/BR). Omnicom will coordinate with Amazon during
240   the transition to prioritize partners and specific areas of value in a Joint Business Plan Framework. Omnicom has a longstanding history of
241   partner innovation, including co-designing Google's new Commitment Optimizer (portfolio management across upfront buys) and
242   development with Meta of unique operational tools such as Geo-lift, which facilitates geographic testing of media performance (See
243   **Appendix D4: Media Value Offer Proof Points**). As mentioned in line 170, we will establish a negotiation playbook to define a clear
244   strategy with main media partners, including the role of Amazon and Omnicom during the process. This playbook defines clear KPIs and
245   outcomes with each media partner to maximize media efficiency and negotiation results. Added value will be negotiated through
246   preferential terms set to XCM and PV needs, including flexibility through cancelation deadlines, inventory access at short notice without
247   premiums, and unrivalled access to first-to-market opportunities.

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

249   We see 3 key global media challenges for Amazon over the next 3 years, with 1 additional challenge specific for LATAM and XCM given
250   the growing commerce adoption in region: 1) staying customer-obsessed despite increasing marketplace fragmentation; 2) the erosion of
251   traditional pricing power; 3) signal loss due to evolving consumer data privacy policies; 4) the preference problem.

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

260   **Erosion of Traditional Pricing Power**: With the continued digitization of media, the biddable auction vs. the upfront marketplace is fast
261   becoming the dominant trading environment. This shift challenges Amazon's traditional pricing power that uses market scale to secure
262   flat CPM discounts. Omnicom mitigates these challenges for Amazon in 2 ways: 1) Through securing pricing benefits in media auctions in
263   the form of auction credits and post-auction discounts, which generate savings without compromising your competitiveness in a biddable
264   environment; 2) Direct data integrations with media partners including Google, Meta, Lotame, Semasio and the inclusion of regional and
265   local partners such as Adsmovil and Tail, allowing for effective bidding and targeting strategies through custom algorithms and machine-
266   learning techniques. We have co-engineered custom integrations. For example, with Amazon, we launched last year Omni Commerce,
267   our ecosystem of applications and data signals that can be combined in customized ways to drive client commerce and brand objectives.

268   **Signal Loss Due to Evolving Consumer Data Privacy Policies:** Ongoing consumer data privacy regulation and associate digital platform
269   policies will continue to challenge Amazon's ability to utilize addressable signals, such as digital cookies, to effectively target and measure
270   media campaigns. To maintain and improve media performance, Amazon must scale new audience segmentation, targeting, and
271   measurement strategies, such as data collaboration using privacy-compliant clean rooms like Amazon Marketing Cloud and AWS Clean
272   Rooms, as well as Google's Ads Data Hub, and the use of new probabilistic matching techniques (leveraging Generative AI) like fusion to
273   deliver effective audience solutions. Omnicom mitigates these challenges by providing Amazon with: 1) Scaled expertise in the utilization
274   of clean rooms, embedded in our proposed Data & Tech teams; 2) Ongoing education and thought leadership through our Future Signals
275   program, which ensures Amazon and Omnicom teams globally are fully informed of the latest regulatory trends and platform policy
276   shifts; 3) Evolving suite of privacy-compliant applications in Omni, including advanced audience modeling utilities which deploy fusion.

277 **The Preference Problem:** This challenge includes: 1) Country Maturation combined with media pressure: Some countries in Latin America
278 are reaching a saturation point for audience reach. However, this is not a dead end, but rather a catalyst for innovation. Competitors like
279 Mercado Libre and RAPPI have leveraged gamification and strategic partnerships to keep users engaged in their dominant territories. By
280 developing a unique value proposition and expanding its service offerings beyond basic delivery, Amazon can carve out a strong niche in
281 these countries or any new countries; 2) Seller Synergy: There is an opportunity to unlock seller potential. By providing advanced training
282 and tools, Amazon can empower sellers to differentiate themselves thought co-joined media exposure and thrive in the competitive
283 landscape, which they cannot get from the other competitors; 3) Sustainability Spotlight: Latin American consumers and governments are
284 demanding greater environmental responsibility. For Amazon, this presents an opportunity to solidify brand image as a leader in
285 sustainability. Implementing eco-friendly practices benefit the environment and resonate with a growing customer base.

286 **Measurement/Optimization Focus**

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

289 Omnicom will deploy a comprehensive approach to optimizing Amazon media investments without any dependency on receiving
290 information from Amazon and which leverages Omnicom's scaled global capabilities through Omni. We have deployed similar
291 approaches at scale for Apple, for instance, who like Amazon maintains strict prohibition of data sharing and adheres to the highest
292 consumer data privacy standards. For Amazon, our approach will be led by Regional XLOB Data & Tech Lead, Gloria Roncancio and will
293 include the following: 1) Investment mix using a combination of Omnicom's MMM benchmarks, audience adjusted reach curves, and
294 Agile MMM leveraging proxy metrics. Proxy metrics for Agile MMM may include brand tracking, search query volume, and data from
295 panels and syndicated sources (YouGov, TGI, GWI, Similarweb, Comscore); 2) Tactical optimizations including reach and frequency and
296 partner allocations leveraging investment analysis in a combination of cleanrooms; and implementing A/B testing to experiment and
297 identify the most effective combinations of creative variations, ad formats, targeting strategies, and messaging; 3) Day-to-day campaign
298 optimizations would leverage media metrics via performance reporting; 4) Real-time optimizations in platform via custom bidding and
299 supply path models; and 5) Maintaining weekly status with Amazon to discuss learnings and insights to align on the optimizations that
300 will take place in the upcoming days/weeks. Please reference **Appendix E: Measurement and Optimization Evolution** for a more detailed
301 table outlining information requirements aligned to specific optimization deliverables.

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

304 Our recommendation would be optimized by receiving the information outlined in **Appendix E: Measurement and Optimization**
305 **Evolution**. The main challenge is to facilitate data sharing to the highest standards of consumer data privacy protection. How we
306 overcome this challenge: 1) Proxy KPI Validation: Partner with Amazon to validate that our proxy KPIs such as search query volume or
307 data from panels and syndicated sources, are highly correlated with Amazon 1P trends. While this has been validated for other clients, it
308 is recommended to validate against 1P data when possible; 2) MMM: Information related such as media contribution or ROI for Amazon
309 managed upper/mid funnel media to ensure our models control for Amazon managed activity that is targeting similar audiences and
310 objectives. The goal is to understand relative performance, thus in the absence of directly sharing contribution or ROI, clients have shared
311 average performance indexes by channel; and 3) Cleanrooms: AMC has provided clients with a privacy compliant way to enable Omnicom
312 to access richer data for reporting and analytics, for instance, integrating additional data partners into AMC. This enables a more holistic
313 approach to measuring reach and frequency across upper funnel media and enriches investment analytics in cleanrooms.

314 **New Locales**

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

317 We will aim to make the addition of new countries as easy and seamless as possible across the region by the following: 1) The inclusion of
318 a Business Operations function that sits within the XLOB Global Team. This function defines and deploys best practices and codifies ways
319 of working centrally for all LOBs, governing new country roll outs across the region; 2) Regional LOB leads having specific responsibility
320 (and KPIs) for coordinating the successful addition of new locales; 3) The development of regional LOB playbooks capturing LOB context,
321 key strategies, measurement approach and appropriate test results; 4) Regional LOB Flex Team resources who understand the LOB and
322 best practices can be applied locally to new countries to implement and execute plans rapidly; 5) The platform-based workflow in Omni
323 delivers a consistent approach across new countries and maintains continuity in Amazon ways of working.

324 In 2022, we effectively transitioned CHANEL's operations across 14 countries in Latin America with CUPFSA. Key processes were
325 streamlined in Omni, ensuring consistent workflow from strategy to analysis, while maintaining global consistency in campaign planning.
326 Campaign activation focused on privacy-first data handling and bespoke media selection, supported by automated tools like Planit for
327 budget management. Our end-to-end process achieved a 16% reduction in local agency resourcing.
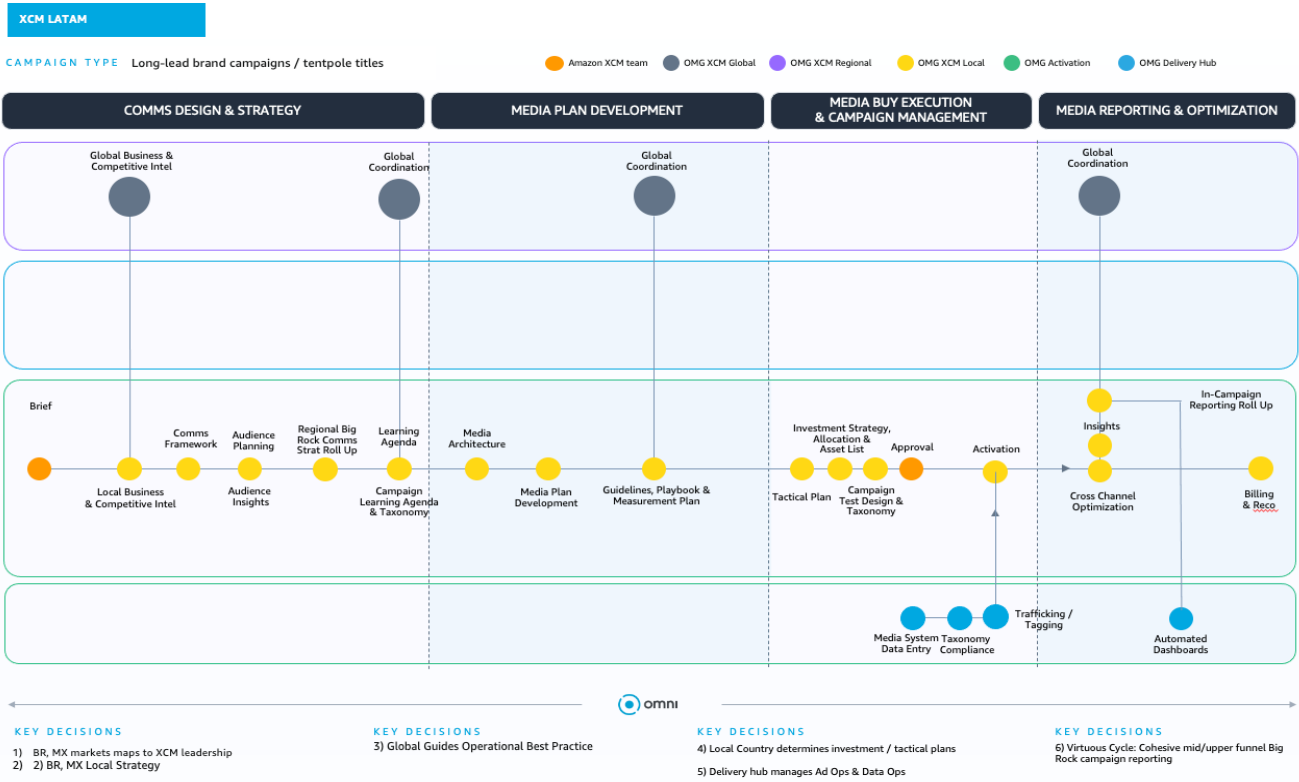
328 **Next Steps**

329 We look forward to incorporating feedback from this session to further evolve our staffing and commercial submissions, as well as
330 prepare for the upcoming Specialist Capabilities deep-dives in June.
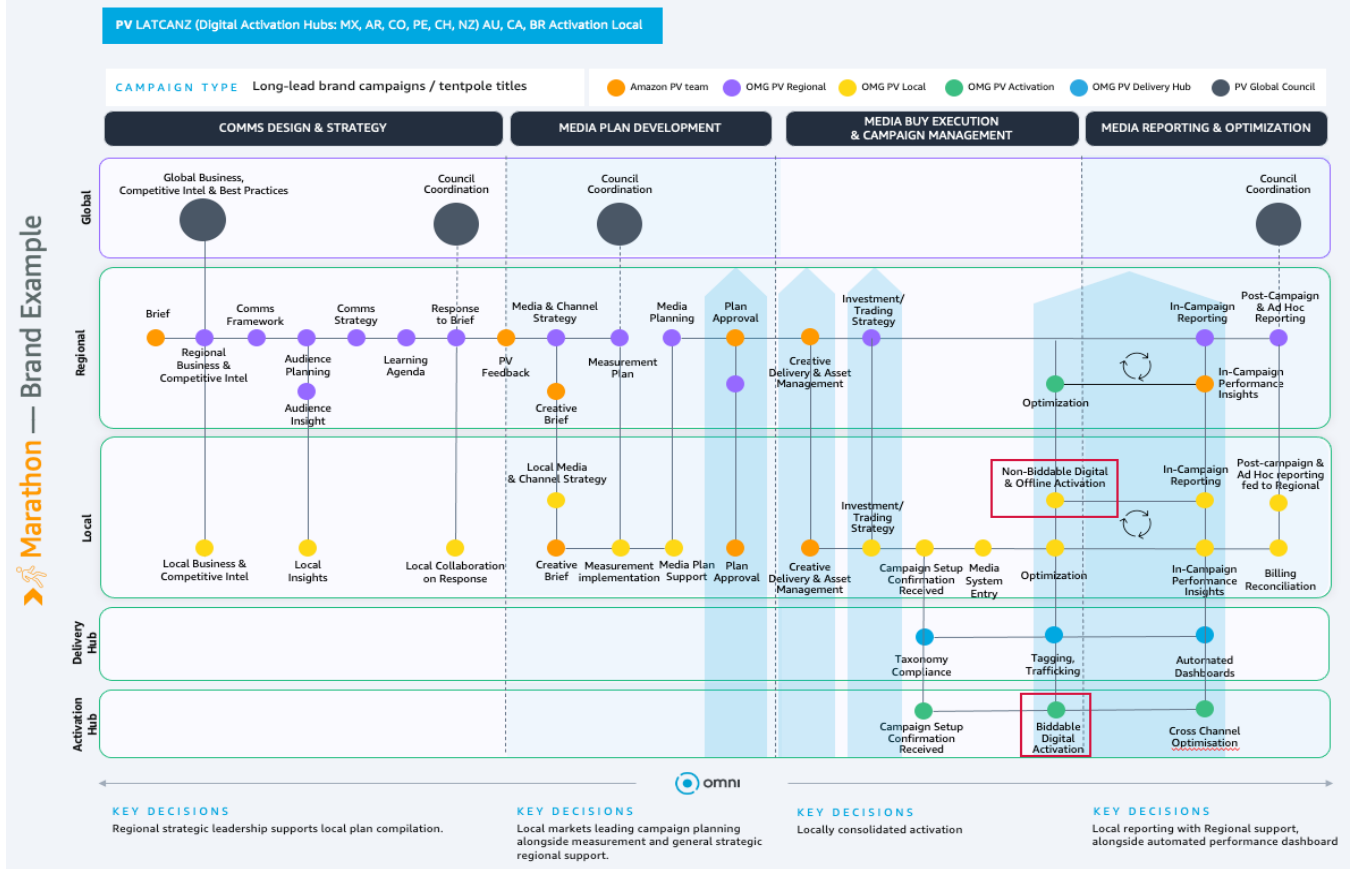
331 **Appendix A: Line of Business Workflows**
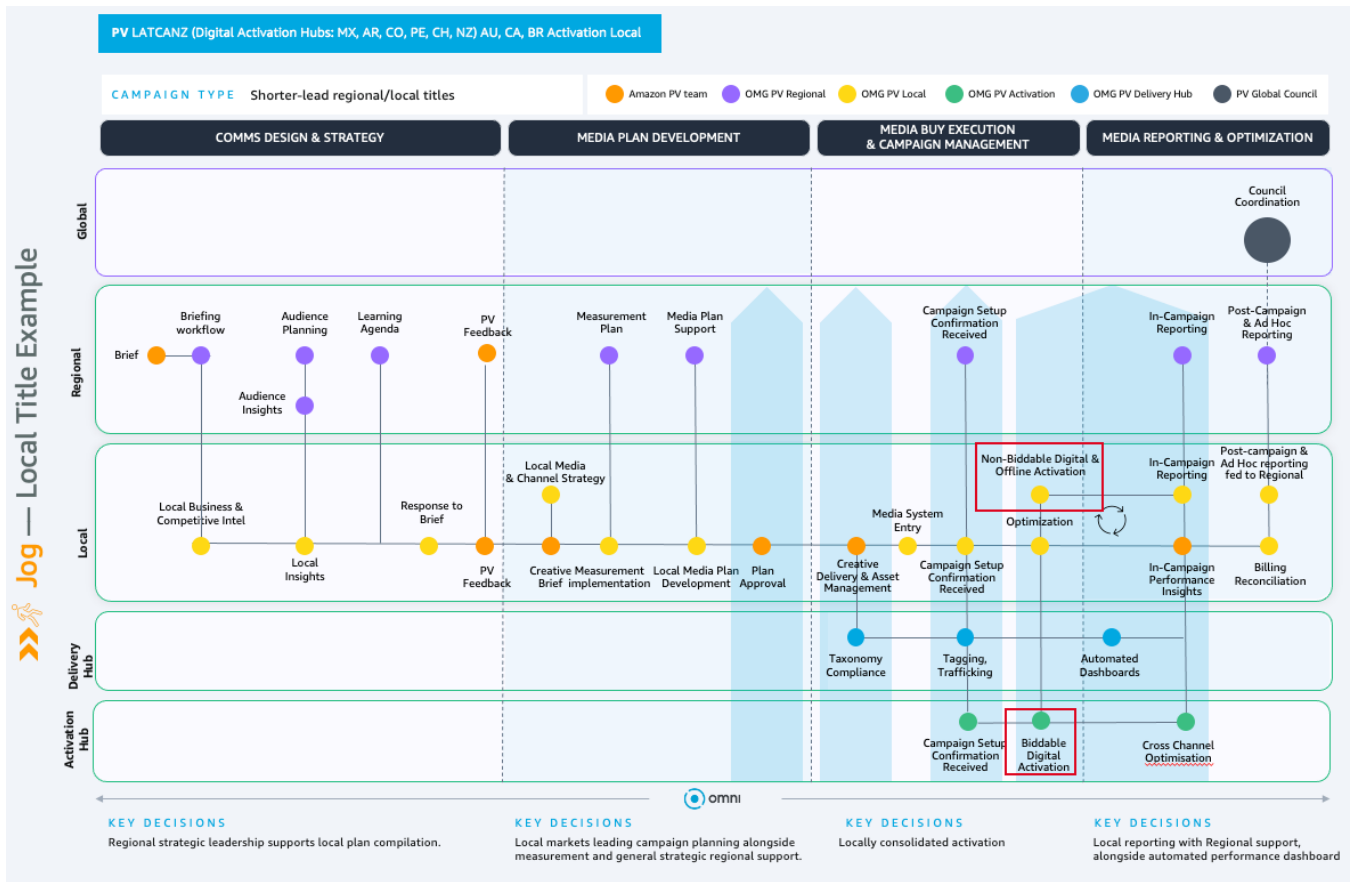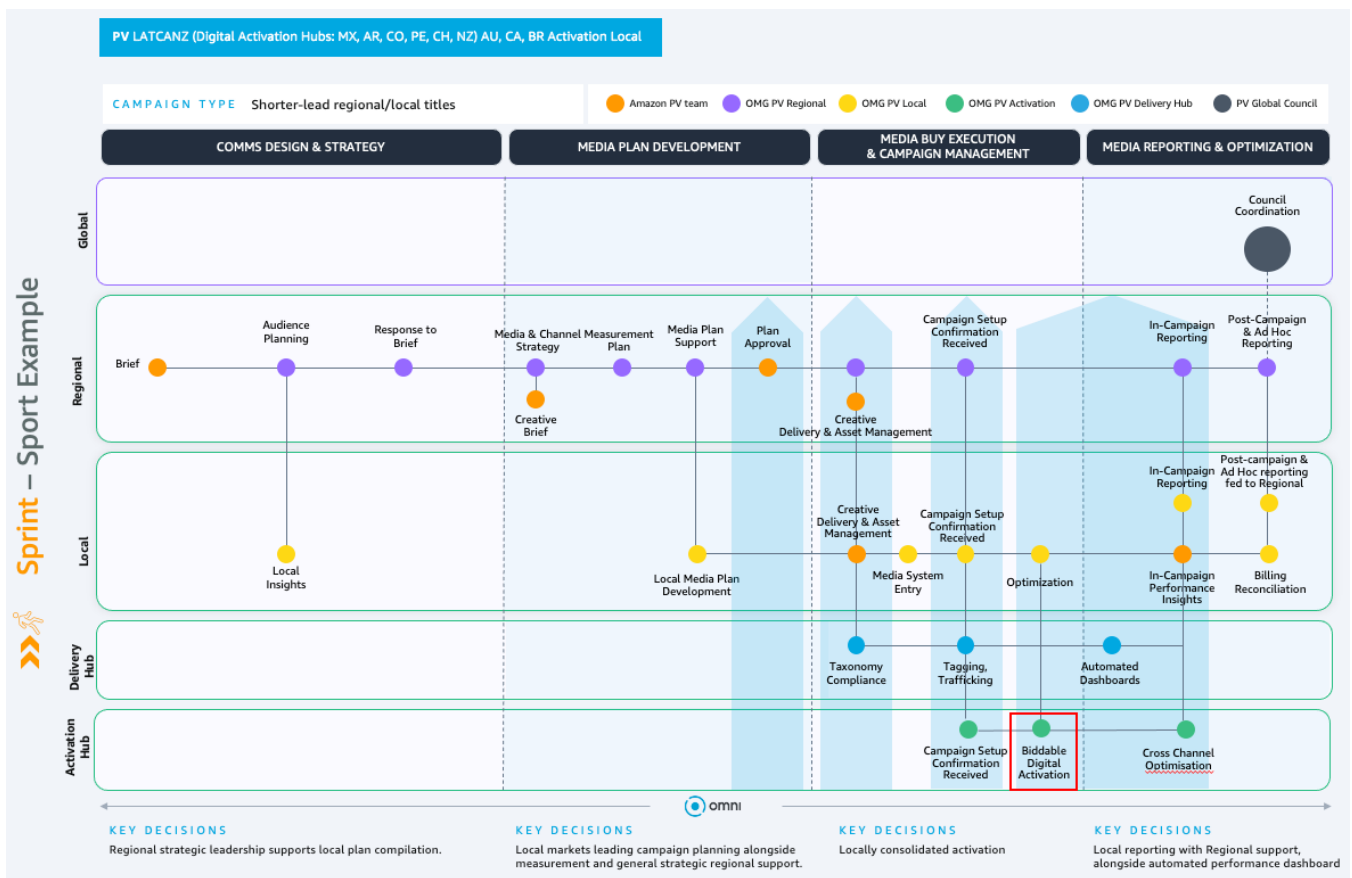
332 XCM LATAM

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334 PV LATCANZ

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339 **Appendix B: SOW Task Automation**

340 Omnicom has identified 60% of the 154 tasks provided in the 'B1 - Scope of Work' with the opportunity for automation feature
341 implementation 1) specific SOW categories prioritized for automation; 2) the individual tasks to be automated (based on SOW
342 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.

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344

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.

345

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.

346

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

348 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.

349

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

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

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

359 The below is an illustrative snapshot of Omnicom's Savings Lever Management program, designed to extract every ounce of value and
360 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	• 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

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Category	#	Item	Question	Amazon action	Support	OMG action	Support	Measurement	Media / Budget base	Budget	%	Value
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 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 throught the year. Our offer reflects 5% of total spend,	-	-	-	-	-	-	-	-	$5,000,000

363

364   **Appendix D2: Principal Media (OMnet):** Omnicom's Approach & Governance

365   Omnicom's approach to Principal Media (OMnet) has provided a competitive advantage for our clients for many years. While all holding
366   companies may offer many similar products, it is the execution of these products that separates us from our competitors.

367   We have differentiated OMnet in three key areas: 1) A guarantee that buys executed by OMnet are on exactly the same inventory/quality
368   levels that the client has already requested and all buys (via agency and OMnet) can be performance audited down to the placement
369   level by third parties such as MediaSense; 2) Execution of OMnet through our trading teams for efficient and effective delivery at scale,
370   meaning no change to the current buying process; 3) Strict compliance and governance frameworks with quarterly reporting available to
371   provide accountability and oversight of delivery and savings, as well as the option of a cap on spend.

372   OMnet makes a contractual commitment to spend with vendors, who in turn view this as incremental spend. It does not pre-buy any
373   specific spots or spaces or ring-fence any inventory / reduce client choice. Vendors reciprocate OMnet in the form of an amount of media
374   inventory with an additional discount / saving vs. the client rate negotiated by the agency. Clients can opt in to OMnet to access this
375   additional discount which is provided on a guaranteed like-for-like basis.

376   There is no impact on the quality of media. In all instances, inventory quality and buying parameters are guaranteed to match those
377   negotiated by the agency team. All OMnet activity, including the available savings, must be clearly identified on media
378   plans/authorizations or other forms of agreed client approval.

379   The administrative process to return the savings generated by OMnet is determined by client choice. The savings can translate to the
380   same media at a reduced budget (discount) or more media for the same budget (reinvest). A third option, used by clients in many cases,
381   is to hold the value generated and use it later to fund costs other than media (e.g. agency fees or third-party production costs).

382   **Appendix D3: World Federation of Advertisers Report**

383   The below demonstrates Omnicom's accuracy relating to market price movements. Our media inflation estimates are consistently close
384   the average of all contributors to this exercise including Agency Hold Cos and Media Auditors/consultants.
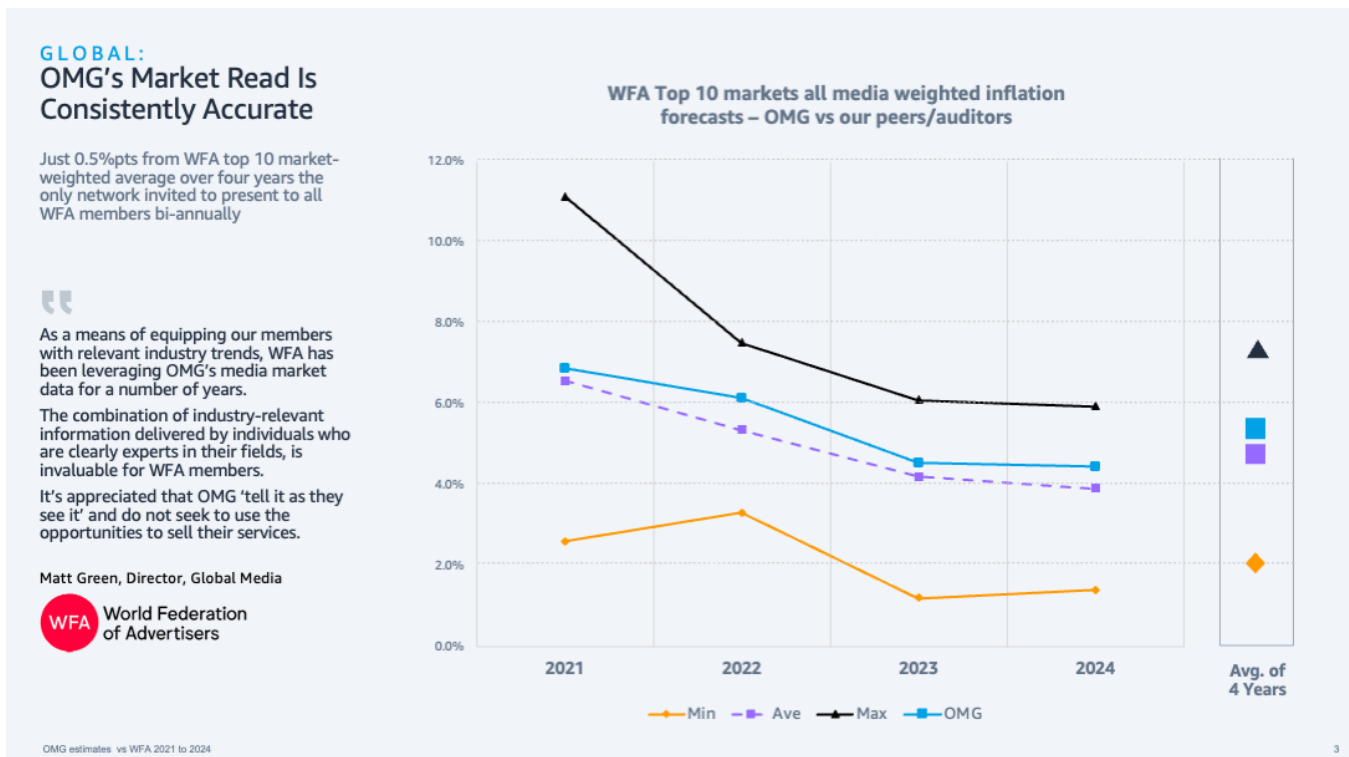
385

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387   **Appendix D4: Media Value Offer Proofpoints**

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

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

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

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

LATAM:

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 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 (Digital 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 & Tactical Optimization	Performance reporting leveraging Omnicom purchased media with alignment on requirements (use cases and dashboard views), and development of A/B tests for tactical optimization.	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	Omnicom optimizes Omnicom managed media via custom bidding, supply path, and workflow.	Amazon provisions access to Amazon owned seats to enable Omnicom to implement optimization algos across social and programmatic	Amazon to partner on incrementality testing via Brand Lift, Sales Lift

Best
Better
Good

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