



A Letter from the Chairman and Chief Executive Officer



To Our Shareholders:

I'm proud to report that 2025 was a pivotal and transformative year for Omnicom. We delivered strong financial performance, completed the acquisition of Interpublic, advanced our strategic and technology capabilities, and began reshaping the company to lead in a new era of data-led, AI-enabled marketing and sales.

The successful completion of the Interpublic acquisition was the defining milestone of the year, increasing our scale and strengthening our portfolio of services across media, data, technology, commerce and creativity. Powered by Omni, our advanced intelligence platform, the new Omnicom brings together the industry's most comprehensive and connected capabilities with the deepest bench of exceptional talent, giving us a stronger competitive edge to address our clients' most critical growth priorities. This achievement would not have been possible without the focus and commitment of our people and the trust of our clients.

As I reflect on 2025, I am pleased not only of our financial results, but also of the actions we took to strengthen our company for the future. Change is constant in our industry, and it is accelerating with AI providing an opportunity to generate new revenue streams and cost efficiencies across our business. Against that backdrop, we remain focused on making Omnicom the premier partner for intelligent, integrated marketing and sales solutions. We enter 2026 with broader capabilities, a more connected organization and a clear strategy for long-term growth.

Performance Overview

Omnicom delivered strong financial results in 2025, reflecting the breadth of our diversified portfolio, the depth of our client relationships and the disciplined execution of our teams around the world.

For the twelve months ended December 31, 2025, we generated \$17.3 billion in revenue, \$1.8 billion in Non-GAAP Adjusted Net Income and \$8.65 Non-GAAP Adjusted EPS.

Following the closing of the Interpublic acquisition in late November, we identified certain smaller markets and non-strategic or underperforming operations representing approximately \$3.2 billion of annual combined revenue that we plan to sell or exit, including about \$700 million in smaller markets that we intend to sell to a minority ownership position. These actions are designed to sharpen our focus on the highest-growing, most connected parts of our business.

During our fourth quarter and year-end earnings call, we reported that our integration planning had enabled us to identify significantly greater cost-saving opportunities than we expected at the announcement of the transaction. We now expect synergies from the Interpublic combination to reach \$1.5 billion by mid-2028, double the original estimate of \$750 million. Of that total, we expect cost savings of \$900 million in 2026 and \$1.3 billion in 2027. These savings are expected to come primarily from labor efficiencies, real estate consolidation, and reductions in G&A, IT, procurement and other operating costs.

Our capital position also remains strong. In support of our capital allocation strategy, in February 2026, our Board authorized a \$5 billion share repurchase program, including the launch of a \$2.5 billion accelerated share repurchase program. We also increased our quarterly dividend in November 2025 to \$0.80 per share, reflecting confidence in the cash flow generation of the business and our long-term outlook.

At our Investor Day in March 2026, we shared that we expect our estimated combined base revenue of \$23.1 billion to grow by approximately 4% on a constant currency basis in 2026. We also expect double-digit growth in fully diluted non-GAAP adjusted EPS in 2026, supported by revenue growth, synergy realization and the benefit of share repurchases.

These results demonstrate the underlying strength of our business and the value creation opportunity of the new Omnicom.

Reinvention that Drives Growth

2025 was a year of reinvention for us. While the market continues to evolve, the fundamentals of success remain the same: attract and retain exceptional talent, build strong client relationships, and deliver effective work that drives measurable business outcomes. Those principles continue to guide us.

The acquisition of Interpublic significantly accelerated our strategy, bringing together two highly complementary organizations and creating a stronger platform for growth in the areas that matter most to clients. Approximately 55% of our revenue will come from faster-growing, interconnected businesses, including media, data, CRM, consulting, commerce and production. We also expanded our capabilities and capacity across every region of the world, including Latin America, Europe, the Middle East and Asia, strengthening our ability to support clients globally.

Following the close of the deal, we moved quickly to organize the company around our new Connected Capabilities model. This structure brings together integrated solutions designed to help clients navigate a more fragmented and complex marketplace. Increasingly, clients are looking for fewer partners that can do more, with greater speed, precision and accountability. Omnicom is exceptionally well-positioned to provide that “one stop” solution with the superior strength of our Capabilities and our unmatched talent, underpinned by shared technology resources.

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This shared technology remains central to our reinvention. In January, we announced the next generation of Omni, integrating Acxiom Real ID, Flywheel Commerce Cloud and Omni's proprietary data capabilities into a unified platform. This gives Omnicom one of the industry's most advanced marketing and sales intelligence platforms, built on a powerful identity and data foundation and enhanced by AI.

The combination of Omni, Acxiom and Flywheel is especially important. It allows us to connect media, commerce transactions and customer data across platforms and channels, helping clients understand consumer behavior more clearly and act on it more effectively. With Acxiom Real ID recognizing approximately 2.6 billion individuals across 36 markets, including 98% of the U.S. adult population, we now have a gold-standard identity solution that strengthens every part of our offer.

Commerce also continues to be a major growth opportunity. Flywheel established Omnicom as a leader in retail media and commerce, and that advantage became even stronger in 2025. Together, our connected commerce capabilities span physical stores, online marketplaces and direct-to-consumer experiences, enabling us to connect brand investment more directly to sales growth.

As we head into 2026, we will continue to look for ways to expand and deepen our capabilities to meet our clients' needs in today's complex marketing and technology landscape.

Empowering Our People

Our people are our greatest strength, and their talent, creativity and commitment make everything we achieve possible. In 2025, they demonstrated extraordinary professionalism and resilience while continuing to serve clients at the highest level during a period of significant change.

As our business evolves, we remain committed to giving our people the industry-leading tools, technology and opportunities they need to succeed. That includes investments in data, AI, identity and workflow platforms, as well as continued focus on learning, collaboration and leadership development. We are building a company where talented people can grow and do their best work.

The integration of Interpublic also expands what is possible for our people. By bringing together world-class talent from both organizations, we are creating broader opportunities for collaboration, internal mobility and innovation across disciplines, geographies and client engagements. We believe this will make Omnicom an even stronger home for exceptional talent and a more valuable partner to clients.

Even as technology reshapes the way work gets done, our business remains powered by people. AI can improve efficiency and scale, but it cannot replace judgment, imagination, relationships and leadership. Those qualities remain at the center of Omnicom's culture and our long-term success.

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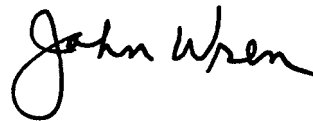
Looking Forward

As we look ahead, I am confident in our strategy and optimistic about our future. The new Omnicom is stronger, more integrated and better aligned with where our industry is going. We have greater reach, a powerful data and identity foundation, and a deeper focus on the services that will drive growth for clients and for our company.

Our priorities are clear. We are completing our portfolio realignment and investing in our strategic capabilities to realize the full benefits of the Interpublic acquisition for clients and shareholders alike.

We also see substantial financial opportunity ahead. With a stronger growth profile, a larger share of revenue coming from higher-growth businesses, and a disciplined capital allocation strategy that includes dividends, tuck-in acquisitions and share repurchases, we believe Omnicom is exceptionally well positioned to create long-term shareholder value.

Thank you to our people for their extraordinary contributions, to our clients for their continued trust and partnership, and to our shareholders for their ongoing support. Together, we are building a stronger, more innovative Omnicom, poised to lead our industry into the future.



Sincerely,
John D. Wren
Chairman & Chief Executive Officer