

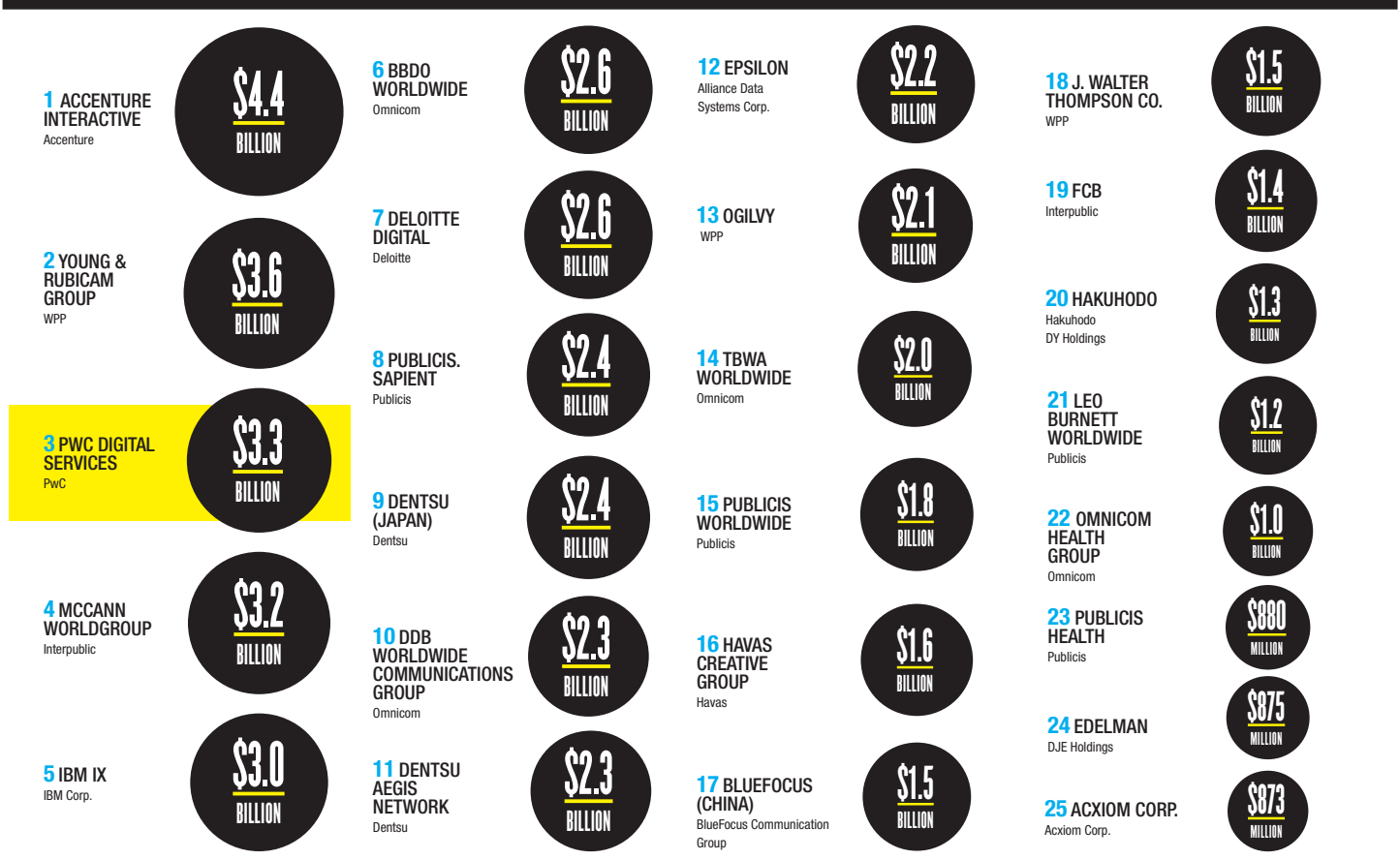
Advertising Age

May 1, 2017



CONSOLIDATED NETWORKS

By 2016 worldwide revenue. Subscribe to Ad Age Datacenter for details: AdAge.com/agencyreport2017



SOURCE: Ad Age Datacenter (Agency Report 2017). Networks' key holdings and report methodology: AdAge.com/agencyreport2017. Total 2016 worldwide revenue for 25 largest networks: \$52.3 billion.

Ad Age Datacenter revenue estimates. Revenue for 2016 shown pro forma. Numbers rounded. Media agencies not included in network revenue for this ranking. BLUEFOCUS (CHINA): Company's China holdings. PUBLICIS.SAPIENT: Excluding Sapient Consulting (Sapient Global Markets and Sapient Government Services).

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AGENCY COMPANIES

By 2016 worldwide revenue. Subscribe to Ad Age Datacenter to access exclusive database of these 25 companies: AdAge.com/
agencyfamilytrees2017

RANK	COMPANY	2016 WORLDWIDE REVENUE
1	WPP London	\$19.4B
2	Omnicom Group New York	15.4B
3	Publicis Groupe Paris	10.8B
4	Interpublic Group of Cos. New York	7.8B
5	Dentsu Inc.* Japan	7.2B
6	Accenture's Accenture Interactive New York	4.4B
7	PwC's PwC Digital Services New York	3.3B
8	IBM Corp.'s IBM iX* Armonk, N.Y.	3.0B
9	Deloitte's Deloitte Digital New York	2.6B
10	Havas* Puteaux, France	2.5B
11	Hakuhodo DY Holdings* Tokyo	2.2B
12	Alliance Data Systems Corp.'s Epsilon Irving, Texas	2.2B
13	BlueFocus Communication Group Beijing	1.9B
14	MDC Partners New York	1.4B
15	DJE Holdings Chicago	934M
16	Acxiom Corp.* Little Rock, Ark.	873M
17	Cheil Worldwide Seoul, South Korea	859M
18	Experian's Experian Marketing Services New York	720M
19	Advantage Solutions' Advantage Marketing Partners Irvine, Calif.	640M
20	MC Group (Media Consulta) Berlin	583M
21	Engine Group London	480M
22	Asatsu-DK Tokyo	473M
23	Freeman Dallas	460M
24	Acosta's Mosaic Irving, Texas	453M
25	Aimia Montreal	449M
TOP 25 TOTAL (dollars in billions)		\$90.9B

SOURCE: Ad Age Datacenter (Agency Report 2017). Detailed rankings and report methodology: AdAge.com/agencyreport2017. Agency Companies database: AdAge.com/agencyfamilytrees2017.

Revenue supplied by companies via Ad Age questionnaire, obtained from public documents or estimated by Ad Age. Numbers rounded. Asterisk indicates Ad Age Datacenter estimate. 2016 revenue and rankings based on data collected and/or adjusted in 2017.

AIMIA: Revenue from "loyalty services and other." BLUEFOCUS COMMUNICATION GROUP: Worldwide gross operating revenue. DJE HOLDINGS: Owns Edelman and Zeno Group. FREEMAN: Experiential/event marketing revenue.

ALL DISCIPLINES

Ranking of agencies from all disciplines by 2016 U.S. revenue for 250 largest agencies. Dollars in millions. Alphabetical listing with revenue and fast facts for nearly 700 agencies from all disciplines available to Ad Age Datacenter subscribers in Agency Report online.

ADAGE.COM/AGENCYREPORT2017

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RANK 2016	AGENCY, COMPANY	HEADQUARTERS	U.S. REVENUE 2016
1	Epsilon Alliance Data Systems Corp.	Irving, Texas	\$1,857.4
2	Accenture Interactive Accenture	New York	1,740.6
3	Deloitte Digital Deloitte	New York	1,380.0
4	PwC Digital Services PwC	New York	1,370.0
5	SapientRazorFish* Publicis	Boston	1,162.2
6	IBM iX* IBM Corp.	Armonk, N.Y.	1,100.0
7	Axiom Corp.*	Little Rock, Ark.	798.9
8	Publicis Health* Publicis	New York	770.0
9	Ogilvy* WPP	New York	751.5
10	Advantage Marketing Partners Advantage Solutions	Irvine, Calif.	639.2
11	BBDO Worldwide* Omnicom	New York	625.8
12	McCann* Interpublic	New York	609.6
13	Edelman DJE Holdings	Chicago	532.9
14	J. Walter Thompson Co.* WPP	New York	522.2
15	Merkle* Dentsu	Columbia, Md.	509.4
16	Rapp* Omnicom	New York	492.3
17	Weber Shandwick* Interpublic	New York	490.0
18	DigitasLBi* Publicis	Boston	465.0
19	Y&R* WPP	New York	454.6
20	Leo Burnett Worldwide* Publicis	Chicago	454.4
21	Wunderman* WPP	New York	431.5
22	Havas* Havas	New York	416.5
23	TBWA Worldwide* Omnicom	New York	379.7
24	Experian Marketing Services Experian	New York	377.0
25	Starcom* Publicis	Chicago	371.3
26	Publicis Worldwide* Publicis	Paris	370.0
27	Mediavest/Spark* Publicis	New York	368.6
28	Mindshare Worldwide* WPP	London	368.2
29	R/GA* Interpublic	New York	360.6
30	FleishmanHillard* Omnicom	St. Louis	357.5
31	Mosaic Acosta	Irving, Texas	352.0
32	Grey* WPP	New York	351.2
33	OMD Worldwide* Omnicom	New York	346.7
34	FCB* Interpublic	New York	341.2
35	inVentiv Health Communications*	New York	335.0
36	DDB Worldwide* Omnicom	New York	334.3
37	Zenith* Publicis	London	332.0
38	Freeman	Dallas	324.8
39	Harte Hanks*	San Antonio	314.2
40	Ketchum* Omnicom	New York	307.5
41	Horizon Media*	New York	281.3
42	FCB Health* Interpublic	New York	258.3
43	MRM/McCann* Interpublic	New York	248.3
44	ICF Olson ICF International	Minneapolis	248.0
45	MediaCom* WPP	New York	242.7
46	MEC* WPP	London	234.9
47	Saatchi & Saatchi* Publicis	New York	224.0
48	Wieden & Kennedy*	Portland, Ore.	\$222.7
49	Huge* Interpublic	Brooklyn, N.Y.	222.4
50	VML* WPP	Kansas City, Mo.	220.0
51	iCrossing* Hearst Corp.	New York	219.9
52	Havas Health & You* Havas	New York	219.0
53	Burson-Marsteller* WPP	New York	217.5
54	Deutsch* Interpublic	New York	202.0
55	Catapult Alliance Data Systems Corp.	Westport, Conn.	201.3
56	Marketing Arm* Omnicom	Dallas	197.0
57	Richards Group	Dallas	194.0
58	Hill Holliday Group* Interpublic	Boston	187.6
59	George P. Johnson Project WorldWide	Auburn Hills, Mich.	180.4
60	Performics* Publicis	Chicago	180.2
61	360* Dentsu	New York	178.0
62	Possible* WPP	Seattle	177.0
63	Druga5	New York	170.0
64	Geometry Global* WPP	New York	166.7
65	MullenLowe* Interpublic	London	166.1
66	Carat* Dentsu	London	166.1
67	AKQA* WPP	San Francisco	165.5
68	Havas Media Group* Havas	Puteaux, France	163.2
69	GMR Marketing* Omnicom	New Berlin, Wis.	158.1
70	MSL Group* Publicis	Paris	\$155.0
71	Maxus* WPP	New York	153.7
72	CDM* Omnicom	New York	150.4
73	McGarryBowen* Dentsu	New York	150.0
74	Interbrand* Omnicom	New York	149.7
75	Zimmerman Advertising* Omnicom	Fort Lauderdale, Fla.	148.6
76	Momentum Worldwide* Interpublic	New York	146.7
77	Hill&Knowlton Strategies* WPP	New York	145.7
78	Integer Group* Omnicom	Lakewood, Colo.	145.5
79	UM* Interpublic	New York	145.4
80	Klick	Toronto	145.2
81	Match Marketing Group	Norwalk, Conn.	142.2
82	CP&B* MDC Partners	Boulder, Colo.	137.9
83	Ansira	St. Louis	137.1
84	Isobar* Dentsu	London	135.8
85	Critical Mass* Omnicom	Calgary, Canada	134.8
86	72andSunny* MDC Partners	Playa Vista, Calif.	134.4
87	Organic* Omnicom	New York	133.9
88	DDB Health* Omnicom	New York	133.7
89	Octagon* Interpublic	Norwalk, Conn.	133.2
90	Golin* Interpublic	Chicago	130.4

SOURCE: Ad Age Datacenter (Agency Report 2017). Expanded listing and methodology: AdAge.com/agencyreport2017.

Numbers rounded. Asterisk indicates Ad Age Datacenter estimate. 2016 revenue and rankings based on data collected and/or adjusted in 2017. Ranking based on agency revenue, which may be different from agency network revenue. For example, No. 11 shows revenue of BBDO Worldwide agency (not the multi-agency network). *Company* may indicate affiliation rather than full ownership.

HARTE HANKS: Revenue excluding 3Q Digital, which is ranked separately. INNOCEAN: Revenue for Innocent Worldwide Americas (U.S., Canada, Brazil, Mexico), excluding Canvas Worldwide, based on stated gross profit converted to U.S. dollars by Ad Age.

DIGITAL

By 2016 revenue in each discipline. Dollars in millions. Subscribe to Ad Age Datacenter to see fast facts and expanded rankings for digital networks, mobile marketing agencies and search marketing agencies. ADAGE.COM/AGENCYREPORT2017

DIGITAL NETWORKS: WORLDWIDE

10 largest networks by revenue.

RANK 2016	AGENCY, COMPANY	HEADQUARTERS	WORLDWIDE REVENUE 2016
1	Accenture Interactive Accenture	New York	\$4,411.9
2	IBM iX* IBM Corp.	Armonk, N.Y.	2,954.2
3	Deloitte Digital Deloitte	New York	2,575.0
4	Publicis.Sapient* Publicis	Boston	2,401.7
5	PwC Digital Services PwC	New York	2,093.0
6	Epsilon Alliance Data Systems Corp.	Irving, Texas	1,248.7
7	Wunderman* WPP	New York	1,216.8
8	Ogilvy* WPP	New York	1,048.4
9	Havas* Havas	New York	842.0
10	Omnicom Health Group* Omnicom	New York	733.5
Total revenue for world's 10 largest digital agency networks (dollars in billions)			\$19.5B

DIGITAL NETWORKS: U.S.

10 largest networks by revenue.

RANK 2016	AGENCY, COMPANY	HEADQUARTERS	U.S. REVENUE 2016
1	Accenture Interactive Accenture	New York	\$1,740.6
2	Publicis.Sapient* Publicis	Boston	1,652.3
3	Deloitte Digital Deloitte	New York	1,380.0
4	Epsilon Alliance Data Systems Corp.	Irving, Texas	1,195.1
5	IBM iX* IBM Corp.	Armonk, N.Y.	1,100.0
6	PwC Digital Services PwC	New York	880.0
7	Omnicom Health Group* Omnicom	New York	566.0
8	Wunderman* WPP	New York	513.0
9	Ogilvy* WPP	New York	467.3
10	DigitasLBI* Publicis	Boston	465.0
Total revenue for nation's 10 largest digital agency networks (dollars in billions)			\$10.0B

NOTE: DIGITAL NETWORKS: Including units that report into networks. Rankings exclude media agencies.
PUBLICIS.SAPIENT: Excluding Sapient Consulting (Sapient Global Markets and Sapient Government Services).

ABOUT AGENCY REPORT 2017

Ad Age Datacenter produced Advertising Age's 73rd annual Agency Report. Ad Age published the complete Agency Report 2017 online May 1, 2017. Portions of Agency Report 2017 appeared in Ad Age's May 1, 2017, print edition.

Ad Age Datacenter subscribers have exclusive access to the complete report at AdAge.com/agencyreport2017. Exclusive online content includes:

- Agency Family Trees 2017, a database of the World's 25 Largest Agency Companies with profiles, agency holdings, financial facts and links to related content.
- New: Expanded rankings of agencies by discipline, downloadable in Excel.
- New: Graphics-driven site design including data visualizations of report's key rankings.
- Fast facts and figures on more than 700 agencies and networks.

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Email customerservice@adage.com

ADDITIONAL COPIES

To order copies of Ad Age's print edition including the print version of Agency Report 2017 (May 1, 2017), email customerservice@adage.com.

CONTACT LIST

Ad Age's exclusive 2017 agency executive contact list is available for purchase. The list includes names, titles and contact information for key executives at nearly 700 U.S. advertising, media and marketing-services agencies. For information on purchasing that list, email MBriganti@MeritDirect.com.

REPORT METHODOLOGY

Information for Agency Report 2017 came from questionnaires submitted by agencies and from analysis by Ad Age Datacenter. To see the questionnaire, go to AdAge.com/arq.

Most agencies submit revenue and data via the questionnaire. Publicly held agency firms sometimes prefer not to reveal revenue for specific agencies; figures for those agencies and some independent agencies are Ad Age estimates. An asterisk next to an agency name indicates an Ad Age Datacenter revenue estimate.

Revenue and rankings are based on data collected and/or edited in 2017.

Ad Age evaluates ad agencies and marketing services agencies for breakout rankings by discipline. For these rankings, Ad Age applies a 75% rule: If revenue from a particular discipline represents less than 75% of an agency's total revenue, only revenue attributed to that discipline is shown for that agency in the chart. However, if the discipline accounts for 75% or more of an agency's total revenue—implying the discipline is the foundation of that agency—then an agency is ranked in that discipline at 100% of revenue.

AGENCY REPORT 2018

Questionnaires for Agency Report 2018 will be available in January 2018 at AdAge.com/arq. Agencies that want to receive a questionnaire for 2018's report may email AgencyReport@adage.com.

Ad Age will publish Agency Report 2018 in spring 2018.

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