DENTSU AEGIS NETWORK

CEO, Dentsu Aegis Ne	etwork and
Executive Officer, Den	tsu Inc.
Jerry	/ Buhlmanı
Established De	ntsu (1901
Α	egis (1978
Dentsu Aegis Netw	vork (2013
Headquarters	Londo
Number of countries	12
Employees	27,000
Revenue for 2014	£1.97bı
REVENUE SPLIT	
US	26.0%
Euro currency markets	18.4%
UK	11.0%
Other	44.6%

GLOBAL NETWORK BRANDS CARAT Global President Will Swayne Number of countries 15

(including affiliates) DENTSU BRANDED AGENCY Chairman Yuzuru Kato Number of countries

DENTSU MEDIA CEO Hiroaki Charlie Sano Number of countries

IPROSPECT Ben Wood President Number of countries

ISOBAR Global CEO Jean Lin Number of countries

MCGARRYBOWEN Chief Creative Officer & CEO Gordon Bowen Number of countries

MKTG Global Chairman Annie Rickard Number of countries POSTERSCOPE Annie Rickard

CEO Number of countries VIZEUM

Global President Thomas Le Thierry Number of countries

SPECIALIST BRANDS

Chairman Bryan Wiener CEO Sarah Hofstetter Number of countries

AMPLIFI Global President John Murray Number of countries

AMNET Global President Ashwini Karandikar

Number of countries DATA2DECISIONS

CEO Karl Weave Number of countries MITCHELL COMMUNICATIONS GROUP

CEO

Number of countries PSLIVE Managing Director

Elise Mitche

Michael Brown Number of countries

PUBLICIS GROUPE

	Chairman & CEO	Maurice Lévy
	Established	1926
	Headquarters	Paris
	Number of countrie	es 108
	Employees	over 76,000
	Revenue for 2014	€7.25bn
	REVENUE SPLIT	
	North America	55%
	Europe	27 %
	Asia Pacific	11%
	Latin America	4%
	Middle East Africa	3%
b -	PUBLICIS MED	AIA

CEO Steve Kina

STARCOM MEDIAVEST GROUP CEO Laura Desmond Number of countries 79 Number of offices 175 STARCOM

MEDIAVEST SPARK SMG PERFORMANCE MARKETING HALOGEN LOCAL SPECTRUM **BIG FUEL** LIQUIDTHREAD SMG MULTICULTURAL

TAPESTRY MV42 RUN **RELEVANT24** SPORTS@SMG

ZENITHOPTIMEDIA Steve King CEO

Number of countries 78 Number of offices 276 ZENITH OPTIMEDIA

MOXIE NEWCAST NINAH PERFORMICS SPONSORSHIP INTELLIGENCE **BLUE 449** VIVAKI

CEO Stephan Beringer Number of countries Number of offices

UBLICIS OMMUNICATIONS CEO Arthur Sadour

PUBLICIS WORLDWIDE Arthur Sadou CFO

AG2 NURUN AR NEW YORK **BLUE PARROT** CARRÉ NOIR DPZ&T

DUVAL GUILLAUME MODEM ETO MARCEL NURUN

POKE PUBLICIS PUBLICIS 133 PUBLICIS ACTIV PUBLICIS AFRICA GROUP PUBLICIS CONSEIL PUBLICIS ETNOUS PUBLICIS MACHINE PUBLICIS MOJO PUBLICIS NORTH AMERICA PUBLICIS NURUN PUBLICIS PIXELPARK PUBLICIS SALLES CHEMISTRI TALENT MARCEL TTC VIVID WISIWIG

MSLGROUP CEO Guillaume Herbette

MSLGROUP

KEKST & COMPANY 20:20 MSL PBJS MSLGROUP PUBLICIS CONSULTANTS PUBLICIS EVENTS PUBLICIS LIVE WOMEN'S FORUM ESPALHE MSLGROUP ANDREOLI MSLGROUP GENEDIGI LUMINOUS EXPERIMENTAL MSLGROUP QORVIS MSLGROUP KING HARVESTS MSLGROUP

SAATCHI & SAATCHI

Executive Chairman Kevin Rober CEO **Robert Senio** Number of countries Number of offices 130

SAATCHI & SAATCHI

SAATCHI & SAATCHI X SAATCHI MASIUS TEAM ONE FALLON

LEO BURNETT Chairman & CEO

Tom Bernardi Number of countries Number of offices

LEO BURNETT ATELIER ALPHA245 HOLLER METADESIGN

TURNER DUCKWORTH

CEO Neil Mur Number of countries Number of offices

BBH SHANGHAI BBH MUMBAI BBH SINGAPORE BBH LONDON NEOGAMA BBH SAO PAULO BBH LOS ANGELES **BBH NEW YORK** ZAG BRAND CONSULTANCY AND VENTURING MENTEROSA DOMANI

INTERPUBLIC GROUP

- MEDIABRANDS

UBLICIS.SAPIENT Alan Herrick SAPIENT CONSULTING Chip Register Number of countries Number of offices

40

SAPIENTNITRO CEO Alan Wexler Number of countries Number of offices

CEO

CEO

CAMPFIRE SECOND STORY THE COMMUNITY (m) PHASIZE

DIGITASLBi CEO Luke Taylor Number of countries

Number of offices DIGITASLBi PHONEVALLEY DIGITASLBI COMMERCE DIGITASLBI STUDIO **KITCATT NOHR DIGITAS** SCENERIC LOST BOYS

3SHARE

LIQUORICE SPINDRIFT RAZORFISH GLOBAL CEO Shannon Denton

Number of countries ROSETTA RAZORFISH LEVEL STUDIOS

ROAR NURUN SERVICES CONSEILS PRODIGIOUS CEO Jean-François Valent

Number of countries Number of offices 25 PRODIGIOUS

MARKET FORWARD

COMMUNICATIONS GROUP (PHCG) President & CEO Nick Colucci Number of countries Number of offices 47

IN-SYNC CONSUMER INSIGHT SAATCHI & SAATCHI HEALTH/ WELLNESS MAXCESS MANAGED MARKETS

PUBLICIS LIFE BRANDS HEARTBEAT IDEAS **PUBLICIS TOUCHPOINT** SOLUTIONS **DIGITAS HEALTH LIFE BRANDS** RAZORFISH HEALTH DISCOVERY **BEACON HEALTHCARE** PUBLICIS HEALTH MEDIA

VERILOGUE

EVP Managing Director MEDIA EXPERTS CEO **ORION HOLDINGS** Worldwide President & CE NSA MEDIA

ORION CAPITAL ORION PRINTING **ORION TRADING RAPPORT WORLDWIDE** WAHLSTROM

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The Trade Desk powers the most sophisticated buyers in advertising technology. By maintaining a pure buy-side focus, The Trade Desk delivers on branding and performance for clients worldwide.

Headquartered in Ventura, California, The Trade Desk has offices across the United States, Europe and Asia.

INTERPUBLIC GROUP				
Chairman & CEO Michael Roth	\$	McCANN WORLDGROUP	•	MARKETING SPECIALISTS (CMG)
Established 1961 Headquarters New York Number of countries 100+		Chairman & CEO Harris Diamond		CEO Adam Polansky THE AXIS AGENCY
Rumber of countries 100+ Employees 48,700 Revenue for 2014 \$7.537bn		McCANN CEO Harris Diamond		President Armando Azarloza ACCENT MARKETING
		President Luca Lindner COMMONWEALTH//MCCANN		CASSIDY & ASSOCIATES
US 55.5% Asia Pacific 12.2% Continental Europe 10.7%		AVRETT FREE GINSBERG Chairman & CEO		Co Chairman Kai Anderson, Barry D. Rhoads
UK 9.1% Latin America 6.2%		Frank Ginsberg		CURRENT MARKETING President Virginia Devlin
Other 6.3%		CASANOVA PENDRILL President & CEO		
MEDIABRANDS CEO Henry Tajer		Ingrid Otero-Smart		Chairman James Allman Global CEO Heidi Hovland
ANSIBLE		CEO Ed Powers		FUTUREBRAND CEO Patrick Smith
Global President		FITZGERALD & CO		HUGO & CAT
Travis Johnson		Chairman Dave Fitzgerald CEO Matt Woehrmann		UXUS
BPN		CEO Matt Woenrmann		GOLIN
CEO Rob Kabus SHOPPER SCIENCES		MACLAREN McCANN CEO David Leonard		Chairman, Founder Al Golin CEO Fred Cook
CADREON		THE MARTIN AGENCY		ARCHITECT
Global President Arun Kumar		Chairman & CEO Matt Williams		JACK MORTON
CUBOCC CEO Roberto Martini		McCANN HEALTH		WORLDWIDE Chairman & CEO Josh McCall
IDENTITY		Global CEO John Cahill COMPLETE MEDICAL GROUP		GENUINE
EVP Managing Director Deidre Smalls-Landau		MCCANN HUMAN CARE REGAN CAMPBELL WARD MCCANN		OCTAGON President & CEO Rick Dudley ADVANTAGE INTERNATIONAL
ID MEDIA President Amy Armstrong		TORRE LAZUR MCCANN		FILM FASHION FRUKT
ID HEALTH MEDIA PARTNERSHIP		MCN (MIDDLE EAST COMMUNICATIONS		OCTAGON ACCESS ROGERS AND COWAN
		NETWORK) CEO Ghassan Harfouche		WEBER SHANDWICK Chairman Jack Leslie
Global CEO Jim Elms		MITHUN CEO Rob Buchner		CEO Andy Polansky CORPORATE VOICE
INTERACTIVE AVENUES CEO Amar Deep Singh		COMPASS POINT MEDIA		KRC RESEARCH MEDIACO
IPG MEDIA LAB Managing Directors		MOMENTUM WORLDWIDE Chairman & CEO Chris Weil		POWELL TATE PRIME SAWMILL
Chad Stoller, David Rosenberg		CHASE DESIGN GRAPHIC ORB		SAWMEL
J3 Global President Eileen Kiernan		PMK*BNC VOWEL	•	INDEPENDENTS
MAGNA GLOBAL President Chris Williams		MRM//McCANN Chairman Bill Kolb		CARMICHAEL LYNCH CEO Mike Lescarbeau SPONG
REPRISE MEDIA		CEO Michael Mclaren OPTAROS		DAILEY
MEDIABRANDS PUBLISHING		TM ADVERTISING		President Tom Lehr
EVP Managing Director Rob Bernstein		CEO Becca Weigman		DEUTSCH Chairman Linda Sawyer CEO Mike Sheldon
MEDIA EXPERTS CEO Mark Sherman	•	MULLEN LOWE GROUP Worldwide CEO Alex Leikikh		HILL HOLLIDAY
ORION HOLDINGS		MULLEN LOWE		CEO Karen Kaplan TRILIA
Brian McMahon NSA MEDIA		FRANK ABOUT WOMEN		HUGE CEO Aaron Shapiro
ORION CAPITAL ORION PRINTING		MEDIAHUB President John Moore		
ORION TRADING RAPPORT WORLDWIDE WAHLSTROM		CAMPBELL EWALD		Chairman & CEO Bill Imada
PROMOQUBE		MULLEN LOWE OPEN		Chairman & CEO Bob Greenberg
Co-Founder & CEO Korhan Kurt		CEO Anthony Hopper		TIERNEY
Co-Founder & CIO Ozgur Alaz		MULLEN LOWE PROFERO Global CEO Wayne Arnold		President & CEO Mary Stengel Austen
TRAFFIC4U CEO Irene Valens				
UM	0-	FCB Worldwide CEO Carter Murray		
Global CEO Daryl Lee		FCB Worldwide CEO Carter Murray		
		FCB X		

FCB X **PIPELINE PS**

FCB HEALTH President & CEO Dana Maima AREA 23 HUDSON ICC MOSAIC

NEON PROHEALTH

HACKER AGENCY President & CEO Spyro Kourtis

HALESWAY Founder & President Liz Rawlingso

HELLOCOMPUTER Founder/Group Executive Director Mark Tomlinso

NEW HONOR SOCIETY Co-Managing Directors Holly Aguirre, Heidi Singletor

RIVET President Angele Levesque OMNICOM GROUP

E

CEO & President	John Wren
Established	1986
Headquarters	New York
Number of countries	100+
Employees	71,000+
Revenue for 2014	\$15.318bn
REVENUE SPLIT	
North America	56.7%
North America	28.3%
North America Europe	56.7% 28.3% 10.5% 2.8%

_	GLOBAL ADVERTISING
	BRANDS
	BBDO WORLDWIDE
	NETWORK
	Number of countries 81
	Number of offices 289
	PROXIMITY
	Number of countries 50
	Number of offices 61
	INTERONE
	Number of countries 2
	Number of offices 2
	ORGANIC
	Number of countries US only
	Number of offices 3
	DDB
	President & CEO
	Chuck Brymer

Number of countries 90-200+ Number of offices MULTICULTURAL

Number of countries US only SPIKE DDB Number of countries **US only**

RELATED COMPANIES

ALMA

TRIBAL WORLDWIDE, SPIKE DDB, DDB HEALTH, ALMA, RAPP, TRACYLOCKE, THE ANT FARM, DOWNTOWN PARTNERS, RED URBAN, DDB REMEDY, ROGERS TOWNSEND, ROBERTS AND LANGER DDB, ANDERSON DDB

TBWA WORLDWIDE President & CEO Troy Ruhanen Number of countries Number of offices

MEDIA SERVICES OMNICOM MEDIA GROUP

President & CEO Daryl Simm EO EMEA Colin Gottlie CEO North America Page Thompson CEO APAC Cheuk Chiang CEO Latin America Julian Porras

Jumber of countries 100 Number of offices OMD WORLDWIDE

esident & CEO Mainardo de Nardis lumber of countries Number of offices

PHD WORLDWIDE resident & CEO Mike Cooper

Number of offices ANNALECT

Number of countries

CEO Scott Hagedo Number of countries Number of offices

ACCUEN Number of countries Number of offices

NOVUS President & CEO David Murph Number of countries

PATHWAY GROUP President & CEO

Number of offices

Wendy Arno Number of countries Number of offices

RESOLUTION MEDIA Alan Osetek President Number of countries Number of offices 64

OUTDOOR MEDIA GROUP Dave Yacullo President Number of countries US only

Number of offices

AGENCIES GOODBY, SILVERSTEIN
AND PARTNERS Number of countries US on
Number of offices GSD&M
Number of countries US on
Number of offices MARTIN WILLIAMS
Number of countries US on Number of offices
MERKLEY & PARTNERS Number of countries US on
Number of offices ROBERTS+LANGER
Number of countries US on
Number of offices ZIMMERMAN
ADVERTISING Number of countries US on
Number of offices 180 AMSTERDAM
Number of countries
Netherlands on Number of offices
180 LA Number of countries US on
Number of offices
DIVERSIFIED AGENCY
SERVICES PUBLIC RELATIONS
BLUECURRENT PUBLIC
RELATIONS Number of countries
Number of offices CHLOPAK, LEONARD,
SCHECHTER & ASSOCIATES
Number of countries US on
CONE COMMUNICATIONS
Number of countries US on FLEISHMANHILLARD
Number of countries 3 G+EUROPE
Number of countries
KETCHUMNumber of countries7
KREAB GAVIN
ANDERSON
Number of countries 2
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TBWA\PALING WALTERS

Number of countries **UK only**

SULTANCY/DESIGN

HORNALL ANDERSON

INTERBRAND DESIGN

Number of countries US only

SIGNATURE GRAPHICS

Number of countries US only

STERLING BRANDS

CRM: BRANDING

BEANSTALK

Number of countries THE DESIGNORY

Number of countries

Number of countries INTERBRAND

Number of countries

SIEGEL+GALE

Number of countries

Number of countries

Number of countries

WOLFF OLINS

FORUM

AGENCIES

DIVERSIFIED AGENCY	
SERVICES	
CUSTOM PUBLISHING	
Number of countries 3	
SPECIALIST Number of countries UK only	
DIGITAL MARKETING/ RELATIONSHIP MARKETING	
DIRECT PARTNERS	
Number of countries US only JAVELIN	
Number of countries 2	
RAPP Number of countries 5	
TARGETBASE	\$ -
Number of countries US only TARGETBASE CLAYDON	
HEELEY (TBCH)	
Number of countries UK only TPG	
Number of countries US only	
ENTERTAINMENT, EVENT &	F
SPORTS MARKETING GMR MARKETING	
Number of countries 9	
SERINO COYNE LLC	
Number of countries US only STEINER SPORTS	
MARKETING Number of countries US only	
WASHINGTON	
SPEAKERS BUREAU Number of countries US only	
THE CONTENT	e -
COLLECTIVE Number of countries 1	
СРМ	
Number of countries 35 CREATIVE CHANNEL	
SERVICES Number of countries US only	
Number of countries US only MARKETSTAR	Ę
Number of countries 60 OPTIMUM SPORTS	
Number of countries 2	e
UNISONO (OMNICOM ASIA)	
Number of countries China only	
USMP – THE MARKETING ARM	ę
Number of countries 4	
INTERACTIVE SERVICES	
CRITICAL MASS Number of countries 10	
ORGANIC	
Number of countries US only Number of offices 4	
Number of offices 4	
NON-PROFIT MARKETING CHANGING OUR	
WORLD	
Number of countries 2 GRIZZARD	
COMMUNICATIONS	
GROUP	
Number of countries US only	
Number of countries US only RUSS REID COMPANY	
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RUSS REID COMPANY Number of countries US only POINT OF SALE/	
RUSS REID COMPANY Number of countries US only	
RUSS REID COMPANY Number of countries US only POINT OF SALE/ MERCHANDISING	
RUSS REID COMPANY Number of countries US only POINT OF SALE/ MERCHANDISING IMS	
RUSS REID COMPANY Number of countries US only POINT OF SALE/ MERCHANDISING IMS Number of countries 2 PRODUCTION EG+ WORLDWIDE	
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RUSS REID COMPANY Number of countries US only POINT OF SALE/ MERCHANDISING IMS Number of countries 2 PRODUCTION EG+ WORLDWIDE	

RESEARCH	
COMMUNISPACE	
Number of countries	ç
FLAMINGO	
Number of countries	ć
HALL & PARTNER	S
Number of countries	ć
M/A/R/C RESEAR	СН
Number of countries	US only
MASLANSKY +	
PARTNERS	
Number of countries	3
THE MODELLERS	
Number of countries	US only
RETAIL/PROMOTIONAL	
MARKETING	

MARKETING
ALCONE MARKETING
Number of countries US only
COLANGELO
Number of countries US only
INTEGER
Number of countries 19
TPN
Number of countries US only
TRACYLOCKE
Number of countries 4

AVAS

Yan	nick Bollor
Established	183
Headquarters	Puteau
Number of countries	13
Number of offices	700
Employees	17,50
Revenue for 2014	€1.865b
REVENUE SPLIT Europe	519
US	329
Latin America	99
Asia Pacific	89

Number of countries 326 Number of offices HAVAS WORLDWIDE Global CEO Andrew Benett Number of countries 75 Number of offices 316

ARNOLD WORLDWIDE

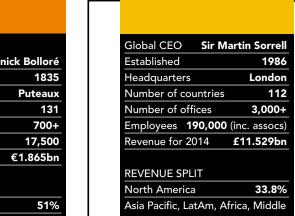
Global CEO Andrew Benett

PresidentPam HamlinNumber of countries9Number of offices10
 HAVAS MEDIA GROUP
CEO Alfonso Rodés Vilà
Global Managing Director
Dominique Delport
Number of countries 131
Number of offices 466
HAVAS MEDIA Number of countries 131

Number of countries
FORWARD MEDIA
Number of countries

ARENA MEDIA

HAVAS SPORTS & ENTERTAINMENT CEO Lucien Boyer Number of countries



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WPP

estern Europe 14.2% GROUPM Irwin Gotlieb Chairman Dominic Proctor President 111 Number of countries

GROUPM ENTERTAINMENT ESP CONNECT XAXIS ESSENCE CATALYST **GAIN THEORY KR MEDIA**

MAXUS CEO Lindsay Pattison Number of countries 55 Number of offices 70

METALWORKS MOTIVATOR (INDIA) MAXUS FOR BUSINESS CHORUS L'ÉQUIPE L'ORÉAL MAXUS ESP (N. AMERICA)

MEDIACOM Worldwide Chairman & CEO Stephen Allan Number of countries 100 Number of offices 125

MEDIACOM BEYOND ADVERTISING MEDIACOM BUSINESS SCIENCE

MEDIACOM DIGITAL (INCL. SEO & SOCIAL) MEDIACOM GLOBAL DATA

SOLUTIONS MEDIACOM INSIGHT MEDIACOM MOBILE

MINDSHARE Nick Emerv

MEDIACOM RESPONSE

MEDIACOM SPORT

Number of countries Number of offices 116

BUSINESS PLANNING INVENTION THE EXCHANGE CLIENT LEADERSHIP PLANNING FOR AGILITY FAST GROWTH CONTENT+ LIFE+ SHOP+

MEC CEO Charles Courtier Number of countries 90 127 Number of offices MEC GLOBAL SOLUTIONS

LOOP

MEC WORKS MC2 FOCUS MEDIA NOTA BENE RED DE MEDIOS

GEOMETRY GLOBAL Toby Hoare Chairman Global CEO Steve Harding Number of countries 56 90 Number of offices

GREY GROUP Chairman and CEO Jim Heekin Number of countries

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GHG CEO Lynn O'Connor Vos

Number of countries Number of offices 17



J. WALTER THOMPSON

Chairman & CEO Eric Salama

Gustavo Martinez

90+

689

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Chairman & CEO

Number of countries

KANTAR GROUP

Number of offices

1986

112

London

3,000+

COLEY PORTER BELL DIAMOND OGILVY GROUP ETCOM ETECTURE GMBH FEINSTEIN KEAN HEALTHCARE (FKH) FOSTER **IRELAND/DAVENPORT** JÜSSI MAXX MARKETING MEMAC OGILVY NEO@OGILVY **OGILVY COMMONHEALTH** WORLDWIDE **OGILVY & MATHER** WORLDWIDE OGILVY NOOR **OGILVYONE WORLDWIDE OGILVY PUBLIC RELATIONS**

Miles Young

515

PROMO INTERACTIVE **SOCIAL LAB STRIKE MEDIA** TELEDIRECT VERTICURL WHO DIGITAL ХМКТ

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TENTHAVENUE CEO Rupert Day Number of offices 64 FORWARD WORLDWIDE

JOULE KINETIC WORLDWIDE PENNY BLACK MEDIA **SPAFAX** TMARC

THE&PARTNERSHIP Chairman & CEO Johnny Hornby Number of countries Number of offices 28

BATES CHI&PARTNERS CEO David Mayo Number of countries Number of offices

CHI&PARTNERS M/SIX

WPP DIGITAL ACCELERATION ATINTERLUDE **BLUE STATE DIGITAL** DATA ALLIANCE F.BIZ

GLOBANT HOGARTH WORLDWIDE JOHANNES LEONARDO MUTUAL MOBILE ORDERDYNAMICS POSSIBLE PROCLIVITY QUASAR ROCKFISH SALMON SYZYGY AG

YOUNG & RUBICAM GROUP

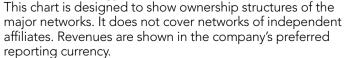
Y&R CEO David Sable 68 Number of offices ACTIONLINE ADPEOPLE WORLDWIDE AGENDA ALL ACCESS LTD APPLOGIX AQUA AXICOM **BAV CONSULTING** BLAST RADIUS BLAZE ADVERTISING BRAVO BURROWS **BURSON-MARSTELLER** CEREBRA **COHN & WOLFE** COMWERKS CROSSMEDIA C-SECTION **DENTSU, Y&R** DESIGNKITCHEN FACTS AND FICTION FUSEPUMP FUTURECOM INTERACTIVE GCI HEALTH GEORGE PATTERSON Y&R ICONMOBILE GROUP IDEAWORKS **KBM GROUP** LANDOR MENACOM MONDAY NATIVE VML PALISADES MEDIA VENTURES PENN SCHOEN BERLAND PRIME POLICY GROUP PRO DEO **SUDLER & HENNESSEY** TAPSA | Y&R TATTOO THE PARTNERS THESE DAYS WUNDERMAN DENTSU WUNDERMAN WORLD HEALTH WUNDERMAN YOUNG & RUBICAM GROUP GENEVA

ADDISON GROUP

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BDG ARCHITECTURE AND DESIGN **BRAND UNION** BUCHANAN COMMARCO EWA FITCH THE FOOD GROUP HILL & KNOWLTON STRATEGIES LAMBIE-NAIRN METRO MJM PRISM GROUP TAPSA

Map Methodology



c squared brand

