

## A Letter from the Chairman and Chief Executive Officer



### To Our Shareholders:

As I reflect on another uniquely challenging year – a period of profound change in our industry coupled with the ongoing pandemic – it is truly remarkable how much we have accomplished.

Our clients are seeking to adapt and thrive in a rapidly evolving digital economy, and we continue to execute a strategy designed to meet their needs. We have grown our strong base of talented people worldwide, evolved existing capabilities, and invested in faster-growing disciplines, technologies and data platforms that support our entire portfolio.

Our strategies continue to pay off. Our strong performance reflects more than the cyclical economic recovery as the pandemic recedes. It further validates the growing role we play as clients turn to us to help them navigate the complexity of marketing and communications as well as to transform their organizations. And we are proud to have been awarded significant new business from some of the world's top marketers like Philips, Mercedes-Benz, Home Depot and Chanel, among others.

Omnicom and our agencies have emerged from the pandemic stronger, and the services we offer are in even greater demand as our clients are once again focused on returning to growth. It is the talent of our people and the great work they do that drives such strong results for our clients and shareholders.

We also want to recognize our more than 200 colleagues in Ukraine. At the time of this writing, the war there continues to unfold and intensify. We are in constant contact with our Ukrainian agency leaders as we work to ensure the safety and well-being of our people. We are currently delivering much-needed humanitarian assistance, including transportation, accommodations, visas and working papers, translation services, relocation support, supplies and medical support. With the war in Ukraine worsening throughout March 2022, we also made the decision to withdraw from Russia. We will continue to keep our affected colleagues in our thoughts and hope for peace.

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### Performance Overview

Across all financial indicators, Omnicom delivered a strong 2021. We had organic revenue growth of 10.2% for the year, with broad contributions across our agencies, disciplines, geographies and client sectors.

We generated revenues of \$14.3 billion for 2021, an 8.5% increase from 2020. This includes organic growth as well as the net positive impact of foreign exchange rates, offset by the negative impact of acquisitions, net of dispositions.

Our EBITA margin for the full year 2021 was 15.9% versus 12.8% in 2020. Our agency leaders did an exceptional job in managing costs even as revenue increased rapidly, and we saw the benefits of our operational initiatives that delivered efficiencies across the organization in areas such as real estate, accounting, IT, procurement and other back-office operations. I'm also pleased to report that even during the crisis, we continued to invest in talent and technology.

On the bottom line, we delivered diluted earnings per share of \$6.53, an increase of 49% from 2020.

In 2021, Omnicom generated \$1.8 billion in free cash flow which grew 5.4% from 2020. We are very pleased with the strength of this important metric. We returned \$1.1 billion to shareholders through dividends and share repurchases. Given the continuing improvements in our operations, strong liquidity position and credit profile, the Board approved an increase in our quarterly dividend of 7.7% to 70 cents per common share in February of 2021.

Moving forward, we will continue our consistent approach to capital allocation, which includes paying dividends, pursuing accretive acquisitions and repurchasing shares.

## Strategic Direction

While each of our clients faces a unique set of opportunities and challenges and have distinct opportunities to differentiate their brand, they all look to us to deliver better outcomes for their business. Our job is to advise and support them in their efforts – whether they seek to accelerate digital transformation, expand their e-commerce and direct-to-consumer capabilities, or more effectively leverage data and analytics to reach their customers.

To help our clients achieve their goals, our strategy remains focused on strengthening our capabilities in the four areas below:

- Hiring and retaining the best talent;
- Driving organic growth through innovation and by evolving and expanding our service offerings;
- Investing in areas of growth with a particular focus on CRM and precision marketing, digital transformation and marketing technology (MarTech), data and analytics, e-commerce and performance media and the health sector;
- Remaining vigilant on managing our costs in line with revenues while improving operational efficiencies in areas such as real estate, back office accounting, purchasing and IT.

These four areas help us effectively orchestrate our people, processes and platforms to deliver better outcomes for our clients. Together, they allow us to be extremely competitive in the marketplace as we reimagine and strengthen our clients' brands, seamlessly connect them with their customers across the marketing journey, transform their MarTech platforms, and accelerate their adoption of e-commerce and new media channels.

Going forward, we will proactively offer more services across the marketing journey to our existing clients as well as in our new business relationships. Our objective, in part, is to increase the number of clients who consolidate more of their services with Omnicom.

We will achieve this by continuing to invest in faster-growing disciplines as well as in technologies and data platforms that enable our people to deliver our services

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more effectively for our clients. We will also continue investing in our best-in-class talent and world-class agency brands whose unique cultures, creativity and craft skills underlie our competitive advantage.

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## Innovation and Connectivity

Our approach has always been to have best-in-class talent use advanced operating systems and technologies to inform their work. It’s a formula that has served us extremely well.

A key part of this formula is Omni, our open operating system that helps us orchestrate better outcomes. As we start to see the deprecation of cookies, Omni is providing better intelligence by orchestrating first-, second- and third-party data sets to present a single view of consumers. With this view, our teams can garner insights to create, plan and deliver the most impactful messages, content and communications at each stage of the consumer journey.

Moreover, Omni is built for collaboration, acting as a conductor between different specialists as they use a single processing workflow from insights to execution. We have over 40,000 Omnicom colleagues in more than 60 countries provisioned on the platform. Hundreds of our clients, including our top 20, utilize it. Omni’s open-source system enables our practice areas like commerce, health and PR to customize it with different data sets unique to their disciplines. It empowers our people to make better and faster decisions, maximizing efficiency and ROI for our clients.

While Omni and accompanying tools remain a top investment priority for us, we understand that data can only take us so far. It is the creativity and craft skills of our people that truly set us apart and drive the best outcomes for clients. For this reason, we remain steadfast to investing in our leading brands and markets.

Our approach is to strengthen our brands and connect them through our Practice Areas and Global Client Leaders Group. It is a structure that allows our leadership teams to quickly mobilize efforts to deliver strategic solutions for our clients from across the group. Whether their need is for integrated services across regions or more individualized solutions in specific countries, we can quickly organize our services and people in a manner that meets the specific need of each client.

This process has created a cohesive culture that binds us together. I often hear from clients that a deciding factor in the decision to hire Omnicom is our people. While they bring distinct, specialized skills to the client, they also know and respect one another and genuinely collaborate.

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## Strong Agency Portfolio

As mentioned before, one of our main goals is to enhance our capabilities throughout our portfolio. In 2021, we made significant progress by pursuing investments that expanded our service capabilities in high-growth areas like precision marketing, digital transformation and MarTech consulting, e-commerce, digital and performance media, predictive, data-driven insights and healthcare.

Omnicom Health Group acquired U.S.-based Archbow Consulting. Archbow

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AMV BBDO won Agency of the Year at the 2021 Cannes Lions International Festival of Creativity. PHD was also named Media Network of the Festival.

TBWA, BBDO and Goodby Silverstein & Partners were named to *Fast Company's* list of 2021 World's Most Innovative Companies, making Omnicom the only holding company to have three agencies ranked in the top 10 of the Advertising sector.

TBWA was crowned *Adweek's* 2021 Global Agency of the Year.

FleishmanHillard received top honors in 2021, being named Global PR Agency of the Year by both *Campaign* and *PRovoke Media*.

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helps pharmaceutical and biotech companies design, build and optimize market access operations, product distribution and patient access hubs.

We also broadened Omnicom's digital transformation, digital marketing and e-commerce capabilities by closing on two strategic acquisitions in 2021. Credera – our global, boutique consulting firm focused on digital transformation – acquired Areteans. Areteans specializes in the design, delivery and implementation of real-time interaction and digital customer relationship management for some of the world's largest brands. In addition, Credera acquired BrightGen, a Salesforce Summit Partner, to extend our Salesforce capabilities in Europe.

We also acquired Jump 450 Media, a performance marketing agency. The company leverages algorithmic scaling strategies, rapid creative testing and data analytics to optimize digital media spend and drive customer acquisition. Its focus on e-commerce and pure performance marketing will strengthen and add a distinct set of capabilities to our existing performance media offering.

Lastly, we acquired two German-based companies, antoni and OSK. antoni is one of the most innovative and creative agencies in Europe, with data and digital capabilities at its core. OSK has been in the top 10 of public relations agencies in Germany since 2008 and is the undisputed number one for automotive.

Looking ahead, we will continue to invest in our agencies while remaining focused on expanding our service capabilities in high-growth areas.

## Unsurpassed Talent

Omnicom has always strived to be a great place for people to work. Our priorities are to attract, retain and develop the best talent.

We do so by investing in and creating opportunities for our people. This is especially true now when the war for talent is so fierce. Within the past year, we expanded our investments in learning and career development programs; implemented agile and flexible work arrangements for the post-Covid era; and delivered competitive benefits and compensation programs.

As an example, we instituted a new program called Roleseeker, which provides greater career mobility across our agencies. In addition, Omnicom University (OU) adapted its best-in-class programs to a virtual format in 2021 after a temporary pause in 2020 due to Covid. It hosted seven programs that totaled over 300 senior leaders from more than 20 countries. Going forward, OU will use a combination of in-person and virtual programs.

These are just a couple of initiatives, among hundreds, that support our strategic focus on talent development and career advancement. We want Omnicom to be a place where our people have a long-term career path and a range of opportunities. We will continue to invest in this critical area in the years ahead.

## Corporate Responsibility

At Omnicom, we strive to create a positive and lasting impact on the world the best way we know how: through our actions. We are committed to promoting responsible practices, making positive contributions to society, and cultivating an inclusive workplace as diverse as the clients and communities we serve. These commitments define who we are and what we do as a company.

Below is a summary of our 2021 efforts across our four focus areas, which are: creating a dynamic and diverse workforce, supporting our communities, managing our environmental footprint and ensuring a strong governance structure.

**Diversity:** Following its implementation in 2020, OPEN 2.0 continued to guide our work in diversity, equity and inclusion in 2021. Through four key tenets – culture, collaboration, clients and community – and eight Action Items, the plan helps us move closer to achieving our goal: systemic equity throughout Omnicom.

As we work towards this ambitious goal, it’s important that we remain transparent on our progress. Below are detailed disclosures of our workforce diversity in the United States in 2021 as compared to 2020:

**Omnicom’s U.S. Equal Employment Opportunity Commission (EEOC) Data**  
as of December 31, 2020 and December 31, 2021

	Black		Asian		Hispanic		White		Female	
	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021
Executive Managers	3.1%	<b>3.5%</b>	7.7%	<b>7.5%</b>	5.0%	<b>5.5%</b>	82.6%	<b>81.7%</b>	49.7%	<b>50.9%</b>
Mid Managers	4.9%	<b>5.5%</b>	9.0%	<b>9.2%</b>	8.6%	<b>9.6%</b>	74.6%	<b>72.6%</b>	59.9%	<b>58.5%</b>
Professionals	5.6%	<b>7.5%</b>	11.2%	<b>11.1%</b>	10.7%	<b>12.0%</b>	69.4%	<b>65.8%</b>	59.7%	<b>62.0%</b>

As we strive for increasing diversity throughout our company, it is important that we have the proper structure and support in place. Our first order of business has been executing, expanding and empowering the OPEN Leadership Team. Since OPEN 2.0’s launch in July 2020, we have increased this team of dedicated, full-time DE&I professionals to nearly 40 leaders. Importantly, each of our Network and Practice Area CEOs now has a DE&I leader reporting directly to them. As our strategy continues to scale and be successful, these leaders will help oversee and advance DE&I efforts at every level of our organization.

We also launched four new global OPEN Employee Resource Groups (ERGs) in 2021 to join Omniwomen and OPEN Pride. They are Black Together, Asian Leaders Circle, AcentO for our Latinx community, and OPEN DisAbility. In addition, we added Health and Welfare Benefits in 2021 that are responsive to our LGBTQ+ community and expand on our existing comprehensive offerings which include domestic partner coverage, health benefits, gender affirming benefits, emotional health, family support, family care and financial health.

Improved benefits like these, as well as other internal efforts for our LGBTQ+ employees, helped us achieve a perfect score for the sixth consecutive year on the Corporate Equality Index (CEI) administered by the Human Rights Campaign Foundation. Due to our high score, Omnicom was designated as a 2022 “Best Place to Work for LGBTQ Equality.”

The progress noted above has resulted in ongoing public recognition. Following our inclusion on its 2020 World’s Best Employers list, *Forbes* named us on its 2021

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As part of our commitment to improvement, we have joined the Science-Based Targets Initiative.

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list of Best Employers for Diversity. While I am proud of these accomplishments and the steps made thus far, we have much more to do to achieve systemic equity across Omnicom.

**Community:**

**United Nation's Sustainable Development Goals (SDGs):** Omnicom has been a signatory of the United Nations Global Compact since 2016, which means we are committed to supporting and respecting the protection of internationally proclaimed human rights and eliminating discrimination with respect to employment. As part of being a signatory, Omnicom and our agencies are committed to supporting the UN Sustainable Development Goals (SDGs) through volunteering and engagement with local communities.

In 2020 and 2021, this was especially true as our agencies supported numerous COVID-19 efforts, our front-line workers, and organizations committed to social justice and racial equity. Now, in early 2022, we see our agencies again giving substantial time and resources to a special cause by providing humanitarian assistance to our Ukrainian colleagues who are being impacted by the war with Russia.

In the year ahead, I have no doubt our people across the globe will continue to create positive change in the communities where they live and work. It is integral to who they are as individuals and who we are as a company.

**Environment:** Environmental sustainability has always been an area of focus for us. In 2021, we appointed Karen van Bergen as Chief Environmental Sustainability Officer. Karen will be responsible for overseeing our climate change initiatives and processes, which includes setting measurable goals and policies and establishing partnerships that will reduce our carbon footprint.

Karen will drive progress against the goals we established five years ago to lessen the impact of our operations on the environment. This includes reducing energy use by 20% per employee using a 2015 baseline and increasing our use of electricity generated from renewable sources to 20% by 2023.

As part of our commitment to improvement, we have joined the Science-Based Targets Initiative, which enables companies to set science-based targets in line with 1.5°C emissions scenarios and publicly audits companies on their emissions reduction efforts to ensure adherence. Omnicom is also a founding member of #ChangeTheBrief Alliance, which calls for agencies and marketers to harness the power of their advertising to promote sustainable consumer choices and behaviors.

Moving forward, we will continue to look for innovative ways to lessen the impact of our operations on the environment by continuing the transition to more efficient use of space, proactive energy management, smart travel and commuting, and waste minimization.

**Governance:** As I mentioned earlier, diversity, equity and inclusion are a top priority for us. When we speak about proper representation and inclusion within Omnicom, we know it must start at the top. That is why we continue to place a strong emphasis on the diverse composition of our Board of Directors. Currently, our Board nominees consist of nine independent directors, with six women, four African Americans (including our Lead Independent Director) and one Latina. We are proud of the diverse knowledge and experience our Board members bring as they ensure ethical standards are upheld and exemplary oversight is maintained across our networks and agencies.

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Part of their oversight includes focusing on environmental, social and governance (ESG) disclosure, including disclosing certain ESG information aligned to relevant frameworks and standards. As such, we committed to reporting our progress based on the Sustainability Accounting Standards Board (SASB) requirements in 2021.

Part of our improvements also included the launch of a global, mandatory Unconscious Bias training in 2021. This comes in addition to our mandatory business ethics, security awareness and cybersecurity training for all Omnicom colleagues.

I'm very proud to report that we were the only company in our industry named to *Newsweek's* list of America's Most Responsible Companies in 2021. We aim to achieve more in the new year so we can ensure Omnicom's agencies are a top destination for talent.

## Our Journey Continues

During a year of unprecedented global economic and political events that effected an already tepid macroenvironment, Omnicom continued to be an industry leader, embracing new technology, delivering outstanding creativity for our clients and their brands, and generating a solid return for shareholders.

All of these efforts would not have been possible without the creativity, talent and passion of our people. I am humbled and honored to work with such outstanding talent. It's an extraordinary privilege – and responsibility.

As the effects of the war in Ukraine continue to unfold, I am confident that our proven ability to operate at a high level through business cycles will once again be exhibited in 2022. I recently visited Warsaw and was inspired to see the tremendous bravery of our Ukrainian colleagues and the immediate outpouring of support and kindness of our colleagues in Poland and the countries that neighbor Ukraine. As always, our people have been resilient and I am honored to lead a company that displays such unity and strength.

So, to our people, thank you. Thank you for your kind-heartedness as well as your unwavering dedication to Omnicom. It has been a difficult period filled with turmoil, but you have never faltered in your ability to uplift one another and produce incredible work for our clients and communities.

For that, I offer my sincerest appreciation. And to our clients and shareholders, thank you for your trust and support as we continue to work through the challenges before us. With your help and the efforts of our people, we entered 2022 with positive momentum, and I am grateful to have you with us through it all.

Sincerely,  
John D. Wren  
Chairman and Chief Executive Officer

