

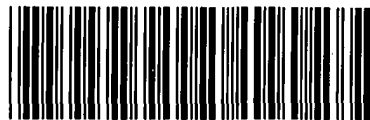
Registration number: 4127645

BBDO European Holdings Limited

Annual Report and Financial Statements

for the Year Ended 31 December 2021

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BBDO European Holdings Limited

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BBDO European Holdings Limited

Strategic Report for the year ended 31 December 2021

The Directors present their strategic report for the year ended 31 December 2021.

The purpose of this strategic report is to inform members of the company and help them assess how the directors have performed their duty under section 172 of the Companies Act 2006 (duty to promote the success of the company).

Fair review of the business

As a holding company the performance of the Company is largely dependent on the financial results of its subsidiaries. During the year the group companies developed satisfactorily and the directors expect the group to continue to generate a profit.

The main trends and factors likely to affect future development, performance and position of the Company's business

Economic conditions in the markets where our subsidiaries operate have a direct impact on their business and financial performance. In particular, if domestic or global economic conditions worsen or do not improve, clients may reduce future spending on advertising and marketing services which could reduce the demand for our services. Our businesses closely monitor economic conditions, client revenue levels and other factors and, in response to reductions in client revenue, if necessary, take actions available to them to align their cost structure and manage working capital.

Government agencies and consumer groups directly or indirectly affect or attempt to affect the scope, content and manner of presentation of advertising, marketing and corporate communications services, through regulation or other governmental action. Any limitation on the scope or content of the services provided by our businesses could affect their ability to meet their clients' needs, which could have a material adverse effect on their results and financial position. In addition, there has been a tendency on the part of businesses to resort to the judicial system to challenge advertising practices. Such actions by businesses or governmental agencies could have a material adverse effect on their results and financial position.

Government or legislative action may limit the tax deductibility of advertising expenditures by certain industries or for certain products and services. These actions could cause our clients affected by such actions to reduce their spending on the services provided by our businesses which could have a material adverse effect on their results and financial position. Further, laws and regulations, related to user privacy, use of personal information and internet tracking technologies have been proposed or enacted in certain international markets. These laws and regulations could affect the acceptance of new communications technologies and the use of current communications technologies as advertising mediums. These actions could affect our businesses and reduce demand for certain of their services, which could have a material adverse effect on their results and financial position.

Like many other businesses, we rely heavily upon information technology systems and infrastructure to service our clients. Cyber attacks are becoming more common and whilst we have taken what we believe are prudent measures to protect our data and information technology systems, there can be no assurance that our efforts will prevent system failures, network disruptions or breaches in our systems or the systems of third parties that we use. Any of these could adversely affect our reputation or business.

BBDO European Holdings Limited

Strategic Report for the year ended 31 December 2021

Principal risks and uncertainties

The markets our businesses operate in are highly competitive and are expected to remain so. Key competitive considerations for retaining existing business and winning new business include their ability to develop marketing solutions that meet client needs in a rapidly changing environment, the quality and effectiveness of the services they offer and their ability to efficiently serve clients, particularly large international clients, on a broad geographic basis. While many of their client relationships are long-standing, from time to time clients put their advertising, marketing and corporate communications services business up for competitive review. Our businesses have won and lost accounts in the past as a result of these reviews. To the extent that they are not able to remain competitive or retain key clients, their revenue may be adversely affected, which could have a material adverse effect on their results and financial position.

The ability to retain existing clients and to attract new clients may, in some cases, be limited by clients' perceptions of, or policies concerning, conflicts of interest arising from other client relationships. If our businesses are unable to manage multiple client relationships and avoid such potential conflicts of interest their results and financial position may be adversely affected.

Our clients generally are able to reduce advertising and marketing spending or cancel projects at any time on short notice for any reason. It is possible that clients could reduce spending in comparison to historical patterns, or they could reduce future spending. They could also seek to consolidate or make changes in structure on their side to centralise operations into regional hubs to achieve economies of scale including savings in advertising and marketing expenditure. A significant reduction in advertising and marketing spending by our largest clients, or the loss of several of our largest clients, if not replaced by new clients or an increase in business from existing clients, would adversely affect the revenue of our businesses and could have a material adverse effect on their results and financial position.

Our employees are our most important assets and our ability to attract and retain key personnel is an important aspect of our competitiveness. If our businesses are unable to attract and retain key personnel, including highly skilled technically proficient personnel, their ability to provide services in the manner customers have come to expect may be adversely affected, which could harm their reputation and result in a loss of clients, which could have a material adverse effect on their results and financial position.

The United Kingdom left the European Union on 31 January 2020, entering a transition period which ended 31 December 2020. The EU-UK Trade and Cooperation Agreement, governs the relationship between the UK and EU, and has been applied since formal ratification on 1 May 2021. In the absence of an agreement on trade-in-services, we are analysing changes and implications for our operations across both economies, and in the advertising/media sector in particular.

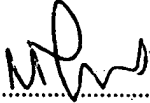
BBDO European Holdings Limited

Strategic Report for the year ended 31 December 2021

In March 2022, in the aftermath of Russia's invasion of Ukraine on 24 February, Omnicom Group Inc., the Company's ultimate parent undertaking, announced its decision to discontinue operations in Russia. The BBDO network is currently in the process of disposing of all its investments in Russia. The Company does not have any direct investments in any Russian agencies.

10th August 2022

Approved by the Board on and signed on its behalf by:



.....
M. Sanders
Director

BBDO European Holdings Limited

Directors' Report for the year ended 31 December 2021

The Directors present their report and the financial statements for the year ended 31 December 2021.

Principal activity

The principal activity of the company is to act as a holding company for companies operating primarily outside the UK, providing advertising and marketing services.

Dividends

The directors paid dividends during the year ended 31 December 2021 of £333,333 per share totalling £1,000,000 (2020: £6,000,000).

Directors of the company

The directors who held office during the year and to the date of this report were as follows:

J. Byrnes (ceased 1 July 2022)

H. Cavanagh

J. Moser (appointed 1 April 2021)

The following director was appointed after the year end:

M. Sanders (appointed 1 July 2022)

The Company has made qualifying third party indemnity provisions for the benefit of the directors during the period and these remain in force at the reporting date.

Political and charitable donations

During the year the company made no political donations or charitable donations or incurred any such expenditure during the year (2020: Nil).

Disclosure of information to the auditor

Each Director who held office at the date of approval of this directors' report confirms that, so far as they are aware, there is no relevant audit information of which the Company's auditor is unaware; and each Director has taken all the steps in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

BBDO European Holdings Limited

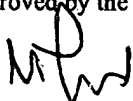
Directors' Report for the year ended 31 December 2021

Reappointment of auditor

Pursuant to Section 487 of the Companies Act 2006, the auditor will be deemed to be reappointed and KPMG LLP will therefore continue in office.

10th August 2022

Approved by the Board on and signed on its behalf by:



M. Sanders
Director

Bankside 3
90 - 100 Southwark Street
London
SE1 0SW

Registered office

BBDO European Holdings Limited

Statement of Directors' Responsibilities in respect of the annual report and the financial statements

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the they have elected to prepare the financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

Independent Auditor's Report to the Members of BBDO European Holdings Limited

Opinion

We have audited the financial statements of BBDO European Holdings Limited (the 'company') for the year ended 31 December 2021, which comprise the Profit and Loss Account, Balance Sheet, Statement of changes in equity and Related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the company or to cease its operations, and as they have concluded that the company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the directors' conclusions, we considered the inherent risks to the company's business model and analysed how those risks might affect the company's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the company will continue in operation.

Independent Auditor's Report to the Members of BBDO European Holdings Limited

Fraud and breaches of laws and regulations – ability to detect

Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of directors as to the Company's high - level policies and procedures to prevent and detect fraud, as well as whether they have knowledge of any actual, suspected or alleged fraud;
- Considering remuneration incentive schemes and performance targets for directors;
- Reading Board minutes;
- Using analytical procedures to identify any unusual and unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls, in particular the risk that management may be in a position to make inappropriate accounting entries. On this audit we do not believe there is a fraud risk linked to revenue recognition because there are no revenue transactions.

We did not identify any additional fraud risks.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation to ensure that the transaction exist. Considering remuneration incentive schemes and performance targets for directors;
- Assessing whether the judgements made in making accounting estimates are indicative of a potential bias.

Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the directors, and discussed with the directors the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our audit team and remained alert to any indications of non- compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies legislation), distributable profits legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, whilst the company is subject matter to many other laws and regulations, we did not identify any others where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements.

Independent Auditor's Report to the Members of BBDO European Holdings Limited

Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Strategic Report and Directors' Report

The directors are responsible for the Strategic Report and the Directors' Report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the Strategic Report and the Directors' Report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the Strategic Report and the Directors' Report ;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

Directors' responsibilities

As explained more fully in their statement set out on page 6, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities

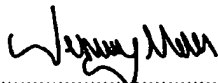
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Independent Auditor's Report to the Members of BBDO European Holdings Limited

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



.....
Jeremy Hall (Senior Statutory Auditor)
For and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants
15 Canada Square
London
E14 5GL

Date: 10th August 2022

BBDO European Holdings Limited

Profit and Loss Account for the year ended 31 December 2021

	Note	2021 £	2020 £
Administrative expenses		<u>(860,820)</u>	<u>(1,609,703)</u>
Operating loss		(860,820)	(1,609,703)
Income from shares in group undertakings		4,146,807	7,603,606
Other interest receivable and similar income	5	<u>(3,316)</u>	<u>5,625</u>
Profit before taxation		3,282,671	5,999,528
Tax on profit	6	<u>164,186</u>	<u>304,774</u>
Profit after taxation		<u><u>3,446,857</u></u>	<u><u>6,304,302</u></u>

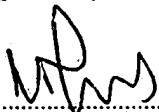
The results shown above are derived wholly from continuing operations. There were no recognised gains or losses in either the current or prior year except as shown above. Consequently, a statement of comprehensive income has not been prepared.

BBDO European Holdings Limited

(Registration number: 4127645)
Balance Sheet as at 31 December 2021

	Note	2021 £	2020 £
Fixed assets			
Investments	8	333,762,665	333,762,665
Current assets			
Debtors	9	6,095,977	3,973,997
Creditors: Amounts falling due within one year	10	<u>(823,028)</u>	<u>(1,147,905)</u>
Net current assets		<u>5,272,949</u>	<u>2,826,092</u>
Net assets		<u>339,035,614</u>	<u>336,588,757</u>
Capital and reserves			
Called up share capital	11	3	3
Share premium account		31,659,357	31,659,357
Capital contribution reserve		624,418	624,418
Capital redemption reserve		8,000,000	8,000,000
Retained earnings		<u>298,751,836</u>	<u>296,304,979</u>
Total equity		<u>339,035,614</u>	<u>336,588,757</u>

10th August 2022
Approved by the Board on and signed on its behalf by:


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M. Sanders

Director

BBDO European Holdings Limited

Statement of Changes in Equity for the year ended 31 December 2021

	Share capital £	Share premium £	Capital contribution reserve £	Capital redemption reserve £	Retained earnings £	Total £
At 1 January 2021	3	31,659,357	624,418	8,000,000	296,304,979	336,588,757
Profit for the year	-	-	-	-	3,446,857	3,446,857
Total comprehensive income	-	-	-	-	3,446,857	3,446,857
Dividends	-	-	-	-	(1,000,000)	(1,000,000)
At 31 December 2021	3	31,659,357	624,418	8,000,000	298,751,836	339,035,614
	Share capital £	Share premium £	Contribution reserve £	Capital redemption reserve £	Retained earnings £	Total £
At 1 January 2020	3	31,659,357	624,418	8,000,000	296,000,677	336,284,455
Profit for the year	-	-	-	-	6,304,302	6,304,302
Total comprehensive income	-	-	-	-	6,304,302	6,304,302
Dividends	-	-	-	-	(6,000,000)	(6,000,000)
At 31 December 2020	3	31,659,357	624,418	8,000,000	296,304,979	336,588,757

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

1 Accounting policies

Statement of compliance

These financial statements were prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. The following accounting policies have been applied consistently in dealing with items which are considered to be material in relation to the Company's financial statements.

Basis of preparation

The financial statements have been prepared in accordance with applicable accounting standards and under the historical cost accounting rules.

The company is a private company limited by share capital, incorporated and domiciled in England & Wales, with registered office at Bankside 3, 90 – 100 Southwark Street, London SE1 0SW.

The financial statements are presented in sterling, the Company's functional currency.

The Company is exempt by virtue of s401 of the Companies Act 2006 from the requirement to prepare group accounts as the Company is included in the consolidated accounts of a larger group headed by Omnicom Group Inc., a parent undertaking established under the law of the United States of America. These financial statements present information about the Company as an individual undertaking and not about its group.

Summary of disclosure exemptions

In these financial statements, the company is considered to be a qualifying entity (for the purposes of this FRS) and has applied the exemptions available under FRS 102 in respect of the following disclosures:

- Reconciliation of the number of shares outstanding from the beginning to end of the period;
- Cash Flow Statement and related notes; and
- Key Management Personnel compensation.

As the consolidated financial statements of Omnicom Group Inc. include the equivalent disclosures, the Company has also taken the exemptions under FRS 102 available in respect of the following disclosures:

- Certain disclosures required by FRS 102.26 Share Based Payments; and,
- The disclosures required by FRS 102.11 Basic Financial Instruments and FRS 102.12 Other Financial Instrument Issues in respect of financial instruments not falling within the fair value accounting rules of Paragraph 36(4) of Schedule 1.

Related party transactions: As a 100% owned subsidiary of Omnicom Group Inc. the Company has taken advantage of the exemption available under FRS 102 Section 33. 1A: Related Party Disclosures, which enable it to exclude disclosure of transactions with Omnicom Group Inc., and its wholly owned subsidiaries.

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

Going concern

The Company has net current assets of £5,272,949 at 31 December 2021 (2020: £2,826,092). The financial statements have been prepared on a going concern basis which the directors consider to be appropriate as the directors consider that the Company will have access to sufficient funding to meet its needs for the reasons set out below.

The company participates in a cash concentration arrangement with its fellow subsidiaries, Omnicom Finance Limited and Omnicom Financial Services Limited, the group's UK treasury operations, under which bank balances are cleared to zero on a daily basis either by the company depositing cash with Omnicom Finance Limited or Omnicom Financial Services Limited or by Omnicom Finance Limited or Omnicom Financial Services Limited depositing cash with the company. The company's access to borrowings under the cash concentration arrangement is not limited as long as these borrowings are required in the normal course of business and are made in accordance with the Omnicom Group Inc Grant of Authority. This arrangement is expected to remain in place for a period of at least 12 months from the date of approval of these financial statements.

Omnicom Finance Limited, is able to make this commitment because Omnicom Finance Limited is a co-borrower with Omnicom Finance Inc. and Omnicom Capital Inc. under certain group bank facilities which are more fully described in the Omnicom Group Inc. financial statements filed on Form 10-K and available at www.OmnicomGroup.com.

The directors have made a going concern assessment which covers a period of at least 12 months from the date of approval of these financial statements, taking account of severe but plausible downside scenarios (including economic uncertainty, rising inflation and interest rates impacting the level of dividends received from subsidiaries), that indicates the company will have sufficient funds to meet its liabilities as they fall due throughout that period, via the group facilities described above. As with any company placing reliance on other group entities for financial support, the directors acknowledge that there can be no certainty that this support will continue although, at the date of approval of these financial statements, they have no reason to believe that it will not do so.

Consequently, the directors are confident that the company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated. The preparation of these financial statements requires management to exercise judgement in applying accounting policies in relation to investment valuation. The estimates and assumptions in relation to investment valuation are discussed in note 8. The actual future outcomes may differ from these estimates and give rise to material adjustments to the reported results and financial position of the Company. Estimates and underlying assumptions are reviewed on an ongoing basis, with revisions recognised in the year in which the estimates are revised and in any future periods affected.

Fixed asset investments

Investments in equity shares which are publicly traded or where the fair value can be measured reliably are initially measured at fair value, with changes in fair value recognised in profit or loss. Investments in equity shares which are not publicly traded and where fair value cannot be measured reliably are measured at cost less impairment.

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

Share capital

Ordinary shares are classified as equity. Equity instruments are measured at the fair value of the cash or other resources received or receivable, net of the direct costs of issuing the equity instruments. If payment is deferred and the time value of money is material, the initial measurement is on a present value basis.

Dividends

Dividends unpaid at the balance sheet date are only recognised as a liability at that date to the extent that they are appropriately authorised and are no longer at the discretion of the Company. Unpaid dividends that do not meet these criteria are disclosed in the notes to the financial statements.

Dividend income is recognised in the profit and loss account on the date the company's right to receive payment is established.

Tax

Tax on the profit or loss for the year comprises current tax. Tax is recognised in the profit and loss account except to the extent that it relates to items recognised directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Foreign currency transactions and balances

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date and the gains or losses on translation are included in the profit and loss account.

2 Auditor's remuneration

	2021	2020
	£	£
Audit of the financial statements	<u>15,041</u>	<u>7,003</u>

3 Directors' remuneration

	2021	2020
	£	£
Directors' emoluments	<u>149,318</u>	<u>140,472</u>

Directors' emoluments reflect the amounts received by the directors for their services to the company. Further remuneration is received in respect of services to the other group companies.

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

The Company's directors participate in the restricted stock scheme operated by the Ultimate Parent Undertaking. In 2021, shares were received or receivable under this restricted share scheme by one director (2020: one).

Under this scheme, certain directors have been awarded restricted stock units in the ultimate parent undertaking, Omnicom Group Inc. The restricted stock units typically vest in 20% annual increments provided the director remains an employee of the Omnicom group. Restricted shares may not be sold, transferred, pledged or otherwise encumbered until the restrictions lapse.

4 Staff costs

The aggregate payroll costs (including directors' remuneration) were as follows:

	2021 £	2020 £
Wages and salaries	568,989	705,373
Social security costs	310,911	586,045
Pension and other post-employment benefit costs	11,244	13,680
	<u>891,144</u>	<u>1,305,098</u>

The average number of persons employed by the company (including directors) during the year, analysed by category was as follows:

	2021 No.	2020 No.
Administration and support	<u>5</u>	<u>6</u>

5 Other interest receivable and similar income

	2021 £	2020 £
Receivable from group undertakings	1,051	2,605
Foreign exchange (losses)/gains	(4,367)	3,020
	<u>(3,316)</u>	<u>5,625</u>

6 Taxation

Tax charged/(credited) in the profit and loss account

	2021 £	2020 £
Current taxation		
Current tax on income for the period	<u>(164,186)</u>	<u>(304,774)</u>

The tax on profit before tax for the year is lower than the standard rate of corporation tax in the UK (2020 - lower than the standard rate of corporation tax in the UK) of 19 % (2020 - 19 %).

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

	2021 £	2020 £
Profit before tax	<u>3,282,671</u>	<u>5,999,528</u>
Corporation tax at standard rate	623,707	1,139,910
Effect of revenues exempt from taxation	<u>(787,893)</u>	<u>(1,444,684)</u>
Total tax credit	<u>(164,186)</u>	<u>(304,774)</u>

A UK corporation tax rate of 25% (effective 1 April 2023) was substantively enacted on 24 May 2021. This will increase the company's future current tax charge accordingly. There are no deferred tax assets/liabilities at 31st December 2021.

7 Dividends

	2021 £	2020 £
Dividend of £333,333 (2020 - £2,000,000) per ordinary share	<u>1,000,000</u>	<u>6,000,000</u>

BBD0 European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

8 Fixed Asset Investments

Subsidiaries	Shares in group undertakings £
Cost	
At 1 January 2021 and 31 December 2020	<u>333,762,665</u>
Carrying amount	
At 31 December 2021	<u>333,762,665</u>
At 31 December 2020	<u>333,762,665</u>

For details of undertakings please see note 14.

Details of undertakings

In line with generally accepted accounting practice, the carrying value of investments is required to be tested annually for impairment where there are indicators of impairment. If these tests indicate that the recoverable value of the investment falls below its current carrying value, then an impairment provision is required. The recoverable value of the investment is considered to be the lower of the value in use (as measured by discounted cash flows) and the fair value less disposal costs.

The tests and judgements required in performing them are both complex and, because of the high carrying value of the Company's assets, highly significant to the financial statements. The directors consider all relevant factors, both internal and external, in order to determine if there are circumstances in which impairment might exist.

The value in use has been calculated by discounting the forecast future cash flows for the next five years. A steady growth rate of 3.25% has been applied in perpetuity thereafter. The discount rate used for the impairment test is in the range 9.8% to 15.2% being the risk adjusted Company's average post tax cost of capital for the specific market in which the investment operates. The directors have reviewed the key assumptions underlying the discount rates and are satisfied that they are reasonable.

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

9 Debtors

	2021	2020
	£	£
Amounts owed by group undertakings - loans and advances	5,868,544	3,710,201
Taxation and social security	224,079	132,107
Other debtors	-	127,789
Prepayments and accrued income	3,354	3,900
	<u>6,095,977</u>	<u>3,973,997</u>

The Company participates in a cash concentration arrangement with its fellow subsidiaries, Omnicom Finance Limited and Omnicom Financial Services Limited, the Omnicom Europe Limited group's UK treasury operation, under which bank balances are cleared to zero on a daily basis either by the Company depositing cash with Omnicom Finance Limited and Omnicom Financial Services Limited or by Omnicom Finance Limited and Omnicom Financial Services Limited depositing cash with the Company. Included in Amounts owed by group undertakings - loans and advances is £5,868,544 (2020: £3,710,201) representing cash deposited by the Company under these arrangements.

10 Creditors

	2021	2020
	£	£
Due within one year		
Amounts owed to group undertakings - trading balances	782,669	934,620
Accruals and deferred income	40,359	213,285
	<u>823,028</u>	<u>1,147,905</u>

11 Share capital

Allotted, called up and fully paid shares

	2021		2020
	No.	£	No. £
Ordinary shares of £1 each	<u>3</u>	<u>3</u>	<u>3 3</u>

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

12 Related party transactions

Summary of transactions with subsidiaries

At 31 December 2021, the Company's ultimate parent undertaking was Omnicom Group Inc. The shareholders of the Company have interest directly or indirectly in certain other companies which are considered to give rise to related party disclosures under FRS 102 Section 33.

As a 100% owned indirect subsidiary of Omnicom Group Inc, the Company has taken advantage of the exemption under FRS102 Section 33.1A: Related Party Disclosures, which enable it to exclude disclosure of transactions with Omnicom Group Inc and its wholly owned subsidiaries.

13 Parent and ultimate parent undertaking

The Company is a subsidiary undertaking of Omnicom Group Inc. incorporated in the United States of America and is the largest group in which the results are consolidated.

The registered office of Omnicom Group Inc. is 280 Park Avenue, New York, NY 10017, United States.

No other group accounts include the results of the Company.

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

14 Details of undertaking

Details of the investments in which the company holds 20% or more directly or indirectly of the nominal value of any class of share capital are as follows:

Undertaking	Company number	Country of incorporation	Holding	Proportion of voting rights and shares held	Principle activity	Registered address
Subsidiary undertakings						
ad agency services GmbH	63283	Germany	Ordinary	95.80	Shared Service Centre	Bahnstrasse 2, Duesseldorf, 40212, Germany
Adelphi Germany GmbH	HRB58446	Germany	Ordinary	45.00	Research	Probsteigasse 15-19, Cologne, 50670, Germany
Alice BBDO Reklamcilik Ve Iletisim Hizmetleri Ticaret A.S	257786-205358	Turkey	Ordinary	30.00	Advertising	Vişnezade Mah.Süleyman Seba Caddesi, No:29-31, Akaretler Beşiktaş, Istanbul, Turkey
Annalect Nederland B.V.	33141692	Netherlands	Ordinary	33.33	Advertising	4, Prof. W.H. Keesomlaan, Amstelveen, 1183 DJ, Netherlands
antoni Holding GmbH	HRB 179210	Germany	Ordinary	100.00	Digital Communication	13, Münzstr., Berlin, 10178, Germany
areasolutions GmbH	60055	Germany	Ordinary	80.63	Media Planning	Zirkusweg 1, Hamburg, 20359, Germany
Around Midnight	333 545 267.00069	France	Ordinary	100.00	Production	52, Avenue Emile Zola, Boulogne-Billancourt, 92100, France
Attention!Media s.r.o.	25740245	Czech Republic	Ordinary	33.33	Media Services	Lomnického 1705/5, Prague 4, 140 00, Czech Republic
Batten & Company GmbH	35786	Germany	Ordinary	95.80	Consultancy	92, Königsallee, Düsseldorf, 40212, Germany

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

BBDO Belgium N.V.	BE 407 245 392	Belgium	Ordinary	100.00 Holding Company	122, Scheldestraat, Brussel, 1080, Belgium
BBDO Berlin GmbH	76839	Germany	Ordinary	95.80 Advertising	Friedrichstrasse 200, Berlin, 10117, Germany
BBDO Communication Group S.A.	338701000	Greece	Ordinary	93.00 Advertising	41 - 45, Marinou Antipa Avenue, N. Irakleion, Athens, 14121, Greece
BBDO Düsseldorf GmbH	12398	Germany	Ordinary	95.80 Advertising	Koenigsallee 92, Duesseldorf, D - 40212, Germany
BBDO EMEA Limited	1901389	England	Ordinary	100.00 Holding Company	Bankside 3, 90 - 100 Southwark Street, London, SE1 0SW, England
BBDO Group Germany GmbH	3901	Germany	Ordinary	95.80 Holding Company	Koenigsallee 92, Duesseldorf, D - 40212, Germany
BBDO Holding GmbH	FN 122608 g	Austria	Ordinary	100.00 Holding Company	Guglgasse 7-9, 1030, Vienna, Austria
BBDO Paris	30720684700070	France	Ordinary	100.00 Holding Company	52, Avenue Emile Zola, Boulogne-Billancourt, 92100, France
BBDO Portugal Agencia de Publicidade, SA	9591	Portugal	Ordinary	100.00 Advertising	Av. Eng. Duarte Pacheco, no. 26 - 11th floor, Lisbon, 1070-110, Portugal
BBDO Warszawa Sp.z.o.o	KRS 0000125186	Poland	Ordinary	100.00 Advertising	6c, ul. Wybrzeze Gdynskie, Warszawa, 01-531, Poland
brand news Gesellschaft für Medienproduktion mbH	HRB 21405	Germany	Ordinary	100.00 Public Relations & Communications	10, Friesenplatz, Köln, 50672, Germany
Brandzeichen Markenberatung und Kommunikation GmbH	HRB 59260	Germany	Ordinary	100.00 Public Relations	Bahnstrasse 2, Duesseldorf, 40212, Germany
bynd GmbH	HRB 171377	Germany	Ordinary	80.63 Marketing	28, Blumenstrasse, Munich, 80331, Germany
Cardinia Real Estate Germany GmbH	HRB 167778	Germany	Ordinary	100.00 Property Management	Thurn-und-Taxis-Platz 6, Frankfurt am Main, 60313, Germany

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

Communicatio Public Relations Beteiligungs GmbH	FN 203800g	Austria	Ordinary	95.93 Holding Company	Einsiedeleigasse 7/21, Wien, 1130, Austria
Communicatio Zwei Public Relations Beteiligungsgesellschaft m.b.H	FN 241225 v	Austria	Ordinary	95.93 Holding Company	Einsiedeleigasse 7/21, Wien, 1130, Austria
Darwin BBDO N.V.	BE 424 768 938	Belgium	Ordinary	100.00 Advertising Agency	Bessenveldstraat 25, Diegem, 1831, Belgium
DB Reclame Services B.V.	33270787	Netherlands	Ordinary	33.33 Media Buying Company	4, Prof W.H. Keesomlaan, Amstelveen, 1183 DJ, Netherlands
Ehrenstrahle & Co. i Stockholm AB	556212-9873	Sweden	Ordinary	54.99 Advertising	Sveavägen 75, Box 70352, Stockholm, 10724, Sweden
Ehrenstrahle International A.B.	556162-5632	Sweden	Ordinary	54.99 Advertising	Box 70352, 107 24, Stockholm, Sweden
Emanate GmbH	HRB 110352	Germany	Ordinary	99.16 Public Relations	28, Blumenstrasse, Munich, 80331, Germany
Energy BBDO Sp.z.o.o.	0000186779	Poland	Ordinary	100.00 Advertising	6c, ul. Wybrzeze Gdynskie, Warszawa, 01-531, Poland
ENGAGE BBDO N.V.	BE0407245392	Belgium	Ordinary	50.62 Sales Promotion	122, Scheldestraat, Brussel, 1080, Belgium
Espaco OMD - Gestao De Espaco E Organizacao De Meios e Distribuicao, S.A.	CRC Cascais 13531	Portugal	Ordinary	25.72 Media Buying Company	6 A, Piso 3, Sala 2.02, Avenida do Forte, Edificio Ramazzotti, Carnaxide, Portugal
Face to Face Events GmbH	HRB 74185	Germany	Ordinary	45.00 Marketing	von Werth strasse 37, Koln, 50670, Germany
Face to Face GmbH Strategie - Konzeption - Kommunikation	HRB47174	Germany	Ordinary	45.00 Research	Probsteigasse 15-19, Cologne, 50670, Germany
Face to Face Holding GmbH	HRB68688	Germany	Ordinary	45.00 Research	Probsteigasse 15-19, Cologne, 50670, Germany

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

FleishmanHillard Germany GmbH	HRB 33080	Germany	Ordinary	100.00	Public Relations	Hanauer Landstrasse 182A, Frankfurt Am Main, 60314, Germany
Fuse	381 209 501	France	Ordinary	33.34	Media buying and strategy	11-15, Avenue Andre Morizet, Boulogne-Billancourt, 92100, France
Fuse BBDO Communication SA	761301000	Greece	Ordinary	93.00	Advertising	41 – 45, Marinou Antipa Avenue, N. Irakleion, Athens, 14121, Greece
GFMO Kft	01-09-678400	Hungary	Ordinary	33.00	Advertising Agency	84/A., 2nd Floor, Dózsa György Street, Budapest, H-1068, Hungary
Hearts & Science A/S	39700018	Denmark	Ordinary	44.78	Advertising	Midtermolen 3, Copenhagen, 2100, Denmark
Hearts & Science AB	559141-5681	Sweden	Ordinary	33.33	Advertising Agency	Box 11097, Stockholm, 100 61, Sweden
Hearts & Science Germany GmbH	80972	Germany	Ordinary	80.63	Advertising Agency	Bahnstrasse 2, Duesseldorf, 40212, Germany
Interone GmbH	79582	Germany	Ordinary	95.80	CRM	Theresienhoehe 12, Munchen, 80339, Germany
Ketchum Germany Holding GmbH	22764	Germany	Ordinary	95.93	Holding Company	Bahnstrasse 2, Duesseldorf, 40212, Germany
Ketchum GmbH	26544	Germany	Ordinary	95.93	Public Relations	Bahnstrasse 2, Duesseldorf, 40212, Germany
Ketchum Publico GmbH	FN 72317	Austria	Ordinary	95.93	Consultancy	Neulinggasse 37, Wien, 1030, Austria
Limited liability company "BBDO"	35962292	Ukraine	Ordinary	80.00	Advertising	3, bldg. B10, str. Dorohozhytska, Kyiv, Ukraine, 04119, Europe
LLC ACC Advertising	606199	Ukraine	Ordinary	90.00	Advertising	Andriivskiy Spusk str. 1A, Kyiv, 04070, Ukraine
Mark Creative Advertising S.A	732401000	Greece	Ordinary	93.00	Advertising Agency	41 – 45, Marinou Antipa Avenue, N. Irakleion, Athens, 14121, Greece
Media Direction S.p.z.o.o.	0000125817	Poland	Ordinary	84.00	Media Planning & Buying	6c, ul. Wybrzeze Gdynskie, Warszawa, 01-531, Poland

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

Media Direction Specialized Advertising Services SA	299001000	Greece	Ordinary	93.00	Media Agency	41 – 45, Marinou Antipa Avenue, N. Irakleion, Athens, 14121, Greece
Mediacenter Automatisering B.V.	33216685	Netherlands	Ordinary	33.33	Information Technology	4, Prof W.H. Keesomlaan, Amstelveen, 1183 DJ, Netherlands
mmb media agentur gmbh	1297	Germany	Ordinary	24.19	Media Buying Company	Königstraße 29, 70173 Stuttgart, Germany
MPX GmbH	HRB23629	Germany	Ordinary	80.63	Media Agency	45, Hindenburgstraße, Ludwigsburg, 71638, Germany
Oliver Schrott Kommunikation GmbH	HRB 23631	Germany	Ordinary	100.00	Public Relations & Communications	10, Friesenplatz, Köln, 50672, Germany
Omnicom Media Groupe	389 489 212	France	Ordinary	33.34	Media buying and strategy	11-15, Avenue Andre Morizet, Boulogne-Billancourt, 92100, France
OMD Czech a.s.	64948439	Czech Republic	Ordinary	50.00	Media Services	Lomnického 1705/9, Prague 4, 14000, Czech Republic
OMD Denmark A/S	29831033	Denmark	Ordinary	44.78	Media Buying Company	Midtermolen 3, Copenhagen, 2100, Denmark
OMD Duesseldorf GmbH	31208	Germany	Ordinary	80.63	Media Planning	Gruenstrasse 15, Duesseldorf, D - 40212, Germany
OMD Eastern Europe BV	34152029	Netherlands	Ordinary	33.33	Holding Company	Generaal Vetterstraat 82, Amsterdam, 1059 BW, Netherlands
OMD Germany GmbH	HRB75489	Germany	Ordinary	80.63	Media Agency	15, Grunstrasse, Dusseldorf, 40212, Germany
OMD Hamburg GmbH	58198	Germany	Ordinary	80.63	Media Planning	Zirkusweg 1, Hamburg, 20359, Germany
OMD Mediaagentur GmbH	FN 279532 b	Austria	Ordinary	33.33	Media Buying Company	31/3/401, Heiligenstadter Strasse, Vienna, A-1190, Austria
OMD München GmbH	HRB 127 421	Germany	Ordinary	60.61	Media Agency	28, Blumenstrasse, Munich, 80331, Germany
OMD n.v.	0439836503	Belgium	Ordinary	33.33	Media Agency	Chaussee de la hulpe 166, Brussels, 1170, Belgium

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Notes to the Financial Statements for the year ended 31 December 2021

OMD Sweden AB	556647-2063	Sweden	Ordinary	33.33	Media Company	Box 11177, Medborgarplatsen 3, Stockholm, 100 61, Sweden
Omnicom Beteteiligungs GmbH	HRB 10203	Germany	Ordinary	98.49	Holding Company	Im Atzelnest 5, 61352 Bad Homburg, Germany
Omnicom Holding Germany GmbH	39967	Germany	Ordinary	100.00	Holding Company	Koenigsallee 92, Duesseldorf, D - 40212, Germany
Omnicom Media Group	530242	Belgium	Ordinary	33.33	Media Agency	Chaussee de la hulpe 166, Brussels, 1170, Belgium
Omnicom Media Group A/S	15106875	Denmark	Ordinary	44.78	Media Agency	Midtermolen 3, Copenhagen, 2100, Denmark
Omnicom Media Group AB	556586-2314	Sweden	Ordinary	33.33	Media Buying Company	Box 11097, Medborgarplatsen 3, Stockholm, 100 61, Sweden
Omnicom Media Group Germany GmbH	HRB 34168	Germany	Ordinary	80.63	Media Planning	Gruenstrasse 15, Duesseldorf, D - 40212, Germany
Omnicom Media Group Hungary Hirdetesi Szolgaltato Kft	01-09-877082	Hungary	Ordinary	33.00	Advertising Agency	84/A., 2nd Floor, Dózsa György Street, Budapest, H-1068, Hungary
Omnicom Media Group Mediaagentur GmbH	FN 154268 s	Austria	Ordinary	33.33	Media Agency	31/3/401, Heiligenstadter Strasse, Vienna, A-1190, Austria
Omnicom Media Group Portugal S.A.	CRC Cascais 13421	Portugal	Ordinary	25.72	Media Agency	Avenida do Forte, número 6 A, 3.º 2.02 - Edificio Ramazzotti, 2790-072, Portugal
Omnicom Media Group s.r.o.	27566242	Czech Republic	Membership	33.33	Media Buying Company	Lomnického 1705/9, Prague 4, 14000, Czech Republic
Omnicom Media Groupe	322 557 810	France	Ordinary	33.34	Media Planning & Buying	11-15, Avenue Andre Morizet, Boulogne-Billancourt, 92100, France
Omnicom Portugal Unipessoal, LDA	CRC Lisboa 54434	Portugal	Ordinary	100.00	Advertising ; New Media	Avenida Eng. Duarte Pacheco 26 - 10º, Lisbon, 1070 110, Portugal

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

OmnicomMediaGroup Nederland B.V.	33203625	Netherlands	Ordinary	33.33 Holding Company	4, Prof W.H. Keesomlaan, Amstelveen, 1183 DJ, Netherlands
Optimum Media Direction A/S	19662802	Denmark	Ordinary	50.00 Dormant	Midtermolen 3, Copenhagen, 2100, Denmark
Optimum Media Direction Hungary Hirdetesi Szolgaltato Kft	01-09-671237	Hungary	Ordinary	33.00 Advertising services	84/A., 2nd Floor, Dózsa György Street, Budapest, H-1068, Hungary
Optimum Media Direction Nederland BV	30139037	Netherlands	Ordinary	33.33 Media Agency	4, Prof W.H. Keesomlaan, Amstelveen, 1183 DJ, Netherlands
Opusopera - Meios e Publicidade S.A.	507542711	Portugal	Ordinary	25.72 Media Buying Company	6 A, Piso 3, Sala 2.02, Avenida do Forte, Edificio Ramazzotti, Carnaxide, Portugal
OSK BERLIN GmbH	HRB 136987	Germany	Ordinary	100.00 Public Relations & Communications	32 - 34, Unter den Linden, Berlin, 10117, Germany
OSK New York Inc.	4378801	Delaware	Ordinary	100.00 Public Relations & Communications	Registered Agent CT Corporation (DE), 1209 Orange Street, Wilmington, DE, 19801, United States
OSK Projektmanagement GmbH	HRB 30057	Germany	Ordinary	100.00 Public Relations & Communications	10, Friesenplatz, Koln, 50672, Germany
OSK Public Relations Consulting (Beijing) Co., Ltd	911101056949504808	China	Ordinary	100.00 Consultancy	D01-0-1301A Block 5, 19 Dongfangdonglu, Chaoyang District, Beijing, 100600, China
Peter Schmidt Group GmbH	100277	Germany	Ordinary	88.40 Design	47, ABC-Strasse, Hamburg, 20354, Germany
Peter Schmidt Holding GmbH	69382	Germany	Ordinary	88.40 Holding Company	47, ABC-Strasse, Hamburg, 20354, Germany

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

PHD	409 787 413	France	Ordinary	33.33 Media Buying Company	11-15, Avenue Andre Morizet, Boulogne-Billancourt, 92100, France
PHD - Agencia de Meios S.A.	507521986	Portugal	Ordinary	25.72 Media Buying Company	Avenida do Forte, no. 6 3 Piso - 2.05, Carnaxide, 2790-072, Portugal
PHD a.s.	26210738	Czech Republic	Ordinary	33.33 Media Services	Lomnickeho 1705/5, Prague 4, 140 00, Czech Republic
PHD Copenhagen A/S	25112350	Denmark	Ordinary	44.78 Media Agency	Midtermolen 3, Copenhagen, 2100, Denmark
PHD Germany GmbH	16475	Germany	Ordinary	80.63 Media Planning	Hanauer Landstrasse 182A, Frankfurt Am Main, 60314, Germany
PHD Hungary Advertising Services Limited Liability Company	01-09-878735	Hungary	Ordinary	33.00 Advertising Agency	84/A., 2nd Floor, Dózsa György Street, Budapest, H-1068, Hungary
PHD Media S.A	0461882326	Belgium	Ordinary	33.33 Media Buying Company	75 - 77, Excelsiorlaan, Zaventem, 1930, Belgium
PHD Media Direction S.p.z.o.o	KRS 0000341778	Poland	Ordinary	84.00 Advertising	6c, ul. Wybrzeze Gdynskie, Warszawa, 01-531, Poland
PHD Mediaagentur GmbH	FN 244974g	Austria	Ordinary	33.33 Media Agency	31/3/401, Heiligenstadter Strasse, Vienna, A-1190, Austria
PHD Netherlands B.V.	33270336	Netherlands	Ordinary	33.33 Media Buying Company	4, Prof W.H. Keesomlaan, Amstelveen, 1183 DJ, Netherlands
PHD Sweden AB	556706-5205	Sweden	Ordinary	33.33 Media Company	Box 11015, Västgötagränd 2, Stockholm, 100 61, Sweden
Point Zero Advertising S.A	38287805000	Greece	Ordinary	66.03 Advertising	41 - 45, Marinou Antipa Avenue, N. Irakleion, Athens, 14121, Greece
Proximity	382 163 087.00044	France	Ordinary	100.00 CRM	162-164, Rue de Billancourt, Boulogne-Billancourt, 92100, France

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

Proximity BBDO Indian Ocean	22552/5067/CJ/GBL	Mauritius	Ordinary	100.00	Digital Production	1stb Floor, Block B, Phoenix Central, Phoenix, Mauritius
Proximity BBDO N.V.	BE 449003201	Belgium	Ordinary	87.51	Advertising	122, Scheldestraat, Brussel, 1080, Belgium
Proximity GmbH	95970	Germany	Ordinary	95.80	Advertising	Koenigsallee 92, Duesseldorf, D - 40212, Germany
Proximity Technology GmbH	17779	Germany	Ordinary	95.80	Digital Solutions	Zirkusweg 1, Hamburg, 20359, Germany
PUNCH BBDO REKLAMCILIK VE İLETİŞİM HİZMETLERİ TİCARET A.Ş.	175610-5	Turkey	Ordinary	22.50	Advertising Agency	Vişnezade Mah.Süleyman Seba Cad., Akaretler Beşiktaş, İstanbul, 34357, Turkey
RAPP Berlin GmbH	170297	Germany	Ordinary	100.00	Consultancy	Paul-Lincke-Ufer 39/40, Berlin, 10999, Germany
Red Proximity Limited	8796075	England	Ordinary	95.80	Marketing	Bankside 3, 90 - 100 Southwark Street, London, SE1 0SW, England
Resolution Denmark A/S	42005649	Denmark	Ordinary	44.78	Media Company	Midtermolen 3, Copenhagen, 2100, Denmark
Resolution Media AB	559293-5711	Sweden	Ordinary	33.33	Advertising Agency	Box 11097, Medborgarplatsen 3, Stockholm, 100 61, Sweden
Resolution Media GmbH	67391	Germany	Ordinary	80.63	Media Buying Company	Gruenstrasse 15, Duesseldorf, D - 40212, Germany
Resolution Media München GmbH	HRB141551	Germany	Ordinary	80.63	Consultancy	Theresienhoehe 12, Munchen, 80339, Germany
Semetis SPRL	810426189	Belgium	Ordinary	26.66	Social Media	44, Rue des Palais, Brussels, 1030, Belgium
Smart Digital GmbH	HRB 736462	Germany	Ordinary	70.00	Digital Communication	74/1, Weilmendorfer StraBe, Gerlingen, 70839, Germany
Smart Digital Solutions GmbH	HRB 743775	Germany	Ordinary	70.00	Digital Communication	74/1, Weilmendorfer StraBe, Gerlingen, 70839, Germany

BBDO European Holdings Limited

Notes to the Financial Statements for the year ended 31 December 2021

Stein Personal Service GmbH	HRB 101502	Germany	Ordinary	39.39 Recruitment	124, Schulterblatt, Hamburg, 20357, Germany
Stein Promotions GmbH	HRB 58869	Germany	Ordinary	39.39 Sales Promotion	124, Schulterblatt, Hamburg, 20357, Germany
Tempo Media Agencia de Melos, Publicidade S.A.	CRC Lisboa 6081	Portugal	Ordinary	25.72 Media Services	Avenida do Forte, no. 6 3 Piso - 2.05, Carnaxide, 2790-072, Portugal
The MediaCorp SA Specialized Advertising Services S.A.	1782501000	Greece	Ordinary	93.00 Media Buying Company	41 - 45, Marinou Antipa Avenue, N. Irakleion, Athens, 14121, Greece
TLGG Consulting GmbH	HRB193327 B	Germany	Ordinary	100.00 Advertising	Paul-Lincke-Ufer 39/40, Berlin, 10999, Germany
Torben, Lucie und die gelbe Gefähr GmbH	115405	Germany	Ordinary	100.00 Digital Marketing	Paul-Lincke-Ufer 39/40, Berlin, 10999, Germany
Trakken Austria GmbH	FN 551282 i	Austria	Ordinary	33.33 Media Agency	31/3/401, Heiligenstadter Strasse, Vienna, A-1190, Austria
Trakken GmbH	HRB 104862	Germany	Ordinary	80.00 Media Agency	Zirkusweg 1, Hamburg, 20359, Germany
VVL/BBDO N.V	BE 429 092 663	Belgium	Ordinary	86.00 Advertising	122, Scheldestraat, Brussel, 1080, Belgium

Omnicom

ANNUAL REPORT

2021

Omnicom

ANNUAL REPORT

2021

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-K

☒ ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
FOR THE FISCAL YEAR ENDED DECEMBER 31, 2021

Commission File Number: 1-10551

OMNICOM GROUP INC.

(Exact name of registrant as specified in its charter)

New York
(State or other jurisdiction of
incorporation or organization)

13-1514814
(I.R.S. Employer Identification No.)

280 Park Avenue, New York, NY
(Address of principal executive offices)

10017
(Zip Code)

Registrant's telephone number, including area code: (212) 415-3600

Securities Registered Pursuant to Section 12(b) of the Act:

<u>Title of each class</u>	<u>Trading Symbols</u>	<u>Name of each exchange on which registered</u>
Common Stock, \$0.15 Par Value	OMC	New York Stock Exchange
0.800% Senior Notes due 2027	OMC/27	New York Stock Exchange
1.400% Senior Notes due 2031	OMC/31	New York Stock Exchange
2.250% Senior Notes due 2033	OMC/33	New York Stock Exchange

Securities Registered Pursuant to Section 12(g) of the Act: None

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act.

Yes ☒

No ☐

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act.

Yes ☐

No ☒

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports) and (2) has been subject to such filing requirements for the past 90 days.

Yes ☒

No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files).

Yes ☒

No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer ☒

Accelerated filer ☐

Non-accelerated filer ☐

Smaller reporting company ☐

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report. ☒

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).

Yes ☐

No ☒

The aggregate market value of the voting and non-voting common stock held by non-affiliates as of June 30, 2021 was \$16,927,235,351. As of February 1, 2022, there were 208,992,475 shares of Omnicom Group Inc. Common Stock outstanding.

Portions of the Omnicom Group Inc. Definitive Proxy Statement for the Annual Meeting of Shareholders scheduled to be held on May 3, 2022 are incorporated by reference into Part III of this report to the extent described herein.

OMNICOM GROUP INC.
ANNUAL REPORT ON FORM 10-K FOR THE YEAR ENDED DECEMBER 31, 2021

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FORWARD-LOOKING STATEMENTS

Certain statements in this Annual Report on Form 10-K constitute forward-looking statements, including statements within the meaning of the Private Securities Litigation Reform Act of 1995. In addition, from time to time, the Company or its representatives have made, or may make, forward-looking statements, orally or in writing. These statements may discuss goals, intentions and expectations as to future plans, trends, events, results of operations or financial position, or otherwise, based on current beliefs of the Company's management as well as assumptions made by, and information currently available to, the Company's management. Forward-looking statements may be accompanied by words such as "aim," "anticipate," "believe," "plan," "could," "should," "would," "estimate," "expect," "forecast," "future," "guidance," "intend," "may," "will," "possible," "potential," "predict," "project" or similar words, phrases or expressions. These forward-looking statements are subject to various risks and uncertainties, many of which are outside the Company's control. Therefore, you should not place undue reliance on such statements. Factors that could cause actual results to differ materially from those in the forward-looking statements include: adverse economic conditions, including those caused by the impact of the COVID-19 pandemic, severe and sustained inflation in countries that comprise our major markets, supply chain issues affecting the distribution of our clients' products; international, national or local economic conditions that could adversely affect the Company or its clients; losses on media purchases and production costs incurred on behalf of clients; reductions in client spending, a slowdown in client payments and a deterioration or a disruption in the credit markets; the ability to attract new clients and retain existing clients in the manner anticipated; changes in client advertising, marketing and corporate communications requirements; failure to manage potential conflicts of interest between or among clients; unanticipated changes relating to competitive factors in the advertising, marketing and corporate communications industries; the ability to hire and retain key personnel; currency exchange rate fluctuations; reliance on information technology systems; changes in legislation or governmental regulations affecting the Company or its clients; risks associated with assumptions the Company makes in connection with its critical accounting estimates and legal proceedings; and the Company's international operations, which are subject to the risks of currency repatriation restrictions, social or political conditions and regulatory environment. The foregoing list of factors is not exhaustive. You should carefully consider the foregoing factors and the other risks and uncertainties that may affect the Company's business, including those described in Item 1A, "Risk Factors" and Item 7, "Management's Discussion and Analysis of Financial Condition and Results of Operations" in this report. Except as required under applicable law, the Company does not assume any obligation to update these forward-looking statements.

PART I

Introduction

This report is our 2021 annual report to shareholders and our 2021 Annual Report on Form 10-K, or 2021 Form 10-K.

Omnicom Group Inc., a New York corporation formed in 1986, through its branded networks and agencies provides advertising, marketing and corporate communications services to over 5,000 clients in more than 70 countries. The terms “Omnicom,” “the Company,” “we,” “our” and “us” each refer to Omnicom Group Inc. and its subsidiaries unless the context indicates otherwise.

Item 1. Business

Our Business

Omnicom is a strategic holding company providing advertising, marketing and corporate communications services to clients through our branded networks and agencies around the world. We operate in a highly competitive industry and compete against other global, national and regional advertising and marketing services companies, as well as technology, social media and professional services companies. The proliferation of media channels, including the rapid development and integration of interactive technologies and media, has fragmented consumer audiences targeted by our clients. These developments make it more complex for marketers to reach their target audiences in a cost-effective way, causing them to turn to global service providers such as Omnicom for a customized mix of advertising and marketing services designed to optimize their total marketing expenditure.

On a global, pan-regional and local basis, our networks and agencies provide a comprehensive range of services in the following fundamental disciplines: Advertising, Precision Marketing, Commerce & Brand Consulting, Experiential, Execution & Support, Public Relations and Healthcare. Advertising includes creative services across digital and traditional media, strategic media planning and buying, and data analytics services. Precision Marketing includes digital and direct marketing, digital transformation and data and analytics. Commerce & Brand Consulting services include brand consulting, strategy and research, and retail ecommerce. Experiential marketing services include live and digital events and experience design and execution. Execution & Support includes field marketing, sales support, digital and physical merchandising and point-of-sale, as well as other specialized marketing and custom communications services. Public relations services include corporate communications, crisis management, public affairs, and media and media relations services. Healthcare includes advertising and media services to global healthcare and pharmaceutical clients.

Our business model was built and continues to evolve around our clients. Our fundamental business principle is that our clients’ specific marketing requirements are the central focus of how we structure our service offerings and allocate our resources. This client-centric business model requires that multiple agencies within Omnicom collaborate in formal and informal virtual client networks utilizing our key client matrix organization structure. This collaboration allows us to cut across our internal organizational structures to execute our clients’ marketing requirements in a consistent and comprehensive manner. We use our client-centric approach to grow our business by expanding our service offerings to existing clients, moving into new markets and obtaining new clients. In addition to collaborating through our client service models, our agencies and networks collaborate across internally developed technology platforms. Annalect, our proprietary data and analytics platform, serves as the strategic resource for all of our agencies and networks to share when developing client service strategies across our virtual networks. Omni, our people-based precision marketing and insights platform, identifies and defines personalized consumer experiences at scale across creative, media and other disciplines.

Driven by our clients’ continuous demand for more effective and efficient marketing activities, we strive to provide an extensive range of advertising, marketing and corporate communications services through various client-centric networks that are organized to meet specific client objectives. Our service offerings include:

advertising	investor relations
branding	marketing research
content marketing	media planning and buying
corporate social responsibility consulting	merchandising and point of sale
crisis communications	mobile marketing
custom publishing	multi-cultural marketing
data analytics	non-profit marketing
database management	organizational communications
digital/direct marketing	package design
digital transformation	product placement
entertainment marketing	promotional marketing
experiential marketing	public affairs

field marketing
financial/corporate business-to-business advertising
graphic arts/digital imaging
healthcare marketing and communications
instore design
interactive marketing

public relations
retail marketing
sales support
search engine marketing
shopper marketing
social media marketing
sports and event marketing

Certain business trends have impacted our business and industry. These trends include clients increasingly expanding the focus of their brand strategies from national markets to pan-regional and global markets and integrating traditional and non-traditional marketing channels, as well as utilizing new communications technologies and emerging digital platforms. As clients increase their demands for marketing effectiveness and efficiency, they tend to continue to consolidate their business within one or a small number of service providers in the pursuit of a single engagement covering all consumer touch points. We have structured our business around these trends. We believe that our key client matrix organization structure approach to collaboration and integration of our services and solutions provides a competitive advantage to our business in the past and we expect this to continue over the medium and long term. Our key client matrix organization structure facilitates superior client management and allows for greater integration of the services required by the world's largest brands. Our overarching strategy is to continue to use our virtual client networks to grow our business relationships with our largest clients by serving them across our networks, disciplines and geographies.

As the impact of the COVID-19 pandemic on the global economy moderated, we experienced improvement in our business in 2021 as compared to 2020. In 2021, revenue increased \$1,118.3 million, or 8.5%, compared to 2020. The increase in revenue primarily reflects increased client spending in all our disciplines and across all our geographic areas compared to the prior year and the strengthening of most foreign currencies, primarily the British Pound and the Euro, against the U.S. Dollar. The increase in revenue year-over-year was impacted by a reduction in acquisition revenue, net of disposition revenue, primarily due to the sale of a specialty media business in the second quarter of 2021.

Global economic conditions may continue to be volatile as long as the COVID-19 pandemic remains a public health threat. We expect global economic performance and the performance of our businesses to vary by geography and discipline until the impact of the COVID-19 pandemic on the global economy subsides.

We continually evaluate our portfolio of businesses to identify areas for investment and acquisition opportunities, as well as to identify non-strategic or underperforming businesses for disposition. For information about our acquisitions and dispositions, see Item 7, Management's Discussion and Analysis of Financial Condition and Results of Operations, or MD&A, - *Acquisitions and Goodwill* and Notes 5 and 13, respectively, to the consolidated financial statements. In the three years ended December 31, 2021, none of our acquisitions or dispositions, individually or in the aggregate, was material to our results of operations or financial position.

The various components of our business, including revenue by discipline and geographic area, and material factors that affected us in 2021, are discussed in the MD&A.

Our Clients

Our clients operate in virtually every sector of the global economy. In many cases, multiple agencies or networks serve different brands, product groups or both within the same client. For example, in 2021 our largest client represented 3.2% of revenue and was served by approximately 110 of our agencies. Our 100 largest clients, many of which represent the largest global marketers, represented approximately 54% of revenue and were each served, on average, by approximately 52 of our agencies.

Government Regulations

We are subject to various local, state and federal laws and regulations in the countries in which we conduct business. Compliance with these laws and regulations in the normal course of business did not have a material effect on our business, results of operations or financial position. Additional information regarding the impact of government regulations on our business is included in Item 1A. Risk Factors - *Regulatory Risks*.

Human Capital Resources/Environmental, Social and Governance (ESG)

Our employees are our most important assets. We believe a critical component to our success depends on the ability to attract, develop and retain key personnel. The skill sets of our workforce across our agencies and within each discipline are similar. Common to all is the ability to understand a client's brand or product and its selling proposition and to develop a unique message

to communicate the value of the brand or product to the client's target audience, whether through traditional channels or emerging digital platforms. Recognizing the importance of this core competency, we support and develop our employees through training and development programs that build and strengthen employees' leadership and professional skills.

Human capital management strategies are developed collectively by senior management, including the management teams of the Company's networks and practice areas, and are overseen by the Company's Board of Directors. We are committed to efforts that ensure that the workplace is equitable, ethical, fosters an inclusive work environment across our global workforce and respects human rights. Our social and human capital management priorities include, among other things, adopting codes of conduct and business ethics, providing competitive wages and benefits, comprehensive training programs, succession planning, promoting diversity and inclusion and implementing technology platforms that prioritize the achievement of systemic equity throughout the Company. Our environmental sustainability initiatives focus on efficiency of office space, energy usage and travel.

In connection with our ESG efforts, we are a signatory to the UN Global Compact, a principle-based framework to encourage businesses and firms worldwide to adopt sustainable and socially responsible policies. We support the UN Sustainable Development Goals, a collection of global goals designed to be a blueprint to achieve a better, more inclusive and sustainable future. Also, we are committed to joining the Science-Based Target Initiative (SBTi), which publicly audits companies on their emissions reduction efforts.

At December 31, 2021, we employed approximately 71,700 people worldwide. The United States, our largest employee base, employed approximately 22,600 people. None of our regular employees in the United States are represented by a labor union. The approximate number of employees in our principal geographic regions at December 31, 2021 were 29,800 in the Americas, 28,800 in Europe, the Middle East and Africa, or EMEA, and 13,100 in Asia Pacific. Certain employees in a few countries outside the United States, primarily in Europe, are represented by work councils. See the MD&A for a discussion of the effect of salary and related costs on our results of operations.

Information About Our Executive Officers

At February 1, 2022, our executive officers were:

<u>Name</u>	<u>Position</u>	<u>Age</u>
John D. Wren	Chairman of the Board and Chief Executive Officer	69
Daryl Simm	President and Chief Operating Officer	60
Philip J. Angelastro	Executive Vice President and Chief Financial Officer	57
Michael J. O'Brien	Executive Vice President, General Counsel and Secretary	60
Andrew L. Castellaneta	Senior Vice President, Chief Accounting Officer	63
Peter L. Swiecicki	Senior Vice President, Finance and Controller	63
Rochelle M. Tarlowe	Senior Vice President and Treasurer	51
Jonathan B. Nelson	CEO, Omnicom Digital	54

Mr. Wren was named Chairman of the Board and Chief Executive Officer in May 2018 and previously served as President and Chief Executive Officer from 1997 to May 2018. Mr. Simm was named President and Chief Operating Officer in November 2021 and previously served as Chief Executive Officer of Omnicom Media Group for more than 20 years. Ms. Tarlowe was named Senior Vice President and Treasurer in May 2019 and previously served as Senior Vice President and Treasurer of Avis Budget Group from 2007 until April 2019. All other executive officers have held their present position for at least five years. Additional information about our directors and executive officers will appear in our definitive proxy statement, which is expected to be filed with the United States Securities and Exchange Commission, or SEC, in March 2022.

Available Information

We file annual, quarterly and current reports, proxy statements and other information with the SEC. Documents we file with the SEC are available free of charge on our website at <http://investor.omnicomgroup.com>, as soon as reasonably practicable after such material is filed with the SEC. The information included on or available through our website is not part of this or any other report we file with the SEC. Any document that we file with the SEC is available on the SEC's website at www.sec.gov.

Item 1A. Risk Factors

Economic Risks

Adverse economic conditions, a reduction in client spending, a deterioration in the credit markets or a delay in client payments could have a material effect on our business, results of operations and financial position.

Economic conditions have a direct impact on our business, results of operations and financial position. Adverse economic conditions, including those caused by the COVID-19 pandemic, severe and sustained inflation in countries that comprise our major markets, supply chain issues affecting the distribution of our clients' products, or a disruption in the credit markets, pose a risk that clients may reduce, postpone or cancel spending on advertising, marketing and corporate communications projects. Such actions would reduce the demand for our services and could result in a reduction in our revenue, which would adversely affect our business, results of operations and financial position. A contraction in the availability of credit may make it more difficult for us to meet our working capital requirements. In addition, a disruption in the credit markets could adversely affect our clients liquidity and could cause them to delay payment for our services or take other actions that would negatively affect our working capital. In such circumstances, we may need to obtain additional financing to fund our day-to-day working capital requirements, which may not be available on favorable terms, or at all. Even if we take action to respond to adverse economic conditions, reductions in revenue and disruptions in the credit markets by aligning our cost structure and more efficiently managing our working capital, such actions may not be effective.

In an economic downturn, the risk of a material loss related to media purchases and production costs incurred on behalf of our clients could significantly increase, and methods for managing or mitigating such risk may be less available or unavailable.

In the normal course of business, our agencies enter into contractual commitments with media providers and production companies on behalf of our clients at levels that can substantially exceed the revenue from our services. These commitments are included in accounts payable when the services are delivered by the media providers or production companies. If permitted by local law and the client agreement, many of our agencies purchase media and production services for our clients as an agent for a disclosed principal. In addition, while operating practices vary by country, media type and media vendor, in the United States and certain foreign markets, many of our agencies' contracts with media and production providers specify that our agencies are not liable to the media and production providers under the theory of sequential liability until and to the extent we have been paid by our client for the media or production services.

Where purchases of media and production services are made by our agencies as a principal or are not subject to the theory of sequential liability, the risk of a material loss as a result of payment default by our clients could increase significantly and such a loss could have a material adverse effect on our business, results of operations and financial position.

In addition, our methods of managing the risk of payment default, including obtaining credit insurance, requiring payment in advance, mitigating the potential loss in the marketplace or negotiating with media providers, may be insufficient, less available, or unavailable during a severe economic downturn.

The COVID-19 pandemic has negatively impacted our business, results of operations and financial position, and the COVID-19 pandemic or other similar public health crises could adversely impact our business, results of operations and financial position in the future.

The COVID-19 pandemic negatively impacted our business, results of operations and financial position in 2020 and through the first quarter of 2021, as most of our clients' businesses were affected by the pandemic. As long as the COVID-19 pandemic, including any existing or new variants, remains a public health threat, global economic conditions will continue to be volatile and such uncertainty cuts across all clients, industries and geographies. Demand for certain of our service offerings may be adversely affected by new developments in the pandemic, including the emergence of new variants, or other similar public health crises. The extent of the impact of the COVID-19 pandemic, or other similar public health crises, on our business will depend on numerous factors that we are not able to accurately predict.

Business and Operational Risks

Clients periodically review and change their advertising, marketing and corporate communications requirements and relationships. If we are unable to remain competitive or retain key clients, our business, results of operations and financial position may be adversely affected.

We operate in a highly competitive industry. Key competitive considerations for retaining existing clients and winning new clients include our ability to develop solutions that meet client needs in a rapidly changing environment, the quality and effectiveness of our services and our ability to serve clients efficiently, particularly large multinational clients, on a broad geographic

basis. While many of our client relationships are long-standing, from time to time clients put their advertising, marketing and corporate communications business up for competitive review. We have won and lost accounts as a result of these reviews. To the extent that we are not able to remain competitive or retain key clients, our revenue may be adversely affected, which could have a material adverse effect on our business, results of operations and financial position.

Acquiring new clients and retaining existing clients depends on our ability to avoid and manage conflicts of interest arising from other client relationships, retaining key personnel and maintaining a highly skilled workforce.

Our ability to acquire new clients and retain existing clients may, in some cases, be limited by clients' perceptions of, or policies concerning, conflicts of interest arising from other client relationships. If we are unable to maintain multiple agencies to manage multiple client relationships and avoid potential conflicts of interests, our business, results of operations and financial position may be adversely affected.

As a service business, our ability to attract and retain key personnel is an important aspect of our competitiveness. If we are unable to attract and retain key personnel, our ability to provide our services in the manner clients have come to expect may be adversely affected, which could harm our reputation and result in a loss of clients, which could have a material adverse effect on our business, results of operations and financial position.

The loss of several of our largest clients could have a material adverse effect on our business, results of operations and financial position.

In 2021, our 100 largest clients represented approximately 54% of our revenue. Clients generally are able to reduce or cancel current or future spending on advertising, marketing and corporate communications projects at any time on short notice for any reason. A significant reduction in spending on our services by our largest clients, or the loss of several of our largest clients, if not replaced by new clients or an increase in business from existing clients, would adversely affect our revenue and could have a material adverse effect on our business, results of operations and financial position.

We rely extensively on information technology systems, and cybersecurity incidents could adversely affect us.

We rely on information technology systems and infrastructure to connect with our clients, people and others and store business and financial data. Increased cybersecurity threats and attacks, which are constantly evolving, pose a risk to our systems and networks. For example, in February 2021, we experienced a cybersecurity incident that resulted in the disruption of certain of our information technology systems at one of our networks. Based on our investigation, the incident did not have a material impact on our business, results of operations or financial position. However, cybersecurity threats and attacks in the future could be material. Security breaches, improper use of our systems and unauthorized access to our data and information by employees and others may pose a risk that sensitive data may be exposed to unauthorized persons or to the public. We also have access to sensitive or personal data or information that is subject to privacy laws and regulations. Our systems and processes may be unable to prevent future material security breaches, and such breaches could adversely affect our business and reputation.

We also use third-party service providers, including cloud providers, to store, transmit and process data. These third-party service providers could also be subject to cybersecurity incidents that could adversely affect us.

In addition, through 2021, the overwhelming majority of our workforce temporarily transitioned to working from home during the COVID-19 pandemic. The increase in the number of our employees working from home may increase certain business and procedural control risks, including increased risk of cybersecurity incidents and exposure of sensitive business and client advertising and marketing information, as well as personal data or information.

Risks Related to International Operations

Currency exchange rate fluctuations have impacted, and in the future could impact, our business, results of operations and financial position.

In 2021, our international operations represented approximately 49% of our revenue. We operate in all major international markets including the Euro Zone, the United Kingdom, or the U.K., Australia, Brazil, Canada, China and Japan. Our agencies transact business in more than 50 different currencies. Substantially all of our foreign operations transact business in their local currency and, accordingly, their financial statements are translated into U.S. Dollars. As a result, both adverse and beneficial fluctuations in foreign exchange rates impact our business, results of operations and financial position. In addition, funds transferred to the United States can be adversely or beneficially impacted by changes in foreign currency exchange rates.

As a global business we face certain risks of doing business internationally, and we are exposed to risks from operating in high-growth markets and developing countries, which could have a material adverse effect on our business, results of operations and financial position.

The operational and financial performance of our international businesses are affected by global and regional economic conditions, competition for new business and staff, currency exchange rate fluctuations, political conditions, differing tax and regulatory environments and other risks associated with extensive international operations. In addition, we conduct business in numerous high-growth markets and developing countries that tend to have longer billing collection cycles, currency repatriation restrictions and commercial laws that can be undeveloped, vague, inconsistently enforced, retroactively applied or frequently changed. The risks associated with our international operations could have a material adverse effect on our business, results of operations and financial position. Additionally, our operations are subject to the United States Foreign Corrupt Practices Act and other anti-corruption and anti-bribery laws and regulations. These laws and regulations are complex and stringent, and any changes and violations could have an adverse effect on our business and reputation. For financial information by geographic region, see Note 8 to the consolidated financial statements.

We have substantial operations in the U.K. and the Euro Zone. In 2020, the U.K. completed its separation from the European Union, or E.U., (commonly referred to as “Brexit”) and entered into an agreement, or Brexit Agreement, with the E.U. that defines the terms of their relationship, covering, among other things, trade and tariffs, services and travel. The uncertainties related to the impact of the Brexit Agreement have cross-border operational, financial and tax implications, among others, and any economic volatility that may arise in the U.K., the E.U. or elsewhere may adversely affect our business.

Risks Related to Acquisitions

We may be unsuccessful in evaluating material risks involved in completed and future acquisitions.

We regularly evaluate potential acquisitions of businesses that are complementary to our businesses and client needs. As part of the process, we conduct business, legal and financial due diligence to identify and evaluate material risks involved in any particular transaction. Despite our efforts, we may be unsuccessful in ascertaining or evaluating all such risks. As a result, the intended advantages of any given acquisition may not be realized. If we fail to identify certain material risks from one or more acquisitions, our business, results of operations and financial position could be adversely affected.

Our goodwill is an intangible asset that may become impaired, which could have a material adverse effect on our business, results of operations and financial position.

In accordance with generally accepted accounting principles in the United States, or U.S. GAAP or GAAP, we have recorded a significant amount of goodwill related to our acquisitions; a substantial portion of which represents the intangible specialized know-how of the acquired workforce. As discussed in Note 2 to the consolidated financial statements, we review the carrying value of goodwill for impairment annually at June 30 and whenever events or circumstances indicate the carrying value may not be recoverable. The estimates and assumptions about future results of operations and cash flows made in connection with the impairment testing could differ from future actual results of operations and cash flows. While we have concluded, for each year presented in the financial statements included in this report, that our goodwill is not impaired, future events could cause us to conclude that the intangible asset values associated with a given operation may become impaired. Any resulting non-cash impairment charge could have a material adverse effect on our business, results of operations and financial position.

Regulatory Risks

Government regulation and consumer advocates may limit the scope and content of our services, which could affect our ability to meet our clients’ needs, which could have a material adverse effect on our business, results of operations and financial position.

Government agencies and consumer groups directly or indirectly affect or attempt to affect the scope, content and manner of presentation of advertising, marketing and corporate communications services, through regulation or other governmental action, which could affect our ability to meet our clients’ needs. Such regulation may seek, among other things, to limit the tax deductibility of advertising expenditures by certain industries or for certain products and services. In addition, there has been a tendency on the part of businesses to resort to the judicial system to challenge advertising practices and claims, which could cause our clients affected by such actions to reduce their spending on our services. Any regulatory or judicial action that affects our ability to meet our clients’ needs or reduces client spending on our services could have a material adverse effect on our business, results of operations and financial position.

Further, laws and regulations related to user privacy, use of personal information and Internet tracking technologies have been proposed or enacted in the United States and a number of international markets. These laws and regulations could affect the acceptance of new communications technologies and the use of current communications technologies as advertising media. These actions could affect our business and reduce demand for certain of our services, which could have a material adverse effect on our business, results of operations and financial position.

We could be affected by future laws or regulations enacted in response to climate change concerns and other actions.

Our businesses could be indirectly affected by increased prices for goods or services provided to us by companies that are directly affected by laws and regulations aimed at mitigating the impact of climate change. Specifically, these companies may seek to pass their increased costs through to their customers. If our clients are impacted by such laws or regulations, either directly or indirectly, their spending for advertising and marketing services may decline, which could adversely impact our business, results of operations and financial position. Additionally, to comply with potential future changes in environmental laws and regulations, we may need to incur additional costs, which could impact our business, results of operations and financial position.

Item 1B. Unresolved Staff Comments

None.

Item 2. Properties

We conduct business and maintain offices throughout the world. The facility requirements of our businesses are similar across geographic regions and disciplines. Substantially all our office space is leased under operating leases with varying expiration dates. Lease obligations of our foreign operations are generally denominated in their local currency. We believe that our facilities are adequate for our current operations and are well maintained. Our principal corporate offices are located at 280 Park Avenue, New York, New York; 1055 Washington Boulevard, Stamford, Connecticut; and 525 Okeechobee Boulevard, West Palm Beach, Florida. We also maintain executive offices in London, England; Shanghai, China; and Singapore. Notes 2 and 16 to the consolidated financial statements provide a description of our lease expense, which comprises a significant component of our occupancy and other costs, and our lease commitments.

Item 3. Legal Proceedings

In the ordinary course of business, we are involved in various legal proceedings. We do not expect that these proceedings will have a material adverse effect on our results of operations or financial position.

Item 4. Mine Safety Disclosures

Not Applicable.

PART II

Item 5. Market for Registrant's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities

Our common stock is listed and traded on the New York Stock Exchange under the symbol OMC. As of February 1, 2022, there were 1,905 registered holders of our common stock.

Common stock repurchases during the three months ended December 31, 2021 were:

Period	Total Number of Shares Purchased	Average Price Paid Per Share	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs	Maximum Number of Shares that May Yet Be Purchased Under the Plans or Programs
October 1 - October 31, 2021	78,719	\$74.45	—	—
November 1 - November 30, 2021	407,529	\$68.37	—	—
December 1 - December 31, 2021	<u>3,106,633</u>	\$70.95	—	—
	<u>3,592,881</u>	\$70.73	—	—

During the three months ended December 31, 2021, we purchased 3,512,485 shares of our common stock in the open market, and we withheld 80,396 shares from employees to satisfy estimated statutory income tax obligations related to the vesting of restricted stock awards. The value of the common stock withheld was based on the closing price of our common stock on the applicable vesting or exercise date. There were no unregistered sales of equity securities during the three months ended December 31, 2021.

Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations

EXECUTIVE SUMMARY

Impact of the COVID-19 Pandemic on our Business

As the impact of the COVID-19 pandemic on the global economy moderated, we experienced improvement in our business in 2021 as compared to 2020. In 2021, revenue increased \$1,118.3 million, or 8.5%, compared to 2020. The increase in revenue primarily reflects increased client spending in all our disciplines and across all our geographic areas compared to the prior year and the strengthening of most foreign currencies, primarily the British Pound and the Euro, against the U.S. Dollar. The increase in revenue year-over-year was partially offset by a reduction in acquisition revenue, net of disposition revenue, reflecting the sale of ICON International, or ICON, a specialty media business, in the second quarter of 2021.

Global economic conditions may continue to be volatile as long as the COVID-19 pandemic remains a public health threat, which could negatively impact our clients' spending plans. We expect global economic performance and the performance of our businesses to vary by geography and discipline until the impact of the COVID-19 pandemic on the global economy subsides.

Results of Operations for the Year Ended December 31, 2021

We are a strategic holding company providing advertising, marketing and corporate communications services to clients through our branded networks and agencies around the world. On a global, pan-regional and local basis, our networks and agencies provide a comprehensive range of services in the following fundamental disciplines: Advertising, Precision Marketing, Commerce & Brand Consulting, Experiential, Execution & Support, Public Relations and Healthcare. Advertising includes creative services across digital and traditional media, and strategic media planning and buying and data analytics services. Precision Marketing includes digital and direct marketing, digital transformation and data and analytics. Commerce & Brand Consulting services include brand consulting, strategy and research and retail ecommerce. Experiential marketing services include live and digital events and experience design and execution. Execution & Support includes field marketing, sales support, digital and physical merchandising and point-of-sale, as well as other specialized marketing and custom communications services. Public relations services include corporate communications, crisis management, public affairs and media and media relations services. Healthcare includes advertising and media services to global healthcare and pharmaceutical clients. Our business model was built and continues to evolve around our clients. While our networks and agencies operate under different names and frame their ideas in different disciplines, we organize our services around our clients. Our fundamental business principle is that our clients' specific marketing requirements are the central focus of how we structure our service offerings and allocate our resources. This client-centric business model requires that multiple agencies within Omnicom collaborate in formal and informal virtual client networks utilizing our key client matrix organization structure. This collaboration allows us to cut across our internal organizational structures to execute our clients' marketing requirements in a consistent and comprehensive manner. We use our client-centric approach to grow

our business by expanding our service offerings to existing clients, moving into new markets and obtaining new clients. In addition, we pursue selective acquisitions of complementary companies with strong entrepreneurial management teams that typically currently serve or could serve our existing clients.

Driven by our clients' continuous demand for more effective and efficient marketing activities, we strive to provide an extensive range of advertising, marketing and corporate communications services through various client-centric networks that are organized to meet specific client objectives. These services include, among others, advertising, brand consulting, content marketing, corporate social responsibility consulting, crisis communications, custom publishing, data analytics, database management, digital/direct marketing, digital transformation, entertainment marketing, experiential marketing, field marketing, financial/corporate business-to-business advertising, graphic arts/digital imaging, healthcare marketing and communications, in-store design, interactive marketing, investor relations, marketing research, media planning and buying, merchandising and point of sale, mobile marketing, multi-cultural marketing, non-profit marketing, organizational communications, package design, product placement, promotional marketing, public affairs, public relations, retail marketing, sales support, search engine marketing, shopper marketing, social media marketing and sports and event marketing.

We continually evaluate our portfolio of businesses to identify areas for investment and acquisition opportunities, as well as to identify non-strategic or underperforming businesses for disposition.

As a leading global advertising, marketing and corporate communications company, we operate in all major markets and have a large and diverse client base. For the year ended December 31, 2021, our largest client represented 3.2% of revenue and our 100 largest clients, which represent many of the world's major marketers, represented approximately 54% of revenue. Our clients operate in virtually every sector of the global economy with no one industry representing more than 16% of our revenue in 2021. Although our revenue is generally balanced between the United States and international markets and we have a large and diverse client base, we are not immune to general economic downturns.

Certain global events targeted by major marketers for advertising expenditures, such as the FIFA World Cup and the Olympics, and certain national events, such as the U.S. election process, may affect our revenue period-over-period in certain businesses. Typically, these events do not have a significant impact on our revenue in any period.

Global economic conditions have a direct impact on our business and financial performance. Adverse global or regional economic conditions, including those arising from the COVID-19 pandemic, severe and sustained inflation in countries that comprise our major markets and client supply chain issues, pose a risk that our clients may reduce, postpone or cancel spending on advertising, marketing and corporate communications services, which would reduce the demand for our services. Revenue is typically lower in the first and third quarters and higher in the second and fourth quarters, reflecting client spending patterns during the year and additional project work that usually occurs in the fourth quarter.

Beginning in March 2020 and continuing through the first quarter of 2021, our business experienced the effects from reductions in client spending due to the economic impact related to the COVID-19 pandemic. While mixed by business and geography, the spending reductions impacted all our businesses and markets. Globally, the most impacted businesses were our Experiential discipline, especially in our event marketing businesses, and our Execution & Support discipline, primarily in field marketing. Most of our markets began to improve versus the prior year in the first quarter of 2021, and the improvement continued through the end of 2021 as clients substantially increased their spending on our services. The economic and fiscal issues, including impacts related to the pandemic, facing the countries we operate in could cause economic uncertainty and volatility; however, the impact on our business will likely vary by country. We monitor economic conditions closely, as well as client revenue levels and other factors. In response to reductions in revenue, we can take actions to align our cost structure with changes in client demand and manage our working capital. However, there can be no assurance as to the effectiveness of our efforts to mitigate any impact of the current and future adverse economic conditions, reductions in client revenue, changes in client creditworthiness and other developments.

General marketing communications trends impact our business and industry and, on balance, we believe that these effects are generally positive. These trends include integrating traditional and non-traditional marketing channels, as well as utilizing new communications technologies and emerging digital platforms, and clients increasingly expanding the focus of their brand strategies from national markets to pan-regional and global markets. As clients increase their demands for marketing effectiveness and efficiency, many of them have made it a practice to consolidate their business within one or a small number of service providers in the pursuit of a single engagement covering all consumer touch points. We have structured our business around these trends. Certain trends such as increased spending on digital marketing platforms, and our key client matrix organization structure approach to collaboration and integration of our services and solutions provide a competitive advantage to our business, and we expect this advantage to continue over the medium and long term.

Given our size and breadth, we manage our business by monitoring several financial indicators. The key indicators that we focus on are revenue and operating expenses. We analyze revenue growth by reviewing the components and mix of the growth, including growth by principal regional market and marketing discipline, the impact from foreign currency exchange rate changes, growth from acquisitions, net of dispositions, and growth from our largest clients. Operating expenses are comprised of cost of services, selling, general and administrative expenses, or SG&A, and depreciation and amortization.

In 2021, our revenue increased \$1,118.3 million, or 8.5%, compared to 2020. Changes in foreign exchange rates increased revenue 2.2%, acquisition revenue, net of disposition revenue, reduced revenue 3.9%, and organic growth increased revenue 10.2%. The reduction in acquisition revenue, net of disposition revenue, reflects the sale of ICON in the second quarter of 2021. In 2021, our business experienced a recovery from the negative effects of the COVID-19 pandemic in all our disciplines and regional markets as compared to 2020. The negative effects from the pandemic did not significantly impact our major markets and businesses until late in the first quarter of 2020. As a result, the improvement in revenue in 2021 versus the prior year was driven by the recovery in the second through the fourth quarter of 2021 as compared to the prior year. The change in revenue across our principal regional markets were: North America increased \$132.6 million, Europe increased \$611.9 million, Asia-Pacific increased \$292.7 million and Latin America increased \$20.7 million. In North America, improved organic revenue growth in the United States and Canada was partially offset by a decrease in revenue resulting from the disposition of ICON in the second quarter of 2021. The United States experienced organic revenue growth in all disciplines, led by our Advertising discipline, on the strength of our media business, and our Precision Marketing and Public Relations disciplines. In Europe, organic revenue increased in substantially all countries and disciplines, especially our Advertising discipline, which was led by our media business, and our Experiential, Precision Marketing and Commerce and Brand Consulting disciplines. The strengthening of the British Pound and the Euro against the U.S. Dollar contributed to increased revenue in the region. In Latin America, organic revenue growth in all countries in the region, especially Brazil, Colombia, and Chile, primarily in our Advertising discipline, was partially offset by the weakening of the Brazilian Real against the U.S. Dollar. In Asia-Pacific, revenue increased due to strong organic revenue growth in substantially all countries, particularly China, Australia, India, New Zealand, and Japan and in all disciplines. The strengthening of substantially all currencies against the U.S. Dollar contributed to increased revenue in the region. The increases in revenue in 2021, compared to 2020, in our fundamental disciplines were: Advertising \$447.9 million, Precision Marketing \$250.2 million, Commerce and Brand Consulting \$88.9 million, Experiential \$119.1 million, Execution & Support \$65.3 million, Public Relations \$80.8 million and Healthcare \$66.1 million.

We measure cost of services in two distinct categories: salary and service costs and occupancy and other costs. As a service business, salary and service costs make up the significant portion of our operating expenses and substantially all these costs comprise the essential components directly linked to the delivery of our services. Salary and service costs include employee compensation and benefits, freelance labor and third-party service costs, which primarily include third-party supplier costs when we act as principal in providing services to our clients and client-related travel costs. Occupancy and other costs consist of the indirect costs related to the delivery of our services, including office rent and other occupancy costs, equipment rent, technology costs, general office expenses and other expenses.

In 2021, operating expenses increased \$519.2 million, or 4.5%, year-over-year. Operating expenses for 2021 reflect a reduction of \$50.5 million related to the gain from the sale of ICON, and the prior year included an increase of \$277.9 million related to charges we recorded in the second quarter of 2020 in connection with the actions we took in response to the COVID-19 pandemic. Salary and service costs, which tend to fluctuate with changes in revenue, increased \$829.2 million, or 8.7%, compared to 2020, reflecting increases in salary and related service costs, which include an increase in freelance labor costs, and third-party service costs of \$720.1 million and \$109.1 million, respectively. These increases primarily resulted from the increase in organic revenue, as well as the strengthening of most foreign currencies against the U.S. Dollar, especially the British Pound and Euro. The prior year reflects a reduction in salary and service costs of \$162.6 million related to reimbursements under pandemic relief government programs in several countries, as well as an increase of \$55.8 million related to asset impairment charges. Occupancy and other costs, which are less directly linked to changes in revenue than salary and service costs, increased \$9.7 million, or 0.9%, in 2021 as compared to 2020. Operating profit increased \$599.1 million to \$2,197.9 million, operating margin increased to 15.4% from 12.1%, and EBITA margin increased to 15.9% from 12.8%. The increases in operating profit, operating margin and EBITA margin reflect the positive impact of organic revenue growth, the positive impact of cost reduction actions taken in the prior year in response to the COVID-19 pandemic, and the negative impact in the prior year from the net increase in operating expenses recorded in the second quarter of 2020 aggregating \$171.1 million, related to the COVID-19 repositioning costs, and asset impairment charges recorded in the fourth quarter of 2020, partially offset by the benefit of \$162.6 million related to reimbursements under pandemic relief government programs. Additionally, operating profit, operating margin and EBITA margin for 2021 were favorably impacted by the \$50.5 million gain recorded in connection with the sale of ICON.

Looking ahead to 2022, we expect organic revenue growth to be between 5% and 6%. Additionally, we expect certain operating costs, such as travel and general office expenses, to continue to increase to normal levels as more of our workforce returns to the office; we believe we can offset the impact of these increases by managing other discretionary costs, as well as certain infrastructure costs. Accordingly, for the full year 2022, we believe we will be able to maintain the operating margins we achieved in 2021.

SG&A expenses increased slightly year-over-year. SG&A expenses primarily consist of third-party marketing costs, professional fees and compensation and benefits and occupancy and other costs of our corporate and executive offices, which includes group-wide finance and accounting, treasury, legal and governance, human resource oversight and similar costs.

In 2021, net interest expense increased \$19.6 million year-over-year to \$209.1 million. Interest expense on debt in 2021 increased \$13.6 million to \$213.2 million compared to 2020, primarily arising from a loss of \$26.6 million on the early redemption in May 2021 of all the outstanding \$1.25 billion of our 3.625% Senior Notes due 2022, or 2022 Notes, which was partially offset by the benefit from the issuance of \$800 million of our 2.60% Senior Notes due 2031, or 2031 Notes, at a lower rate. Interest income in 2021 decreased \$5.0 million year-over-year to \$27.3 million primarily due to lower rates.

Our effective tax rate for 2021 decreased year-over-year to 24.6% from 27.1%. In connection with the sale of ICON in the second quarter of 2021, we recorded a pre-tax gain of \$50.5 million. The lower effective tax rate for 2021 was predominantly the result of \$32.8 million favorable settlements of uncertain tax positions in certain domestic jurisdictions, as well as a nominal tax applied against the book gain on the sale of ICON resulting from excess tax over book basis. The effective tax rate for 2020 reflects an increase due to the non-deductibility in certain jurisdictions of a portion of the COVID-19 repositioning charges recorded in the second quarter of 2020.

Net income - Omnicom Group Inc. in 2021 increased \$462.4 million to \$1,407.8 million from \$945.4 million in 2020. The year-over-year increase is due to the factors described above. Diluted net income per share - Omnicom Group Inc. increased to \$6.53 in 2021, compared to \$4.37 in 2020, due to the factors described above, as well as the impact of the reduction in our weighted average common shares outstanding resulting from the resumption of repurchases of our common stock during the year, net of shares issued for restricted stock awards, stock option exercises and the employee stock purchase plan during the year.

CRITICAL ACCOUNTING POLICIES AND ESTIMATES

The following summary of our critical accounting policies provides a better understanding of our financial statements and the related discussion in this MD&A. We believe that the following policies may involve a higher degree of judgment and complexity in their application than most of our accounting policies and represent the critical accounting policies used in the preparation of our financial statements. Readers are encouraged to consider this summary together with our consolidated financial statements and the related notes, including Note 2, for a more complete understanding of the critical accounting policies discussed below.

Estimates

We prepare our financial statements in conformity with U.S. GAAP and are required to make estimates and assumptions that affect the amounts reported in the consolidated financial statements and accompanying notes. We use a fair value approach in testing goodwill for impairment and when evaluating our equity method investments to determine if an other-than-temporary impairment has occurred. Actual results could differ from those estimates and assumptions.

Acquisitions and Goodwill

We have made and expect to continue to make selective acquisitions. The evaluation of potential acquisitions is based on various factors, including specialized know-how, reputation, geographic coverage, competitive position and service offerings of the target businesses, as well as our experience and judgment.

Our acquisition strategy is focused on acquiring the expertise of an assembled workforce in order to continue to build upon the core capabilities of our various strategic business platforms and agency brands through the expansion of their geographic reach or their service capabilities to better serve our clients. Additional key factors we consider include the competitive position and specialized know-how of the acquisition targets. Accordingly, as is typical in most service businesses, a substantial portion of the assets we acquire are intangible assets primarily consisting of the know-how of the personnel, which is treated as part of goodwill and is not required to be valued separately under U.S. GAAP. For each acquisition, we undertake a detailed review to identify other intangible assets that are required to be valued separately. A significant portion of the identifiable intangible assets acquired is derived from customer relationships, including the related customer contracts, as well as trade names. In valuing these identified intangible assets, we typically use an income approach and consider comparable market participant measurements.

We evaluate goodwill for impairment at least annually at the end of the second quarter of each fiscal year and whenever events or circumstances indicate the carrying value may not be recoverable. Under FASB ASC Topic 350, *Intangibles - Goodwill and Other*, we have the option of either assessing qualitative factors to determine whether it is more-likely-than-not that the carrying value of our reporting units exceeds their respective fair value or proceeding directly to the goodwill impairment test. We performed the annual impairment test and compared the fair value of each of our reporting units to its respective carrying value, including goodwill. In June 2021, we combined certain practice areas into a new reporting unit and assigned a segment manager primarily responsible for the Omnicom Public Relations Group. As a result, the number of operating segments increased from five to six. We identified our regional reporting units as components of our operating segments, which are our six global agency networks. The regional reporting units of each agency network are responsible for the agencies in their region. They report to the segment managers and facilitate the administrative and logistical requirements of our key client matrix organization structure for delivering services to clients in their regions. We have concluded that for each of our operating segments, their regional reporting units have similar economic characteristics and should be aggregated for purposes of testing goodwill for impairment at the operating segment level. Our conclusion was based on a detailed analysis of the aggregation criteria set forth in FASB ASC Topic 280, *Segment Reporting*, and in FASB ASC Topic 350. Consistent with our fundamental business strategy, the agencies within our regional reporting units serve similar clients in similar industries, and in many cases the same clients. In addition, the agencies within our regional reporting units have similar economic characteristics. The main economic components of each agency are employee compensation and related costs and direct service costs and occupancy and other costs, which include rent and occupancy costs, technology costs that are generally limited to personal computers, servers and off-the-shelf software and other overhead expenses. Finally, the expected benefits of our acquisitions are typically shared by multiple agencies in various regions as they work together to integrate the acquired agency into our virtual client network strategy.

Goodwill Impairment Review - Estimates and Assumptions

We use the following valuation methodologies to determine the fair value of our reporting units: (1) the income approach, which utilizes discounted expected future cash flows, (2) comparative market participant multiples for EBITDA (earnings before interest, taxes, depreciation and amortization) and (3) when available, consideration of recent and similar acquisition transactions.

In applying the income approach, we use estimates to derive the discounted expected cash flows ("DCF") for each reporting unit that serves as the basis of our valuation. These estimates and assumptions include revenue growth and operating margin, EBITDA, tax rates, capital expenditures, weighted average cost of capital and related discount rates and expected long-term cash flow growth rates. All of these estimates and assumptions are affected by conditions specific to our businesses, economic conditions related to the industry we operate in, as well as conditions in the global economy. The assumptions that have the most significant effect on our valuations derived using a DCF methodology are: (1) the expected long-term growth rate of our reporting units' cash flows and (2) the weighted average cost of capital ("WACC") for each reporting unit.

At June 30, 2021 we adjusted our assumptions to reflect the economic conditions in light of the impact on our business related to the COVID-19 pandemic. The assumptions used for the long-term growth rate and WACC in our evaluations as of June 30, 2021 and 2020 were:

	2021	2020
Long-Term Growth Rate	3.5%	3.0%
WACC	9.8% - 10.4%	10.6% - 10.8%

Long-term growth rate represents our estimate of the long-term growth rate for our industry and the markets of the global economy we operate in. For the past ten years, the average historical revenue growth rate of our reporting units and the Average Nominal GDP, or NGDP, growth of the countries comprising the major markets that account for substantially all of our revenue was approximately 3.2% and 3.4%, respectively. We considered this history when determining the long-term growth rates used in our annual impairment test at June 30, 2021, and included in the 10-year history is the full year 2020 that reflects the impact of the COVID-19 pandemic on the global economy. We believe marketing expenditures over the long term have a high correlation to NGDP. Based on our historical performance, we also believe that our long-term growth rate will exceed NGDP growth in the markets we operate in, which are similar across our reporting units. Accordingly, for our annual test as of June 30, 2021, we used an estimated long-term growth rate of 3.5%.

When performing the annual impairment test as of June 30, 2021 and estimating the future cash flows of our reporting units, we considered the current macroeconomic environment, as well as industry and market specific conditions at mid-year 2021. In the first half of 2021, our revenue increased 10.0%, which excluded our net disposition activity and the impact from changes in foreign exchange rates.

The WACC is comprised of: (1) a risk-free rate of return, (2) a business risk index ascribed to us and to companies in our industry comparable to our reporting units based on a market derived variable that measures the volatility of the share price of equity securities relative to the volatility of the overall equity market, (3) an equity risk premium that is based on the rate of return on equity of publicly traded companies with business characteristics comparable to our reporting units, and (4) a current after-tax market rate of return on debt of companies with business characteristics similar to our reporting units, each weighted by the relative market value percentages of our equity and debt.

Our six reporting units vary in size with respect to revenue and the amount of debt allocated to them. These differences drive variations in fair value among our reporting units. In addition, these differences as well as differences in book value, including goodwill, cause variations in the amount by which fair value exceeds book value among the reporting units. The reporting unit goodwill balances and debt vary by reporting unit primarily because our three legacy agency networks were acquired at the formation of Omnicom and were accounted for as a pooling of interests that did not result in any additional debt or goodwill being recorded. The remaining three agency networks were built through a combination of internal growth and acquisitions that were accounted for using the acquisition method and as a result, they have a relatively higher amount of goodwill and debt. Finally, the allocation of goodwill when components are transferred between reporting units is based on relative fair value at the time of transfer.

Goodwill Impairment Review - Conclusion

Based on the results of our impairment test, we concluded that our goodwill at June 30, 2021 was not impaired, because the fair value of each of our reporting units was in excess of its respective net book value. For our reporting units with negative book value, we concluded that the fair value of their total assets was in excess of book value. The minimum decline in fair value that one of our reporting units would need to experience in order to fail the goodwill impairment test was approximately 34%. Notwithstanding our belief that the assumptions we used for WACC and long-term growth rate in our impairment testing were reasonable, we performed a sensitivity analysis for each of our reporting units. The results of this sensitivity analysis on our impairment test as of June 30, 2021 revealed that if the WACC increased by 1% and/or the long-term growth rate decreased by 1%, the fair value of each of our reporting units would continue to be in excess of its respective net book value and would pass the impairment test.

We will continue to perform our impairment test each year at June 30th unless events or circumstances trigger the need for an interim impairment test. There were no events through December 31, 2021 that would change our impairment assessment. The estimates used in our goodwill impairment test do not constitute forecasts or projections of future results of operations, but rather are estimates and assumptions based on historical results and assessments of macroeconomic factors affecting our reporting units as of the valuation date. We believe that our estimates and assumptions are reasonable, but they are subject to change from period to period. Actual results of operations and other factors will likely differ from the estimates used in our discounted cash flow valuation, and it is possible that differences could be significant. A change in the estimates we use could result in a decline in the estimated fair value of one or more of our reporting units from the amounts derived as of our latest valuation and could cause us to fail our goodwill impairment test if the estimated fair value for the reporting unit is less than the carrying value of the net assets of the reporting unit, including its goodwill. A large decline in estimated fair value of a reporting unit could result in a non-cash impairment charge and may have an adverse effect on our results of operations and financial position. Additional information about acquisitions and goodwill appears in Notes 2, 5 and 6 to the consolidated financial statements.

Revenue Recognition

Revenue is recognized when a customer obtains control of promised goods or services (the performance obligation) in an amount that reflects the consideration we expect to receive in exchange for those goods or services (the transaction price). We measure revenue by estimating the transaction price based on the consideration specified in the client arrangement. Revenue is recognized as the performance obligations are satisfied. Our revenue is primarily derived from the planning and execution of advertising communications and marketing services in the following fundamental disciplines: Advertising, Precision Marketing, Commerce & Brand Consulting, Experiential, Execution & Support, Public Relations and Healthcare. Our client contracts are primarily fees for service on a rate per hour or per project basis. Revenue is recorded net of sales, use and value added taxes.

Performance Obligations. In substantially all our disciplines, the performance obligation is to provide advisory and consulting services at an agreed-upon level of effort to accomplish the specified engagement. Our client contracts are comprised of diverse arrangements involving fees based on any one or a combination of the following: an agreed fee or rate per hour for the level of effort expended by our employees; commissions based on the client's spending for media purchased from third parties;

qualitative or quantitative incentive provisions specified in the contract; and reimbursement for third-party costs that we are required to include in revenue when we control the vendor services related to these costs and we act as principal. The transaction price of a contract is allocated to each distinct performance obligation based on its relative stand-alone selling price and is recognized as revenue when, or as, the customer receives the benefit of the performance obligation. Clients typically receive and consume the benefit of our services as they are performed. Substantially all our client contracts provide that we are compensated for services performed to date and allow for cancellation by either party on short notice, typically 90 days, without penalty.

Generally, our short-term contracts, which normally take 30 to 90 days to complete, are performed by a single agency and consist of a single performance obligation. As a result, we do not consider the underlying services as separate or distinct performance obligations because our services are highly interrelated, occur in close proximity, and the integration of the various components of a marketing message is essential to overall service. In certain of our long-term client contracts, which have a term of up to one year, the performance obligation is a stand-ready obligation, because we provide a constant level of similar services over the term of the contract. In other long-term contracts, when our services are not a stand-ready obligation, we consider our services distinct performance obligations and allocate the transaction price to each separate performance obligation based on its stand-alone selling price, including contracts for strategic media planning and buying services, which are considered to be multiple performance obligations, and we allocate the transaction price to each distinct service based on the staffing plan and the stand-alone selling price. In substantially all of our creative services contracts, we have distinct performance obligations for our services, including certain creative services contracts where we act as an agent and arrange, at the client's direction, for third parties to perform studio production efforts.

Revenue Recognition Methods. A substantial portion of our revenue is recognized over time, as the services are performed, because the client receives and consumes the benefit of our performance throughout the contract period, or we create an asset with no alternative use and are contractually entitled to payment for our performance to date in the event the client terminates the contract for convenience. For these client contracts, other than when we have a stand-ready obligation to perform services, revenue is recognized over time using input measures that correspond to the level of staff effort expended to satisfy the performance obligation on a rate per hour or equivalent basis. For client contracts when we have a stand-ready obligation to perform services on an ongoing basis over the life of the contract, typically for periods up to one year, where the scope of these arrangements is broad and there are no significant gaps in performing the services, we recognize revenue using a time-based measure resulting in a straight-line revenue recognition. From time to time, there may be changes in the client service requirements during the term of a contract and the changes could be significant. These changes are typically negotiated as new contracts covering the additional requirements and the associated costs, as well as additional fees for the incremental work to be performed.

To a lesser extent, for certain other contracts where our performance obligations are satisfied in phases, we recognize revenue over time using certain output measures based on the measurement of the value transferred to the customer, including milestones achieved. Where the transaction price or a portion of the transaction price is derived from commissions based on a percentage of purchased media from third parties, the performance obligation is not satisfied until the media is run and we have an enforceable contract providing a right to payment. Accordingly, revenue for commissions is recognized at a point in time, typically when the media is run, including when it is not subject to cancellation by the client or media vendor.

Principal vs. Agent. In substantially all our businesses, we incur third-party costs on behalf of clients, including direct costs and incidental, or out-of-pocket costs. Third-party direct costs incurred in connection with the creation and delivery of advertising or marketing communication services include, among others: purchased media, studio production services, specialized talent, including artists and other freelance labor, event marketing supplies, materials and services, promotional items, market research and third-party data and other related expenditures. Out-of-pocket costs include, among others: transportation, hotel, meals and telecommunication charges incurred by us in the course of providing our services. Billings related to out-of-pocket costs are included in revenue since we control the goods or services prior to delivery to the client.

However, the inclusion of billings related to third-party direct costs in revenue depends on whether we act as a principal or as an agent in the client arrangement. In most of our businesses, including advertising, which also includes studio production efforts and media planning and buying services, public relations, healthcare advertising and most of our Experiential businesses, we act as an agent and arrange, at the client's direction, for third parties to perform certain services. In these cases, we do not control the goods or services prior to the transfer to the client. As a result, revenue is recorded net of these costs, equal to the amount retained for our fee or commission.

In certain businesses we may act as principal when contracting for third-party services on behalf of our clients. In our events business and most of our Execution & Support businesses, including field marketing and certain specialty marketing businesses, we act as principal because we control the specified goods or services before they are transferred to the client and we are responsible for providing the specified goods or services, or we are responsible for directing and integrating third-party vendors to fulfill our performance obligation at the agreed upon contractual price. In such arrangements, we also take pricing risk under the terms of the client contract. In certain specialty media buying businesses, we act as principal when we control the buying process for the purchase of the media and contract directly with the media vendor. In these arrangements, we assume the pricing risk under the terms of the client contract. When we act as principal, we include billable amounts related to third-party costs in the transaction price and record revenue over time at the gross amount billed, including out-of-pocket costs, consistent with the manner that we recognize revenue for the underlying services contract. However, in media buying contracts where we act as principal, we recognize revenue at a point in time, typically when the media is run, including when it is not subject to cancellation by the client or media vendor.

Variable Consideration. Some of our client arrangements include variable consideration provisions, which include performance incentives, tiered commission structures and vendor rebates in certain markets outside of the United States. Variable consideration is estimated and included in total consideration at contract inception based on either the expected value method or the most likely outcome method. These estimates are based on historical award experience, anticipated performance and other factors known at the time. Performance incentives are typically recognized in revenue over time. Variable consideration for our media businesses in certain international markets includes rebate revenue and is recognized when it is probable that the media will be run, including when it is not subject to cancellation by the client. In addition, when we receive rebates or credits from vendors for transactions entered into on behalf of clients, they are remitted to the clients in accordance with contractual requirements or retained by us based on the terms of the client contract or local law. Amounts passed on to clients are recorded as a liability and amounts retained by us are recorded as revenue when earned, typically when the media is run.

NEW ACCOUNTING STANDARDS

See Note 22 to the consolidated financial statements for information on the adoption of new accounting standards and accounting standards not yet adopted.

RESULTS OF OPERATIONS - 2021 Compared to 2020 (in millions):

	Year Ended December 31,	
	2021	2020
Revenue	\$14,289.4	\$13,171.1
Operating Expenses:		
Salary and service costs	10,402.0	9,572.8
Occupancy and other costs	1,148.2	1,138.5
Gain on disposition of subsidiary	(50.5)	—
COVID-19 repositioning costs	—	277.9
Cost of services	11,499.7	10,989.2
Selling, general and administrative expenses	379.7	360.5
Depreciation and amortization	212.1	222.6
	<u>12,091.5</u>	<u>11,572.3</u>
Operating Profit	2,197.9	1,598.8
Operating Margin - %	15.4%	12.1%
Interest Expense	236.4	221.8
Interest Income	27.3	32.3
Income Before Income Taxes and Income (Loss) From Equity Method Investments	1,988.8	1,409.3
Income Tax Expense	488.7	381.7
Income (Loss) From Equity Method Investments	7.5	(6.8)
Net Income	1,507.6	1,020.8
Net Income Attributed To Noncontrolling Interests	99.8	75.4
Net Income - Omnicom Group Inc.	<u>\$ 1,407.8</u>	<u>\$ 945.4</u>

Non-GAAP Financial Measures

We use EBITA and EBITA Margin as additional operating performance measures that exclude the non-cash amortization expense of intangible assets, which primarily consists of amortization of intangible assets arising from acquisitions. We define EBITA as earnings before interest, taxes and amortization of intangible assets, and EBITA Margin as EBITA divided by revenue. EBITA and EBITA Margin are non-GAAP financial measures. We believe that EBITA and EBITA Margin are useful measures for investors to evaluate the performance of our business. Non-GAAP financial measures should not be considered in isolation from, or as a substitute for, financial information presented in compliance with U.S. GAAP. Non-GAAP financial measures reported by us may not be comparable to similarly titled amounts reported by other companies.

The following table reconciles the U.S. GAAP financial measure of net income - Omnicom Group Inc. to EBITA and EBITA Margin for the periods presented (in millions):

	Year Ended December 31,	
	2021	2020
Net Income - Omnicom Group Inc.	\$ 1,407.8	\$ 945.4
Net Income Attributed To Noncontrolling Interests	99.8	75.4
Net Income	1,507.6	1,020.8
Income (Loss) From Equity Method Investments	7.5	(6.8)
Income Tax Expense	488.7	381.7
Income Before Income Taxes and Income (Loss) From Equity Method Investments	1,988.8	1,409.3
Interest Expense	236.4	221.8
Interest Income	27.3	32.3
Operating Profit	2,197.9	1,598.8
Add back: Amortization of intangible assets	80.0	83.1
Earnings before interest, taxes and amortization of intangible assets ("EBITA")	<u>\$ 2,277.9</u>	<u>\$ 1,681.9</u>
Revenue	\$14,289.4	\$13,171.1
EBITA	\$ 2,277.9	\$ 1,681.9
EBITA Margin - %	15.9%	12.8%

Revenue

In 2021, our revenue increased \$1,118.3 million, or 8.5%, compared to 2020. Changes in foreign exchange rates increased revenue 2.2%, acquisition revenue, net of disposition revenue, reduced revenue 3.9%, and organic growth increased revenue 10.2%. The reduction in acquisition revenue, net of disposition revenue, reflects the sale of ICON in the second quarter of 2021. In 2021, our business experienced a recovery from the negative effects of the COVID-19 pandemic in all our disciplines and regional markets as compared to 2020. The negative effects from the pandemic did not significantly impact our major markets and businesses until late in the first quarter of 2020. As a result, the improvement in revenue in 2021 versus the prior year was driven by the recovery in the second, third and fourth quarters of 2021 as compared to the prior year. The change in revenue across our principal regional markets were: North America increased \$132.6 million, Europe increased \$611.9 million, Asia-Pacific increased \$292.7 million and Latin America increased \$20.7 million. In North America, improved organic revenue growth in the United States and Canada was partially offset by a decrease in revenue resulting from the disposition of ICON in the second quarter of 2021. The United States experienced organic revenue growth in all disciplines, led by our Advertising discipline, on the strength of our media business, and our Precision Marketing and Public Relations disciplines. In Europe, organic revenue increased in substantially all countries and disciplines, especially our Advertising discipline, which was led by our media business, and our Experiential, Precision Marketing and Commerce and Brand Consulting disciplines. The strengthening of the British Pound and the Euro against the U.S. Dollar contributed to increased revenue in the region. In Latin America, organic revenue growth in all countries in the region, especially Brazil, Colombia, and Chile, primarily in our Advertising discipline, was partially offset by the weakening of the Brazilian Real against the U.S. Dollar. In Asia-Pacific, revenue increased due to strong organic revenue growth in substantially all countries, particularly China, Australia, India, New Zealand, and Japan and in all disciplines. The strengthening of substantially all currencies against the U.S. Dollar contributed to increased revenue in the region. The increases in revenue in 2021, compared to 2020, in our fundamental disciplines were: Advertising \$447.9 million, Precision Marketing \$250.2 million, Commerce and Brand Consulting \$88.9 million, Experiential \$119.1 million, Execution & Support \$65.3 million, Public Relations \$80.8 million and Healthcare \$66.1 million.

The components of revenue change in the United States ("Domestic") and the remainder of the world ("International") were (in millions):

	Total		Domestic		International	
	\$	%	\$	%	\$	%
December 31, 2020	\$13,171.1		\$7,186.1		\$5,985.0	
Components of revenue change:						
Foreign exchange rate impact	288.2	2.2%	—	—%	288.2	4.8%
Acquisition revenue, net of disposition revenue	(516.5)	(3.9)%	(524.8)	(7.3)%	8.3	0.1%
Organic growth	1,346.6	10.2%	584.6	8.1%	762.0	12.7%
December 31, 2021	<u>\$14,289.4</u>	8.5%	<u>\$7,245.9</u>	0.8%	<u>\$7,043.5</u>	17.7%

The components and percentages are calculated as follows:

- The foreign exchange impact is calculated by translating the current period's local currency revenue using the prior period average exchange rates to derive current period constant currency revenue (in this case \$14,001.2 million for the Total column). The foreign exchange impact is the difference between the current period revenue in U.S. Dollars and the current period constant currency revenue (\$14,289.4 million less \$14,001.2 million for the Total column).
- Acquisition revenue is calculated as if the acquisition occurred twelve months prior to the acquisition date by aggregating the comparable prior period revenue of acquisitions through the acquisition date. As a result, acquisition revenue excludes the positive or negative difference between our current period revenue subsequent to the acquisition date and the comparable prior period revenue and the positive or negative growth after the acquisition is attributed to organic growth. Disposition revenue is calculated as if the disposition occurred twelve months prior to the disposition date by aggregating the comparable prior period revenue of dispositions through the disposition date. The acquisition revenue and disposition revenue amounts are netted in the table.
- Organic growth is calculated by subtracting the foreign exchange rate impact, and the acquisition revenue, net of disposition revenue components from total revenue growth.
- The percentage change is calculated by dividing the individual component amount by the prior period revenue base of that component (\$13,171.1 million for the Total column).

Changes in the value of foreign currencies against the U.S. Dollar affect our results of operations and financial position. For the most part, because the revenue and expense of our foreign operations are both denominated in the same local currency, the economic impact on operating margin is minimized. Assuming exchange rates at February 4, 2022 remain unchanged, we expect the impact of changes in foreign exchange rates to reduce revenue in 2022 by approximately 2.0% for the first quarter and 1.5% for the year. In addition, for the full year 2022, based on acquisition and disposition activity to date, we expect the effect of net acquisition and disposition activity to reduce revenue by approximately 3.0% to 3.5% and organic revenue growth to be between 5% and 6%.

Revenue and organic growth in our geographic markets were (in millions):

	Year Ended December 31,			% Organic Growth
	2021	2020	\$ Change	
Americas:				
North America	\$ 7,709.7	\$ 7,577.1	\$ 132.6	8.3%
Latin America	296.1	275.4	20.7	9.4%
EMEA:				
Europe	4,219.6	3,607.7	611.9	11.9%
Middle East and Africa	267.6	207.2	60.4	26.4%
Asia-Pacific	1,796.4	1,503.7	292.7	13.7%
	<u>\$14,289.4</u>	<u>\$13,171.1</u>	<u>\$1,118.3</u>	10.2%

Revenue in Europe, which includes our primary markets of the U.K. and the Euro Zone, increased \$611.9 million in 2021 compared to 2020. Revenue in the U.K., representing 10.6% of revenue, increased \$237.7 million. Revenue in Continental Europe, which comprises the Euro Zone and the other European countries, representing 18.9% of revenue, increased \$374.2 million. The increase in revenue is due to strong organic growth in all countries and disciplines, as well as the strengthening of the British Pound and Euro against the U.S. Dollar.

In the normal course of business, our agencies both gain and lose business from clients each year due to a variety of factors. In 2021, we had an overall gain in new business. Under our client-centric approach, we seek to broaden our relationships with all of our clients. In 2021 and 2020, our largest client represented 3.2% and 3.4% of revenue, respectively. Our ten largest and 100 largest clients represented 21.7% and 53.6% of revenue for 2021, respectively, and 20.8% and 54.0% of revenue for 2020, respectively.

To monitor the changing needs of our clients and to further expand the scope of our services to key clients, we monitor revenue across a broad range of disciplines and group them into the following categories: Advertising, Precision Marketing, Commerce & Brand Consulting, Experiential, Execution & Support, Public Relations and Healthcare.

Certain of our business and markets experienced a slower improvement in 2021 from the effects of client spending reductions in 2020 related to the COVID-19 pandemic. Among the most negatively impacted businesses in 2020 were our Experiential discipline, primarily in our event marketing businesses, and our Execution & Support discipline, primarily in our field marketing businesses.

Revenue and organic growth by discipline were (in millions):

	Year Ended December 31,					
	2021		2020		2021 vs. 2020	2021
	% of		% of			% Organic
	\$	Revenue	\$	Revenue	\$ Change	Growth
Advertising	\$ 7,959.3	55.7%	\$ 7,511.4	57.0%	\$ 447.9	10.7%
Precision Marketing	1,194.8	8.4%	944.6	7.2%	250.2	19.0%
Commerce & Brand Consulting	910.7	6.4%	821.8	6.2%	88.9	9.9%
Experiential	545.9	3.8%	426.8	3.2%	119.1	27.0%
Execution & Support	1,026.6	7.2%	961.3	7.3%	65.3	4.2%
Public Relations	1,391.7	9.7%	1,310.9	10.0%	80.8	6.3%
Healthcare	1,260.4	8.8%	1,194.3	9.1%	66.1	4.0%
	<u>\$14,289.4</u>		<u>\$13,171.1</u>		<u>\$1,118.3</u>	10.2%

We provide services to clients that operate in various industry sectors. Revenue by sector was:

	Year Ended December 31,	
	2021	2020
Pharmaceuticals and Healthcare	15%	16%
Food and Beverage	14%	14%
Technology	11%	9%
Auto	10%	10%
Consumer Products	8%	8%
Financial Services	7%	8%
Travel and Entertainment	7%	7%
Retail	7%	7%
Telecommunications	5%	6%
Government	3%	3%
Services	2%	2%
Oil, Gas and Utilities	2%	1%
Not-for-Profit	1%	1%
Education	1%	1%
Other	7%	7%
	<u>100%</u>	<u>100%</u>

In 2020, certain industry sectors were more negatively affected by the impact of the COVID-19 pandemic than others.

Operating Expenses

Operating expenses were (in millions):

	Year Ended December 31,					
	2021		2020		2021 vs. 2020	
	\$	% of Revenue	\$	% of Revenue	\$ Change	% Change
Revenue	\$14,289.4		\$13,171.1		\$1,118.3	8.5%
Operating Expenses:						
Salary and service costs:						
Salary and related service costs	6,971.0	48.8%	6,250.9	47.5%	720.1	11.5%
Third-party service costs	3,431.0	24.0%	3,321.9	25.2%	109.1	3.3%
	10,402.0	72.8%	9,572.8	72.7%	829.2	8.7%
Occupancy and other costs	1,148.2	8.0%	1,138.5	8.6%	9.7	0.9%
Gain on sale of subsidiary	(50.5)	(0.4)%	—	—%	(50.5)	
COVID-19 repositioning costs	—	—%	277.9	2.1%	(277.9)	
Cost of services	11,499.7		10,989.2		510.5	
Selling, general and administrative expenses	379.7	2.7%	360.5	2.7%	19.2	5.3%
Depreciation and amortization	212.1	1.5%	222.6	1.7%	(10.5)	(4.7)%
	12,091.5	84.6%	11,572.3	87.9%	519.2	4.5%
Operating Profit	\$ 2,197.9	15.4%	\$ 1,598.8	12.1%	\$ 599.1	37.5%

In 2021, operating expenses increased \$519.2 million, or 4.5%, year-over-year. Operating expenses for 2021 reflect a reduction of \$50.5 million related to the gain from the sale of ICON, and the prior year included an increase of \$277.9 million related to charges we recorded in the second quarter of 2020 in connection with the actions we took in response to the COVID-19 pandemic. Salary and service costs, which tend to fluctuate with changes in revenue, increased \$829.2 million, or 8.7%, compared to 2020, reflecting increases in salary and related service costs, which include an increase in freelance labor costs, and third-party service costs of \$720.1 million and \$109.1 million, respectively. These increases primarily resulted from the increase in organic revenue, as well as the strengthening of most foreign currencies against the U.S. Dollar, especially the British Pound and Euro. The prior year reflects a reduction in salary and service costs of \$162.6 million related to reimbursements under pandemic relief government programs in several countries, as well as an increase of \$55.8 million related to asset impairment charges. Occupancy and other costs, which are less directly linked to changes in revenue than salary and service costs, increased \$9.7 million, or 0.9%, in 2021 as compared to 2020. Operating profit increased \$599.1 million to \$2,197.9 million, operating margin increased to 15.4% from 12.1%, and EBITA margin increased to 15.9% from 12.8%. The increases in operating profit, operating margin and EBITA margin reflect the positive impact of organic revenue growth, the positive impact of cost reduction actions taken in the prior year in response to the COVID-19 pandemic, and the negative impact in the prior year from the net increase in operating expenses recorded in the second quarter of 2020 aggregating \$171.1 million, related to the COVID-19 repositioning costs, and asset impairment charges recorded in the fourth quarter of 2020, partially offset by the benefit of \$162.6 million related to reimbursements under pandemic relief government programs. Additionally, operating profit, operating margin and EBITA margin for 2021 were favorably impacted by the \$50.5 million gain recorded in connection with the sale of ICON.

Looking ahead to 2022, we expect certain operating costs, such as travel and general office expenses, to continue to increase to normal levels as more of our workforce returns to the office; we believe we can offset the impact of these increases by managing other discretionary costs, as well as certain infrastructure costs. Accordingly, for the full year 2022, we believe we will be able to maintain the operating margins we achieved in 2021.

Net Interest Expense

In 2021, net interest expense increased \$19.6 million year-over-year to \$209.1 million. Interest expense on debt in 2021 increased \$13.6 million to \$213.2 million compared to 2020, primarily arising from a loss of \$26.6 million on the early redemption in May 2021 of all the outstanding \$1.25 billion of the 3.625% Senior Notes due 2022, or 2022 Notes, which was partially offset by the benefit from the issuance of \$800 million of the 2.60% Senior Notes due 2031, or 2031 Notes, at a lower rate. Interest income in 2021 decreased \$5.0 million year-over-year to \$27.3 million primarily due to lower rates.

Income Taxes

Our effective tax rate for 2021 decreased year-over-year to 24.6% from 27.1%. In connection with the sale of ICON in the second quarter of 2021, we recorded a pre-tax gain of \$50.5 million. The lower effective tax rate for 2021 was predominantly the result of \$32.8 million favorable settlements of uncertain tax positions in certain domestic jurisdictions, as well as a nominal tax applied against the book gain on the sale of ICON resulting from excess tax over book basis. The effective tax rate for 2020 reflects an increase due to the non-deductibility in certain jurisdictions of a portion of the COVID-19 repositioning charges recorded in the second quarter of 2020. For 2022, we expect our effective tax rate to be between 26.5% and 27% before the effect, if any, from the tax impact of our equity compensation.

Net Income and Net Income Per Share - Omnicom Group Inc.

Net income - Omnicom Group Inc. in 2021 increased \$462.4 million to \$1,407.8 million from \$945.4 million in 2020. The year-over-year increase is due to the factors described above. Diluted net income per share - Omnicom Group Inc. increased to \$6.53 in 2021, compared to \$4.37 in 2020, due to the factors described above, as well as the impact of the reduction in our weighted average common shares outstanding resulting from the resumption of repurchases of our common stock during the year, net of shares issued for restricted stock awards, stock option exercises and the employee stock purchase plan during the year.

The combined effect of the after-tax gain from the sale of ICON and the loss on the early redemption of the 2022 Notes increased net income - Omnicom Group Inc. for 2021 by \$31.0 million. In 2020, the net after-tax effect on net income - Omnicom Group Inc. from the COVID-19 repositioning costs and asset impairment charges was a decrease of \$270.2 million, which was partially offset by a net after-tax increase in net income - Omnicom Group Inc. from reimbursements under government programs of \$123.4 million.

RESULTS OF OPERATIONS - 2020 Compared to 2019 (in millions):

	Year Ended December 31,	
	2020	2019
Revenue	\$13,171.1	\$14,953.7
Operating Expenses:		
Salary and service costs	9,572.8	10,972.2
Occupancy and other costs	1,138.5	1,221.8
COVID-19 Repositioning Costs	277.9	—
Cost of services	10,989.2	12,194.0
Selling, general and administrative expenses	360.5	405.9
Depreciation and amortization	222.6	231.5
	<u>11,572.3</u>	<u>12,831.4</u>
Operating Profit	1,598.8	2,122.3
Operating Margin - %	12.1%	14.2%
Interest Expense	221.8	244.3
Interest Income	32.3	60.3
Income Before Income Taxes and Income (Loss) From Equity Method Investments	1,409.3	1,938.3
Income Tax Expense	381.7	504.4
Income (Loss) From Equity Method Investments	(6.8)	2.0
Net Income	1,020.8	1,435.9
Net Income Attributed To Noncontrolling Interests	75.4	96.8
Net Income - Omnicom Group Inc.	<u>\$ 945.4</u>	<u>\$ 1,339.1</u>

Non-GAAP Financial Measures

We use EBITA and EBITA Margin as additional operating performance measures that exclude the non-cash amortization expense of intangible assets, which primarily consists of amortization of intangible assets arising from acquisitions. We define EBITA as earnings before interest, taxes and amortization of intangible assets, and EBITA Margin as EBITA divided by revenue. EBITA and EBITA Margin are non-GAAP financial measures. We believe that EBITA and EBITA Margin are useful measures for investors to evaluate the performance of our business. Non-GAAP financial measures should not be considered in isolation from, or as a substitute for, financial information presented in compliance with U.S. GAAP. Non-GAAP financial measures reported by us may not be comparable to similarly titled amounts reported by other companies.

The following table reconciles the U.S. GAAP financial measure of net income - Omnicom Group Inc. to EBITA and EBITA Margin for the periods presented (in millions):

	Year Ended December 31,	
	2020	2019
Net Income - Omnicom Group Inc.	\$ 945.4	\$ 1,339.1
Net Income Attributed To Noncontrolling Interests	75.4	96.8
Net Income	1,020.8	1,435.9
Income (Loss) From Equity Method Investments	(6.8)	2.0
Income Tax Expense	381.7	504.4
Income Before Income Taxes and Income (Loss) From Equity Method Investments	1,409.3	1,938.3
Interest Expense	221.8	244.3
Interest Income	32.3	60.3
Operating Profit	1,598.8	2,122.3
Add back: Amortization of intangible assets	83.1	83.8
Earnings before interest, taxes and amortization of intangible assets ("EBITA")	<u>\$ 1,681.9</u>	<u>\$ 2,206.1</u>
Revenue	\$13,171.1	\$14,953.7
EBITA	\$ 1,681.9	\$ 2,206.1
EBITA Margin - %	12.8%	14.8%

Revenue

Revenue in 2020 decreased \$1,782.6 million, or 11.9%, compared to 2019. Changes in foreign exchange rates reduced revenue 0.4%, acquisition revenue, net of disposition revenue, reduced revenue 0.4%, and negative organic growth reduced revenue 11.1% as all our geographic markets were negatively impacted by the COVID-19 pandemic. The change in revenue across our principal regional markets were: North America decreased \$901.7 million, Europe decreased \$499.7 million, Asia-Pacific decreased \$145.8 million and Latin America decreased \$128.0 million. In North America, we experienced a decline in organic revenue attributable to the COVID-19 pandemic in all our disciplines, except Healthcare. In Europe and the Middle East and Africa, almost all businesses and regions experienced a decline in organic revenue resulting from the COVID-19 pandemic, which was marginally offset by an increase primarily from the strengthening of the British Pound and Euro against the U.S. Dollar. In Latin America, the impact of the COVID-19 pandemic compounded by the continuing unstable economic and political conditions in Brazil resulted in negative organic growth in Brazil and throughout the region. In addition, the weakening of foreign currency exchange rates against the U.S. Dollar in all countries further contributed to the reduction in revenue in the region. In Asia-Pacific, almost all our businesses in the region experienced negative organic growth as a result of the COVID-19 pandemic, and the weakening of most currencies against the U.S. Dollar had a marginal negative impact on revenue.

The components of revenue change in the United States ("Domestic") and the remainder of the world ("International") were (in millions):

	Total		Domestic		International	
	\$	%	\$	%	\$	%
December 31, 2019	\$14,953.7		\$8,033.0		\$6,920.7	
Components of revenue change:						
Foreign exchange rate impact	(60.9)	(0.4)%	—	—%	(60.9)	(0.9)%
Acquisition revenue, net of disposition revenue	(56.7)	(0.4)%	(36.8)	(0.5)%	(19.9)	(0.3)%
Organic growth	(1,665.0)	(11.1)%	(810.1)	(10.1)%	(854.9)	(12.4)%
December 31, 2020	<u>\$13,171.1</u>	(11.9)%	<u>\$7,186.1</u>	(10.5)%	<u>\$5,985.0</u>	(13.5)%

The components and percentages are calculated as follows:

- The foreign exchange impact is calculated by translating the current period's local currency revenue using the prior period average exchange rates to derive current period constant currency revenue (in this case \$13,232.0 million for the Total column). The foreign exchange impact is the difference between the current period revenue in U.S. Dollars and the current period constant currency revenue (\$13,171.1 million less \$13,232.0 million for the Total column).
- Acquisition revenue is calculated as if the acquisition occurred twelve months prior to the acquisition date by aggregating the comparable prior period revenue of acquisitions through the acquisition date. As a result, acquisition revenue excludes the positive or negative difference between our current period revenue subsequent to the acquisition date and the

comparable prior period revenue and the positive or negative growth after the acquisition is attributed to organic growth. Disposition revenue is calculated as if the disposition occurred twelve months prior to the disposition date by aggregating the comparable prior period revenue of dispositions through the disposition date. The acquisition revenue and disposition revenue amounts are netted in the table.

- Organic growth is calculated by subtracting the foreign exchange rate impact, and the acquisition revenue, net of disposition revenue components from total revenue growth.
- The percentage change is calculated by dividing the individual component amount by the prior period revenue base of that component (\$14,953.7 million for the Total column).

Changes in the value of foreign currencies against the U.S. Dollar affect our results of operations and financial position. For the most part, because the revenue and expense of our foreign operations are both denominated in the same local currency, the economic impact on operating margin is minimized.

Revenue and organic growth in our geographic markets were (in millions):

	Year Ended December 31,			
	2020	2019	\$ Change	% Organic Growth
Américas:				
North America	\$ 7,577.1	\$ 8,478.8	\$ (901.7)	(10.1)%
Latin America	275.4	403.4	(128.0)	(15.1)%
EMEA:				
Europe	3,607.7	4,107.4	(499.7)	(12.4)%
Middle East and Africa	207.2	314.6	(107.4)	(32.3)%
Asia-Pacific	1,503.7	1,649.5	(145.8)	(8.5)%
	<u>\$13,171.1</u>	<u>\$14,953.7</u>	<u>\$(1,782.6)</u>	(11.1)%

Revenue in Europe, which includes our primary markets of the U.K. and the Euro Zone, decreased \$499.7 million in 2020 as compared to the prior year. Revenue in the U.K., representing 9.7% of total revenue, decreased \$151.5 million. Revenue in Continental Europe, which comprises the Euro Zone and the other European countries, representing 17.7% of total revenue, decreased \$348.2 million. The decrease in revenue is due to negative organic growth resulting from the impact of the COVID-19 pandemic.

In the normal course of business, our agencies both gain and lose business from clients each year due to a variety of factors. Under our client-centric approach, we seek to broaden our relationships with all of our clients. In 2020 and 2019, our largest client represented 3.4% and 3.0% of revenue, respectively. Our ten largest and 100 largest clients represented 20.8% and 54.0% of revenue in 2020, respectively, and 19.6% and 51.3% of revenue in 2019, respectively.

All our business experienced the effects from client spending reductions related to the COVID-19 pandemic. The spending reductions impacted all our disciplines and markets. The most significantly impacted were our advertising discipline, our Experiential discipline, especially in our event marketing businesses, and our Execution & Support discipline, primarily in our field marketing and merchandising businesses. Our Public Relations discipline was less significantly impacted, and our Healthcare and Precision Marketing disciplines performed well. Revenue and organic growth by discipline were (in millions):

	Year Ended December 31,					
	2020		2019		2020 vs. 2019	2020
	\$	% of Revenue	\$	% of Revenue	\$ Change	% Organic Growth
Advertising	\$ 7,511.4	57.0%	\$ 8,664.2	57.9%	\$(1,152.8)	(12.3)%
Precision Marketing	944.6	7.2%	927.2	6.2%	17.4	(0.4)%
Commerce & Brand Consulting	821.8	6.2%	971.8	6.5%	(150.0)	(14.8)%
Experiential	426.8	3.2%	670.0	4.5%	(243.2)	(35.4)%
Execution & Support	961.3	7.3%	1,177.2	7.9%	(215.9)	(16.4)%
Public Relations	1,310.9	10.0%	1,386.7	9.3%	(75.8)	(4.1)%
Healthcare	1,194.3	9.1%	1,156.6	7.7%	37.7	3.2%
	<u>\$13,171.1</u>		<u>\$14,953.7</u>		<u>\$(1,782.6)</u>	(11.1)%

We provide services to clients that operate in various industry sectors. Revenue by sector was:

	Year Ended December 31,	
	2020	2019
Pharmaceuticals and Healthcare	16%	14%
Food and Beverage	14%	14%
Auto	10%	10%
Technology	9%	7%
Consumer Products	8%	9%
Financial Services	8%	8%
Travel and Entertainment	7%	9%
Retail	7%	7%
Telecommunications	6%	6%
Government	3%	2%
Services	2%	2%
Oil, Gas and Utilities	1%	2%
Not-for-Profit	1%	1%
Education	1%	1%
Other	7%	8%
	100%	100%

In 2020, certain industry sectors were more negatively affected by the impact of the COVID-19 pandemic than others.

Operating Expenses

Operating expenses for 2020 compared to 2019 were (in millions):

	Year Ended December 31,					
	2020		2019		2020 vs. 2019	
	\$	% of Revenue	\$	% of Revenue	\$ Change	% Change
Revenue	\$13,171.1		\$14,953.7		\$(1,782.6)	(11.9)%
Operating Expenses:						
Salary and service costs:						
Salary and related service costs	6,250.9	47.5%	6,895.2	46.1%	(644.3)	(9.3)%
Third-party service costs	3,321.9	25.2%	4,077.0	27.3%	(755.1)	(18.5)%
	9,572.8	72.7%	10,972.2	73.4%	(1,399.4)	(12.8)%
Occupancy and other costs	1,138.5	8.6%	1,221.8	8.2%	(83.3)	(6.8)%
COVID-19 repositioning costs	277.9	2.1%	—	—%	(277.9)	—%
Cost of services	10,989.2	83.4%	12,194.0	81.5%	(1,204.8)	(9.9)%
Selling, general and administrative expenses	360.5	2.7%	405.9	2.7%	(45.4)	(11.2)%
Depreciation and amortization	222.6	1.7%	231.5	1.5%	(8.9)	(3.8)%
	11,572.3	87.9%	12,831.4	85.8%	(1,259.1)	(9.8)%
Operating Profit	\$ 1,598.8	12.1%	\$ 2,122.3	14.2%	\$ (523.5)	(24.7)%

In 2020, salary and service costs, which tend to fluctuate with changes in revenue, decreased \$1,399.4 million, or 12.8%, compared to 2019. Salary and related service costs in 2020 decreased \$644.3 million, or 9.3%, year-over-year, primarily as a result of the severance and furlough actions we took in the second quarter of 2020, partially offset by asset impairment charges of \$55.8 million recorded in the fourth quarter of 2020. Also, during 2020, we reduced salary and service costs by \$162.6 million related to reimbursements under government programs in several countries. Third-party service costs, which include expenses incurred with third-party vendors primarily when we act as a principal when performing services for our clients, decreased \$755.1 million, or 18.5%, year-over-year reflecting the decrease in revenue and the impact of the actions we took to align our cost structure. Occupancy and other costs decreased \$83.3 million, or 6.8%, in 2020 as compared to 2019. Operating profit decreased \$523.5 million to \$1,598.8 million. Operating margin decreased 12.1% from 14.2%, and EBITA margin decreased to 12.8% from 14.8% year-over-year. In 2020, operating profit, operating margin and EBITA margin included a net decrease

aggregating \$171.1 million related to the COVID-19 repositioning costs recorded in the second quarter and asset impairment charges of \$55.8 million in the fourth quarter, which are included in salary and service costs, partially offset by an increase related to pandemic relief reimbursements under government programs in several countries during the year.

Net Interest Expense

In 2020, net interest expense increased \$5.5 million year-over-year to \$189.5 million. Interest expense on debt decreased \$27.6 million to \$199.6 million, primarily reflecting a reduction in interest expense from refinancing activity at lower interest rates in the second half of 2019 and the first quarter of 2020, partially offset by a loss of \$7.7 million on the early redemption of the remaining \$600 million principal amount of the 4.45% Senior Notes due 2020 in March 2020 and the interest expense from the issuance of the 4.20% Senior Notes due 2030 in April 2020. Interest income in 2020 decreased \$28.0 million year-over-year to \$32.3 million primarily due to lower interest rates.

Income Taxes

Our effective tax rate for 2020 increased year-over-year to 27.1% from 26.0% in 2019. The non-deductibility in certain jurisdictions of a portion of the COVID-19 repositioning costs recorded in the second quarter of 2020 had the effect of increasing our effective tax rate for 2020. This increase was substantially offset by a lower effective tax rate on our foreign earnings resulting from a change in legislation. In 2019, income tax expense was reduced by \$10.8 million primarily from the net favorable settlements of uncertain tax positions in certain jurisdictions. After considering these items, our effective rate for 2020 would have approximated the rate for 2019.

Net Income and Net Income Per Share - Omnicom Group Inc.

Net income - Omnicom Group Inc. in 2020 decreased \$393.7 million to \$945.4 million from \$1,339.1 million in 2019. The year-over-year decrease is due to the factors described above. Diluted net income per share - Omnicom Group Inc. decreased to \$4.37 in 2020, compared to \$6.06 in 2019, due to the factors described above, as well as the impact of the reduction in our weighted average common shares outstanding resulting from repurchases of our common stock through March 2020, net of shares issued for restricted stock awards, stock option exercises and the employee stock purchase plan. As discussed above, our results of operations for 2020 included COVID-19 repositioning costs and asset impairment charges, which were partially offset by an increase attributable to pandemic relief reimbursements under government programs in several countries. The after-tax affect of these items on net income - Omnicom Group Inc. was \$146.8 million.

The impact on net income Omnicom Group Inc. of these actions was (in millions):

	COVID-19 Repositioning Costs	Impairment Charges - Underperforming Assets	Pandemic Relief Reimbursements Under Government Programs	Total
Increase (decrease) to income before income taxes	\$(277.9)	\$(55.8)	\$162.6	\$(171.1)
Increase (decrease) in income tax expense	(54.8)	(8.7)	39.2	(24.3)
Increase (decrease) in net income Omnicom Group Inc. ..	<u>\$(223.1)</u>	<u>\$(47.1)</u>	<u>\$123.4</u>	<u>\$(146.8)</u>

LIQUIDITY AND CAPITAL RESOURCES

Cash Sources and Requirements

Our primary short-term liquidity sources are our operating cash flow and cash and cash equivalents. Additional liquidity sources include our \$2.5 billion multi-currency revolving credit facility, or Credit Facility, maturing on February 14, 2025, uncommitted credit lines aggregating \$863.9 million, the ability to issue up to \$2 billion of commercial paper and access to the capital markets. Our liquidity sources fund our non-discretionary cash requirements and our discretionary spending.

Working capital is our principal non-discretionary funding requirement. Our typical working capital cycle results in a short-term funding requirement that normally peaks during the second quarter of the year due to the timing of payments for incentive compensation, income taxes and contingent purchase price obligations. In addition, we have contractual obligations related to our long-term debt (principal and interest payments), recurring business operations, primarily related to lease obligations, and contingent purchase price obligations (earn-outs) from acquisitions. Our principal discretionary cash spending includes dividend payments to common shareholders, capital expenditures, strategic acquisitions and repurchases of our common stock.

Cash and cash equivalents at December 31, 2021 decreased \$283.7 million from December 31, 2020. The components of the decrease were (in millions):

Sources	
Cash flow from operations	\$1,945.4
Less: Increase in operating capital	(160.5)
Principal cash sources	<u>1,784.9</u>
Uses	
Capital expenditures	\$ (665.8)
Dividends paid to common shareholders	(592.3)
Dividends paid to noncontrolling interest shareholders	(113.1)
Acquisition payments, including payment of contingent purchase price obligations and acquisition of additional noncontrolling interests, net of proceeds from sale of investments	(202.0)
Repurchases of common stock, net of proceeds from stock plans	<u>(518.2)</u>
Principal cash uses	<u>(2,091.4)</u>
Principal cash uses in excess of principal cash sources	(306.5)
Effect of foreign exchange rate changes on cash and cash equivalents	(128.9)
Other net financing and investing activities	(8.8)
Increase in operating capital	<u>160.5</u>
Decrease in cash and cash equivalents	<u>\$ (283.7)</u>

Principal cash sources and principal cash uses are Non-GAAP liquidity measures. These amounts exclude changes in working capital and other investing and financing activities. This presentation reflects the metrics used by us to assess our sources and uses of cash and was derived from our consolidated statement of cash flows. We believe that this presentation is meaningful to understand the primary sources and uses of our cash flow and the effect on our cash and cash equivalents. Non-GAAP liquidity measures should not be considered in isolation from, or as a substitute for, financial information presented in compliance with U.S. GAAP. Non-GAAP liquidity measures as reported by us may not be comparable to similarly titled amounts reported by other companies. Additional information regarding our cash flows can be found in our consolidated financial statements.

At December 31, 2021, we have the following contractual obligations:

- Principal payments on long-term debt of \$5.7 billion, of which \$750 million is due in 2024 and \$1.4 billion is due in 2026 (see Note 7 to the consolidated financial statements). Depending on the conditions in the credit markets, we may refinance this debt, or we may use cash from operations, including temporarily accessing our Credit Facility, to repay this debt.
- Interest payments on long-term debt due within the next five years aggregate \$712.6 million, of which \$161.5 million is payable in 2022.
- The liability for minimum lease payments for operating and finance leases due within the next five years aggregate \$1,013.2 million, of which \$310.0 million is due in 2022 (see Note 16 to the consolidated financial statements).
- The obligation for our defined benefit pension plans was \$289.4 million and the liability for our postemployment arrangements was \$153.0 million. In 2021, we contributed \$6.4 million to our defined benefit plans and paid \$9.5 million for our postemployment arrangements. We do not expect these payments to increase significantly in 2022 (see Note 12 to the consolidated financial statements).
- The liability for contingent purchase price payments (earn-outs) was \$167.1 million, of which \$43.1 million is payable in 2022 (see Note 5 to the consolidated financial statements).
- The liability for the transition tax on accumulated foreign earnings due in the next five years is \$100.4 million, of which \$11.6 million is payable in 2022 (see Note 11 to the consolidated financial statements).

Based on past performance and current expectations, we believe that our operating cash flow will be sufficient to meet our non-discretionary cash requirements for the next twelve months and that the availability of our Credit Facility will be sufficient to meet our long-term liquidity requirements.

Cash Management

Our regional treasury centers in North America, Europe and Asia manage our cash and liquidity. Each day, operations with excess funds invest those funds with their regional treasury center. Likewise, operations that require funds borrow from their regional treasury center. Treasury centers with excess cash invest on a short-term basis with third parties, generally with maturities ranging from overnight to less than 90 days. Certain treasury centers have notional pooling arrangements that are used to manage their cash

and set-off foreign exchange imbalances. The arrangements require each treasury center to have its own notional pool account and to maintain a notional positive account balance. Additionally, under the terms of the arrangement, set-off of foreign exchange positions are limited to the long and short positions within their own account. To the extent that our treasury centers require liquidity, they have the ability to issue up to a total of \$2 billion of U.S. Dollar-denominated commercial paper or borrow under the Credit Facility, or the uncommitted credit lines. This process enables us to manage our debt more efficiently and utilize our cash more effectively, as well as manage our risk to foreign exchange rate imbalances. In countries where we either do not conduct treasury operations or it is not feasible for one of our treasury centers to fund net borrowing requirements on an intercompany basis, we arrange for local currency uncommitted credit lines. We have a policy governing counterparty credit risk with financial institutions that hold our cash and cash equivalents and we have deposit limits for each institution. In countries where we conduct treasury operations, generally the counterparties are either branches or subsidiaries of institutions that are party to the Credit Facility. These institutions generally have credit ratings equal to or better than our credit ratings. In countries where we do not conduct treasury operations, all cash and cash equivalents are held by counterparties that meet specific minimum credit standards.

At December 31, 2021, our foreign subsidiaries held approximately \$2.4 billion of our total cash and cash equivalents of \$5.3 billion. Most of the cash is available to us, net of any foreign withholding taxes payable upon repatriation to the United States.

At December 31, 2021, our net debt position, which we define as total debt, including short-term debt, less cash and cash equivalents increased \$167.8 million as compared to December 31, 2020. The increase in net debt primarily resulted from the excess of principal cash uses over principal cash sources of \$306.5 million, partially offset by the reduction in debt that had increased in 2020 as a result of the liquidity actions we took in response to the COVID-19 pandemic.

The components of net debt were (in millions):

	December 31,	
	2021	2020
Short-term debt	\$ 9.6	\$ 3.9
Long-term debt	5,685.7	5,807.3
Total debt	5,695.3	5,811.2
Less: Cash and cash equivalents	5,316.8	5,600.5
Net debt	<u>\$ 378.5</u>	<u>\$ 210.7</u>

Net debt is a Non-GAAP liquidity measure. This presentation, together with the comparable U.S. GAAP liquidity measures, reflects one of the key metrics used by us to assess our cash management. Non-GAAP liquidity measures should not be considered in isolation from, or as a substitute for, financial information presented in compliance with U.S. GAAP. Non-GAAP liquidity measures as reported by us may not be comparable to similarly titled amounts reported by other companies.

Debt Instruments and Related Covenants

On May 3, 2021, we issued \$800 million 2.60% Senior Notes due 2031. The net proceeds from the issuance, after deducting the underwriting discount and offering expenses, were \$791.7 million. The net proceeds plus cash on hand were used to redeem all the outstanding 3.625% Senior Notes due 2022 in May 2021. In connection with the early redemption, we recorded a loss on extinguishment of \$26.6 million in interest expense.

On November 22, 2021, Omnicom Capital Holdings plc, or OCH, a U.K.-based wholly owned subsidiary of Omnicom, issued £325 million 2.25% Senior Notes due 2033, or the Sterling Notes. The U.S. Dollar equivalent of the net proceeds from the issuance, after deducting the underwriting discount and offering expenses, was \$429.6 million.

The 2.45% Senior Notes due 2030, the 4.20% Senior Notes due 2030 and the 2.60% Senior Notes due 2031 are senior unsecured obligations of Omnicom that rank equal in right of payment with all existing and future unsecured senior indebtedness.

Omnicom and its wholly owned finance subsidiary, Omnicom Capital Inc., or OCI, are co-obligors under the 3.65% Senior Notes due 2024 and the 3.60% Senior Notes due 2026. These notes are a joint and several liability of Omnicom and OCI, and Omnicom unconditionally guarantees OCI's obligations with respect to the notes. OCI provides funding for our operations by incurring debt and lending the proceeds to our operating subsidiaries. OCI's assets primarily consist of cash and cash equivalents and intercompany loans made to our operating subsidiaries, and the related interest receivable. There are no restrictions on the ability of OCI or Omnicom to obtain funds from our subsidiaries through dividends, loans or advances. Such notes are senior unsecured obligations that rank equal in right of payment with all existing and future unsecured senior indebtedness.

Omnicom and OCI have, jointly and severally, fully and unconditionally guaranteed the obligations of Omnicom Finance Holdings plc, or OFH, a U.K.-based wholly owned subsidiary of Omnicom, with respect to the €500 million 0.80% Senior Notes due 2027 and the €500 million 1.40% Senior Notes due 2031, collectively the Euro Notes. OFH's assets consist of its investments

in several wholly owned finance companies that function as treasury centers, which provide funding for various operating companies in Europe, Brazil, Australia and other countries in the Asia-Pacific region. The finance companies' assets consist of cash and cash equivalents and intercompany loans that they make or have made to the operating companies in their respective regions and the related interest receivable. There are no restrictions on the ability of Omnicom, OCI or OFH to obtain funds from their subsidiaries through dividends, loans or advances. The Euro Notes and the related guarantees are senior unsecured obligations that rank equal in right of payment with all existing and future unsecured senior indebtedness of OFH and each of Omnicom and OCI, respectively.

Omnicom has fully and unconditionally guaranteed the obligations of OCH, with respect to the Sterling Notes. OCH's assets consist of its investments in several wholly owned finance companies that function as treasury centers, which provide funding for various operating companies in EMEA, Australia and other countries in the Asia-Pacific region. The finance companies' assets consist of cash and cash equivalents and intercompany loans that they make or have made to the operating companies in their respective regions and the related interest receivable. There are no restrictions on the ability of Omnicom or OCH to obtain funds from their subsidiaries through dividends, loans or advances. The Sterling Notes and the related guarantee are senior unsecured obligations that rank equal in right of payment with all existing and future unsecured senior indebtedness of OCH and Omnicom, respectively.

The Credit Facility contains a financial covenant that requires us to maintain a Leverage Ratio of consolidated indebtedness to consolidated EBITDA (earnings before interest, taxes, depreciation, amortization and non-cash charges) of no more than 3.5 times for the most recently ended 12-month period. In October 2020, we amended the Credit Facility to increase the maximum Leverage Ratio to 4.0 times through December 31, 2021. At December 31, 2021, we were in compliance with this covenant as our Leverage Ratio was 2.3 times. The Credit Facility does not limit our ability to declare or pay dividends or repurchase our common stock.

Borrowings under the Credit Facility may use LIBOR as the benchmark interest rate. The LIBOR benchmark rate is expected to be phased out by the end of June 2023. We do not expect that the discontinuation of the LIBOR rate will have a material impact on our liquidity or results of operations.

At December 31, 2021, our long-term and short-term debt was rated BBB+ and A2 by S&P and Baa1 and P2 by Moody's. Our access to the commercial paper market and the cost of these borrowings are affected by market conditions and our credit ratings. The long-term debt indentures and the Credit Facility do not contain provisions that require acceleration of cash payments in the event of a downgrade in our credit ratings.

Credit Markets and Availability of Credit

In light of the uncertainty of future economic conditions, we will continue to take actions available to us to respond to changing economic conditions, and we will continue to manage our discretionary expenditures. We will continue to monitor and manage the level of credit made available to our clients. We believe that these actions, in addition to the availability of our Credit Facility, are sufficient to fund our near-term working capital needs and our discretionary spending. Note 7 to the consolidated financial statements provides information regarding our Credit Facility.

We have typically funded our day-to-day liquidity by issuing commercial paper. Beginning in the third quarter of 2020 and continuing through 2021, we substantially reduced our commercial paper issuances as compared to prior years. Additional liquidity sources include our Credit Facility and the uncommitted credit lines.

Commercial paper activity was (dollars in millions):

	Year Ended December 31,		
	2021	2020	2019
Average amount outstanding during the year	\$ 2.2	\$ 50.1	\$272.3
Maximum amount outstanding during the year	\$250.0	\$401.2	\$825.0
Average days outstanding	1.1	4.6	4.0
Weighted average interest rate	0.15%	1.52%	2.40%

We expect to continue issuing commercial paper to fund our day-to-day liquidity when needed. However, disruptions in the credit markets may lead to periods of illiquidity in the commercial paper market and higher credit spreads. To mitigate any disruption in the credit markets and to fund our liquidity, we may borrow under the Credit Facility or the uncommitted credit lines or access the capital markets if favorable conditions exist. We will continue to monitor closely our liquidity and conditions in the credit markets. We cannot predict with any certainty the impact on us of any disruptions in the credit markets. In such circumstances, we may need to obtain additional financing to fund our day-to-day working capital requirements. Such additional financing may not be available on favorable terms, or at all.

Item 7A. Quantitative and Qualitative Disclosures About Market Risk

We manage our exposure to foreign exchange rate risk and interest rate risk through various strategies, including the use of derivative financial instruments. We use forward foreign exchange contracts as economic hedges to manage the cash flow volatility arising from foreign exchange rate fluctuations. We do not use derivatives for trading or speculative purposes. Using derivatives exposes us to the risk that counterparties to the derivative contracts will fail to meet their contractual obligations. We manage that risk through careful selection and ongoing evaluation of the counterparty financial institutions based on specific minimum credit standards and other factors.

We evaluate the effects of changes in foreign currency exchange rates, interest rates and other relevant market risks on our derivatives. We periodically determine the potential loss from market risk on our derivatives by performing a value-at-risk, or VaR, analysis. VaR is a statistical model that uses historical currency exchange rate data to measure the potential impact on future earnings of our derivative financial instruments assuming normal market conditions. The VaR model is not intended to represent actual losses but is used as a risk estimation and management tool. Based on the results of the model, we estimate with 95% confidence a maximum one-day change in the net fair value of our derivative financial instruments at December 31, 2021 was not significant.

Foreign Currency Exchange Risk

In 2021, our international operations represented approximately 49% of our revenue. Changes in the value of foreign currencies against the U.S. Dollar affect our results of operations and financial position. For the most part, because the revenue and expenses of our foreign operations are denominated in the same local currency, the economic impact on operating margin is minimized. The effects of foreign currency exchange transactions on our results of operations are discussed in Note 2 to the consolidated financial statements.

We operate in all major international markets including the Euro Zone, the U.K., Australia, Brazil, Canada, China and Japan. Our agencies transact business in more than 50 different currencies. As an integral part of our global treasury operations, we centralize our cash and use notional multicurrency pools to manage the foreign currency exchange risk that arises from imbalances between subsidiaries and their respective treasury centers. In addition, there are circumstances where revenue and expense transactions are not denominated in the same currency. In these instances, amounts are either promptly settled or hedged with forward foreign exchange contracts. To manage this risk, at December 31, 2021 and 2020, we had outstanding forward foreign exchange contracts with an aggregate notional amount of \$77.3 million and \$169.6 million, respectively. At December 31, 2021 and 2020, the net fair value of the forward foreign contracts was not material (see Note 20 to the consolidated financial statements).

Foreign currency derivatives are designated as economic hedges; therefore, any gain or loss in fair value incurred on those instruments is generally offset by decreases or increases in the fair value of the underlying exposure. By using these financial instruments, we reduce financial risk of adverse foreign exchange changes by foregoing any gain which might occur if the markets move favorably. The terms of our forward foreign exchange contracts are generally less than 90 days.

Interest Rate Risk

We may use interest rate swaps to manage our interest cost and structure our long-term debt portfolio to achieve a mix of fixed rate and floating rate debt. During 2021, there were no interest rate swaps and, at December 31, 2021, long-term debt consisted entirely of fixed-rate debt.

Credit Risk

We provide advertising, marketing and corporate communications services to several thousand clients that operate in nearly every sector of the global economy and we grant credit to qualified clients in the normal course of business. Due to the diversified nature of our client base, we do not believe that we are exposed to a concentration of credit risk as our largest client represented 3.2% of revenue in 2021. However, during periods of economic downturn, the credit profiles of our clients could change.

In the normal course of business, our agencies enter into contractual commitments with media providers and production companies on behalf of our clients at levels that can substantially exceed the revenue from our services. These commitments are included in accounts payable when the services are delivered by the media providers or production companies. If permitted by local law and the client agreement, many of our agencies purchase media and production services for our clients as an agent for a disclosed principal. In addition, while operating practices vary by country, media type and media vendor, in the United States and certain foreign markets, many of our agencies' contracts with media and production providers specify that our agencies are not liable to the media and production providers under the theory of sequential liability until and to the extent we have been paid by our client for the media or production services.

Where purchases of media and production services are made by our agencies as a principal or are not subject to the theory of sequential liability, the risk of a material loss as a result of payment default by our clients could increase significantly and such a loss could have a material adverse effect on our business, results of operations and financial position.

In addition, our methods of managing the risk of payment default, including obtaining credit insurance, requiring payment in advance, mitigating the potential loss in the marketplace or negotiating with media providers, may be insufficient, less available, or unavailable during a severe economic downturn.

Item 8. Financial Statements and Supplementary Data

See Item 15, "Exhibits, Financial Statement Schedules."

Item 9. Changes in and Disagreements With Accountants on Accounting and Financial Disclosure

None.

Item 9A. Controls and Procedures

We maintain disclosure controls and procedures designed to ensure that information required to be disclosed in reports we file with the SEC is recorded, processed, summarized and reported within applicable time periods. Disclosure controls and procedures include, without limitation, controls and procedures designed to ensure that information required to be disclosed by us in the reports we file or submit under the Securities Exchange Act of 1934, as amended, or the Exchange Act, is accumulated and communicated to management, including our Chief Executive Officer, or CEO, and Chief Financial Officer, or CFO, as appropriate to allow timely decisions regarding required disclosure. Management, including our CEO and CFO, conducted an evaluation of the effectiveness of our disclosure controls and procedures as of December 31, 2021. Based on that evaluation, our CEO and CFO concluded that, as of December 31, 2021, our disclosure controls and procedures are effective to ensure that decisions can be made timely with respect to required disclosures, as well as ensuring that the recording, processing, summarization and reporting of information required to be included in our Annual Report on Form 10-K for the year ended December 31, 2021 are appropriate.

Our management is responsible for establishing and maintaining adequate internal control over financial reporting, as such term is defined in Exchange Act Rule 13a-15(f). Management, with the participation of our CEO, CFO and our agencies, conducted an evaluation of the effectiveness of our internal control over financial reporting based on the framework in *Internal Control - Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission. Based on that evaluation, our CEO and CFO concluded that our internal control over financial reporting was effective as of December 31, 2021. There have not been any changes in our internal control over financial reporting during our most recent fiscal quarter that have materially affected or are reasonably likely to materially affect our internal control over financial reporting.

KPMG LLP, an independent registered public accounting firm that audited our consolidated financial statements included in this Annual Report on Form 10-K, has issued an attestation report on Omnicom's internal control over financial reporting as of December 31, 2021, dated February 9, 2022, which is included on page F-2 of this 2021 Form 10-K.

Item 9B. Other Information

None.

Item 9C. Disclosure Regarding Foreign Jurisdictions That Prevent Inspection

Not applicable.

PART III

Item 10. Directors, Executive Officers and Corporate Governance

The information regarding our executive officers is included in Part I, Item 1, "Business." Additional information called for by this Item, to the extent not included in this document, is incorporated herein by reference to the information to be included under the captions "Item 1 - Election of Directors," and "Additional Information - Shareholder Proposals and Director Nominations for the 2023 Annual Meeting" in our definitive proxy statement, or Proxy Statement, which is expected to be filed with the SEC within 120 days of the fiscal year ended December 31, 2021.

Item 11. Executive Compensation

The information called for by this Item is incorporated herein by reference to the information to be included under the captions "Executive Compensation," "Item 1 - Election of Directors - Directors' Compensation for Fiscal Year 2021" and "Item 1 - Election of Directors - Board Policies and Processes - Compensation Committee Interlocks and Insider Participation" in our Proxy Statement.

Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters

The information called for by this Item is incorporated herein by reference to the information to be included under the captions "Stock Ownership Information - Security Ownership of Certain Beneficial Owners and Management" and "Stock Ownership Information - Equity Compensation Plans" in our Proxy Statement.

Item 13. Certain Relationships and Related Transactions, and Director Independence

The information called for by this Item is incorporated herein by reference to the information to be included under the captions "Item 1 - Election of Directors - Board Policies and Processes - Transactions with Related Persons" and "Item 1 - Election of Directors - Omnicom Board of Directors - Director Independence" in our Proxy Statement.

Item 14. Principal Accountant Fees and Services

Our independent registered public accounting firm is KPMG LLP, New York, NY, Auditor Firm ID: 185.

The information called for by this Item is incorporated herein by reference to the information to be included under the caption "Item 3 - Ratification of the Appointment of Independent Auditors - Fees Paid to Independent Auditors" in our Proxy Statement.

PART IV

Item 15. Exhibit and Financial Statement Schedules

		<u>Page</u>
(a)(1)	Financial Statements:	
	Management Report on Internal Control Over Financial Reporting	F-1
	Report of Independent Registered Public Accounting Firm	F-2
	Consolidated Balance Sheets at December 31, 2021 and 2020	F-4
	Consolidated Statements of Income for the Three Years Ended December 31, 2021	F-5
	Consolidated Statements of Comprehensive Income for the Three Years Ended December 31, 2021	F-6
	Consolidated Statements of Equity for the Three Years Ended December 31, 2021	F-7
	Consolidated Statements of Cash Flows for the Three Years Ended December 31, 2021	F-8
	Notes to Consolidated Financial Statements	F-9
(a)(2)	Financial Statement Schedules:	
	Schedule II - Valuation and Qualifying Accounts for the Three Years Ended December 31, 2021	S-1
	All other schedules are omitted because they are not applicable.	
(a)(3)	Exhibits:	
<u>Exhibit</u>	<u>Description</u>	
<u>Number</u>		
3(i)	Restated Certificate of Incorporation of Omnicom Group Inc. (Exhibit 3.1 to our Quarterly Report on Form 10-Q (File No. 1-10551) for the quarter ended September 30, 2011 and incorporated herein by reference).	
3(ii)	By-laws of Omnicom Group Inc., as amended and restated on December 11, 2018 (Exhibit 3.1 to our Current Report on Form 8-K (File No. 1-10551) dated December 14, 2018 and incorporated herein by reference).	

<u>Exhibit Number</u>	<u>Description</u>
4.1	Base Indenture, dated as of October 29, 2014, among Omnicom Group Inc., Omnicom Capital Inc. and Deutsche Bank Trust Company Americas, as trustee ("2014 Base Indenture"), (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) dated October 29, 2014 ("October 29, 2014 8-K") and incorporated herein by reference).
4.2	First Supplemental Indenture to the 2014 Base Indenture, dated as of October 29, 2014, among Omnicom Group Inc., Omnicom Capital Inc. and Deutsche Bank Trust Company Americas, as trustee, in connection with the issuance of \$750 million 3.65% Senior Notes due 2024 (Exhibit 4.2 to the October 29, 2014 8-K and incorporated herein by reference).
4.3	Form of 3.65% Notes due 2024 (included in Exhibit 4.2 to the October 29, 2014 8-K and incorporated herein by reference).
4.4	Second Supplemental Indenture to the 2014 Base Indenture, dated as of April 6, 2016, among Omnicom Group Inc., Omnicom Capital Inc. and Deutsche Bank Trust Company Americas, as trustee, in connection with the issuance of \$1.4 billion 3.60% Senior Notes due 2026 (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) dated April 6, 2016 ("April 6, 2016 8-K") and incorporated herein by reference).
4.5	Form of 3.60% Notes due 2026 (included in Exhibit 4.1 to the April 6, 2016 8-K and incorporated herein by reference).
4.6	Base Indenture, dated as of July 8, 2019, among Omnicom Finance Holdings plc, as issuer, Omnicom Group Inc. and Omnicom Capital Inc., as guarantors, and Deutsche Bank Trust Company Americas, as trustee ("2019 Base Indenture"), (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) dated July 8, 2019 ("July 8, 2019 8-K") and incorporated herein by reference).
4.7	First Supplemental Indenture to the 2019 Base Indenture, dated as of July 8, 2019, among Omnicom Finance Holdings plc, as issuer, Omnicom Group Inc. and Omnicom Capital Inc., as guarantors, and Deutsche Bank Trust Company Americas, as trustee, in connection with the issuance of €500 million aggregate principal amount of Senior Notes due 2027 and €500 million aggregate principal amount of Senior Notes due 2031 (Exhibit 4.2 to the July 8, 2019 8-K and incorporated herein by reference).
4.8	Form of 0.80% Notes due 2027 (included in Exhibit 4.2 to the July 8, 2019 8-K and incorporated herein by reference).
4.9	Form of 1.40% Notes due 2031 (included in Exhibit 4.2 to the July 8, 2019 8-K and incorporated herein by reference).
4.10	Base Indenture, dated as of February 21, 2020, among Omnicom Group Inc., as issuer, and Deutsche Bank Trust Company Americas, as trustee ("2020 Base Indenture") (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) filed on February 21, 2020 ("February 21, 2020 8-K") and incorporated herein by reference).
4.11	First Supplemental Indenture to the 2020 Base Indenture, dated as of February 21, 2020, among Omnicom Group Inc., as issuer, and Deutsche Bank Trust Company Americas, as trustee, in connection with the issuance of \$600 million 2.450% Senior Notes due 2030 (Exhibit 4.2 to the February 21, 2020 8-K and incorporated herein by reference).
4.12	Form of 2.450% Notes due 2030 (Included in Exhibit 4.2 to the February 21, 2020 8-K and incorporated herein by reference).
4.13	Second Supplemental Indenture to the 2020 Base Indenture, dated as of April 1, 2020, among Omnicom Group Inc., as issuer, and Deutsche Bank Trust Company Americas, as trustee, in connection with the issuance of \$600 million 4.200% Senior Notes due 2030 (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) filed on April 1, 2020 ("April 1, 2020 8-K") and incorporated herein by reference).
4.14	Form of 4.200% Notes due 2030 (Included in Exhibit 4.1 to the April 1, 2020 8-K and incorporated herein by reference).
4.15	Third Supplemental Indenture to the 2020 Base Indenture, dated as of April 28, 2021, among Omnicom Group Inc., as issuer, and Deutsche Bank Trust Company Americas, as trustee, in connection with the issuance of \$800 million 2.600% Senior Notes due 2031 (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) filed on May 3, 2021 (the "May 3, 2021 8-K") and incorporated herein by reference).
4.16	Form of 2.600% Notes due 2031 (Included in Exhibit 4.1 to the May 3, 2021 8-K and incorporated herein by reference).
4.17	Base Indenture, dated as of November 22, 2021, among Omnicom Capital Holdings plc, as issuer, Omnicom Group Inc., as guarantor, and Deutsche Bank Trust Company Americas, as trustee ("2021 Base Indenture"), (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) filed on November 22, 2021 ("November 22, 2021 8-K") and incorporated herein by reference).

<u>Exhibit Number</u>	<u>Description</u>
4.18	First Supplemental Indenture to the 2021 Base Indenture, dated as of November 22, 2021, among Omnicom Capital Holdings plc, as issuer, Omnicom Group Inc., as guarantor, and Deutsche Bank Trust Company Americas, as trustee, in connection with the issuance of £325 million aggregate principal amount of 2.250% Senior Notes due 2033 (Exhibit 4.2 to the November 22, 2021 8-K) and incorporated herein by reference).
4.19	Form of 2.250% Senior Notes due 2033 (Included in Exhibit 4.2 to the November 22, 2021 8-K and incorporated herein by reference).
4.20	Description of Securities
10.1	Second Amended and Restated Five Year Credit Agreement, dated as of February 14, 2020, by and among Omnicom Capital Inc., a Connecticut corporation, Omnicom Finance Limited, a private limited company organized under the laws of England and Wales, Omnicom Group Inc., a New York corporation, any other subsidiary of Omnicom Group Inc. designated for borrowing privileges, the banks, financial institutions and other institutional lenders and initial issuing banks listed on the signature pages thereof, Citibank, N.A., JPMorgan Chase Bank, N.A., and Wells Fargo Securities, LLC, as lead arrangers and book managers, JPMorgan Chase Bank, N.A. and Wells Fargo Bank, National Association, as syndication agents, Bank of America, N.A., BNP Paribas, Barclays Bank PLC, Deutsche Bank Securities Inc. and HSBC Bank USA, National Association, as documentation agents, and Citibank, N.A., as administrative agent for the lenders (Exhibit 10.1 to our Current Report on Form 8-K (File No. 1-10551) filed on February 19, 2020 and incorporated herein by reference).
10.2	Amendment No. 1 to the Credit Agreement, dated October 26, 2020, to the Second Amended and Restated Five Year Credit Agreement, dated as of February 14, 2020, by and among Omnicom Capital Inc., Omnicom Finance Limited, Omnicom Group Inc., any other subsidiary of Omnicom Group Inc. designated for borrowing privileges, the banks, financial institutions and other institutional lenders party thereto, Citibank, N.A., JPMorgan Chase Bank, N.A., and Wells Fargo Securities, LLC, as lead arrangers and book managers, JPMorgan Chase Bank, N.A. and Wells Fargo Bank, National Association, as syndication agents, Bank of America, N.A., BNP Paribas, Barclays Bank PLC, Deutsche Bank Securities Inc. and HSBC Bank USA, National Association, as documentation agents, and Citibank, N.A., as administrative agent for the lenders (Exhibit 10.1 to our Quarterly Report on Form 10-Q (File No. 1-10551) for the quarter ended September 30, 2020 and incorporated herein by reference).
10.3	Director Compensation and Director Compensation and Deferred Stock Program Stock Program (Exhibit 10.1 to our Quarterly Report on Form 10-Q (File No. 1-10551) for the quarter ended March 31, 2020 ("March 31, 2020 10-Q") and incorporated herein by reference).
10.4	Standard form of our Executive Salary Continuation Plan Agreement (Exhibit 10.5 to our Annual Report on Form 10-K (File No. 1-10551) for the year ended December 31, 2012 and incorporated herein by reference).
10.5	Standard form of the Director Indemnification Agreement (Exhibit 10.25 to our Annual Report on Form 10-K (File No. 1-10551) for the year ended December 31, 1989 and incorporated herein by reference).
10.6	Senior Management Incentive Plan as amended and restated on December 4, 2008 (Exhibit 10.9 to our Annual Report on Form 10-K (File No. 1-10551) for the year ended December 31, 2008 ("2008 10-K") and incorporated herein by reference).
10.7	Omnicom Group Inc. SERCR Plan (Exhibit 10.10 to our Annual Report on Form 10-K (File No. 1-10551) for the year ended December 31, 2011 and incorporated herein by reference).
10.8	Form of Award Agreement under the Omnicom Group Inc. SERCR Plan (Exhibit 10.2 to our Current Report on Form 8-K (File No. 1-10551) dated December 13, 2006 and incorporated herein by reference).
10.9	Omnicom Group Inc. Amended and Restated 2007 Incentive Award Plan (Appendix A to our Proxy Statement (File No. 1-10551) filed on April 15, 2010 and incorporated herein by reference).
10.10	Form of Indemnification Agreement (Exhibit 10.1 to our Quarterly Report on Form 10-Q (File No. 1-10551) for the quarter ended June 30, 2007 and incorporated herein by reference).
10.11	Restricted Stock Unit Deferred Compensation Plan (Exhibit 10.16 to the 2008 10-K and incorporated herein by reference).
10.12	Restricted Stock Deferred Compensation Plan (Exhibit 10.17 to the 2008 10-K and incorporated herein by reference).
10.13	Amendment No. 1 to the Restricted Stock Deferred Compensation Plan (Exhibit 10.18 to the 2008 10-K and incorporated herein by reference).
10.14	Amendment No. 2 to the Restricted Stock Deferred Compensation Plan (Exhibit 10.19 to the 2008 10-K and incorporated herein by reference).

<u>Exhibit Number</u>	<u>Description</u>
10.15	Form of Grant Notice and Option Agreement (Exhibit 10.20 to our Annual Report on Form 10-K (File No. 1-10551) for the year ended December 31, 2010 ("2010 10-K") and incorporated herein by reference).
10.16	Form of Grant Notice and Restricted Stock Agreement (Exhibit 10.21 to 2010 10-K and incorporated herein by reference).
10.17	Form of Grant Notice and Restricted Stock Unit Agreement (Exhibit 10.22 to 2010 10-K and incorporated herein by reference).
10.18	Form of Grant Notice and Performance Restricted Stock Unit Agreement (Exhibit 10.1 to our Quarterly Report on Form 10-Q (File No. 1-10551) for the quarter ended June 30, 2011 and incorporated herein by reference).
10.19	Omnicom Group Inc. 2013 Incentive Award Plan (Appendix A to our Proxy Statement (File No. 1-10551) filed on April 11, 2013 and incorporated herein by reference).
10.20	Director Compensation and Deferred Stock Program (Exhibit 10.19 to our Annual Report on Form 10-K (File No. 1-10551) for the year ended December 31, 2016 and incorporated herein by reference).
10.21	Omnicom Group Inc. 2021 Incentive Award Plan (incorporated by reference to our Definitive Proxy Statement on Schedule 14A, filed on March 25, 2021).
10.22	2021 Incentive Award Plan Restricted Stock Unit Agreement — Form of Grant Notice and Agreement (Exhibit 10.2 to our Quarterly Report on Form 10-Q (File No. 1-10551) for the quarter ended June 30, 2021 ("June 30, 2021 10-Q") and incorporated herein by reference).
10.23	2021 Incentive Award Plan Option Agreement — Form of Grant Notice and Agreement (Exhibit 10.3 to June 30, 2021 10-Q and incorporated herein by reference).
10.24	Employment Agreement dated as of July 21, 2021 by and between Omnicom Management Inc. and John D. Wren (Exhibit 10.1 to our Current Report on Form 8-K (File No. 1-10551) filed on July 23, 2021 and incorporated herein by reference).
10.25	Rochelle Tarlowe employment letter (Exhibit 10.3 to the March 31, 2020 10-Q and incorporated herein by reference).
21	Subsidiaries of the Registrant.
23	Consent of KPMG LLP.
31.1	Certification of Chairman and Chief Executive Officer required by Rule 13a-14(a) under the Securities Exchange Act of 1934, as amended.
31.2	Certification of Executive Vice President and Chief Financial Officer required by Rule 13a-14(a) under the Securities Exchange Act of 1934, as amended.
32	Certification of the Chairman and Chief Executive Officer and the Executive Vice President and Chief Financial Officer required by Rule 13a-14(b) under the Securities Exchange Act of 1934, as amended, and 18 U.S.C. Section 1350.
101.INS	Inline XBRL Instance Document (the instance document does not appear in the Interactive Data File because its XBRL tags are embedded within the Inline XBRL document)
101.SCH	Inline XBRL Taxonomy Extension Schema Document
101.CAL	Inline XBRL Taxonomy Extension Calculation Linkbase Document
101.DEF	Inline XBRL Taxonomy Extension Definition Linkbase Document
101.LAB	Inline XBRL Taxonomy Extension Label Linkbase Document
101.PRE	Inline XBRL Taxonomy Extension Presentation Linkbase Document
104	Cover Page Interactive Data File (formatted as inline XBRL and contained in Exhibit 101)

Item 16. Form 10-K Summary

None.

SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

OMNICOM GROUP INC.

February 9, 2022

BY: /s/ PHILIP J. ANGELASTRO
Philip J. Angelastro
 Executive Vice President and Chief Financial Officer

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the registrant and in the capacities and on the dates indicated.

<u>Signature</u>	<u>Title</u>	<u>Date</u>
<u>/s/ JOHN D. WREN</u> John D. Wren	Chairman and Chief Executive Officer and Director (Principal Executive Officer)	February 9, 2022
<u>/s/ PHILIP J. ANGELASTRO</u> Philip J. Angelastro	Executive Vice President and Chief Financial Officer (Principal Financial Officer)	February 9, 2022
<u>/s/ ANDREW L. CASTELLANETA</u> Andrew L. Castellaneta	Senior Vice President, Chief Accounting Officer (Principal Accounting Officer)	February 9, 2022
<u>/s/ MARY C. CHOKSI</u> Mary C. Choksi	Director	February 9, 2022
<u>/s/ LEONARD S. COLEMAN, JR.</u> Leonard S. Coleman, Jr.	Director	February 9, 2022
<u>/s/ SUSAN S. DENISON</u> Susan S. Denison	Director	February 9, 2022
<u>/s/ RONNIE S. HAWKINS</u> Ronnie S. Hawkins	Director	February 9, 2022
<u>/s/ DEBORAH J. KISSIRE</u> Deborah J. Kissire	Director	February 9, 2022
<u>/s/ GRACIA C. MARTORE</u> Gracia C. Martore	Director	February 9, 2022
<u>/s/ LINDA JOHNSON RICE</u> Linda Johnson Rice	Director	February 9, 2022
<u>/s/ VALERIE M. WILLIAMS</u> Valerie M. Williams	Director	February 9, 2022

MANAGEMENT REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Management is responsible for the preparation of the consolidated financial statements and related information of Omnicom Group Inc., or Omnicom. Management uses its best judgment to ensure that the consolidated financial statements present fairly, in all material respects, Omnicom's consolidated financial position and results of operations in conformity with generally accepted accounting principles in the United States.

The financial statements have been audited by an independent registered public accounting firm in accordance with the standards of the Public Company Accounting Oversight Board. Their report expresses the independent accountant's judgment as to the fairness of management's reported financial position, results of operations and cash flows. This judgment is based on the procedures described in the fourth and fifth paragraphs of their report.

Omnicom management is responsible for establishing and maintaining adequate internal control over financial reporting, as such term is defined in Securities Exchange Act Rule 13a-15(f). Management, with the participation of our Chief Executive Officer, or CEO, Chief Financial Officer, or CFO, and our agencies, conducted an evaluation of the effectiveness of our internal control over financial reporting based on the framework in *Internal Control - Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission. Based on that evaluation, our CEO and CFO concluded that our internal control over financial reporting was effective as of December 31, 2021. There have not been any changes in our internal control over financial reporting during our fourth fiscal quarter that have materially affected or are reasonably likely to affect our internal control over financial reporting.

KPMG LLP, an independent registered public accounting firm that audited our consolidated financial statements included in this Annual Report on Form 10-K, has issued an attestation report on Omnicom's internal control over financial reporting as of December 31, 2021, dated February 9, 2022.

The Board of Directors of Omnicom has an Audit Committee comprised of four independent directors. The Audit Committee meets periodically with financial management, Internal Audit and the independent auditors to review accounting, control, audit and financial reporting matters.

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Shareholders and Board of Directors
Omnicom Group Inc.:

Opinions on the Consolidated Financial Statements and Internal Control Over Financial Reporting

We have audited the accompanying consolidated balance sheets of Omnicom Group Inc. and subsidiaries (the Company) as of December 31, 2021 and 2020, the related consolidated statements of income, comprehensive income, equity, and cash flows for each of the years in the three-year period ended December 31, 2021, and the related notes and financial statement schedule II (collectively, the consolidated financial statements). We also have audited the Company's internal control over financial reporting as of December 31, 2021, based on criteria established in *Internal Control - Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2021 and 2020, and the results of its operations and its cash flows for each of the years in the three-year period ended December 31, 2021, in conformity with U.S. generally accepted accounting principles. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2021, based on criteria established in *Internal Control - Integrated Framework (2013)* issued by the Committee of Sponsoring Organizations of the Treadway Commission.

Basis for Opinions

The Company's management is responsible for these consolidated financial statements, for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on the Company's consolidated financial statements and an opinion on the Company's internal control over financial reporting based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to error or fraud, and whether effective internal control over financial reporting was maintained in all material respects.

Our audits of the consolidated financial statements included performing procedures to assess the risks of material misstatement of the consolidated financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinions.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current period audit of the consolidated financial statements that was communicated or required to be communicated to the audit committee and that: (1) relates to accounts or disclosures that are material to the consolidated financial statements and (2) involved our especially challenging, subjective, or complex judgments. The communication of a critical audit matter does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

Evaluation of the sufficiency of audit evidence over revenue recognition

As discussed in Note 3 to the consolidated financial statements, the Company provides an extensive range of advertising, marketing and corporate communication services through its networks and agencies, which operate in all major markets throughout the Americas, EMEA and Asia Pacific regions. Consolidated revenues across all disciplines and geographic markets was \$14,289.4 million for the year-ended December 31, 2021.

We identified the evaluation of the sufficiency of audit evidence over revenue recognition as a critical audit matter. Revenue is recognized from contracts with customers that are based on statements of work which are typically separately negotiated with the client at a local agency level and local agencies execute tens of thousands of contracts per year. Evaluating the sufficiency of audit evidence obtained required a high degree of auditor judgment because of the volume of contracts entered into across the networks and agencies for which revenue was recorded. This included selecting the locations where testing would be performed and the supervision and review of procedures performed at those locations.

The following are the primary procedures we performed to address this critical audit matter. We applied auditor judgment to determine the scope of agencies at which we performed audit procedures and the nature and extent of the procedures performed at each location. At each agency where procedures over revenue were performed, we (1) evaluated the design and tested the operating effectiveness of certain internal controls over revenue recognition, including controls to check that local agencies recorded revenue in accordance with the Company's accounting policies and billings were recorded and presented in accordance with client agreements, (2) examined a selection of contracts and assessed that the Company's accounting policies were applied consistently and accurately, and (3) assessed the recording of revenue by selecting certain transactions and comparing the amounts recognized for consistency with the underlying documentation including contracts with customers. We evaluated the sufficiency of audit evidence obtained by assessing the results of procedures performed over revenue recognition.

/s/ KPMG LLP

We have served as the Company's auditor since 2002.

New York, New York

February 9, 2022

OMNICOM GROUP INC. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
(In millions, except per share amounts)

	December 31,	
	2021	2020
ASSETS		
Current Assets:		
Cash and cash equivalents	\$ 5,316.8	\$ 5,600.5
Accounts receivable, net of allowance for doubtful accounts of \$21.7 and \$30.4	8,472.5	7,813.4
Work in process	1,201.0	1,101.2
Other current assets	919.2	1,075.0
Total Current Assets	15,909.5	15,590.1
Property and Equipment at cost, less accumulated depreciation of \$1,165.7 and \$1,156.7	992.1	585.2
Operating Lease Right-Of-Use Assets	1,202.9	1,223.4
Equity Method Investments	76.3	85.3
Goodwill	9,738.6	9,609.7
Intangible Assets, net of accumulated amortization of \$856.5 and \$817.2	298.0	298.5
Other Assets	204.4	255.0
TOTAL ASSETS	<u>\$28,421.8</u>	<u>\$27,647.2</u>
LIABILITIES AND EQUITY		
Current Liabilities:		
Accounts payable	\$11,897.2	\$11,513.0
Customer advances	1,644.5	1,361.3
Short-term debt	9.6	3.9
Taxes payable	263.3	244.5
Other current liabilities	2,411.6	2,402.4
Total Current Liabilities	<u>16,226.2</u>	<u>15,525.1</u>
Long-Term Liabilities	961.5	970.7
Long-Term Liability - Operating Leases	952.1	1,114.0
Long-Term Debt	5,685.7	5,807.3
Deferred Tax Liabilities	477.3	443.5
Commitments and Contingent Liabilities (Note 18)		
Temporary Equity - Redeemable Noncontrolling Interests	345.3	209.7
Equity:		
Shareholders' Equity:		
Preferred stock, \$1.00 par value, 7.5 million shares authorized, none issued	—	—
Common stock, \$0.15 par value, 1.0 billion shares authorized, 297.2 million shares issued, 209.1 million and 215.0 million shares outstanding	44.6	44.6
Additional paid-in capital	622.0	747.8
Retained earnings	8,998.8	8,190.6
Accumulated other comprehensive income (loss)	(1,252.3)	(1,213.8)
Treasury stock, at cost, 88.1 million and 82.2 million shares	(5,142.9)	(4,684.8)
Total Shareholders' Equity	3,270.2	3,084.4
Noncontrolling interests	503.5	492.5
Total Equity	<u>3,773.7</u>	<u>3,576.9</u>
TOTAL LIABILITIES AND EQUITY	<u>\$28,421.8</u>	<u>\$27,647.2</u>

The accompanying notes to the consolidated financial statements are an integral part of these statements.

OMNICOM GROUP INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF INCOME
(In millions, except per share amounts)

	Year Ended December 31,		
	2021	2020	2019
Revenue	\$14,289.4	\$13,171.1	\$14,953.7
Operating Expenses:			
Salary and service costs	10,402.0	9,572.8	10,972.2
Occupancy and other costs	1,148.2	1,138.5	1,221.8
Gain on disposition of subsidiary	(50.5)	—	—
COVID-19 repositioning costs	—	277.9	—
Cost of services	11,499.7	10,989.2	12,194.0
Selling, general and administrative expenses	379.7	360.5	405.9
Depreciation and amortization	212.1	222.6	231.5
	<u>12,091.5</u>	<u>11,572.3</u>	<u>12,831.4</u>
Operating Profit	2,197.9	1,598.8	2,122.3
Interest Expense	236.4	221.8	244.3
Interest Income	27.3	32.3	60.3
Income Before Income Taxes and Income (Loss) From Equity Method Investments . . .	1,988.8	1,409.3	1,938.3
Income Tax Expense	488.7	381.7	504.4
Income (Loss) From Equity Method Investments	7.5	(6.8)	2.0
Net Income	1,507.6	1,020.8	1,435.9
Net Income Attributed To Noncontrolling Interests	99.8	75.4	96.8
Net Income - Omnicom Group Inc.	<u>\$ 1,407.8</u>	<u>\$ 945.4</u>	<u>\$ 1,339.1</u>
Net Income Per Share - Omnicom Group Inc.:			
Basic	\$6.57	\$4.38	\$6.09
Diluted	\$6.53	\$4.37	\$6.06

The accompanying notes to the consolidated financial statements are an integral part of these statements.

OMNICOM GROUP INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME
(In millions)

	Year Ended December 31,		
	2021	2020	2019
Net Income	<u>\$1,507.6</u>	<u>\$1,020.8</u>	<u>\$1,435.9</u>
Other Comprehensive Income (Loss):			
Cash flow hedge:			
Amortization of loss included in interest expense	5.6	5.5	5.5
Income tax effect	<u>(1.6)</u>	<u>(1.6)</u>	<u>(1.6)</u>
	<u>4.0</u>	<u>3.9</u>	<u>3.9</u>
Defined benefit pension plans and postemployment arrangements:			
Unrecognized actuarial gains (losses) and prior service cost for the period	28.3	(29.5)	(45.5)
Amortization of prior service cost and actuarial losses	18.1	13.9	8.7
Income tax effect	<u>(13.6)</u>	<u>4.5</u>	<u>10.7</u>
	<u>32.8</u>	<u>(11.1)</u>	<u>(26.1)</u>
Foreign currency translation adjustment	<u>(92.2)</u>	<u>(5.0)</u>	<u>74.9</u>
Other Comprehensive Income (Loss)	<u>(55.4)</u>	<u>(12.2)</u>	<u>52.7</u>
Comprehensive Income	1,452.2	1,008.6	1,488.6
Comprehensive Income Attributed To Noncontrolling Interests	<u>82.9</u>	<u>79.5</u>	<u>96.3</u>
Comprehensive Income - Omnicom Group Inc.	<u>\$1,369.3</u>	<u>\$ 929.1</u>	<u>\$1,392.3</u>

The accompanying notes to the consolidated financial statements are an integral part of these statements.

OMNICOM GROUP INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF EQUITY
(In millions, except per share amounts)

	Year Ended December 31,		
	2021	2020	2019
Common Stock, shares	297.2	297.2	297.2
Common Stock, par value	\$ 44.6	\$ 44.6	\$ 44.6
Additional Paid-in Capital:			
Beginning balance	747.8	760.9	728.8
Acquisition of noncontrolling interests	(12.1)	5.7	(22.3)
Change in temporary equity	(143.5)	3.3	38.2
Share-based compensation	84.7	71.0	72.5
Stock issued, share-based compensation	(54.9)	(93.1)	(56.3)
Ending balance	622.0	747.8	760.9
Retained Earnings:			
Beginning balance	8,190.6	7,806.3	7,016.1
Cumulative effect of accounting change	—	—	22.3
Net income	1,407.8	945.4	1,339.1
Common stock dividends declared	(599.6)	(561.1)	(571.2)
Ending balance	8,998.8	8,190.6	7,806.3
Accumulated Other Comprehensive Income (Loss):			
Beginning balance	(1,213.8)	(1,197.6)	(1,228.5)
Cumulative effect of accounting change	—	—	(22.3)
Other comprehensive income (loss)	(38.5)	(16.2)	53.2
Ending balance	(1,252.3)	(1,213.8)	(1,197.6)
Treasury Stock:			
Beginning balance	(4,684.8)	(4,560.3)	(4,013.9)
Stock issued, share-based compensation	69.2	97.5	63.8
Common stock repurchased	(527.3)	(222.0)	(610.2)
Ending balance	(5,142.9)	(4,684.8)	(4,560.3)
Shareholders' Equity	3,270.2	3,084.4	2,853.9
Noncontrolling Interests:			
Beginning balance	492.5	519.8	559.8
Net income	99.8	75.4	96.8
Other comprehensive income (loss)	(16.9)	4.1	(0.5)
Dividends to noncontrolling interests	(113.1)	(95.5)	(97.3)
Acquisition of noncontrolling interests	(43.3)	(42.0)	(54.4)
Increase in noncontrolling interests from business combinations	84.5	30.7	15.4
Ending balance	503.5	492.5	519.8
Total Equity	\$ 3,773.7	\$ 3,576.9	\$ 3,373.7
Dividends Declared Per Common Share	\$2.80	\$2.60	\$2.60

The accompanying notes to the consolidated financial statements are an integral part of these statements.

OMNICOM GROUP INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
(In millions)

	Year Ended December 31,		
	2021	2020	2019
Cash Flows from Operating Activities:			
Net income	\$ 1,507.6	\$ 1,020.8	\$ 1,435.9
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization of right-of-use assets	132.1	139.5	147.7
Amortization of intangible assets	80.0	83.1	83.8
Amortization of net deferred gain on interest rate swaps	(8.8)	(8.1)	(14.8)
Share-based compensation	84.7	70.8	72.5
Gain on disposition of subsidiary	(50.5)	—	—
COVID-19 repositioning costs	—	277.9	—
Other, net	39.8	109.7	5.8
Increase in operating capital	160.5	30.9	125.1
Net Cash Provided By Operating Activities	<u>1,945.4</u>	<u>1,724.6</u>	<u>1,856.0</u>
Cash Flows from Investing Activities:			
Capital expenditures	(665.8)	(75.4)	(102.2)
Acquisition of businesses and interests in affiliates, net of cash acquired	(160.0)	(67.1)	(10.0)
Proceeds from disposition of subsidiaries	114.1	3.2	79.4
Proceeds from sale of investments and other	2.5	3.2	1.9
Net Cash Used In Investing Activities	<u>(709.2)</u>	<u>(136.1)</u>	<u>(30.9)</u>
Cash Flows from Financing Activities:			
Proceeds from borrowings	1,221.3	1,186.6	1,112.4
Repayment of debt	(1,250.0)	(600.0)	(900.0)
Change in short-term debt	6.4	(5.6)	2.0
Dividends paid to common shareholders	(592.3)	(562.7)	(564.3)
Repurchases of common stock	(527.3)	(222.0)	(610.2)
Proceeds from stock plans	9.1	4.1	6.5
Acquisition of additional noncontrolling interests	(21.9)	(22.3)	(51.4)
Dividends paid to noncontrolling interest shareholders	(113.1)	(95.5)	(97.3)
Payment of contingent purchase price obligations	(22.6)	(31.2)	(64.6)
Other, net	(100.6)	(59.8)	(55.1)
Net Cash Used In Financing Activities	<u>(1,391.0)</u>	<u>(408.4)</u>	<u>(1,222.0)</u>
Effect of foreign exchange rate changes on cash and cash equivalents	<u>(128.9)</u>	<u>114.7</u>	<u>50.2</u>
Net Increase (Decrease) in Cash and Cash Equivalents	<u>(283.7)</u>	<u>1,294.8</u>	<u>653.3</u>
Cash and Cash Equivalents at the Beginning of Year	<u>5,600.5</u>	<u>4,305.7</u>	<u>3,652.4</u>
Cash and Cash Equivalents at the End of Year	<u>\$ 5,316.8</u>	<u>\$ 5,600.5</u>	<u>\$ 4,305.7</u>

The accompanying notes to the consolidated financial statements are an integral part of these statements.

OMNICOM GROUP INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. Presentation of Financial Statements

The terms "Omnicom," "the Company," "we," "our" and "us" each refer to Omnicom Group Inc. and its subsidiaries, unless the context indicates otherwise. The accompanying consolidated financial statements were prepared in accordance with generally accepted accounting principles in the United States, or U.S. GAAP or GAAP. All intercompany balances and transactions have been eliminated.

We prepare our financial statements in conformity with U.S. GAAP and are required to make estimates and assumptions that affect the amounts reported in the consolidated financial statements and accompanying notes. Actual results could differ from those estimates and assumptions.

Impact of the COVID-19 Pandemic on our Business

As the impact of the COVID-19 pandemic on the global economy moderated, we experienced an improvement in our business in 2021 as compared to 2020. In 2021, revenue increased \$1,118.3 million, or 8.5%, compared to 2020. The increase in revenue primarily reflects increased client spending in all our disciplines and across all our geographic areas compared to the prior year period and the strengthening of most foreign currencies, primarily the British Pound and the Euro, against the U.S. Dollar. The increase in revenue year-over-year was partially offset by a reduction in acquisition revenue, net of disposition revenue, reflecting the sale of our wholly owned subsidiary ICON International, or ICON, a specialty media business, in the second quarter of 2021.

Global economic conditions may continue to be volatile as long as the COVID-19 pandemic remains a public health threat, which could negatively impact our clients' spending plans. We expect global economic performance and the performance of our businesses to vary by geography and discipline until the impact of the COVID-19 pandemic on the global economy subsides.

In response to the impact of the COVID-19 pandemic, in the second quarter of 2020, we took actions to align our cost structure and reduce our workforce and facility requirements. As a result, we recorded a pre-tax charge of \$277.9 million, which was partially offset by the benefit related to pandemic relief reimbursements of \$162.6 million under government programs in several countries.

Accounting Changes

On January 1, 2021, we adopted FASB ASU 2019-12, *Income Taxes (Topic 740)*, or ASU 2019-12, which, among other things, amended the rules for recognizing deferred taxes for investments, performing intra-period tax allocations and calculating income taxes in interim periods and reduced complexity in certain areas, including the accounting for transactions that result in a step-up in the tax basis of goodwill and allocating taxes to members of a consolidated group. The adoption of ASU 2019-12 did not have a material effect on our results of operations and financial position.

2. Significant Accounting Policies

Revenue Recognition. Revenue is recognized when a customer obtains control of promised goods or services (the performance obligation) in an amount that reflects the consideration we expect to receive in exchange for those goods or services (the transaction price). We measure revenue by estimating the transaction price based on the consideration specified in the client arrangement. Revenue is recognized as the performance obligations are satisfied. Our revenue is primarily derived from the planning and execution of advertising communications and marketing services in the following fundamental disciplines: Advertising, Precision Marketing, Commerce & Brand Consulting, Experiential, Execution & Support, Public Relations and Healthcare. Our client contracts are primarily fees for service on a rate per hour or per project basis. Revenue is recorded net of sales, use and value added taxes.

Performance Obligations. In substantially all our disciplines, the performance obligation is to provide advisory and consulting services at an agreed-upon level of effort to accomplish the specified engagement. Our client contracts are comprised of diverse arrangements involving fees based on any one or a combination of the following: an agreed fee or rate per hour for the level of effort expended by our employees; commissions based on the client's spending for media purchased from third parties; qualitative or quantitative incentive provisions specified in the contract; and reimbursement for third-party costs that we are required to include in revenue when we control the vendor services related to these costs and we act as principal. The transaction price of a contract is allocated to each distinct performance obligation based on its relative stand-alone selling price and is recognized as revenue when, or as, the customer receives the benefit of the performance obligation. Clients typically receive and consume the benefit of our services as they are performed. Substantially all our client contracts provide that we are compensated for services performed to date and allow for cancellation by either party on short notice, typically 90 days, without penalty.

OMNICOM GROUP INC. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Generally, our short-term contracts, which normally take 30 to 90 days to complete, are performed by a single agency and consist of a single performance obligation. As a result, we do not consider the underlying services as separate or distinct performance obligations because our services are highly interrelated, occur in close proximity, and the integration of the various components of a marketing message is essential to overall service. In certain of our long-term client contracts, which have a term of up to one year, the performance obligation is a stand-ready obligation, because we provide a constant level of similar services over the term of the contract. In other long-term contracts, when our services are not a stand-ready obligation, we consider our services distinct performance obligations and allocate the transaction price to each separate performance obligation based on its stand-alone selling price, including contracts for strategic media planning and buying services, which are considered to be multiple performance obligations, and we allocate the transaction price to each distinct service based on the staffing plan and the stand-alone selling price. In substantially all of our creative services contracts, we have distinct performance obligations for our services, including certain creative services contracts where we act as an agent and arrange, at the client's direction, for third parties to perform studio production efforts.

Revenue Recognition Methods. A substantial portion of our revenue is recognized over time, as the services are performed, because the client receives and consumes the benefit of our performance throughout the contract period, or we create an asset with no alternative use and are contractually entitled to payment for our performance to date in the event the client terminates the contract for convenience. For these client contracts, other than when we have a stand-ready obligation to perform services, revenue is recognized over time using input measures that correspond to the level of staff effort expended to satisfy the performance obligation on a rate per hour or equivalent basis. For client contracts when we have a stand-ready obligation to perform services on an ongoing basis over the life of the contract, typically for periods up to one year, where the scope of these arrangements is broad and there are no significant gaps in performing the services, we recognize revenue using a time-based measure resulting in a straight-line revenue recognition. From time to time, there may be changes in the client service requirements during the term of a contract and the changes could be significant. These changes are typically negotiated as new contracts covering the additional requirements and the associated costs, as well as additional fees for the incremental work to be performed.

To a lesser extent, for certain other contracts where our performance obligations are satisfied in phases, we recognize revenue over time using certain output measures based on the measurement of the value transferred to the customer, including milestones achieved. Where the transaction price or a portion of the transaction price is derived from commissions based on a percentage of purchased media from third parties, the performance obligation is not satisfied until the media is run and we have an enforceable contract providing a right to payment. Accordingly, revenue for commissions is recognized at a point in time, typically when the media is run, including when it is not subject to cancellation by the client or media vendor.

Principal vs. Agent. In substantially all our businesses, we incur third-party costs on behalf of clients, including direct costs and incidental, or out-of-pocket costs. Third-party direct costs incurred in connection with the creation and delivery of advertising or marketing communication services include, among others: purchased media, studio production services, specialized talent, including artists and other freelance labor, event marketing supplies, materials and services, promotional items, market research and third-party data and other related expenditures. Out-of-pocket costs include, among others: transportation, hotel, meals and telecommunication charges incurred by us in the course of providing our services. Billings related to out-of-pocket costs are included in revenue since we control the goods or services prior to delivery to the client.

However, the inclusion of billings related to third-party direct costs in revenue depends on whether we act as a principal or as an agent in the client arrangement. In most of our businesses, including advertising, which also includes studio production efforts and media planning and buying services, public relations, healthcare advertising and most of our Experiential businesses, we act as an agent and arrange, at the client's direction, for third parties to perform certain services. In these cases, we do not control the goods or services prior to the transfer to the client. As a result, revenue is recorded net of these costs, equal to the amount retained for our fee or commission.

In certain businesses we may act as principal when contracting for third-party services on behalf of our clients. In our events business and most of our Execution & Support businesses, including field marketing and certain specialty marketing businesses, we act as principal because we control the specified goods or services before they are transferred to the client and we are responsible for providing the specified goods or services, or we are responsible for directing and integrating third-party vendors to fulfill our performance obligation at the agreed upon contractual price. In such arrangements, we also take pricing risk under the terms of the client contract. In certain specialty media buying businesses, we act as principal when we control the buying process for the purchase of the media and contract directly with the media vendor. In these arrangements, we assume the pricing risk under the terms of the client contract. When we act as principal, we include billable amounts related to third-party

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

costs in the transaction price and record revenue over time at the gross amount billed, including out-of-pocket costs, consistent with the manner that we recognize revenue for the underlying services contract. However, in media buying contracts where we act as principal, we recognize revenue at a point in time, typically when the media is run, including when it is not subject to cancellation by the client or media vendor.

Variable Consideration. Some of our client arrangements include variable consideration provisions, which include performance incentives, tiered commission structures and vendor rebates in certain markets outside of the United States. Variable consideration is estimated and included in total consideration at contract inception based on either the expected value method or the most likely outcome method. These estimates are based on historical award experience, anticipated performance and other factors known at the time. Performance incentives are typically recognized in revenue over time. Variable consideration for our media businesses in certain international markets includes rebate revenue and is recognized when it is probable that the media will be run, including when it is not subject to cancellation by the client. In addition, when we receive rebates or credits from vendors for transactions entered into on behalf of clients, they are remitted to the clients in accordance with contractual requirements or retained by us based on the terms of the client contract or local law. Amounts passed on to clients are recorded as a liability and amounts retained by us are recorded as revenue when earned, typically when the media is run.

Operating Expenses. Operating expenses include cost of services, selling, general and administrative expenses, or SG&A, and depreciation and amortization. We measure cost of services in two distinct categories: salary and service costs and occupancy and other costs. As a service business, salary and service costs make up the vast majority of our operating expenses and substantially all these costs comprise the essential components directly linked to the delivery of our services. Salary and service costs include employee compensation and benefits, freelance labor and service costs, which primarily include third-party supplier costs and out-of-pocket costs. Occupancy and other costs consist of the indirect costs related to the delivery of our services, including office rent and other occupancy costs, equipment rent, technology costs, general office and other expenses. SG&A expenses primarily consist of third-party marketing costs, professional fees and compensation and benefits and occupancy and other costs of our corporate and executive offices, which includes group-wide finance and accounting, treasury, legal and governance, human resource oversight and similar costs. Receipt of reimbursements under government programs for certain operating expenses are recorded as a reduction to the related operating expense.

Cash and Cash Equivalents. Cash and cash equivalents include cash in banks and highly liquid interest-bearing time deposits with original maturities of three months or less. Due to the short-term nature of these investments, carrying value approximates fair value. We have a policy governing counterparty credit risk for financial institutions that hold our cash and cash equivalents and we have deposit limits for each institution.

Work in Process. Work in process represents accrued costs incurred on behalf of customers, including media and production costs, and fees and other third-party costs that have not yet been billed. Media and production costs are billed during the production process in accordance with the terms of the client contract. Substantially all unbilled fees and costs will be billed within the next 30 days.

Property and Equipment. Property and equipment are carried at cost and are depreciated over the estimated useful lives of the assets using the straight-line method ranging from: three to five years for equipment, seven to ten years for furniture, and up to 40 years for office buildings. Leasehold improvements are amortized on a straight-line basis over the shorter of the lease term or the estimated useful life of the asset. Assets under finance leases are amortized on a straight-line basis over the lease term.

Equity Method Investments. Investments in companies where we exercise significant influence over the operating and financial policies of the investee and own less than 50% of the equity are accounted for using the equity method. Our proportionate share of the net income or loss of equity method investments is included in results of operations and any dividends received reduce the carrying value of the investment. The excess of the cost of our investment over our proportionate share of the fair value of the net assets of the investee at the acquisition date is recognized as goodwill and included in the carrying amount of the investment. Goodwill in the equity method investments is not amortized. Gains and losses from changes in our ownership interests are recorded in results of operations until control is achieved. In circumstances where a change in our ownership interest results in obtaining control, the existing carrying value of the investment is remeasured to the acquisition date fair value and any gain or loss is recognized in results of operations. We periodically review the carrying value of the equity method investments to determine if there has been an other-than-temporary decline in carrying value. A variety of factors are considered when determining if a decline in carrying value is other-than-temporary, including the financial condition and business prospects of the investee, as well as our investment intent.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Marketable Equity Securities. Marketable equity securities are measured at fair value and changes in fair value are recognized in results of operations.

Non-Marketable Equity Securities. Non-marketable equity securities do not have a readily determinable fair value and are measured at cost, less any impairment, and are adjusted for observable changes in fair value from transactions for identical or similar securities of the same issuer.

Business Combinations. Business combinations are accounted for using the acquisition method, and accordingly, the assets acquired, including identified intangible assets, liabilities assumed and any noncontrolling interest in the acquired business are recorded at acquisition date fair value. In circumstances where control is obtained and less than 100% of a business is acquired, goodwill is recorded as if 100% were acquired. Acquisition-related costs, including advisory, legal, accounting, valuation and other costs are expensed as incurred. Certain acquisitions include an initial payment at closing and provide for future additional contingent purchase price payments (earn-outs), which are recorded as a liability at the acquisition date fair value using the discount rate in effect on the acquisition date. Subsequent changes in the fair value of the liability are recorded in results of operations. Amounts earned under the contingent purchase price arrangements may be subject to a maximum and payment is not contingent upon future employment. The results of operations of acquired businesses are included in results of operations from the acquisition date.

Goodwill and Intangible Assets. Goodwill represents the excess of the acquisition cost over the fair value of the net assets acquired. Goodwill is not amortized but is periodically reviewed for impairment. Intangible assets comprise customer relationships, including the related customer contracts and trade names, and purchased and internally developed software and are amortized over their estimated useful lives ranging from five to twelve years. We consider a number of factors in determining the useful lives and amortization method, including the pattern in which the economic benefits are consumed, as well as trade name recognition and customer attrition. There is no estimated residual value for the intangible assets.

We review the carrying value of goodwill for impairment annually at June 30 and whenever events or circumstances indicate the carrying value may not be recoverable. The impairment evaluation compares the fair value of each reporting unit, which we identified as our six agency networks, to its carrying value, including goodwill. If the fair value of the reporting unit is equal to or greater than its carrying value, goodwill is not impaired. Goodwill is impaired when the carrying value of the reporting unit exceeds its fair value. Goodwill is written down to its fair value through a non-cash expense recorded in results of operations in the period the impairment is identified.

We identified our regional reporting units as components of our operating segments, which are our six agency networks. The regional reporting units and practice areas of each agency network monitor the performance and are responsible for the agencies in their region. The regional reporting units report to the segment managers and facilitate the administrative and logistical requirements of our client-centric strategy for delivering services to clients in their regions. We have concluded that, for each of our operating segments, their regional reporting units had similar economic characteristics and should be aggregated for purposes of testing goodwill for impairment at the operating segment level. Our conclusion was based on a detailed analysis of the aggregation criteria set forth in FASB ASC Topic 280, *Segment Reporting*, and the guidance set forth in FASB ASC Topic 350, *Intangibles – Goodwill and Other*. Consistent with our fundamental business strategy, the agencies within our regional reporting units serve similar clients in similar industries, and in many cases the same clients. The main economic components of each agency are employee compensation and related costs and direct service costs and occupancy and other costs, which include rent and occupancy costs, technology costs that are generally limited to personal computers, servers and off-the-shelf software and other overhead costs. Finally, the expected benefits of our acquisitions are typically shared by multiple agencies in various regions as they work together to integrate the acquired agency into our client service strategy. We use the following valuation methodologies to determine the fair value of our reporting units: (1) the income approach, which utilizes discounted expected future cash flows, (2) comparative market participant multiples of EBITDA (earnings before interest, taxes, depreciation and amortization) and (3) when available, consideration of recent and similar acquisition transactions.

Based on the results of the annual impairment test, we concluded that at June 30, 2021 and 2020 goodwill was not impaired because either the fair value of each reporting unit was substantially in excess of its respective net book value, or for reporting units with a negative book value, fair value of assets exceeds total assets. Subsequent to the annual impairment test of goodwill at June 30, 2021, there have been no events or circumstances that triggered the need for an interim impairment test.

Debt Issuance Costs. Debt issuance costs are capitalized and amortized in interest expense over the life of the related debt and are presented as a reduction to the carrying amount of debt.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Temporary Equity – Redeemable Noncontrolling Interests. Owners of noncontrolling equity interests in some of our subsidiaries have the right in certain circumstances to require us to purchase all or a portion of their equity interests at fair value as defined in the applicable agreements. The intent of the parties is to approximate fair value at the time of redemption by using a multiple of earnings that is consistent with generally accepted valuation practices used by market participants in our industry. These contingent redemption rights are embedded in the equity security at issuance, are not free-standing instruments, do not represent a de facto financing and are not under our control.

Treasury Stock. Repurchases of our common stock are accounted for at cost and are recorded as treasury stock. Reissued treasury stock, primarily in connection with share-based compensation plans, is accounted for at average cost. Gains or losses on reissued treasury stock arising from the difference between the average cost and the fair value of the award are recorded in additional paid-in capital and do not affect results of operations.

Noncontrolling Interests. Noncontrolling interests represent equity interests in certain subsidiaries held by third parties. Noncontrolling interests are presented as a component of equity and the proportionate share of net income attributed to the noncontrolling interests is recorded in results of operations. Changes in noncontrolling interests that do not result in a loss of control are accounted for in equity. Gains and losses resulting from a loss of control are recorded in results of operations.

Foreign Currency Translation and Transactions. Substantially all of our foreign subsidiaries use their local currency as their functional currency. Assets and liabilities are translated into U.S. Dollars at the exchange rate on the balance sheet date and revenue and expenses are translated at the average exchange rate for the period. Translation adjustments are recorded in accumulated other comprehensive income. Net foreign currency transaction gains and losses are recorded in results of operations. In 2021, 2020 and 2019, we recorded losses of \$3.3 million, \$4.8 million and \$11.2 million, respectively.

Share-Based Compensation. Share-based compensation for restricted stock and stock option awards is measured at the grant date fair value. The fair value of restricted stock awards is determined and fixed using the closing price of our common stock on the grant date and is recorded in additional paid-in capital. The fair value of stock option awards is determined using the Black-Scholes option valuation model. For awards with a service only vesting condition, compensation expense is recognized on a straight-line basis over the requisite service period. For awards with a performance vesting condition, compensation expense is recognized on a graded-vesting basis. Typically, all share-based awards are settled with treasury stock. See Note 10 for additional information regarding our specific award plans.

Salary Continuation Agreements. Arrangements with certain present and former employees provide for continuing payments for periods up to ten years after cessation of full-time employment in consideration for agreement by the employees not to compete with us and to render consulting services during the postemployment period. Such payments, which are subject to certain limitations, including our operating performance during the postemployment period, represent the fair value of the services rendered and are expensed in such periods.

Severance. The liability for one-time termination benefits, such as severance pay or benefit payouts, is measured and recognized at fair value in the period the liability is incurred. Subsequent changes to the liability are recognized in results of operations in the period of change.

Defined Benefit Pension Plans and Postemployment Arrangements. The funded status of our defined benefit plans is recorded as an asset or liability. Funded status is the difference between the fair value of plan assets and the benefit obligation at December 31, the measurement date, determined on a plan-by-plan basis. The benefit obligation for the defined benefit plans is the projected benefit obligation, or PBO, which represents the actuarial present value of benefits expected to be paid upon retirement based on estimated future compensation levels. The fair value of plan assets represents the current market value. Overfunded plans, where the fair value of plan assets exceeds the benefit obligation, are aggregated and recorded as a prepaid pension asset equal to the excess. Underfunded plans, where the benefit obligation exceeds the fair value of plan assets, are aggregated and recorded as a liability equal to the excess. The benefit obligation liability for our postemployment arrangements is the PBO and these arrangements are not funded. The current portion of the benefit obligation for the defined benefit plans and postemployment arrangements, which represents the actuarial present value of benefits payable in the next twelve months that exceed the fair value of plan assets, is recorded in other current liabilities and the long-term portion is recorded in long-term liabilities.

Deferred Compensation. Some of our subsidiaries have deferred compensation arrangements with certain executives that provide for payments over varying terms upon retirement, cessation of employment or death. The cost of these arrangements is accrued during the employee's service period.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Income Taxes. We use the asset and liability method of accounting for income taxes. Under this method, income tax expense is recognized for the amount of taxes payable for the current period and the deferred taxes recognized during the period. Deferred income taxes reflect the temporary difference between assets and liabilities that are recognized for financial reporting purposes and income tax purposes and are recorded as noncurrent. Deferred income taxes are measured using the enacted tax rates that are assumed to be in effect when the differences reverse. Valuation allowances are recorded where it is more likely than not that all or a portion of a deferred tax asset will not be realized. In assessing the need for a valuation allowance, we evaluate factors such as prior earnings history, expected future earnings, carry-back and carry-forward periods and tax strategies that could potentially enhance the likelihood of the realization of a deferred tax asset.

Interest and penalties related to tax positions taken in our tax returns are recorded in income tax expense. We record a liability for uncertain tax positions that reflects the treatment of certain tax positions taken in our tax returns, or planned to be taken in future tax returns, which have not been reflected in income tax expense. Until these positions are sustained by the taxing authorities or the statute of limitations concerning such issues lapses, we do not generally recognize the tax benefits resulting from such positions.

Net Income Per Share. Basic net income per share is based on the weighted average number of common shares outstanding during the period. Diluted net income per share is based on the weighted average number of common shares outstanding, plus the dilutive effect of common share equivalents, which include outstanding stock options and restricted stock awards.

Leases. At the inception of a contract we assess whether the contract is, or contains, a lease. A lease is classified as a finance lease if any one of the following criteria are met: the lease transfers ownership of the asset by the end of the lease term, the lease contains an option to purchase the asset that is reasonably certain to be exercised, the lease term is for a major part of the remaining useful life of the asset or the present value of the lease payments equals or exceeds substantially all of the fair value of the asset. A lease is classified as an operating lease if it does not meet any one of the criteria. Substantially all our operating leases are leases for office space, and substantially all our finance leases are leases for office furniture and technology equipment.

For all leases a right-of-use, or ROU, asset and lease liability are recognized at the lease commencement date. The lease liability represents the present value of the lease payments under the lease. The ROU asset is initially measured at cost, which includes the initial lease liability, plus any initial direct costs incurred, consisting mainly of brokerage commissions, less any lease incentives received. All ROU assets are reviewed for impairment. The lease liability is initially measured as the present value of the lease payments, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, our secured incremental borrowing rate for the same term as the underlying lease. For real estate and certain equipment operating leases, we use our secured incremental borrowing rate. For finance leases, we use the rate implicit in the lease or our secured incremental borrowing rate if the implicit lease rate cannot be determined.

Lease payments included in the measurement of the lease liability comprise: the fixed noncancelable lease payments, payments for optional renewal periods where it is reasonably certain the renewal period will be exercised, and payments for early termination options unless it is reasonably certain the lease will not be terminated early. Lease components, including fixed payments for real estate taxes and insurance for office space leases, are included in the measurement of the initial lease liability.

Office space leases may contain variable lease payments, which include payments based on an index or rate. Variable lease payments based on an index or rate are initially measured using the index or rate in effect at lease commencement. Additional payments based on the change in an index or rate, or payments based on a change in our portion of the operating expenses, including real estate taxes and insurance, are recorded as a period expense when incurred. Lease modifications result in remeasurement of the lease liability.

Operating lease expense is recognized on a straight-line basis over the lease term. Lease expense may include variable lease payments incurred in the period that were not included in the initial lease liability. Finance lease expense consists of the amortization of the ROU asset on a straight-line basis over the lease term and interest expense determined on an amortized cost basis. Finance lease payments are allocated between a reduction of the lease liability and interest expense.

Concentration of Credit Risk. We provide advertising, marketing and corporate communications services to several thousand clients that operate in nearly every industry sector of the global economy, and we grant credit to qualified clients in the normal course of business. Due to the diversified nature of our client base, we do not believe that we are exposed to a concentration of credit risk as our largest client accounted for 3.2% of revenue in 2021.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Derivative Financial Instruments. All derivative instruments, including certain derivative instruments embedded in other contracts, are recorded at fair value. Derivatives qualify for hedge accounting if: the hedging instrument is designated as a hedge, the hedged exposure is specifically identifiable and exposes us to risk, and a change in fair value of the derivative financial instrument and an opposite change in the fair value of the hedged exposure have a high degree of correlation. The method of assessing hedge effectiveness and measuring hedge ineffectiveness is formally documented. Hedge effectiveness is assessed, and hedge ineffectiveness is measured at least quarterly throughout the designated hedge period. If the derivative is a hedge, depending on the nature of the hedge, changes in the fair value of the derivative will either be offset against the change in fair value of the hedged asset, liability or firm commitment through results of operations or recognized in other comprehensive income until the hedged item is recognized in results of operations. We do not use derivatives for trading or speculative purposes. Using derivatives exposes us to the risk that counterparties to the derivative contracts will fail to meet their contractual obligations. We manage that risk through careful selection and ongoing evaluation of the counterparty financial institutions based on specific minimum credit standards and other factors.

Fair Value. We apply the fair value measurement guidance in FASB ASC Topic 820, *Fair Value Measurements and Disclosures*, for our financial assets and liabilities that are required to be measured at fair value and for our nonfinancial assets and liabilities that are not required to be measured at fair value on a recurring basis, which includes goodwill and other identifiable intangible assets. The measurement of fair value requires the use of techniques based on observable and unobservable inputs. Observable inputs reflect market data obtained from independent sources, while unobservable inputs reflect our market assumptions. The inputs create the following fair value hierarchy:

- Level 1 - Unadjusted quoted prices in active markets for identical assets or liabilities.
- Level 2 - Unadjusted quoted prices in active markets for similar assets or liabilities; unadjusted quoted prices for identical assets or liabilities in markets that are not active; and model-derived valuations with observable inputs.
- Level 3 - Unobservable inputs for the asset or liability.

We use unadjusted quoted market prices to determine the fair value of our financial assets and liabilities and classify such items in Level 1. We use unadjusted quoted market prices for similar assets and liabilities in active markets and model-derived valuations and classify such items in Level 2.

In determining the fair value of financial assets and liabilities, we consider certain market valuation adjustments that market participants would consider in determining fair value, including: counterparty credit risk adjustments applied to financial assets and liabilities, taking into account the actual credit risk of the counterparty when valuing assets measured at fair value and credit risk adjustments applied to reflect our credit risk when valuing liabilities measured at fair value.

Reclassifications. Certain reclassifications have been made to the prior year financial information to conform to the current year presentation.

3. Revenue

Nature of our services

We provide an extensive range of advertising, marketing and corporate communications services through various client-centric networks that are organized to meet specific client objectives. Our networks and agencies provide a comprehensive range of services in the following fundamental disciplines: Advertising, Precision Marketing, Commerce & Brand Consulting, Experiential, Execution & Support, Public Relations and Healthcare. Advertising includes creative services across digital and traditional media, strategic media planning and buying, and data analytics services. Precision Marketing includes digital and direct marketing, digital transformation and data and analytics. Commerce & Brand Consulting services include brand consulting, strategy and research, and retail ecommerce. Experiential marketing services include live and digital events and experience design and execution. Execution & Support includes field marketing, sales support, digital and physical merchandising and point-of-sale, as well as other specialized marketing and custom communications services. Public relations services include corporate communications, crisis management, public affairs, and media and media relations services. Healthcare includes advertising and media services to global healthcare and pharmaceutical clients. At the core of all our services is the ability to create or develop a client's marketing or corporate communications message into content that can be delivered to a target audience across different communications mediums.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Revenue by discipline was (in millions):

	Year Ended December 31,		
	2021	2020	2019
Advertising	\$ 7,959.3	\$ 7,511.4	\$ 8,664.2
Precision Marketing	1,194.8	944.6	927.2
Commerce & Brand Consulting	910.7	821.8	971.8
Experiential	545.9	426.8	670.0
Execution & Support	1,026.6	961.3	1,177.2
Public Relations	1,391.7	1,310.9	1,386.7
Healthcare	1,260.4	1,194.3	1,156.6
	<u>\$14,289.4</u>	<u>\$13,171.1</u>	<u>\$14,953.7</u>

Primarily as a result of the COVID-19 pandemic, revenue for 2020 as compared to 2019 decreased in all our major markets and all disciplines except for Healthcare and Precision Marketing.

Economic factors affecting our revenue

Global economic conditions have a direct impact on our revenue. Adverse economic conditions pose a risk that our clients may reduce, postpone or cancel spending for our services, which would impact our revenue.

Revenue in our geographic markets was (in millions):

	Year Ended December 31,		
	2021	2020	2019
Americas:			
North America	\$ 7,709.7	\$ 7,577.1	\$ 8,478.8
Latin America	296.1	275.4	403.4
EMEA:			
Europe	4,219.6	3,607.7	4,107.4
Middle East and Africa	267.6	207.2	314.6
Asia-Pacific	1,796.4	1,503.7	1,649.5
	<u>\$14,289.4</u>	<u>\$13,171.1</u>	<u>\$14,953.7</u>

The Americas is comprised of North America, which includes the United States, Canada and Puerto Rico, and Latin America, which includes South America and Mexico. EMEA is comprised of Europe, the Middle East and Africa. Asia-Pacific includes Australia, Greater China, India, Japan, Korea, New Zealand, Singapore and other Asian countries. Revenue in the United States in 2021 and 2020 was \$7,245.9 million and \$7,186.1 million, respectively. The sale of ICON impacted revenue in the United States in 2021.

Contract assets and liabilities

Work in process includes contract assets, unbilled fees and costs, and media and production costs. Contract liabilities primarily consist of customer advances. Work in process and contract liabilities were (in millions):

	December 31,	
	2021	2020
Work in process:		
Contract assets and unbilled fees and costs	\$ 469.9	\$ 501.1
Media and production costs	731.1	600.1
	<u>\$1,201.0</u>	<u>\$1,101.2</u>
Contract liabilities:		
Customer advances	<u>\$1,644.5</u>	<u>\$1,361.3</u>

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Work in process represents accrued costs incurred on behalf of customers, including media and production costs, and fees and other third-party costs that have not yet been billed. Media and production costs are billed during the production process in accordance with the terms of the client contract. Contract assets primarily include incentive fees, which are not material and will be billed to clients in accordance with the terms of the client contract. Substantially all unbilled fees and costs will be billed within the next 30 days. The contract liability primarily represents advance billings to customers in accordance with the terms of the client contracts, primarily for the reimbursement of third-party costs that are generally incurred in the near term. There were no impairment losses to the contract assets recorded in 2021 or 2020.

4. Net Income per Share

The computations of basic and diluted net income per share were (in millions, except per share amounts):

	Year Ended December 31,		
	2021	2020	2019
Net income available for common shares:			
Net income - Omnicom Group Inc.	<u>\$1,407.8</u>	<u>\$945.4</u>	<u>\$1,339.1</u>
Weighted average shares:			
Basic	214.3	215.6	219.8
Dilutive stock options and restricted shares	<u>1.3</u>	<u>0.6</u>	<u>1.1</u>
Diluted	<u>215.6</u>	<u>216.2</u>	<u>220.9</u>
Anti-dilutive stock options and restricted shares	4.7	0.8	0.9
Net income per share - Omnicom Group Inc.:			
Basic	\$6.57	\$4.38	\$6.09
Diluted	\$6.53	\$4.37	\$6.06

5. Business Combinations

In 2021, we completed five acquisitions that increased goodwill by \$285.9 million. In addition, during 2021, we acquired additional equity interests in certain majority owned subsidiaries, which are accounted for as equity transactions, and no additional goodwill was recorded. None of the acquisitions in 2021, either individually or in the aggregate, was material to our results of operations or financial position.

The evaluation of potential acquisitions is based on various factors, including specialized know-how, reputation, geographic coverage, competitive position and service offerings, as well as our experience and judgment. Our acquisition strategy is focused on acquiring the expertise of an assembled workforce in order to continue to build upon the core capabilities of our strategic business platforms and agency brands, through the expansion of their geographic area or their service capabilities to better serve our clients. Certain acquisitions include an initial payment at closing and provide for future additional contingent purchase price payments (earn-outs), which are derived using the performance of the acquired company and are based on predetermined formulas. At December 31, 2021 and 2020, contingent purchase price obligations were \$167.1 million and \$71.9 million, respectively, of which \$43.1 million and \$32.1 million, respectively, are included in other current liabilities.

For each acquisition, we undertake a detailed review to identify other intangible assets that are required to be valued separately. We use several market participant measurements to determine fair value. This approach includes consideration of similar and recent transactions, as well as utilizing discounted expected cash flow methodologies, and when available and as appropriate, we use comparative market multiples to supplement our analysis. As is typical for most service businesses, a substantial portion of the intangible asset value we acquire is the specialized know-how of the workforce, which is treated as part of goodwill and is not valued separately. A significant portion of the identifiable intangible assets acquired is derived from customer relationships, including the related customer contracts, as well as trade names. One of the primary drivers in executing our acquisition strategy is the existence of, or the ability to, expand our existing client relationships. The expected benefits of our acquisitions are typically shared across multiple agencies and regions.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

6. Goodwill and Intangible Assets

Goodwill and intangible assets were (in millions):

	December 31,					
	2021			2020		
	Gross Carrying Value	Accumulated Amortization	Net Carrying Value	Gross Carrying Value	Accumulated Amortization	Net Carrying Value
Goodwill	<u>\$10,259.6</u>	<u>\$ (521.0)</u>	<u>\$9,738.6</u>	<u>\$10,141.6</u>	<u>\$ (531.9)</u>	<u>\$9,609.7</u>
Intangible assets:						
Purchased and internally developed software	\$ 382.2	\$ (318.7)	\$ 63.5	\$ 377.6	\$ (307.0)	\$ 70.6
Customer related and other	<u>772.3</u>	<u>(537.8)</u>	<u>234.5</u>	<u>738.1</u>	<u>(510.2)</u>	<u>227.9</u>
	<u>\$ 1,154.5</u>	<u>\$ (856.5)</u>	<u>\$ 298.0</u>	<u>\$ 1,115.7</u>	<u>\$ (817.2)</u>	<u>\$ 298.5</u>

Changes in goodwill were (in millions):

	Year Ended December 31,	
	2021	2020
January 1	\$9,609.7	\$9,440.5
Acquisitions	113.4	50.8
Noncontrolling interests in acquired businesses	84.5	31.6
Contingent purchase price obligations of acquired businesses	88.0	—
Dispositions	(22.5)	(18.8)
Foreign currency translation	(134.5)	105.6
December 31	<u>\$9,738.6</u>	<u>\$9,609.7</u>

No goodwill impairment losses were recorded in 2021 or 2020, and there are no accumulated goodwill impairment losses.

7. Debt

Credit Facility and Credit Lines

We maintain a \$2.5 billion multi-currency revolving credit facility, or Credit Facility, that matures on February 14, 2025. In addition, we have uncommitted credit lines aggregating \$863.9 million and the ability to issue up to \$2 billion of commercial paper. These facilities provide additional liquidity sources for operating capital and general corporate purposes. At December 31, 2021, there were no borrowings under the Credit Facility or the uncommitted credit lines, and there were no outstanding commercial paper issuances.

The Credit Facility contains a financial covenant that requires us to maintain a Leverage Ratio of consolidated indebtedness to consolidated EBITDA (earnings before interest, taxes, depreciation, amortization and non-cash charges) of no more than 3.5 times for the most recently ended 12-month period. In October 2020, we amended the Credit Facility to increase the maximum Leverage Ratio to 4.0 times through December 31, 2021. At December 31, 2021, we were in compliance with this covenant as our Leverage Ratio was 2.3 times. The Credit Facility does not limit our ability to declare or pay dividends or repurchase our common stock.

Short-Term Debt

At December 31, 2021 and 2020, short-term debt of \$9.6 million and \$3.9 million, respectively, represented bank overdrafts and short-term borrowings primarily of our international subsidiaries. The weighted average interest rate was 1.6% and 3.5%, respectively. Due to the short-term nature of this debt, carrying value approximates fair value.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Long-Term Debt

Long-term debt was (in millions):

	December 31,	
	2021	2020
3.625% Senior Notes due 2022	\$ —	\$1,250.0
3.65% Senior Notes due 2024	750.0	750.0
3.60% Senior Notes due 2026	1,400.0	1,400.0
€500 Million 0.80% Senior Notes due 2027	568.6	611.5
2.45% Senior Notes due 2030	600.0	600.0
4.20% Senior Notes due 2030	600.0	600.0
€500 Million 1.40% Senior Notes due 2031	568.6	611.5
2.60% Senior Notes due 2031	800.0	—
£325 Million 2.25% Senior Notes due 2033	439.8	—
	<u>5,727.0</u>	<u>5,823.0</u>
Unamortized discount	(10.8)	(5.1)
Unamortized debt issuance costs	(31.8)	(27.0)
Unamortized deferred gain from settlement of interest rate swaps	1.3	16.4
	<u>\$5,685.7</u>	<u>\$5,807.3</u>

On May 3, 2021, we issued \$800 million 2.60% Senior Notes due 2031. The net proceeds from the issuance, after deducting the underwriting discount and offering expenses, were \$791.7 million. The net proceeds plus cash on hand were used to redeem all the outstanding 3.625% Senior Notes due 2022 in May 2021. In connection with the early redemption, we recorded a loss on extinguishment of \$26.6 million in interest expense.

On November 22, 2021, Omnicom Capital Holdings plc, or OCH, a U.K.-based wholly owned subsidiary of Omnicom, issued £325 million 2.25% Senior Notes due 2033, or the Sterling Notes. The U.S. Dollar equivalent of the net proceeds from the issuance, after deducting the underwriting discount and offering expenses, was \$429.6 million.

The 2.45% Senior Notes due 2030, the 4.20% Senior Notes due 2030 and the 2.60% Senior Notes due 2031 are senior unsecured obligations of Omnicom that rank equal in right of payment with all existing and future unsecured senior indebtedness.

Omnicom and its wholly owned finance subsidiary, Omnicom Capital Inc., or OCI, are co-obligors under the 3.65% Senior Notes due 2024 and the 3.60% Senior Notes due 2026. These notes are a joint and several liability of Omnicom and OCI, and Omnicom unconditionally guarantees OCI's obligations with respect to the notes. OCI provides funding for our operations by incurring debt and lending the proceeds to our operating subsidiaries. OCI's assets primarily consist of cash and cash equivalents and intercompany loans made to our operating subsidiaries, and the related interest receivable. There are no restrictions on the ability of OCI or Omnicom to obtain funds from our subsidiaries through dividends, loans or advances. Such notes are senior unsecured obligations that rank equal in right of payment with all existing and future unsecured senior indebtedness.

Omnicom and OCI have, jointly and severally, fully and unconditionally guaranteed the obligations of Omnicom Finance Holdings plc, or OFH, a U.K.-based wholly owned subsidiary of Omnicom, with respect to the €500 million 0.80% Senior Notes due 2027 and the €500 million 1.40% Senior Notes due 2031, collectively the Euro Notes. OFH's assets consist of its investments in several wholly owned finance companies that function as treasury centers, which provide funding for various operating companies in Europe, Brazil, Australia and other countries in the Asia-Pacific region. The finance companies' assets consist of cash and cash equivalents and intercompany loans that they make or have made to the operating companies in their respective regions and the related interest receivable. There are no restrictions on the ability of Omnicom, OCI or OFH to obtain funds from their subsidiaries through dividends, loans or advances. The Euro Notes and the related guarantees are senior unsecured obligations that rank equal in right of payment with all existing and future unsecured senior indebtedness of OFH and each of Omnicom and OCI, respectively.

Omnicom has fully and unconditionally guaranteed the obligations of OCH, with respect to the Sterling Notes. OCH's assets consist of its investments in several wholly owned finance companies that function as treasury centers, which provide funding for various operating companies in EMEA, Australia and other countries in the Asia-Pacific region. The finance companies' assets consist of cash and cash equivalents and intercompany loans that they make or have made to the operating companies in their respective regions and the related interest receivable. There are no restrictions on the ability of Omnicom or OCH to obtain

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

funds from their subsidiaries through dividends, loans or advances. The Sterling Notes and the related guarantee are senior unsecured obligations that rank equal in right of payment with all existing and future unsecured senior indebtedness of OCH and Omnicom, respectively.

At December 31, 2021, the maturities of our long-term debt were (in millions):

2022	\$ —
2023	—
2024	750.0
2025	—
2026	1,400.0
Thereafter	<u>3,577.0</u>
	<u>\$5,727.0</u>

Interest Expense

Interest expense is composed of (in millions):

	Year Ended December 31,		
	2021	2020	2019
Long-term debt	\$167.3	\$178.6	\$185.7
Early redemption payments and other fees	43.4	14.1	14.1
Pension and other interest	35.3	38.0	53.2
Interest rate swaps	<u>(9.6)</u>	<u>(8.9)</u>	<u>(8.7)</u>
	<u>\$236.4</u>	<u>\$221.8</u>	<u>\$244.3</u>

8. Segment Reporting

Our branded agency networks operate in the advertising, marketing and corporate communications services industry, and are organized into agency networks, virtual client networks, regional reporting units and operating groups or practice areas. Our networks, virtual client networks and agencies increasingly share clients and provide clients with integrated services. The main economic components of each agency are employee compensation and related costs and direct service costs and occupancy and other costs which include rent and occupancy costs, technology costs and other overhead expenses. Therefore, given these similarities, we aggregate our operating segments, which are our agency networks, into one reporting segment. In June 2021, we combined certain practice areas into a new reporting unit that primarily comprises the Omnicom Public Relations Group and assigned a segment manager to that reporting unit. As a result, the number of operating segments increased from five to six.

The agency networks' regional reporting units comprise three principal regions: the Americas, EMEA and Asia-Pacific. The regional reporting units monitor the performance and are responsible for the agencies in their region. Agencies within the regional reporting units serve similar clients in similar industries and in many cases the same clients and have similar economic characteristics.

Revenue and long-lived assets and goodwill by geographic region were (in millions):

	Americas	EMEA	Asia-Pacific
<u>December 31, 2021</u>			
Revenue	\$8,005.8	\$4,487.2	\$1,796.4
Long-lived assets and goodwill	7,629.2	3,615.5	689.0
<u>December 31, 2020</u>			
Revenue	\$7,852.5	\$3,814.9	\$1,503.7
Long-lived assets and goodwill	7,610.9	3,142.3	665.1
<u>December 31, 2019</u>			
Revenue	\$8,882.2	\$4,422.0	\$1,649.5
Long-lived assets and goodwill	7,782.0	3,061.3	658.9

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

9. Equity Method Investments

Income (loss) from our equity method investments in 2021, 2020 and 2019 was \$7.5 million, \$(6.8) million and \$2.0 million, respectively. At December 31, 2021 and 2020, our proportionate share in the net assets of the equity method investments was \$26.0 million and \$30.1 million, respectively. Equity method investments are not material to our results of operations or financial position; therefore, summarized financial information is not required to be presented.

10. Share-Based Compensation Plans

Share-based incentive awards are granted to employees under the 2021 Incentive Award Plan, or the 2021 Plan, which was approved by the shareholders in May 2021. The 2021 Plan is administered by the Compensation Committee of the Board of Directors, or the Compensation Committee. Awards include stock options, restricted stock and other stock awards. The maximum number of shares of common stock that can be granted under the 2021 Plan is 14.7 million shares plus any shares awarded under the 2021 Plan and any prior plan that have been forfeited or have expired. All awards reduce the number of shares available for grant on a one-for-one basis. The terms of each award and the exercise date are determined by the Compensation Committee. The 2021 Plan does not permit the holder of an award to elect cash settlement under any circumstances. At December 31, 2021, there were 10,157,026 shares available for grant under the 2021 Plan.

Share-based compensation expense in 2021, 2020 and 2019 was \$84.7 million, \$70.8 million and \$72.5 million, respectively. At December 31, 2021, unamortized share-based compensation that will be expensed over the next five years is \$198.2 million.

We record a deferred tax asset for the share-based compensation expense recognized for financial reporting purposes that has not been deducted on our income tax return. Excess tax benefits and deficiencies represent the difference between the actual compensation deduction for tax purposes, which is calculated as the difference between the grant date price of the award, and the price of our common stock on the vesting or exercise date. Any excess tax benefit or deficiency related to share-based compensation is recorded in results of operations, as a component of income tax expense, upon vesting of restricted stock awards or exercise of stock options. In 2021, we recognized a tax benefit of \$2.9 million, and in 2020, we recognized a tax deficiency of \$3.6 million.

Stock Options

The exercise price of stock option awards cannot be less than 100% of the market price of our common stock on the grant date and have a maximum contractual life of 10 years.

Stock option activity was:

	Year Ended December 31,					
	2021		2020		2019	
	Shares	Weighted Average Exercise Price	Shares	Weighted Average Exercise Price	Shares	Weighted Average Exercise Price
January 1	768,750	\$83.65	866,000	\$83.80	988,050	\$80.37
Granted	4,025,000	\$72.47	—	—	—	—
Exercised	(60,000)	\$60.17	—	—	(57,300)	\$23.40
Forfeited	(44,500)	\$77.93	(97,250)	\$84.94	(64,750)	\$84.94
December 31	<u>4,689,250</u>	<u>\$74.30</u>	<u>768,750</u>	<u>\$83.65</u>	<u>866,000</u>	<u>\$83.80</u>
Exercisable December 31	689,250	\$84.94	768,750	\$83.65	60,000	\$68.42

At December 31, 2021, options outstanding and exercisable were:

Exercise Price Range	Shares	Options Outstanding		Options Exercisable	
		Average Remaining Contractual Life	Weighted Average Exercise Price	Shares	Weighted Average Exercise Price
\$72.00 to \$73.00	4,000,000	9.9 years	\$72.47	—	—
\$84.00 to \$85.00	689,250	1.3 years	\$84.94	689,250	\$84.94
	<u>4,689,250</u>			<u>689,250</u>	

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

The 2021 option award grant date fair value of \$8.47 was determined using the Black-Scholes option valuation model. The assumptions used, without adjusting for forfeitures and lack of liquidity were: expected life of 8 years, risk free interest rate of 1.4%, expected volatility of 23%, and dividend yield of 4.6%. On the grant date, the exercise price of the award was greater than the closing price of our common stock.

Restricted Stock

Restricted stock activity was:

	Year Ended December 31,		
	2021	2020	2019
January 1	3,012,988	2,547,001	2,553,902
Granted	1,017,895	1,511,719	956,135
Vested	(899,372)	(874,431)	(798,468)
Forfeited	(198,675)	(171,301)	(164,568)
December 31	<u>2,932,836</u>	<u>3,012,988</u>	<u>2,547,001</u>
Weighted average grant date fair value of shares granted in the period	\$68.99	\$51.26	\$72.13
Weighted average grant date fair value at December 31	\$63.09	\$61.44	\$70.89

Generally, restricted shares vest ratably over five years from the grant date provided the employee remains employed by us. Restricted shares may not be sold, transferred, pledged or otherwise encumbered until the forfeiture restrictions lapse. Under most circumstances, the employee forfeits the shares if employment ceases prior to the end of the restriction period.

Performance Restricted Stock Units

The Compensation Committee grants certain employees performance restricted stock units, or PRSU. Each PRSU represents the right to receive one share of common stock on vesting. The ultimate number of PRSUs received by the employee depends on the Company's average return on equity over a three year period compared to the average return on equity of a peer group of principal competitors over the same period. The PRSUs vest three years from the grant date. The PRSUs have a service and performance vesting condition and compensation expense is recognized on a graded-vesting basis. Over the performance period, compensation expense is adjusted upward or downward based on our estimate of the probability of achieving the performance target for the portion of the awards subject to the performance vesting condition. We have assumed that all the PRSUs will vest.

PRSU activity was:

	Year Ended December 31,					
	2021		2020		2019	
	Shares	Weighted Average Grant Date Fair Value	Shares	Weighted Average Grant Date Fair Value	Shares	Weighted Average Grant Date Fair Value
January 1	550,561	\$70.17	538,134	\$77.99	509,844	\$80.41
Granted	165,911	\$74.89	186,197	\$61.36	181,782	\$75.64
Distributed	(182,582)	\$73.72	(173,770)	\$84.94	(153,492)	\$83.23
December 31	<u>533,890</u>	\$70.42	<u>550,561</u>	\$70.17	<u>538,134</u>	\$77.99

Employee Stock Purchase Plan

The employee stock purchase plan, or ESPP, enables employees to purchase our common stock through payroll deductions over each plan quarter at 95% of the market price on the last trading day of the plan quarter. Purchases are limited to 10% of eligible compensation as defined by the Employee Retirement Income Security Act of 1974, or ERISA. In 2021, 2020 and 2019, employees purchased 73,250 shares, 91,605 shares and 76,040 shares, respectively. All shares purchased were treasury stock, for which we received \$5.0 million, \$5.2 million and \$5.6 million, respectively. At December 31, 2021, there were 8,434,456 shares available under the ESPP.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

11. Income Taxes

The components of income before income taxes were (in millions):

	Year Ended December 31,		
	2021	2020	2019
Domestic	\$ 845.9	\$ 711.1	\$ 913.1
International	1,142.9	698.2	1,025.2
	<u>\$1,988.8</u>	<u>\$1,409.3</u>	<u>\$1,938.3</u>

Income tax expense (benefit) was (in millions):

	Year Ended December 31,		
	2021	2020	2019
Current:			
U.S. federal	\$144.0	\$172.2	\$180.2
U.S. state and local	16.5	39.5	33.9
International	303.9	189.1	306.9
	<u>464.4</u>	<u>400.8</u>	<u>521.0</u>
Deferred:			
U.S. federal	40.0	(17.4)	19.1
U.S. state and local	(11.6)	(6.1)	(22.5)
International	(4.1)	4.4	(13.2)
	<u>24.3</u>	<u>(19.1)</u>	<u>(16.6)</u>
	<u>\$488.7</u>	<u>\$381.7</u>	<u>\$504.4</u>

The reconciliation from the statutory U.S. federal income tax rate to our effective tax rate is:

	Year Ended December 31,		
	2021	2020	2019
Statutory U.S. federal income tax rate	21.0%	21.0%	21.0%
U.S. state and local income taxes, net of U.S. federal income tax benefit	0.2	2.2	0.5
Impact of foreign operations	3.6	3.4	4.5
Other	(0.2)	0.5	—
Effective tax rate	<u>24.6%</u>	<u>27.1%</u>	<u>26.0%</u>

Our effective tax rate for 2021 decreased year-over-year to 24.6% from 27.1%. In connection with the sale of ICON in the second quarter of 2021, we recorded a pre-tax gain of \$50.5 million. The lower effective tax rate for 2021 was predominantly the result of \$32.8 million of favorable settlements of uncertain tax positions in certain domestic jurisdictions, as well as a nominal tax applied against the book gain on the sale of ICON resulting from excess tax over book basis. The effective tax rate for 2020 reflects an increase due to the non-deductibility in certain jurisdictions of a portion of the COVID-19 repositioning charges recorded in the second quarter of 2020.

The Tax Cuts and Jobs Act of 2017, or the Tax Act, imposed a one-time tax, the transition tax, on the accumulated earnings of foreign subsidiaries. At December 31, 2021 and 2020, the remaining transition tax liability was \$100.4 million and \$112.0 million, respectively. The transition tax is expected to be fully paid by 2026. The Tax Act also implemented a territorial tax system that allows us to repatriate earnings of our foreign subsidiaries without incurring additional U.S. tax by providing a 100% dividend exemption. While a territorial tax system limits U.S. federal income tax to domestic source income, foreign source income is subject to tax in the appropriate foreign jurisdiction at the local rate, which in certain jurisdictions may be higher than the U.S. federal statutory income tax rate of 21%. Therefore, the foreign tax rate differential will cause our effective tax rate to be higher than the U.S. federal statutory income tax rate. The international tax rate differentials in 2021 and 2020 are primarily attributed to our earnings in Germany, Australia, France, Japan and Brazil being taxed at higher rates than the U.S. statutory tax rate.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

We have elected to account for any tax on the global intangible low-taxed income, or GILTI, in the period in which it is incurred. In 2021 and 2020, we provided \$8.8 million and \$3.0 million, respectively, for tax impacts of GILTI.

Income tax expense in 2021, 2020 and 2019 includes \$2.1 million, \$3.8 million and \$2.2 million, respectively, of interest, net of tax benefit, and penalties related to tax positions taken on our tax returns that have not been settled as of December 31, 2021. At December 31, 2021 and 2020, accrued interest and penalties were \$10.7 million and \$23.5 million, respectively.

The components of deferred tax assets and liabilities and balance sheet classification were (in millions):

	December 31,	
	2021	2020
Deferred tax assets:		
Compensation	\$223.8	\$236.5
Tax loss and credit carryforwards	81.4	67.0
Basis differences from acquisitions	29.9	20.8
Basis differences from short-term assets and liabilities	15.5	34.4
Other	(14.2)	(5.8)
Deferred tax assets	336.4	352.9
Valuation allowance	(18.0)	(15.9)
Net deferred tax assets	<u>\$318.4</u>	<u>\$337.0</u>
Deferred tax liabilities:		
Goodwill and intangible assets	\$640.1	\$611.1
Unremitted foreign earnings	76.6	91.9
Basis differences from investments	6.5	(1.1)
Financial instruments	0.8	0.8
Deferred tax liabilities	<u>\$724.0</u>	<u>\$702.7</u>
Long-term deferred tax assets	\$ 71.7	\$ 77.8
Long-term deferred tax liabilities	\$477.3	\$443.5

We have concluded that it is more likely than not that we will be able to realize our net deferred tax assets in future periods because results of future operations are expected to generate sufficient taxable income. The valuation allowance of \$18.0 million and \$15.9 million at December 31, 2021 and 2020, respectively, relates to tax losses and tax credit carryforwards in the U.S. and in international jurisdictions. Tax loss and credit carryforwards for which there is no valuation allowance are available for periods ranging from 2022 to 2041, which is longer than the forecasted utilization of such carryforwards.

A reconciliation of our unrecognized tax benefits is (in millions):

	December 31,	
	2021	2020
January 1	\$182.9	\$206.8
Additions:		
Current year tax positions	4.4	3.9
Prior year tax positions	1.7	2.8
Reduction of prior year tax positions	(12.1)	(26.1)
Settlements	(13.6)	(2.5)
Foreign currency translation	(0.5)	(2.0)
December 31	<u>\$162.8</u>	<u>\$182.9</u>

The majority of the liability for uncertain tax positions is recorded in long-term liabilities. At December 31, 2021 and 2020, approximately \$157.3 million and \$174.0 million, respectively, of the liability for uncertain tax positions would affect our effective tax rate upon resolution of the uncertain tax positions.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

We file a consolidated U.S. federal income tax return and income tax returns in various state and local jurisdictions. Our subsidiaries file tax returns in various foreign jurisdictions. Our principal foreign jurisdictions include the United Kingdom, France and Germany. The Internal Revenue Service has completed its examination of our U.S. federal tax returns through 2017. Tax returns in the United Kingdom, France and Germany have been examined through 2018, 2017 and 2009, respectively.

12. Pension and Other Postemployment Benefits

Defined Contribution Plans

Our domestic and international subsidiaries provide retirement benefits for their employees primarily through defined contribution profit sharing and savings plans. Contributions to the plans vary by subsidiary and have generally been in amounts up to the maximum percentage of total eligible compensation of participating employees that is deductible for income tax purposes. Contribution expense in 2021, 2020 and 2019 was \$115.5 million, \$108.1 million and \$115.2 million, respectively.

Defined Benefit Pension Plans

Two of our U.S. businesses and several of our non-U.S. businesses sponsor noncontributory defined benefit pension plans. These plans provide benefits to employees based on formulas recognizing length of service and earnings. The U.S. plans cover approximately 700 participants, are closed to new participants and do not accrue future benefit credits. The non-U.S. plans, which include plans required by local law, cover approximately 7,600 participants and are not subject to ERISA.

We have a Senior Executive Restrictive Covenant and Retention Plan, or Retention Plan, for certain executive officers selected by the Compensation Committee. The Retention Plan is a non-qualified deferred compensation severance plan that was adopted to secure non-competition, non-solicitation, non-disparagement and ongoing consulting services from such executive officers and to strengthen the retention aspect of executive officer compensation. The Retention Plan provides annual payments upon termination following at least seven years of service with Omnicom or its subsidiaries to the participants or to their beneficiaries. A participant's annual benefit is payable for 15 consecutive calendar years following termination, but in no event prior to age 55. The annual benefit is equal to the lesser of (i) the participant's final average pay times an applicable percentage, which is based upon the executive's years of service as an executive officer, not to exceed 35% or (ii) \$1.5 million adjusted for cost-of-living, beginning with the second annual payment, not to exceed 2.5% per year. The Retention Plan is not funded and benefits are paid when due.

The components of net periodic benefit expense were (in millions):

	Year Ended December 31,		
	2021	2020	2019
Service cost	\$ 5.2	\$ 7.5	\$ 7.9
Interest cost	4.2	7.7	8.2
Expected return on plan assets	(1.5)	(2.6)	(3.5)
Amortization of prior service cost	0.8	0.8	0.8
Amortization of actuarial loss	9.3	6.7	2.5
	<u>\$18.0</u>	<u>\$20.1</u>	<u>\$15.9</u>

Included in accumulated other comprehensive income at December 31, 2021 and 2020 were unrecognized costs for actuarial losses and prior service cost of \$67.2 million (\$46.8 million net of income taxes) and \$96.5 million (\$67.6 million net of income taxes), respectively, that have not yet been recognized in net periodic benefit cost. The unrecognized costs for actuarial gains and losses and prior service cost included in accumulated other comprehensive income and expected to be recognized in net periodic benefit cost in 2022 is \$6.3 million.

The weighted average assumptions used to determine net periodic benefit expense were:

	Year Ended December 31,		
	2021	2020	2019
Discount rate	1.4%	2.4%	2.9%
Compensation increases	2.7%	2.5%	2.5%
Expected return on plan assets	5.0%	5.1%	5.5%

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

The expected long-term rate of return for plan assets for the U.S. plans is based on several factors, including current and expected asset allocations, historical and expected returns on various asset classes and current and future market conditions. A total return investment approach using a mix of equities and fixed income investments maximizes the long-term return. This strategy is intended to minimize plan expense by achieving long-term returns in excess of the growth in plan liabilities over time. The discount rate used to compute net periodic benefit cost is based on yields of available high-quality bonds and reflects the expected cash flow as of the measurement date. The expected returns on plan assets and discount rates for the non-U.S. plans are based on local factors, including each plan's investment approach, local interest rates and plan participant profiles.

Experience gains and losses and the effects of changes in actuarial assumptions are generally amortized over a period no longer than the expected average future service of active employees.

Our funding policy is to contribute amounts sufficient to meet minimum funding requirements in accordance with the applicable employee benefit and tax laws that the plans are subject to, plus such additional amounts as we may determine to be appropriate. In 2021 and 2020, we contributed \$6.4 million and \$9.1 million, respectively, to the defined benefit pension plans. We do not expect the contributions for 2022 to differ materially from the 2021 contributions.

The change in benefit obligation and fair value of plan assets of the defined benefit pension plans were (in millions):

	December 31,	
	2021	2020
Benefit Obligation:		
January 1	\$309.3	\$293.5
Service cost	5.2	7.5
Interest cost	4.2	7.7
Amendments, curtailments and settlements	(0.4)	(0.2)
Actuarial (gain) loss	(13.9)	17.2
Benefits paid	(8.1)	(13.5)
Foreign currency translation	(6.9)	(2.9)
December 31	<u>\$289.4</u>	<u>\$309.3</u>
Fair Value of Plan Assets:		
January 1	\$ 63.3	\$ 64.3
Actual return on plan assets	4.1	5.0
Employer contributions	6.4	9.1
Benefits paid	(8.1)	(13.5)
Foreign currency translation and other	(2.7)	(1.6)
December 31	<u>\$ 63.0</u>	<u>\$ 63.3</u>

The funded status and balance sheet classification of the defined benefit pension plans were (in millions):

	December 31,	
	2021	2020
Funded Status	<u>\$(226.4)</u>	<u>\$(246.0)</u>
Other assets	\$ 3.7	\$ 2.7
Other current liabilities	(5.8)	(5.2)
Long-term liabilities	<u>(224.3)</u>	<u>(243.5)</u>
	<u>\$(226.4)</u>	<u>\$(246.0)</u>

At December 31, 2021 and 2020, the accumulated benefit obligation for our defined benefit pension plans was \$226.6 million and \$243.9 million, respectively.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Plans with benefit obligations in excess of plan assets were (in millions):

	December 31,	
	2021	2020
Benefit obligation	\$(258.1)	\$(294.0)
Plan assets	28.0	45.3
	<u>\$(230.1)</u>	<u>\$(248.7)</u>

The weighted average assumptions used to determine the benefit obligation were:

	December 31,	
	2021	2020
Discount rate	2.1%	1.7%
Compensation increases	2.7%	2.7%

At December 31, 2021, the estimated benefits expected to be paid over the next 10 years are (in millions):

2022	\$ 7.4
2023	14.4
2024	17.2
2025	18.1
2026	19.0
2027 – 2031	102.6

Postemployment Arrangements

We have executive retirement agreements under which benefits will be paid to participants or to their beneficiaries over periods up to ten years beginning after cessation of full-time employment. Our postemployment arrangements are unfunded and benefits are paid when due.

The components of net periodic benefit expense were (in millions):

	Year Ended December 31,		
	2021	2020	2019
Service cost	\$ 4.8	\$ 4.6	\$ 4.4
Interest cost	2.1	3.4	4.3
Amortization of prior service cost	4.1	4.3	4.5
Amortization of actuarial loss	3.9	2.1	0.9
	<u>\$14.9</u>	<u>\$14.4</u>	<u>\$14.1</u>

Included in accumulated other comprehensive income at December 31, 2021 and 2020 were unrecognized costs for actuarial losses and prior service cost of \$56.7 million (\$39.5 million net of income taxes) and \$73.8 million (\$51.8 million net of income taxes), respectively, that have not yet been recognized in the net periodic benefit cost. The unrecognized costs for actuarial gains and losses and prior service cost included in accumulated other comprehensive income and expected to be recognized in net periodic benefit cost in 2022 is \$6.3 million.

The weighted average assumptions used to determine net periodic benefit expense were:

	Year Ended December 31,		
	2021	2020	2019
Discount rate	1.4%	2.5%	2.9%
Compensation increases	3.5%	3.5%	3.5%

Experience gains and losses and effects of changes in actuarial assumptions are amortized over a period no longer than the expected average future service of active employees.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

The benefit obligation and balance sheet classification were (in millions):

	December 31,	
	2021	2020
January 1	\$164.6	\$146.0
Service cost	4.8	4.6
Interest cost	2.1	3.4
Amendments	(1.2)	3.0
Actuarial (gain) loss	(7.8)	16.3
Benefits paid	(9.5)	(8.7)
December 31	<u>\$153.0</u>	<u>\$164.6</u>
Other current liabilities	\$10.4	\$9.5
Long-term liabilities	<u>142.6</u>	<u>155.1</u>
	<u>\$153.0</u>	<u>\$164.6</u>

The weighted average assumptions used to determine the benefit obligation were:

	December 31,	
	2021	2020
Discount rate	2.4%	1.9%
Compensation increases	3.5%	3.5%

At December 31, 2021, the estimated benefits expected to be paid over the next 10 years are (in millions):

2022	\$10.4
2023	10.3
2024	10.2
2025	10.6
2026	9.9
2027 – 2031	48.2

13. Disposition of Subsidiary

In the second quarter of 2021, we sold ICON, a specialty media company, to ICON's management team. As a result, we recorded a pre-tax gain of \$50.5 million from the sale. As discussed in Note 11, the after-tax gain approximated the pre-tax gain. The disposition of ICON will not have a material impact on our ongoing results of operations or financial position.

14. Supplemental Cash Flow Data

The change in operating capital was (in millions):

	Year Ended December 31,		
	2021	2020	2019
(Increase) decrease in accounts receivable	\$(989.1)	\$141.2	\$(156.6)
(Increase) decrease in work in process and other current assets	(281.7)	293.0	(99.8)
Increase (decrease) in accounts payable	921.3	(428.6)	276.3
Increase (decrease) in customer advances, taxes payable and other current liabilities	338.8	65.9	87.2
Change in other assets and liabilities, net	171.2	(40.6)	18.0
Increase in operating capital	<u>\$ 160.5</u>	<u>\$ 30.9</u>	<u>\$ 125.1</u>

Supplemental financial information (in millions):

	Year Ended December 31,		
	2021	2020	2019
Income taxes paid	\$454.4	\$376.5	\$361.0
Interest paid	\$219.3	\$205.5	\$246.3

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Non-cash increase in lease liabilities (in millions):

	Year Ended December 31,	
	2021	2020
Operating leases	\$123.3	\$133.9
Finance leases	\$ 67.4	\$ 32.1

15. Noncontrolling Interests

Changes in the ownership interests in our less than 100% owned subsidiaries were (in millions):

	Year Ended December 31,		
	2021	2020	2019
Net income attributed to Omnicom Group Inc.	\$1,407.8	\$945.4	\$1,339.1
Net transfers (to) from noncontrolling interests	(12.2)	5.8	(22.3)
Change from net income attributed to Omnicom Group Inc. and transfers (to) from noncontrolling interests	<u>\$1,395.6</u>	<u>\$951.2</u>	<u>\$1,316.8</u>

16. Leases and Property and Equipment

Leases

The components of lease cost were (in millions):

	Year Ended December 31,	
	2021	2020
Operating lease cost	\$279.6	\$303.6
Variable lease cost	25.7	28.5
Short-term lease cost	2.7	4.3
Sublease income	(3.8)	(0.9)
	<u>\$304.2</u>	<u>\$335.5</u>
Finance lease cost:		
Depreciation of ROU assets	\$ 52.6	\$ 50.2
Interest	4.9	5.3
	<u>\$ 57.5</u>	<u>\$ 55.5</u>
Total lease cost	<u>\$361.7</u>	<u>\$391.0</u>

The maturities of our lease liabilities at December 31, 2021 were (in millions):

	Operating Leases	Finance Leases
2022	\$ 259.0	\$ 51.0
2023	198.5	38.7
2024	170.5	27.2
2025	135.2	16.1
2026	113.3	3.7
Thereafter	600.2	2.2
Total lease payments	1,476.7	138.9
Less: Imputed interest	299.5	5.5
Present value of lease liability	<u>\$1,177.2</u>	<u>\$133.4</u>

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

The balance sheet classification of our operating leases was (in millions):

	December 31,	
	2021	2020
Operating lease ROU assets	\$1,202.9	\$1,223.4
Lease liability:		
Other current liabilities	\$ 225.1	\$ 270.5
Long-term liability – operating leases	952.1	1,114.0
	<u>\$1,177.2</u>	<u>\$1,384.5</u>

Operating leases for office space and equipment at December 31, 2021 and 2020, had a weighted average remaining lease term of 7.5 and 7.9 years, respectively, and a weighted average discount rate of 3.2% and 3.7%, respectively.

Property and Equipment

Property and equipment at December 31 were (in millions):

	2021	2020
Property and equipment – owned	\$1,805.5	\$1,427.7
Equipment under finance leases	352.3	314.2
	2,157.8	1,741.9
Accumulated depreciation	(1,165.7)	(1,156.7)
	<u>\$ 992.1</u>	<u>\$ 585.2</u>

Finance leases at December 31, 2021 and 2020, had a weighted average remaining lease term of 3.1 years and 3.0 years, respectively, and a weighted average discount rate of 4.3% and 4.2%, respectively.

17. Temporary Equity — Redeemable Noncontrolling Interests

Owners of noncontrolling equity interests in some of our subsidiaries have the right in certain circumstances to require us to purchase all or a portion of their equity interest at fair value as defined in the applicable agreements. Assuming that the subsidiaries perform over the relevant periods at their current profit levels, at December 31, 2021 the aggregate estimated maximum amount we could be required to pay in future periods is \$345.3 million, of which \$107.5 million is currently exercisable by the holders. If these rights are exercised, there would be an increase in net income attributable to Omnicom as a result of our increased ownership interest and the reduction of net income attributable to noncontrolling interests. The ultimate amount paid could be significantly different because the redemption amount depends on the future results of operations of the subject businesses, the timing of the exercise of these rights and changes in foreign currency exchange rates.

18. Commitments and Contingent Liabilities

In the ordinary course of business, we are involved in various legal proceedings. We do not expect that these proceedings will have a material adverse effect on our results of operations or financial position.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

19. Accumulated Other Comprehensive Income

Changes in accumulated other comprehensive income (loss), net of income taxes were (in millions):

	Cash Flow Hedge	Defined Benefit Pension Plans and Postemployment Arrangements	Foreign Currency Translation	Total
January 1, 2020	\$(24.0)	\$(112.1)	\$(1,061.5)	\$(1,197.6)
Other comprehensive income (loss) before reclassifications	—	(21.0)	(9.0)	(30.0)
Reclassification from accumulated other comprehensive income (loss)	3.9	9.9	—	13.8
December 31, 2020	(20.1)	(123.2)	(1,070.5)	(1,213.8)
Other comprehensive income (loss) before reclassifications	—	20.0	(75.3)	(55.3)
Reclassification from accumulated other comprehensive income (loss)	4.0	12.8	—	16.8
December 31, 2021	<u>\$(16.1)</u>	<u>\$ (90.4)</u>	<u>\$(1,145.8)</u>	<u>\$(1,252.3)</u>

20. Fair Value

Financial assets and liabilities measured at fair value on a recurring basis were (in millions):

	<u>December 31, 2021</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
Assets:					
Cash and cash equivalents		\$5,316.8			\$5,316.8
Marketable equity securities		1.1			1.1
Foreign currency derivatives			\$0.3		0.3
Liabilities:					
Foreign currency derivatives			\$0.1		\$ 0.1
Contingent purchase price obligations				\$167.1	167.1
	<u>December 31, 2020</u>				
Assets:					
Cash and cash equivalents		\$5,600.5			\$5,600.5
Marketable equity securities		1.6			1.6
Foreign currency derivatives			\$0.6		0.6
Liabilities:					
Foreign currency derivatives			\$0.3		\$0.3
Contingent purchase price obligations				\$71.9	71.9

Changes in contingent purchase price obligations were (in millions):

	<u>December 31,</u>	
	<u>2021</u>	<u>2020</u>
January 1	\$ 71.9	\$107.7
Acquisitions	120.4	14.4
Revaluation and interest	0.4	(21.9)
Payments	(22.6)	(31.3)
Foreign currency translation	(3.0)	3.0
December 31	<u>\$167.1</u>	<u>\$ 71.9</u>

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

The carrying amount and fair value of our financial assets and liabilities were (in millions):

	December 31,			
	2021		2020	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Assets:				
Cash and cash equivalents	\$5,316.8	\$5,316.8	\$5,600.5	\$5,600.5
Marketable equity securities	1.1	1.1	1.6	1.6
Non-marketable equity securities	6.5	6.5	8.9	8.9
Foreign currency derivatives	0.3	0.3	0.6	0.6
Liabilities:				
Short-term debt	\$ 9.6	\$ 9.6	\$ 3.9	\$ 3.9
Foreign currency derivatives	0.1	0.1	0.3	0.3
Contingent purchase price obligations	167.1	167.1	71.9	71.9
Long-term debt	5,685.7	6,011.6	5,807.3	6,380.6

The estimated fair value of the foreign currency derivative instruments is determined using model-derived valuations, taking into consideration foreign currency rates and counterparty credit risk. The estimated fair value of the contingent purchase price obligations is calculated in accordance with the terms of each acquisition agreement and is discounted. The fair value of long-term debt is based on quoted market prices.

21. Derivative Instruments and Hedging Activities

We manage our exposure to foreign exchange rate risk and interest rate risk through various strategies, including the use of derivative financial instruments. We use forward foreign exchange contracts as economic hedges to manage the cash flow volatility arising from foreign exchange rate fluctuations. We do not use derivatives for trading or speculative purposes. Using derivatives exposes us to the risk that counterparties to the derivative contracts will fail to meet their contractual obligations. We manage that risk through careful selection and ongoing evaluation of the counterparty financial institutions based on specific minimum credit standards and other factors.

We evaluate the effects of changes in foreign currency exchange rates, interest rates and other relevant market risks on our derivatives. We periodically determine the potential loss from market risk on our derivatives by performing a value-at-risk, or VaR, analysis. VaR is a statistical model that uses historical currency exchange rate data to measure the potential impact on future earnings of our derivative financial instruments assuming normal market conditions. The VaR model is not intended to represent actual losses but is used as a risk estimation and management tool. Based on the results of the model, we estimate with 95% confidence a maximum one-day change in the net fair value of our derivative financial instruments at December 31, 2021 was not significant.

Foreign Currency Exchange Risk

As an integral part of our global treasury operations, we centralize our cash and use notional multicurrency pools to manage the foreign currency exchange risk that arises from imbalances between subsidiaries and their respective treasury centers. In addition, there are circumstances where revenue and expense transactions are not denominated in the same currency. In these instances, amounts are either promptly settled or hedged with forward foreign exchange contracts. To manage this risk, we had outstanding forward foreign exchange contracts with an aggregate notional amount of \$77.3 million and \$169.6 million at December 31, 2021 and 2020, respectively.

Foreign currency derivatives are designated as fair value hedges; therefore, any gain or loss in fair value incurred on those instruments is recorded in results of operations and is generally offset by decreases or increases in the fair value of the underlying exposure. By using these financial instruments, we reduce financial risk of adverse foreign exchange changes by foregoing any gain which might occur if the markets move favorably. The terms of our forward foreign exchange contracts are generally less than 90 days.

OMNICOM GROUP INC. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

Interest Rate Risk

We may use interest rate swaps to manage our interest cost and structure our long-term debt portfolio to achieve a mix of fixed rate and floating rate debt. During 2021, there were no interest rate swaps and, at December 31, 2021, long-term debt consisted entirely of fixed-rate debt.

22. New Accounting Standards

In October 2021, the FASB issued ASU 2021-08, *Accounting for Contract Assets and Contract Liabilities From Contracts With Customers*, or ASU 2021-08, that requires acquiring companies to apply ASC 606 to recognize and measure contract assets and contract liabilities from contracts with customers acquired in a business combination consistent with those recorded by the acquiring company. ASU 2021-08 is effective January 1, 2023, and early adoption is permitted. Contracts with customers in the advertising and marketing business are typically short duration contracts. To the extent we acquire companies in the advertising and marketing communications business, we do not expect this standard to have a material impact on our results of operations or financial position. However, we are still in the process of assessing the impact of ASU 2021-08 on our results of operations and financial position.

23. Subsequent Events

We have evaluated events subsequent to the balance sheet date and determined there have not been any events that have occurred that would require adjustment to or disclosure in the consolidated financial statements.

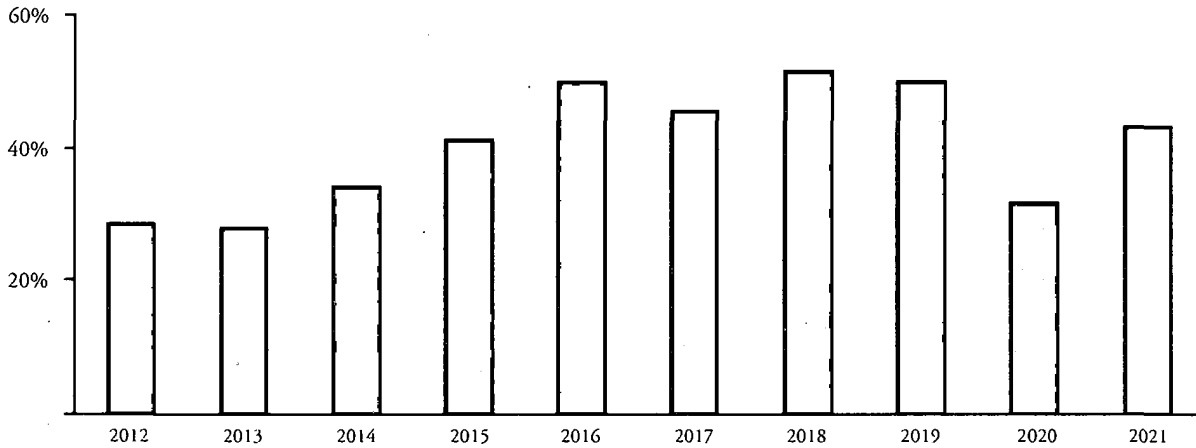
OMNICOM GROUP INC. AND SUBSIDIARIES
SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS
For the Three Years Ended December 31, 2021
(In millions)

<u>Description</u>	<u>Balance Beginning of Period</u>	<u>Charged to Costs and Expenses</u>	<u>Removal of Uncollectible Receivables</u>	<u>Translation Adjustment Increase (Decrease)</u>	<u>Balance End of Period</u>
Valuation accounts deducted from assets:					
Allowance for Doubtful Accounts:					
December 31, 2021	\$30.4	\$4.7	\$(12.7)	\$(0.7)	\$21.7
December 31, 2020	21.5	23.5	(15.0)	0.4	30.4
December 31, 2019	26.8	8.5	(13.8)	—	21.5

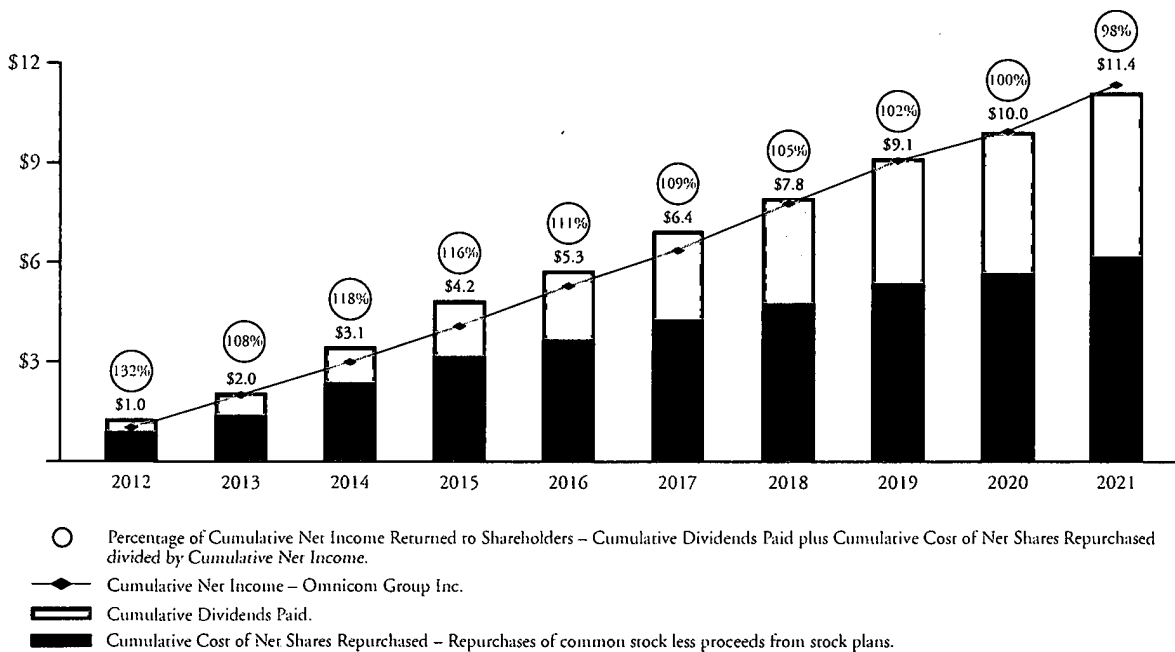
Omnicom

Financial Performance

Return On Equity — 10 Year Average 40.5%



Percentage of Cumulative Net Income Returned to Shareholders — 10 Years (\$in billions)



Past performance does not guarantee future results. This Annual Report to Shareholders contains forward-looking statements, and actual results could differ materially. Risk factors that could cause actual results to differ are set forth in the "Risk Factors" section and throughout our 2021 Form 10-K, which is included in this Annual Report.

Omnicom

Financial Highlights

	2021	2020	2019	2018	2017
(In millions, except per share amounts)					
Operating Data:					
Revenue	\$14,289.4	\$13,171.1	\$14,953.7	\$15,290.2	\$15,273.6
Operating Profit	2,197.9	1,598.8	2,122.3	2,133.5	2,083.8
Net Income – Omnicom Group Inc.	1,407.8	945.4	1,339.1	1,326.4	1,088.4
Net Income Per Share – Omnicom Group Inc.:					
Basic	\$6.57	\$4.38	\$6.09	\$5.85	\$4.68
Diluted	6.53	4.37	6.06	5.83	4.65
Dividends Per Share	\$2.80	\$2.60	\$2.60	\$2.40	\$2.25

In 2020, the COVID-19 pandemic negatively impacted our business and results of operations.

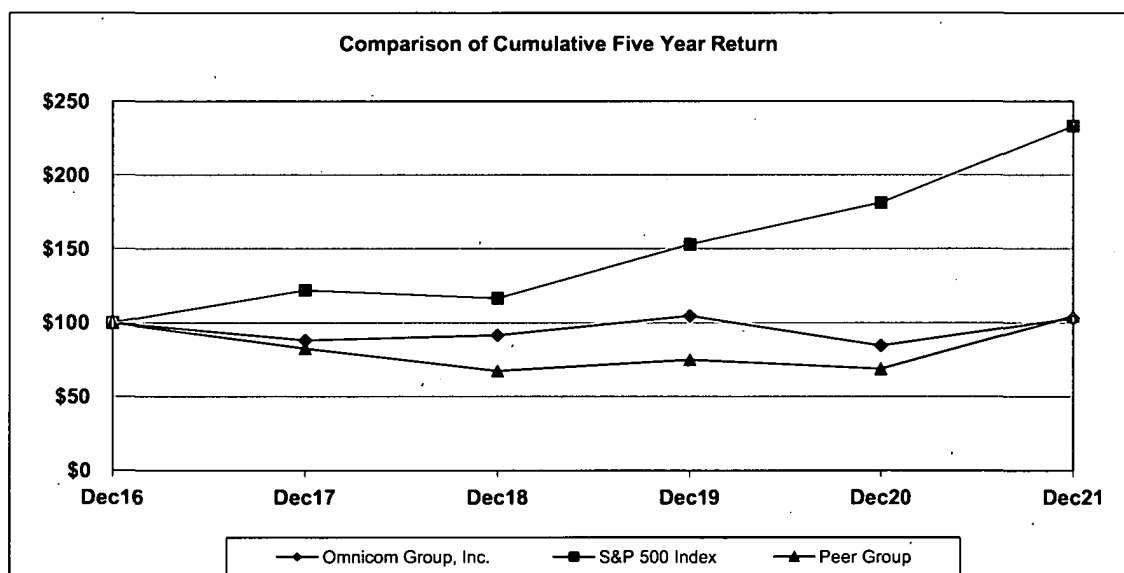
In 2018, we adopted ASC Topic 606, *Revenue from Contracts with Customers*, or ASC 606. As a result of the adoption of ASC 606, in 2018 revenue and operating profit decreased \$146.1 million and \$6.6 million, respectively.

In 2017, the Tax Cuts and Jobs Act reduced Net Income – Omnicom Group Inc. by \$106.3 million and Diluted Net Income Per Share – Omnicom Group Inc. by \$0.45.

PERFORMANCE GRAPH

The graph below compares the cumulative total return on our common stock during the last five fiscal years with the Standard & Poor's 500 Composite Index and a peer group of publicly held corporate communications and marketing holding companies consisting of The Interpublic Group of Companies, Inc., WPP plc and Publicis Groupe SA. The graph shows the value at the end of each year of \$100 invested in each of our common stock, the S&P 500 Index and the peer group. The graph assumes the reinvestment of dividends.

Returns depicted in the graph are not indicative of future performance.



Omnicom

Board Of Directors

JOHN D. WREN

Chairman and Chief Executive Officer, Omnicom Group Inc.

LEONARD S. COLEMAN, JR. ‡

Former President, National League of Professional Baseball Clubs

MARY C. CHOKSI

Former Founding Partner and Senior Manager, Strategic Investment Group

SUSAN S. DENISON

Former Partner, Cook Associates

MARK D. GERSTEIN*

Partner, Latham & Watkins LLP

RONNIE S. HAWKINS

Managing Director, Global Infrastructure Partners

DEBORAH J. KISSIRE

Former Vice Chair and Regional Managing Partner, EY

GRACIA C. MARTORE

Former President and Chief Executive Officer, TEGNA Inc.

PATRICIA SALAS PINEDA

Former Group Vice President of Hispanic Business Strategy, Toyota Motor North America, Inc.

LINDA JOHNSON RICE

Chief Executive Officer, Johnson Publishing Company

VALERIE M. WILLIAMS

Former Southwest Assurance Managing Partner, EY

‡ Lead Independent Director

* Appointment effective May 1, 2022

Officers

JOHN D. WREN

Chairman and Chief Executive Officer

DARYL SIMM

President and Chief Operating Officer

PHILIP J. ANGELASTRO

Executive Vice President and Chief Financial Officer

ASIT MEHRA

Executive Vice President

JONATHAN B. NELSON

Chief Executive Officer, Omnicom Digital

MICHAEL J. O'BRIEN

Executive Vice President, General Counsel and Secretary

RITA E. RODRIGUEZ

Executive Vice President

ADRIAN SAPOLLNIK

Executive Vice President, Strategy and Corporate Development

PETER K. SHERMAN

Executive Vice President

ANDREW L. CASTELLANETA

Senior Vice President, Chief Accounting Officer

CRAIG CUYAR

Senior Vice President and Global Chief Information Officer

EMILY K. GRAHAM

Chief Equity and Impact Officer and Senior Vice President, Diversity and Inclusion Communications

MAEVE C. ROBINSON

Senior Vice President – Finance

PETER L. SWIECICKI

Senior Vice President, Finance and Controller

ROCHELLE M. TARLOWE

Senior Vice President and Treasurer

KAREN VAN BERGEN

Executive Vice President, Chief Environmental Sustainability Officer and Dean of Omnicom University

JOHN C. WYNNE

Senior Vice President – Tax

Committees Of The Board

AUDIT

Mary C. Choksi, Chair

Deborah J. Kissire

Gracia C. Martore

Valerie M. Williams

COMPENSATION

Susan S. Denison, Chair

Mary C. Choksi

Leonard S. Coleman, Jr.

Linda Johnson Rice

FINANCE

Gracia C. Martore, Chair

Ronnie S. Hawkins

Deborah J. Kissire

Mark D. Gerstein*

Valerie M. Williams

GOVERNANCE

Leonard S. Coleman, Jr., Chair

Susan S. Denison

Ronnie S. Hawkins

Patricia Salas Pineda

Linda Johnson Rice

Omnicom

Corporate Information

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ANNUAL MEETING

The Annual Meeting of Shareholders will be held on Tuesday, May 3, 2022, at 10 A.M. Eastern Daylight Time at The Ritz-Carlton, Charlotte 201 East Trade Street Charlotte, North Carolina 28202

SEC CERTIFICATIONS

The certifications by the Chairman and Chief Executive Officer and the Executive Vice President and Chief Financial Officer of Omnicom Group Inc., required under Sections 302 and 906 of the Sarbanes-Oxley Act of 2002, have been filed as exhibits to the company's 2021 Annual Report on Form 10-K.

NYSE CERTIFICATION

After the 2022 Annual Meeting of Shareholders, Omnicom intends to file with the New York Stock Exchange (NYSE) the CEO certification regarding Omnicom's compliance with the NYSE's corporate governance listing standards as required by NYSE rule 303A.12. Last year, the Chairman and Chief Executive Officer of Omnicom submitted this certification to the NYSE on May 24, 2021

STOCK LISTING

Omnicom common stock is traded on the New York Stock Exchange. The ticker symbol is OMC.

TRANSFER AGENT & REGISTRAR

Equiniti Trust Company
EQ Shareowner Services
PO Box 64854, St. Paul, Minnesota 55164-0854
www.shareowneronline.com

INVESTOR SERVICES PROGRAM

An Investor Services Program, which includes direct stock purchase and dividend reinvestment features, is available to shareholders of record and other interested investors. For further information, please contact EQ Shareowner Services at 800.468.9716 or go to www.shareowneronline.com.

STOCK TRANSFER MATTERS/CHANGE OF ADDRESS

To assist you in handling matters relating to stock transfer or change of address, please write to or call our transfer agent: EQ Shareowner Services
PO Box 64854, St. Paul, Minnesota 55164-0854 800.468.9716
Or, by courier to:
EQ Shareowner Services
1110 Centre Pointe Curve, Suite 101
Mendota Heights, Minnesota 55120-4100

INDEPENDENT AUDITORS

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345 Park Avenue
New York, New York 10154

