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UNITED STATESSECURITIES AND EXCHANGE COMMISSIONWashington, D.C. 20549FORM 10-K â˜‘ ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934FOR THE FISCAL YEAR ENDED DECEMBERÂ 31, 2024Commission File Number: 1-10551 OMNICOM GROUP INC. (Exact name of registrant as specified in its charter)New York13-1514814(State or other jurisdiction ofincorporation or organization)(I.R.S. Employer Identification No.)280 Park Avenue, New York, NY10017(Address of principal executive offices)(Zip Code)Registrantâ€™s telephone number, including area code: (212) 415-3600 Securities Registered Pursuant to Section 12(b) of the Act:Title of each classTrading SymbolsName of each exchange on which registeredCommon Stock, $0.15 Par ValueOMCNew York Stock Exchange0.800% Senior Notes due 2027OMC/27New York Stock Exchange1.400% Senior Notes due 2031OMC/31New York Stock Exchange3.700% Senior

Notes due 2032OMC/32New York Stock Exchange2.250% Senior Notes due 2033OMC/33New York Stock ExchangeSecurities Registered Pursuant to Section 12(g) of the Act: NoneIndicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes Ã¾ No oIndicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act. Yes o No Ã¾Indicate 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 Ã¾ No oIndicate 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 (Â§ 232.405 of the chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes Ã¾ No oIndicate 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 â€œlarge accelerated filer,â€ â€œaccelerated filer,â€ â€œsmaller reporting companyâ€ and â€œemerging growth companyâ€ in Rule 12b-2 of the Exchange Act.Large accelerated filerâ˜‘Accelerated filerâ˜Non-accelerated filerâ˜Smaller reporting companyâ˜Emerging growth companyâ˜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. oIndicate by check mark whether the registrant has filed a report on and attestation to its managementâ€™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. â˜‘If securities are registered pursuant to Section 12(b) of the Act, indicate by check mark whether the financial statements of the registrant included in the filing reflect the correction of an error to previously issued financial statements. â˜Indicate by check mark whether any of those error corrections are restatements that required a recovery analysis of incentive-based compensation received by any of the registrantâ€™s executive officers during the relevant recovery period pursuant to Â§ 240.10D-1(b). oIndicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act). Yes Â Â â˜ No Ã¾The aggregate market value of the voting and non-voting common stock held by non-affiliates as of JuneÂ 30, 2024 was $17,486,183,571. As of JanuaryÂ 30, 2025, there were 196,490,662 shares of Omnicom Group Inc. Common Stock outstanding.Portions of the Omnicom Group Inc. Definitive Proxy Statement for the Annual Meeting of Shareholders planned to be held on MayÂ 6, 2025 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, 2024 TABLE OF CONTENTSPagePART IItem 1.Business1Item 1A.Risk Factors4Item 1B.Unresolved Staff Comments11Item 1C.Cybersecurity11Item 2.Properties12Item 3.Legal Proceedings12Item 4.Mine Safety Disclosures12PART IIÂ Item 5.Market for Registrantâ€™s Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities13Item 7.Managementâ€™s Discussion and Analysis of Financial Condition and Results of Operations13Item 7A.Quantitative and Qualitative Disclosures About Market Risk34Item 8.Financial Statements and Supplementary Data35Item 9.Changes in and Disagreements With Accountants on Accounting and Financial Disclosure35Item 9A.Controls and Procedures35Item 9B.Other Information35Item 9C.Disclosure Regarding Foreign Jurisdictions that Prevent Inspections35PART IIIÂ Item 10.Directors, Executive Officers and Corporate Governance36Item 11.Executive Compensation36Item 12.Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters36Item 13.Certain Relationships and Related Transactions, and Director Independence36Item 14.Principal Accountant Fees and Services36PART IVÂ Item 15.Exhibit and Financial Statement Schedules36Item 16.Form 10-K Summary39Signatures40Management Report on Internal Control Over Financial ReportingF-1Report of Independent Registered Public Accounting FirmF-2Consolidated Financial StatementsF-4Notes to Consolidated Financial StatementsF-9Schedule II - Valuation and Qualifying AccountsS-1i FORWARD-LOOKING STATEMENTSThis Annual Report on Form 10-K contains 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 condition, or otherwise, based on current beliefs of the Companyâ€™s management as well as assumptions made by, and information currently available to, the Companyâ€™s management. Forward-looking statements may be accompanied by words such as â€œaim,â€ â€œanticipate,â€ â€œbelieve,â€ â€œplan,â€ â€œcould,â€ â€œshould,â€ â€œwould,â€ â€œestimate,â€ â€œexpect,â€ â€œforecast,â€ â€œfuture,â€ â€œguidance,â€ â€œintend,â€ â€œmay,â€ â€œwill,â€ â€œpossible,â€ â€œpotential,â€ â€œpredict,â€ â€œprojectâ€ or similar words, phrases or expressions. These forward-looking statements are subject to various risks and uncertainties, many of which are outside the Companyâ€™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:â€¢risks relating to the pending Merger (as defined below) with The Interpublic Group of Companies, Inc., or IPG, including: that the Merger may not be completed in a timely manner or at all; delays, unanticipated costs or restrictions resulting from regulatory review of the Merger; uncertainties associated with the Merger may cause a loss of both companiesâ€™ management personnel and other key employees, and cause disruptions to both companiesâ€™ business relationships; the Merger Agreement (as defined below) subjects the Company and IPG to restrictions on business activities prior to the effective time of the Merger; the Company and IPG are expected to incur significant costs in connection with the Merger and integration; litigation risks relating to the Merger; the business and operations of both companies may not be integrated successfully in the expected time frame; the Merger may result in a loss of both companiesâ€™ clients, service providers, vendors, joint venture participants and other business counterparties; and the combined company may fail to realize all of the anticipated benefits of the Merger or fail to effectively manage its expanded operations;â€¢adverse economic conditions, including geopolitical events, international hostilities, acts of terrorism, public health crises, inflation or stagflation, tariffs and other trade barriers, central bank interest rate policies in countries that comprise our major markets and labor and supply chain issues affecting the distribution of our clientsâ€™ products, or a disruption in the credit markets;â€¢international, national or local economic conditions that could adversely affect the Company or its clients, â€¢losses on media purchases and production costs incurred on behalf of clients;â€¢reductions in client spending, a slowdown in client payments or a deterioration or disruption in the credit markets; â€¢the ability to attract new clients and retain existing clients in the manner anticipated;â€¢changes in client marketing and communications services requirements;â€¢failure to manage potential conflicts of interest between or among clients;â€¢unanticipated changes related to competitive factors in the marketing and communications services industries;â€¢unanticipated changes to, or the ability to hire and retain key personnel;â€¢currency exchange rate fluctuations;â€¢reliance on information technology systems and risks related to cybersecurity incidents;â€¢effective management of the risks, challenges and efficiencies presented by utilizing Artificial Intelligence (AI) technologies and related partnerships in our business;â€¢changes in legislation or governmental regulations affecting the Company or its clients; â€¢risks associated with assumptions the Company makes in connection with its acquisitions, critical accounting estimates and legal proceedings; â€¢the Companyâ€™s international operations, which are subject to the risks of currency repatriation restrictions, social or political conditions and an evolving regulatory environment in high-growth markets and developing countries; andâ€¢risks related to our environmental, social and governance goals and initiatives, including impacts from regulators and other stakeholders, and the impact of factors outside of our control on such goals and initiatives.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 Companyâ€™s business, including those described in Item 1A., â€œRisk Factorsâ€ and Item 7., â€œManagementâ€™s Discussion and Analysis of Financial Condition and Results of Operationsâ€, or MD&A, in this report and in other documents filed from time to time with the Securities and Exchange Commission, or SEC. Except as required under applicable law, the Company does not assume any obligation to update these forward-looking statements.ii ADDITIONAL INFORMATION ABOUT THE TRANSACTION WITH IPG AND WHERE TO FIND ITIn connection with the proposed transaction, Omnicom and IPG have filed a joint proxy statement with the SEC on January 17, 2025 and Omnicom has filed with the SEC a registration statement on Form S-4 on January 17, 2025 (File No. 333-284358) (â€œForm S-4â€) that includes the joint proxy statement of Omnicom and IPG and that also constitutes a prospectus of Omnicom. Each of Omnicom and IPG may also file other relevant documents with the SEC regarding the proposed transaction. This annual report on Form 10-K is not a substitute for the joint proxy statement/prospectus or registration statement or any other document that Omnicom or IPG may file with the SEC. The definitive joint proxy statement/prospectus have been mailed to stockholders of Omnicom and IPG. INVESTORS AND SECURITY HOLDERS ARE URGED TO READ THE REGISTRATION STATEMENT, JOINT PROXY STATEMENT/PROSPECTUS AND ANY OTHER RELEVANT DOCUMENTS THAT HAVE BEEN AND MAY BE FILED WITH THE SEC, AS WELL AS ANY AMENDMENTS OR SUPPLEMENTS TO THOSE DOCUMENTS, CAREFULLY AND IN THEIR ENTIRETY IF AND WHEN THEY BECOME AVAILABLE BECAUSE THEY CONTAIN OR WILL CONTAIN IMPORTANT INFORMATION ABOUT OMNICOM, IPG AND THE PROPOSED TRANSACTION.Investors and security holders are able to obtain free copies of the registration statement and joint proxy statement/prospectus and other documents containing important information about Omnicom, IPG and the proposed transaction, through the website maintained by the SEC at http://www.sec.gov. Copies of the registration statement and joint proxy statement/prospectus and other documents (if and when available) filed with the SEC by Omnicom may be obtained free of charge on Omnicomâ€™s website at https://investor.omnicomgroup.com/financials/sec-filings/default.aspx or, alternatively, by directing a request by mail to Omnicomâ€™s Corporate Secretary at Omnicom Group Inc., 280 Park Avenue, New York, New York 10017. Copies of the registration statement and joint proxy statement/prospectus (if and when available) and other documents filed with the SEC by IPG may be obtained free of charge on IPGâ€™s website at https://investors.interpublic.com/sec-filings/financial-reports or, alternatively, by directing a request by mail to IPGâ€™s Corporate Secretary at The Interpublic Group of Companies, Inc., 909 Third Avenue, New York, NY 10022, Attention: SVP & Secretary.PARTICIPANTS IN THE SOLICITATIONOmnicom, IPG and certain of their respective directors and executive officers may be deemed to be participants in the solicitation of proxies in respect of the proposed transaction. Information about the directors and executive officers of Omnicom, including a description of their direct or indirect interests, by security holdings or otherwise, is set forth in this Annual Report on Form 10-K, including under the heading â€œInformation About Our Executive Officers,â€ and proxy statement for Omnicomâ€™s 2024 Annual Meeting of Stockholders, which was filed with the SEC on March 28, 2024, including under the headings â€œExecutive Compensation,â€ â€œOmnicom Board of Directors,â€ â€œDirectorsâ€™ Compensation for Fiscal Year 2023â€ and â€œStock Ownership Information.â€ To the extent holdings of Omnicom common stock by the directors and executive officers of Omnicom have changed from the amounts reflected therein, such changes have been or will be reflected on Initial Statements of Beneficial Ownership of Securities on Form 3 (â€œForm 3â€), Statements of Changes in Beneficial Ownership on Form 4 (â€œForm 4â€) or Annual Statements of Changes in Beneficial Ownership of Securities on Form 5 (â€œForm 5â€), subsequently filed by Omnicomâ€™s directors and executive officers with the SEC. Information about the directors and executive officers of IPG, including a description of their direct or indirect interests, by security holdings or otherwise, is set forth in IPGâ€™s Annual Report on Form 10-K, including under the heading â€œExecutive Officers of the Registrant,â€ and proxy statement for IPGâ€™s 2024 Annual Meeting of Stockholders, which was filed with the SEC on April 12, 2024, including under the headings â€œBoard Composition,â€ â€œNon-Management Director Compensation,â€ â€œExecutive Compensationâ€ and â€œOutstanding Shares and Ownership of Common Stock.â€ To the extent holdings of IPG common stock by the directors and executive officers of IPG have changed from the amounts reflected therein, such changes have been or will be reflected on Forms 3, Forms 4 or Forms 5, subsequently filed by IPGâ€™s directors and executive officers with the SEC.iii PART IIntroductionThis report is our 2024 annual report to shareholders and our 2024 Annual Report on Form 10-K, or 2024 10-K.Omnicom Group Inc., a New York corporation, was formed in 1986. The terms â€œOmnicom,â€ â€œthe Company,â€ â€œwe,â€ â€œourâ€ and â€œusâ€ each refer to Omnicom Group Inc. and its subsidiaries unless the context indicates otherwise.Item 1. BusinessAgreement to Acquire IPGOn December 8, 2024, Omnicom entered into an Agreement and Plan of Merger, or the Merger Agreement, by and among Omnicom, EXT Subsidiary Inc., a direct wholly owned subsidiary of Omnicom, or Merger Sub, and IPG, pursuant to which, subject to the terms and conditions of the Merger Agreement, Merger Sub will merge with and into IPG, or the Merger, with IPG surviving the Merger as a wholly owned subsidiary of Omnicom. Under the terms of the Merger Agreement, IPG shareholders will receive 0.344 shares of Omnicom common stock for each share of IPG common stock they own. Following the close of the Merger, Omnicom shareholders are expected to own approximately 60.6% of the combined company and IPG shareholders are expected to own approximately 39.4%, on a fully diluted basis. The completion of the Merger is subject to customary closing conditions, including required regulatory approvals and the approval of the stockholders of both Omnicom and IPG. If completed, the Merger is expected to have a material impact on our business, results of operations and financial condition. Our BusinessWe are a strategic holding company providing data-inspired, creative marketing and sales solutions to many of the largest global companies. Our portfolio of companies includes our global networks, BBDO, DDB and TBWA, Omnicom Media Group, the DAS Group of Companies, and the Communications Consultancy Network. All of our global networks integrate their service offerings with the Omnicom branded practice areas, including Omnicom Health Group, Omnicom Precision Marketing Group, Omnicom Commerce Group, Omnicom Advertising Collective, Omnicom Public Relations Group, Omnicom Brand Consulting Group, Flywheel Digital and Omnicom Production, a practice area that brings together Omnicomâ€™s global production capabilities, as well as our Experiential businesses and Execution & Support businesses, which includes Omnicom Specialty Marketing Group. In August 2024, we announced the formation of Omnicom Advertising Group, or OAG, a new global organization that aligns the world-class creative networks BBDO, DDB and TBWA, as well as leading agencies within the Omnicom Advertising Collective. OAG began operations in January 2025.We operate in a highly competitive industry and compete against other global, national and regional advertising, marketing and communications 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 Omnicom for a customized mix of marketing and communications services designed to optimize their total marketing expenditure.On a global, pan-regional, and local basis, our networks, practice areas and agencies provide a comprehensive range of services in the following fundamental disciplines: Media & Advertising, Precision Marketing, Public Relations, Healthcare, Branding & Retail Commerce, Experiential, and Execution & Support. Media & Advertising includes creative services across digital and traditional media, strategic media planning and buying, performance media, data analytics services, and Omnicom Production. Precision Marketing includes digital and direct marketing, digital transformation consulting, e-commerce operations, media execution, market intelligence and data and analytics. Public Relations services include corporate communications, crisis management, public affairs and media and media relations services. Healthcare includes corporate communications and advertising and media services to global healthcare and pharmaceutical companies. Branding & Retail Commerce services include brand and product consulting, strategy and research and retail marketing. Experiential marketing services include live and digital events and experience design and execution. Execution & Support includes field marketing, sales support, digital and physical merchandising, point-of-sale and product placement, as well as other specialized marketing and custom communications services. We operate in all major markets and have a large client base. Our geographic markets include the Americas, which includes North America and Latin America, Europe, the Middle East and Africa, or EMEA, and Asia-Pacific.Our business model was built and continues to evolve around our clients. While our networks, practice areas 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 clientsâ€™ specific 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 clientsâ€™ 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 fill gaps in our service delivery to our existing clients. In addition to 1 collaborating through our client service models, our agencies, practice areas and networks collaborate across internally developed technology platforms. Annalect and Omni, our proprietary data and analytics platforms, serve as the strategic resource for all of our agencies, practice areas and networks to share when developing client service strategies across our virtual networks. These platforms provide precision marketing and insights at scale across creative, media and other disciplines.We believe generative AI will have a significant effect on how we provide services to our clients and how we enhance the productivity of our people. As with any new technology, we are working closely with our clients and technology partners to take advantage of the benefits of AI while being mindful of its limitations and risks, and privacy concerns. We are committed to responsible AI practices and collaboration to harness AI's potential, while evaluating related risks, such as ethical considerations, public perception and reputational concerns, intellectual property protection, regulatory compliance, privacy and data security concerns and our ability to effectively adopt this new emerging technology. The rapidly developing nature of AI technology makes it difficult to assess the full impact on our business at this time.Driven by our clientsâ€™ continuous demand for more effective and efficient marketing activities, we strive to provide an extensive range of marketing and communications services through various client-centric networks that are organized to meet specific client objectives.Our service offerings include:advertisingmarketing researchbrandingmedia planning and buyingcontent marketingmerchandising and point of salecorporate social responsibility consultingmobile marketingcrisis communicationsmulti-cultural marketingcustom publishingnon-profit marketingdata analyticsorganizational communicationsdatabase managementpackage designdigital/direct marketing and post-production servicesproduct placementdigital transformation consultingpromotional marketingentertainment marketingpublic affairsexperiential marketingpublic relationsfield marketingretail marketingfinancial/corporate business-to-business advertisingretail media and e-commercegraphic arts/digital imagingsearch engine marketinghealthcare marketing and communicationsshopper marketinginstore designstudio productioninteractive marketingsocial media marketinginvestor relationssports and event marketingCertain 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 pursue a strategy that covers all consumer touch points in an economically effective manner. Our portfolio of businesses provides clients with an array of strategic options and 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 have provided 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 across our service platforms. 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.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. In January 2024, we acquired Flywheel Digital, the digital commerce business of Ascential plc, for a net cash purchase price of approximately $845 million. For information about our acquisitions and dispositions, see Item 7, â€œMD&A - Acquisitions and Goodwillâ€ and Notes 5, 14 and 15 to the consolidated financial statements. In each of the three years ended DecemberÂ 31, 2024, none of our acquisitions or dispositions, individually or in the aggregate, were material to our results of operations or financial condition.The various components of our business, including revenue by discipline and geographic area, and material factors that affected us in the three years ended DecemberÂ 31, 2024, are discussed in Item 7, Managementâ€™s Discussion and Analysis of Financial Condition and Results of Operations (â€œMD&Aâ€).2 Our ClientsOur clients operate in virtually every sector of the global economy. In many cases, multiple agencies, practice areas or networks serve different brands, product groups or both within the same client. For example, in 2024, our largest client represented 2.7% of revenue and was served by approximately 155 of our agencies. Our 100 largest clients, which represent many of the major marketers, represented approximately 54% of revenue and were each served, on average, by approximately 55 of our agencies. Although we have a large and diverse client base, we are not immune to general economic downturns.Government RegulationsWe are subject to various federal, state and local 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 condition. Additional information regarding the impact of government regulations on our business is included in Item 1A, â€œRisk Factors - Legal and Regulatory Risks.â€Human Capital Resources and Environmental Sustainability InitiativesOur employees are our most important assets. We believe a critical component of 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 share many similarities. Common to all is the ability to understand the clientâ€™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 clientâ€™s target audience, whether through traditional channels or digital platforms. Recognizing the importance of this core competency, we support and develop our employees through training and development programs that build and strengthen employeesâ€™ leadership and professional skills.Human capital management strategies are developed collectively by senior management, including the management teams of our networks, practice areas, and agencies, and are overseen by our 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 and succession planning.At DecemberÂ 31, 2024, we employed approximately 74,900 people worldwide, including 31,200 people in the Americas, 26,800 people in EMEA, and 16,900 people in Asia-Pacific. The United States is our largest employee base, where we employed approximately 21,900 people. None of our regular employees in the United States are represented by a labor union. In certain countries outside the United States, primarily in Europe, some employees are represented by work councils. See MD&A for the effect of salary and related costs on our results of operations.Our environmental sustainability initiatives focus on emissions reductions through efficiency of office space, energy usage, travel and vendor engagement. In connection with our environmental sustainability 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. Our emissions reductions strategy, in line with the 1.5 degree Celsius climate scenario, was submitted to and approved by the Science Based Target initiative, or SBTi, which publicly audits companies on their emissions reduction efforts. Various regulatory bodies have proposed or enacted climate-related reporting requirements and similar proposals, including the SECâ€™s climate-related reporting proposal and Californiaâ€™s climate-related disclosure laws. The European Unionâ€™s Corporate Sustainability Reporting Directive has established disclosure requirements based on the European Sustainability Reporting Standards, or ESRS. However, reporting standards based on ESRS requirements are evolving for sustainability reporting, and regulations in other international markets are still evolving. We are monitoring the requirements in all the jurisdictions we operate and evaluating the impacts of those requirements and related reporting timelines.Information About Our Executive OfficersAt JanuaryÂ 30, 2025, our executive officers were:NamePositionAgeJohn D. WrenChairman of the Board and Chief Executive Officer72Daryl SimmPresident and Chief Operating Officer63Philip J. AngelastroExecutive Vice President and Chief Financial Officer60Louis F. JanuzziSenior Vice President, General Counsel and Secretary513 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. Mr. Januzzi was named Senior Vice President, General Counsel and Secretary in December 2022 and previously served as Senior Vice President & Deputy General Counsel - Corporate from May 2021 to December 2022 and as Associate General Counsel - Corporate Development & Finance from March 2016 to May 2021. All other executive officers have held their present positions 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 SEC in March 2025.Available InformationWe file annual, quarterly and current reports and any amendments to those 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. Any document we file with the SEC is available on the SECâ€™s website at www.sec.gov. The information included on or available through our website is not part of this or any other report we file with the SEC.Item 1A. Risk FactorsEconomic RisksAdverse 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 condition.Macroeconomic conditions have a direct impact on our business, results of operations and financial condition. Adverse economic conditions, including geopolitical events, international hostilities, acts of terrorism, public health crises, inflation or stagflation, tariffs and other trade barriers, central bank interest rate policies in countries that comprise our major markets and labor and supply chain issues affecting the distribution of our clientsâ€™ products, or a disruption in the credit markets, pose a risk that clients may reduce, postpone or cancel spending for marketing and communications services. 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 condition. A contraction or disruption in the credit markets may make it more difficult for us to meet our working capital requirements or refinance maturing debt, or negatively impact our clientsâ€™ liquidity that could cause them to delay payment 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.A period of sustained inflation across our major markets could result in higher operating costs. Our principal operating expenses are salary and service costs and occupancy and related costs. Inflationary pressures typically result in increases to our operating expenses. In cases of sustained inflation across several of our major markets, it may become increasingly difficult to effectively control increases to our costs. In addition, the effects of inflation on consumer budgets could result in the reduction of our clientsâ€™ spending plans on the marketing and communications services we provide. If we are unable to increase our fees or take other actions to mitigate the effect of the resulting higher costs, our business, results of operations and financial condition could be negatively impacted.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 agenciesâ€™ 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 condition.While we use various methods to manage 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, these may be insufficient, less available, or unavailable during a severe economic downturn.4 Geopolitical events, international hostilities or acts of terrorism could have a material adverse effect on our business, results of operations and financial condition.Current or future geopolitical events, international hostilities or acts of terrorism could impact global economies through, among other things, disruption of business operations and demand for client services, disruption in the credit markets, heightened risk of cybersecurity attacks and disruptions to our information technology infrastructure, increased energy costs and labor and supply chain disruptions. This could result in suspension of our, or our clientsâ€™ businesses in the affected region, which could impact client spending on our services. These actions could have a significant and adverse impact our business, results of operations and financial condition in the future. For example, as a result of the war in Ukraine, in the first quarter of 2022, we suspended our business operations in Ukraine and disposed of all our businesses in Russia. In addition, economic sanctions were imposed on Russia by the United States, United Kingdom, and the European Union. The war in Ukraine is ongoing, and its duration is uncertain. We cannot predict the impact of the war in Ukraine or other international hostilities on our businesses and operations.Global public health crises or pandemics or other similar health crises could adversely impact our business, results of operations and financial condition.When a public health crisis arises, demand for certain of our services may be adversely affected by government measures, including restrictions on travel and business operations and quarantine and stay-at-home orders arising from the occurrence of a pandemic, or similar global public health crises. The extent of the impact on our business will depend on numerous factors that we are not able to accurately predict, including the geographic regions that may be affected.Business and Operational RisksClients periodically review and change their marketing and communications requirements and relationships. If we are unable to remain competitive or retain key clients, our business, results of operations and financial condition 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. From time to time, clients may put their marketing and 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 condition.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 clientsâ€™ perceptions of, or policies concerning, conflicts of interest arising from our 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 condition 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 condition.The loss of several of our largest clients could have a material adverse effect on our business, results of operations and financial condition.In 2024, our largest client represented approximately 2.7% and our 100 largest clients represented approximately 54% of our revenue. Clients generally are able to reduce or cancel current or future spending on marketing and communications services 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 condition.We rely extensively on information technology systems, and cybersecurity incidents could adversely affect us.We rely on our own and third-party service providersâ€™ information technology systems and infrastructure to connect with our clients, people and others, and to collect, store, transfer, process and use business, personal and financial data. We face cybersecurity risks that threaten the confidentiality, integrity and availability of our information technology systems or data stored on such systems. Additionally, hardware, software applications or services that we develop or procure from third parties may contain defects in design or manufacture or other problems that could compromise the confidentiality, integrity or availability of our information technology systems or data stored on such systems.5 Cybersecurity threats and attacks, including computer viruses, advanced persistent threats, malware, hacking, ransomware or other destructive or disruptive activities or software, are constantly evolving and pose a risk to our information technology systems and data. There can be no assurance that our cybersecurity risk management program and processes will be fully implemented, complied with or effective in detecting and preventing such threats or protecting our information technology systems or data. Security breaches, improper use of our systems and unauthorized access to our data and information by employees and others may pose a risk that data may be exposed to unauthorized persons. Such occurrences could adversely affect our business, results of operations, financial condition and reputation and could result in litigation or regulatory action, as discussed below. Also, we have acquired or may acquire companies that have cybersecurity vulnerabilities or different cybersecurity risk management processes, which may increase our risks from cybersecurity threats and attacks.In addition, we make extensive use of third-party service providers, including cloud providers, that store, transmit and process data. These third-party service providers are also subject to malicious attacks and cybersecurity threats that could adversely affect our business, results of operations, financial condition and reputation and could result in litigation or regulatory action, as discussed below.Currently, many of our agencies operate in a flexible working environment that allows for partial remote work. The number of personnel working remotely varies by market and is dependent on local conditions. When our employees work remotely, the risk of cybersecurity incidents and attacks and unauthorized exposure of sensitive business and client advertising and marketing information, as well as personal data or information, increases.We and certain of our third-party providers regularly experience cyberattacks and other incidents, and we expect such attacks and incidents to continue. For example, we have experienced cybersecurity incidents that resulted in the disruption of our information technology systems and required us to engage third parties to remediate the issues. While, to date, no incidents have had a material impact on our operations or financial results, we cannot guarantee that material incidents will not occur in the future. Any attack or incident could result in legal claims or proceedings (such as class actions), regulatory investigations and enforcement actions, fines and penalties, negative reputational impacts, and/or significant incident response, system restoration or remediation and future compliance costs, which could materially adversely affect our business, results of operations and financial condition. We also cannot guarantee that any such costs or losses will be covered by our existing insurance policies or that applicable insurance will be available to us in the future on economically reasonable terms or at all.We are subject to risks related to our use of generative AI, a new and emerging technology, which is in the early stages of commercial use.We continually evaluate the use of AI in our business processes, and in 2023, we entered into strategic partnerships with leading AI technology companies, enabling enhanced product and service capabilities in generative AI. In recent years, the use of AI has come under increased scrutiny. This technology, which is a new and emerging technology in early stages of commercial use, presents a number of risks inherent in its use, including ethical considerations, public perception and reputation concerns, intellectual property protection, regulatory compliance and privacy and data security concerns, all of which could have a material adverse effect on our business, results of operations and financial condition. Further, new laws, guidance and decisions in this area may limit our ability to use AI or decrease its usefulness. As a result, we cannot predict future developments in AI and related impacts to our business and our industry. If we fail to increase our capabilities in generative AI, or if we are unable to successfully adapt to new developments related to the risks and challenges associated with AI, demand for our services could be reduced, and our business, results of operations and financial condition could be negatively impacted.Risks Related to International OperationsCurrency exchange rate fluctuations have impacted, and in the future could impact, our business, results of operations and financial condition.In 2024, our international operations represented approximately 48% 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 condition. In addition, funds transferred to the United States can be adversely or beneficially impacted by changes in foreign currency exchange rates.We operate in high-growth markets and developing countries, which often carry greater risks and uncertainties that could have a material adverse effect on our business, results of operations and financial condition.The operational and financial performance of our international businesses are affected by global and regional economic conditions, competition for new business and personnel, currency exchange rate fluctuations, political conditions, differing tax and regulatory environments and other risks associated with extensive international operations. We conduct business in numerous high-growth markets and developing countries. Such countries 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. Our operations are also subject to the United States Foreign Corrupt Practices Act and other anti-corruption and anti-6 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. Our business, results of operations and financial condition can be adversely affected if we are unable to effectively operate, or manage the risks associated with operating in these markets and countries. For financial information by geographic region, see Notes 3 and 8 to the consolidated financial statements.Risks Related to AcquisitionsWe 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 service offerings, and in some cases, associated technological capabilities and assets. As part of the process, we conduct business, legal and financial due diligence to identify and evaluate material risks involved in any particular transaction, including business strategy and operational execution. 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 condition 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 condition.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 on May 1 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 goodwill 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 condition.Risks Related to the Proposed Merger with IPGThe Merger may not be completed, and the Merger Agreement may be terminated in accordance with its terms.The Merger is subject to a number of conditions that must be satisfied or waived prior to the completion of the Merger, including, among others, the approval by our stockholders of our share issuance proposal, the approval by IPG stockholders of the proposal to adopt the Merger Agreement, the receipt of requisite regulatory approvals and the approval for listing on the New York Stock Exchange, or NYSE, of the shares of our common stock issuable to IPG stockholders pursuant to the Merger Agreement.These conditions to the completion of the Merger may not be satisfied or waived in a timely manner or at all, and, accordingly, the Merger may be delayed or may not be completed. In addition, if the Merger is not completed by December 8, 2025, which date may be extended to June 8, 2026 in certain circumstances, either we or IPG may choose not to proceed with the Merger by terminating the Merger Agreement, and the parties can mutually decide to terminate the Merger Agreement at any time, before or after stockholder approval. In addition, we and IPG may elect to terminate the Merger in certain other circumstances as set forth in the Merger Agreement. If the Merger Agreement is terminated under specified circumstances, Omnicom would be required to pay IPG a termination fee of $676 million. Additionally, if the Merger Agreement is terminated in circumstances where the Omnicom shareholders have not approved our share issuance proposal, then Omnicom has agreed to reimburse IPGâ€™s expenses up to $25 million.Failure to complete the Merger could negatively impact the price of shares of our common stock, as well as our business and results of operations.If the Merger is not completed for any reason, our business and results of operations may be adversely affected and, without realizing any of the benefits of having completed the Merger, we would be subject to a number of risks, including:â€¢we may experience negative reactions from the financial markets, including negative impacts on the market price of our common stock;â€¢we may experience negative reactions from clients, vendors, joint venture participants and other third parties with whom we do business, which in turn could affect our business operations or our ability to compete for new business or obtain renewals in the marketplace more broadly;â€¢we may experience negative reactions from employees;â€¢we will still be required to pay certain significant costs relating to the Merger, such as legal, accounting, financial advisor and printing fees; andâ€¢we will have expended time and resources that could otherwise have been spent on our existing business and the pursuit of other opportunities that could have been beneficial to us, and our ongoing business and results of operations may be adversely affected.7 If the Merger Agreement is terminated under specified circumstances, we may be required to pay IPG a termination fee or other terminationâ€‘related payment as discussed above. Uncertainties associated with the Merger may cause a loss of our and IPGâ€™s management personnel and other key employees, which could adversely affect the business and operations of the combined company following the Merger.Each of Omnicom and IPG depends on the experience and industry knowledge of its officers and other key employees to execute its business plans. The success of the combined company after the Merger will depend, in part, on its ability to retain key management personnel and other key employees. Our and IPGâ€™s current and prospective employees may experience uncertainty about their roles within the combined company following the Merger or other concerns regarding the timing and completion of the Merger or the operations of the combined company following the Merger, any of which may have an adverse effect on our and IPGâ€™s ability to retain or attract key management and other key personnel. If we or IPG are unable to retain personnel, including our or IPGâ€™s key management, who are critical to the future operations of the companies, we and IPG could face disruptions in our respective operations, loss of existing clients, loss of key information, expertise or knowâ€‘how and unanticipated additional recruitment and training costs. In addition, the loss of our and IPGâ€™s key personnel could diminish the anticipated benefits of the Merger. No assurance can be given that the combined company, following the Merger, will be able to retain or attract our and IPGâ€™s key management personnel and other key employees to the same extent that we and IPG have previously been able to retain or attract personnel.Our and IPGâ€™s business relationships may be subject to disruption due to uncertainty associated with the Merger, which could have a material effect on our business, results of operations, financial condition and cash flows or those of the combined company following the Merger.Parties with whom we or IPG do business may experience uncertainty associated with the Merger, including with respect to current or future business relationships with us or IPG following the Merger. Our and IPGâ€™s business relationships may be subject to disruption as clients, vendors, landlords, joint venture participants and other third parties with whom we or IPG do business may attempt to delay or defer entering into new business relationships, negotiate changes in existing business relationships or consider entering into business relationships with parties other than us or IPG. These disruptions could have a material and adverse effect on our and IPGâ€™s business, results of operations, financial condition and cash flows, regardless of whether the Merger is completed, as well as a material and adverse effect on the combined companyâ€™s ability to realize the expected cost savings, operating synergies and other benefits of the Merger. The risk, and adverse effects, of any disruption could be exacerbated by a delay in completion of the Merger or termination of the Merger Agreement.The Merger Agreement subjects us to restrictions on business activities prior to the effective time of the Merger.The Merger Agreement restricts us from entering into certain corporate transactions and taking other specified actions without the consent of IPG and generally requires us to continue our operations in the ordinary course through the completion of the Merger. These restrictions could be in place for an extended period of time if completion of the Merger is delayed and could prevent us from pursuing attractive business opportunities that may arise prior to the completion of the Merger. We are expected to incur significant costs in connection with the Merger and integration of the two companies, which may be in excess of those anticipated by us.We have incurred and expect to continue to incur costs associated with negotiating and completing the Merger and combining the operations of the two companies. These costs have been, and will continue to be, substantial. The substantial majority of costs will consist of transaction costs related to the Merger and include, among others, fees paid to financial, legal and accounting advisors, filing fees, employee retention and other employment-related costs, and debt restructuring costs. Many of these costs will be borne by us even if the Merger is not completed.We will also incur transaction costs related to formulating and implementing integration plans, including facilities, systems and service contract consolidation costs and employmentâ€‘related costs. We will continue to assess the magnitude of these costs, and additional unanticipated costs may be incurred in connection with the Merger and the integration of the two companiesâ€™ businesses. Although we expect that the elimination of duplicative costs, as well as the realization of other synergies related to the integration of the businesses, should allow the combined company to offset integrationâ€‘related costs over time, this net benefit may not be achieved in the near term, or at all. For additional information, see â€œRisk Factors - The failure to integrate our and IPGâ€™s businesses and operations successfully in the expected time frame may adversely affect the combined companyâ€™s business and results of operations.â€ The costs described above, as well as other unanticipated costs and expenses, could adversely affect the results of operations, financial condition and cash flows of the combined company following the completion of the Merger.8 Litigation relating to the Merger, if any, could result in an injunction preventing the completion of the Merger and/or substantial costs to us.Securities class action lawsuits and derivative lawsuits are often brought against public companies that have entered into acquisition, merger or other business combination agreements like the Merger Agreement. Even if such a lawsuit is without merit, defending against these claims can result in substantial costs and divert management time and resources. An adverse judgment could result in monetary damages, which could have a negative impact on our liquidity and financial condition. Lawsuits that may be brought against us, IPG, or our or their directors could also seek, among other things, injunctive relief or other equitable relief, including a request to rescind parts of the Merger Agreement already implemented and to otherwise enjoin the parties from consummating the Merger. One of the conditions to the closing of the Merger is that no Law or Order (each as defined in the Merger Agreement) is promulgated, entered, enforced, enacted or issued by any governmental entity of competent jurisdiction in which we, IPG, or our or their subsidiaries have material assets or material business operations, which prohibits, restrains or makes illegal the consummation of the Merger. Consequently, if a plaintiff is successful in obtaining an injunction prohibiting completion of the Merger, that injunction may delay or prevent the Merger from being completed within the expected timeframe or at all, which may adversely affect our businesses, results of operations, financial condition and cash flows. In addition, either we or IPG may terminate the Merger Agreement if any Law or Order has been promulgated, entered, enforced, enacted or issued by any governmental entity of competent jurisdiction in which we, IPG, or our or their subsidiaries have material assets or material business operations, which is in effect and permanently prohibits, restrains, enjoins or makes illegal the consummation of the Merger, so long as our or Merger Subâ€™s (in the case of a termination by us) or IPGâ€™s (in the case of a termination by IPG) material breach of any obligations under the Merger Agreement has not been the primary cause of, or resulted in, the enactment or issuance of such Law or Order, decree, ruling, injunction or other action.There can be no assurance that any of the defendants would be successful in the outcome of any potential future lawsuits. The defense or settlement of any lawsuit or claim that remains unresolved at the time the Merger is completed may adversely affect the combined companyâ€™s business, results of operations, financial condition and cash flows.The failure to integrate our and IPGâ€™s businesses and operations successfully in the expected time frame may adversely affect the combined companyâ€™s business and results of operations.We and IPG have operated and, until the completion of the Merger, will continue to operate independently. Following the completion of the Merger, our and IPGâ€™s businesses may not be integrated successfully. It is possible that the integration process could result in the loss of our or IPGâ€™s key employees, the loss of clients, service providers, vendors or other business counterparties, the disruption of either companyâ€™s or both companiesâ€™ ongoing businesses, inconsistencies in standards, controls, procedures and policies, potential unknown liabilities and unforeseen expenses, delays, or regulatory conditions associated with and following completion of the Merger; or higherâ€‘thanâ€‘expected integration costs and an overall postâ€‘completion integration process that takes longer than originally anticipated. Specifically, the following challenges, among others, must be addressed in integrating our and IPGâ€™s operations in order to realize the anticipated benefits of the Merger:â€¢combining the companiesâ€™ operations and corporate functions and the resulting difficulties associated with managing a larger, more complex, diversified business;â€¢combining our and IPGâ€™s businesses in a manner that permits the combined company to achieve the cost savings and operating synergies anticipated to result from the Merger;â€¢avoiding delays in connection with the completion of the Merger or the integration process;â€¢integrating personnel from the two companies and minimizing the loss of key employees;â€¢identifying and eliminating redundant functions and assets;â€¢harmonizing the companiesâ€™ operating practices, employee development and compensation programs, internal controls and other policies, procedures and processes;â€¢maintaining existing agreements with clients, service providers, vendors and other business counterparties and avoiding delays in entering into new agreements with prospective clients, service providers, vendors and other business counterparties;â€¢addressing possible differences in business backgrounds, corporate cultures and management philosophies; andâ€¢consolidating the companiesâ€™ operating, administrative and information technology infrastructure and financial systems.In addition, at times the attention of certain members of either companyâ€™s or both companiesâ€™ management and resources may be focused on completion of the Merger and the integration of the businesses of the two companies and may reduce their availability for dayâ€‘toâ€‘day business operations or other opportunities that may be beneficial, which may disrupt each companyâ€™s ongoing operations and the operations of the combined company. 9 The Merger may result in a loss of our and IPGâ€™s clients, service providers, vendors, joint venture participants and other business counterparties, and may result in the termination of existing contracts.Following the Merger, some of our and IPGâ€™s clients, service providers, vendors, joint venture participants and other business counterparties may terminate or scale back their current or prospective business relationships with the combined company. In addition, we and IPG have contracts with clients, service providers, vendors, joint venture participants and other business counterparties that may require us or IPG to obtain consents from these other parties in connection with the Merger, which may not be obtained on favorable terms or at all. If relationships with clients, service providers, vendors, joint venture participants and other business counterparties are adversely affected by the Merger, or if the combined company, following the Merger, loses the benefits of the contracts of Omnicom or IPG, the business, results of operations, financial condition and cash flows of the combined company could be adversely affected.The combined company may fail to realize all of the anticipated benefits of the Merger.The success of the Merger will depend, in part, on our ability to realize the cost savings, operating synergies and other benefits from combining our and IPGâ€™s businesses. The anticipated cost savings, operating synergies and other benefits of the Merger may not be realized fully or at all, may take longer to realize than expected, or may result in other adverse effects that we do not currently foresee, in which case, among other things, the Merger may not be accretive to adjusted earnings per share for both us and IPG and may not generate significant cash to return to stockholders via share repurchases or other means. Some of the assumptions that we and IPG have made, such as the achievement of the anticipated benefits related to combining complementary assets to create a portfolio of services and produces that expand client opportunities, and advances in both companiesâ€™ ability to innovate and develop new products and services, may not be realized. The integration process may, for each of us and IPG, result in the loss of key employees, the disruption of ongoing businesses or inconsistencies in standards, controls, procedures and policies. In addition, there could be potential unknown liabilities and unforeseen expenses associated with the Merger that could adversely impact the combined company.The future results of the combined company following the Merger will suffer if the combined company does not effectively manage its expanded operations.Following the Merger, the size and complexity of the combined company will increase significantly compared to the separate businesses of each of Omnicom and IPG. The combined companyâ€™s future success will depend, in part, upon its ability to manage this expanded business, which will pose substantial challenges for management, including challenges related to the management of a larger number of operations and geographies and associated increased costs and complexity. The combined company may also face increased scrutiny from, and/or additional regulatory requirements of, governmental authorities as a result of the significant increase in the size and complexity of the business. There can be no assurances that the combined company will be successful or that it will realize the expected operating synergies, cost savings or other benefits currently anticipated from the Merger.Legal and Regulatory RisksLaws and regulations and actions of consumer advocates may limit the scope and content of our services, affect our ability to meet our clientsâ€™ needs, result in third-party claims, litigation, regulatory proceedings or government investigations, or otherwise have a material adverse effect on our business, results of operations and financial condition.Government agencies and consumer groups directly or indirectly affect or attempt to affect the scope, content and manner of presentation of marketing and communications services, through regulation or other governmental action, which could affect our ability to meet our clientsâ€™ 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, and from time to time we may be subject to claims, lawsuits, regulatory proceedings or government investigations into whether our business practices comport with applicable law. Regardless of the merit of such claims, lawsuits, proceedings or investigations, defending against them could cost us a significant amount of time and money and result in negative publicity. Any regulatory or judicial action that affects our ability to meet our clientsâ€™ needs or reduces client spending on our services could have a material adverse effect on our business, results of operations and financial condition.Compliance with ever evolving federal, state, and foreign laws relating to the handling of information about individuals involves significant expenditure and resources, and any failure by us or our vendors to comply could materially adversely affect our business, results of operations and financial condition.We, and third-party vendors on our behalf, process information related to individuals, including from and about individuals we may advertise to, actual and prospective clients, employees, and service providers. We and our vendors are subject to a variety of federal, state, and foreign laws, rules, regulations, industry standards, and other requirements related to privacy, use of personal information, marketing and advertising, and internet tracking technologies. These requirements, and their application, interpretation, and amendments are constantly evolving and developing. 10 Among other things, such laws generally: require disclosures about the data collection, use, and disclosure practices of covered businesses, and provide individuals expanded rights to access, delete, and correct their personal information, and opt out of certain sales or transfers of personal information.Our obligations related to data privacy and security are quickly changing in an increasingly stringent fashion, creating some uncertainty as to the future legal framework governing such matters. Preparing for and complying with these obligations requires us to devote significant resources. These obligations may necessitate changes to our practices and to those of any third parties that process personal data on our behalf. In addition, these laws, rules, and regulations could also affect the acceptance of new communications technologies and the use of current communications technologies as advertising media.Any failure or perceived failure by us, or third parties on which we depend, to comply with data privacy laws, rules, regulations, industry standards and other requirements could result in legal claims or proceedings (such as class actions), regulatory investigations and enforcement actions, fines and penalties, negative reputational impacts and future compliance costs, which could materially and adversely affect our business, results of operations and financial condition. We also cannot guarantee that any such costs or losses will be covered by our existing insurance policies or that applicable insurance will be available to us in the future on economically reasonable terms or at all. Any of the foregoing could also 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 condition.Expectations relating to environmental, social and governance considerations expose us to potential liabilities, reputational harm and other unforeseen adverse effects on our business.Many governments, regulators, investors, employees, customers and other stakeholders are focused on environmental, social and governance considerations relating to businesses, including climate change and greenhouse gas emissions, human capital and diversity, equity and inclusion. We make statements about our environmental, social and governance goals and initiatives through information provided on our website, press statements and other communications, including through our Corporate Responsibility Report. Responding to these environmental, social and governance considerations and implementation of these goals and initiatives involves risks and uncertainties and requires ongoing investments. The success of our goals and initiatives may be impacted by factors that are outside our control. In addition, some stakeholders may disagree with our goals and initiatives and the focus and views of stakeholders may change and evolve over time and vary depending on the jurisdictions in which we operate. Any failure, or perceived failure, by us to achieve our goals, further our initiatives, adhere to our public statements, comply with federal, state or international environmental, social and governance laws and regulations, or meet evolving and varied stakeholder expectations and views could materially adversely affect our business, reputation, results of operations, financial condition and stock price.Item 1B. Unresolved Staff CommentsNone.Item 1C. CybersecurityCybersecurity Risk Management and StrategyWe have developed and implemented a cybersecurity risk management program intended to protect the confidentiality, integrity, and availability of our critical systems and information. Our cybersecurity risk management program includes a cybersecurity incident response plan.We use the National Institute of Standards and Technology Cybersecurity Framework, or NIST CSF, and the ISO 27001 framework as published by the International Organization for Standardization as guides to help us identify, assess, and manage cybersecurity risks relevant to our business. We have designed and assessed our program based on the NIST CSF and ISO 27001. This does not imply that we meet any particular technical standards, specifications, or requirements.Our cybersecurity risk management program is integrated into our overall enterprise risk management program; and shares common methodologies, reporting channels, and governance processes that apply across the enterprise risk management program to other legal, compliance, strategic, operational, and financial risk areas.Key aspects of our cybersecurity risk management program include:â€¢risk assessments designed to help identify material cybersecurity risks to our critical systems, and information;â€¢an internal security staff principally responsible for managing our cybersecurity risk assessment processes, our security controls, and our response to cybersecurity incidents;â€¢the use of external service providers, where appropriate, to assess, test, or otherwise assist with aspects of our security controls;â€¢cybersecurity awareness training of our employees, incident response personnel, and senior management;â€¢a cybersecurity incident response plan that includes procedures for responding to cybersecurity incidents; andâ€¢a third-party risk management process for key service providers, suppliers, and vendors, including cloud-related service providers.11 While we have experienced cybersecurity incidents that resulted in the disruption of our information technology systems and required us to engage third parties to remediate the issues, we have not identified risks from known cybersecurity threats, including as a result of any prior cybersecurity incidents, that have materially affected or are reasonably likely to materially affect us, including our operations, results of operations, or financial condition. We face certain ongoing risks from cybersecurity threats that, if realized, are reasonably likely to materially affect us, including our business, results of operations and financial condition. See Item 1A, â€œRisk Factors - We rely extensively on information technology systems, and cybersecurity incidents could adversely affect us.â€Cybersecurity GovernanceOur Board of Directors, or Board, considers cybersecurity risk as part of its risk oversight function and has delegated to its Audit Committee oversight of cybersecurity and other information technology risks. Our Audit Committee oversees managementâ€™s ongoing activities related to our cybersecurity risk management program. Our Audit Committee receives periodic reports from management on our cybersecurity risks. In addition, management updates the Audit Committee, as necessary, regarding cybersecurity incidents.Our Audit Committee reports to the full Board regarding its activities, including those related to cybersecurity. The full Board also receives briefings from management on our cybersecurity risk management program. Board members receive presentations on cybersecurity topics from our Chief Information Officer, or CIO, Chief Information Security Officer, or CISO, and Chief Information Risk Officer, or CIRO, and other security staff as part of the Boardâ€™s continuing education on topics that impact the Company.Our management team, including our CIO, CISO and CIRO, is responsible for assessing and managing our material risks from cybersecurity threats. The team has primary responsibility for our overall cybersecurity risk management program and supervises both our internal cybersecurity personnel and our retained external cybersecurity advisors. Our Information Technology (IT) management team collectively holds over 50 years of strategic IT and global transformational experience, including having held IT advisory roles with top-tier organizations. Each member of the team has experience operating in complex, international business environments. The IT management team has demonstrated achievement in Information Security strategy development, risk management and implementation of security and risk management programs that drive awareness, decrease exposure and strengthen organizational IT controls.Our management team is informed about and monitors the prevention, detection, mitigation, and remediation of key cybersecurity risks and incidents through various means, which may include briefings from internal security personnel, threat intelligence and other information obtained from governmental, public or private sources, including external advisors engaged by us, and alerts and reports produced by security tools deployed in the IT environment.Item 2. PropertiesWe 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 18 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 ProceedingsIn the ordinary course of business, we are involved in various legal proceedings. We do not expect that such proceedings will have a material adverse effect on our results of operations or financial condition.Item 4. Mine Safety DisclosuresNot Applicable.12 PART IIItem 5. Market for Registrantâ€™s Common Equity, Related Stockholder Matters and Issuer Purchases of Equity SecuritiesOur common stock is listed and trades on the NYSE under the symbol OMC. As of JanuaryÂ 30, 2025, there were 1,717 shareholders of record.Common stock repurchase activity during the three months ended DecemberÂ 31, 2024 was:PeriodTotal Number ofShares PurchasedAverage PricePaid Per ShareTotal Number ofShares Purchasedas Part of PubliclyAnnounced Plansor ProgramsMaximum Numberof Shares that MayYet Be PurchasedUnder the Plansor ProgramsOctober 1 - October 31, 202480,022Â $103.46â€”â€”November 1 - November 30, 20244,983Â 103.07â€”â€”December 1 - December 31, 2024â€”Â â€”â€”85,005Â $103.44â€”â€”During the three months ended DecemberÂ 31, 2024, we withheld 85,005 shares of common stock from employees to satisfy estimated statutory income tax obligations related to the vesting of restricted stock awards and exercises of stock options. The value of the stock withheld was based on the closing price of our common stock on the applicable vesting date.There were no unregistered sales of equity securities during the three months ended DecemberÂ 31, 2024.Item 7. Managementâ€™s Discussion and Analysis of Financial Condition and Results of Operations(Dollars in tables in millions, except per share amounts.)EXECUTIVE SUMMARYRisks and UncertaintiesGlobal economic disruptions, including geopolitical events, international hostilities, acts of terrorism, public health crises, inflation or stagflation, tariffs and other trade barriers, central bank interest rate policies in countries that comprise our major markets and labor and supply chain challenges could cause economic uncertainty and volatility. The impact of these issues on our business will vary by geographic market and discipline. 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.Agreement to Acquire IPGOn December 8, 2024, we entered into the Merger Agreement with IPG. Upon closing, each share of IPG common stock will be exchanged for 0.344 shares of Omnicom common stock. The closing of the Merger is subject to the satisfaction of customary closing conditions, including receipt of required regulatory approvals and approval by Omnicom stockholders and IPG stockholders. If completed, the Merger is expected to have a material impact on our business, results of operations and financial condition. For additional information, see Item 1, â€œBusiness - Agreement to Acquire IPG.â€ Our BusinessWe are a strategic holding company providing data-inspired, creative marketing and sales solutions to many of the largest global companies. Our portfolio of companies includes our global networks, BBDO, DDB, TBWA, Omnicom Media Group, the DAS Group of Companies, and the Communications Consultancy Network. All of our global networks integrate their service offerings with the Omnicom branded practice areas, including Omnicom Health Group, Omnicom Precision Marketing Group, Omnicom Commerce Group, Omnicom Advertising Collective, Omnicom Public Relations Group, Omnicom Brand Consulting Group, Flywheel Digital and Omnicom Production, a practice area that brings together Omnicomâ€™s global production capabilities, as well as our Experiential businesses and Execution & Support businesses, which includes Omnicom Specialty Marketing Group. In August 2024, we announced the formation of Omnicom Advertising Group, or OAG, a new global organization that aligns the world-class creative networks BBDO, DDB and TBWA, as well as leading agencies within the Omnicom Advertising Collective. OAG began operations in January 2025. In January 2024, we acquired Flywheel Digital, the digital commerce business of Ascential plc, for a net cash purchase price of approximately $845 million.On a global, pan-regional, and local basis, our networks, practice areas and agencies provide a comprehensive range of services in the following fundamental disciplines: Media & Advertising, Precision Marketing, Public Relations, Healthcare, Branding & Retail Commerce, Experiential, and Execution & Support. Media & Advertising includes creative services across digital and traditional media, strategic media planning and buying, performance media, data analytics services, and Omnicom Production. Precision Marketing includes digital and direct marketing, digital transformation consulting, e-commerce operations, media execution, market intelligence and data and analytics. Public Relations services include corporate communications, crisis 13management, public affairs and media and media relations services. Healthcare includes corporate communications and advertising and media services to global healthcare and pharmaceutical companies. Branding & Retail Commerce services include brand and product consulting, strategy and research and retail marketing. Experiential marketing services include live and digital events and experience design and execution. Execution & Support includes field marketing, sales support, digital and physical merchandising, point-of-sale and product placement, as well as other specialized marketing and custom communications services. We operate in all major markets and have a large client base. Our geographic markets include the Americas, which includes North America and Latin America, Europe, EMEA, and Asia-Pacific.Our business model was built and continues to evolve around our clients. While our networks, practice areas 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 clientsâ€™ specific 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 clientsâ€™ 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 could fill gaps in our service delivery to our existing clients.We believe generative AI will have a significant effect on how we provide services to our clients and how we enhance the productivity of our people. As with any new technology, we are working closely with our clients and technology partners to take advantage of the benefits of AI while being mindful of its limitations, risks, and privacy concerns. We are committed to responsible AI practices and collaboration to harness AI's potential, while evaluating related risks, such as ethical considerations, public perception and reputational concerns, intellectual property protection, regulatory compliance, privacy and data security concerns and our ability to effectively adopt this new emerging technology. The rapidly developing nature of AI technology makes it difficult to assess the full impact on our business at this time. We operate in all major markets and have a large client base. For the year ended DecemberÂ 31, 2024, our largest client represented 2.7% 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 17% of our revenue in 2024. 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.Global economic conditions have a direct impact on our business and financial performance. Adverse global economic conditions pose a risk that our clients may reduce, postpone or cancel spending on marketing and 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. 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 year-over-year in certain businesses. Typically, these events do not have a significant impact on our revenue in any period.Given our size and breadth, we manage our business by monitoring several financial indicators. The key performance indicators that we focus on are revenue growth and variability of operating expenses. We analyze revenue growth by reviewing the components and mix of the growth, including growth by principal regional market, practice area 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 primarily consist of cost of services, selling, general and administrative expenses, or SG&A, and depreciation and amortization, and are analyzed for each network by the chief operating decision maker, who allocates resources accordingly. Financial PerformanceWorldwide revenue in 2024 increased $996.9 million, or 6.8%, to $15.7 billion compared to $14.7 billion in 2023. Worldwide organic growth (defined below) increased revenue $768.7 million, or 5.2%, reflecting increased client spending in our Media & Advertising, Precision Marketing, Experiential and Public Relations disciplines and in all of our major geographic markets compared to the prior year. Our Public Relations discipline was helped by spending on the U.S. elections, and the Experiential discipline benefited from spending on the Summer Olympics. Changes in foreign exchange rates reduced revenue $65.5 million, or 0.4%, and acquisition revenue, net of disposition revenue, increased revenue $293.7 million, or 2.0% (see Note 5 and 14 to the consolidated financial statements).In North America, organic revenue growth in 2024 compared to the prior year was primarily driven by strong performance in the United States, especially in the Media & Advertising discipline, led by our media business, and our Precision Marketing, Experiential, and Public Relations disciplines. Our Public Relations discipline was helped by spending on the U.S. elections, and the Experiential discipline benefited from spending on the Summer Olympics. The organic growth was partially offset by underperformance in our Branding & Retail Commerce, Execution & Support and Healthcare disciplines. Acquisitions, net of dispositions, positively impacted revenue and were primarily related to the purchase of Flywheel Digital in January 2024 and 14acquisitions in the second half of 2023 in our Public Relations discipline, partially offset by dispositions in the Execution & Support discipline in the first half of 2023. In Europe, organic revenue growth in 2024 compared to the prior year was driven by strong performance in our Media & Advertising discipline, led by our media business, and in our Experiential and Execution & Support disciplines, partially offset by underperformance in our Precision Marketing, Branding & Retail Commerce and Public Relations disciplines. Foreign currency exchange rate changes increased revenue year-over-year, primarily as a result of the strengthening of the British Pound, partially offset by the weakening of several currencies against the U.S. Dollar year-over-year. Acquisitions, net of dispositions for 2024, positively impacted revenue and were primarily related to the purchase of Flywheel Digital in January 2024 and acquisition activity in our Media & Advertising discipline in the second half of 2023, partially offset by dispositions in the Execution & Support discipline in the first half of 2023.In Latin America, organic revenue growth in 2024 compared to the prior year, increased in all disciplines, led by Media & Advertising, and in all countries in the region. The weakening of most currencies against the U.S. Dollar decreased revenue in 2024, compared to 2023. Acquisitions positively impacted revenue and were primarily related to acquisition activity in our Media & Advertising discipline in the prior year and the purchase of Flywheel Digital in January 2024.In Asia-Pacific, during 2024, organic revenue increased compared to 2023. Organic growth in our Media & Advertising discipline was partially offset by underperformance in our Precision Marketing and Public Relations disciplines. Substantially all markets in the region, especially China, India, Australia, the Philippines and Thailand, had positive organic revenue growth as compared to the prior year. Foreign currency changes decreased revenue for the year, primarily as a result of the weakening of the Japanese Yen and Chinese Reminbi against the U.S. Dollar. Acquisition activity, including the purchase of Flywheel Digital in January 2024, increased revenue compared to the prior year.The year-over-year changes in worldwide revenue in 2024, compared to 2023, in our fundamental disciplines were: Media & Advertising increased $575.0 million, Precision Marketing increased $347.4 million, Public Relations increased $100.3 million, Healthcare decreased $8.0 million, Branding & Retail Commerce decreased $60.8 million, Experiential increased $80.1 million and Execution & Support decreased $37.1 million.The increases in worldwide revenue across our principal regional markets were: North America $699.2 million, Europe $172.1 million, Asia-Pacific $69.1 million and Latin America $46.9 million.A summary of our consolidated results of operations year-over-year:20242023$ Change% ChangeRevenue$15,689.1$14,692.2$996.9Â 6.8Â %Operating Income2,3$2,274.6$2,104.7$169.9Â 8.1Â %Operating Margin2,314.5Â %14.3Â %0.2Â %Net Income - Omnicom Group Inc.2,3$1,480.6$1,391.4$89.2Â 6.4Â %Net Income per Share - Omnicom Group Inc.: Diluted2,3$7.46$6.91$0.55Â 8.0Â %EBITA1,2,3$2,362.1$2,166.5$195.6Â 9.0Â %EBITA Margin1,2,315.1Â %14.7Â %0.4Â %1) Reconciliation of Non-GAAP Financial Measures on page 30.2) In 2024, operating expenses included $57.8 million ($42.9 million after-tax) of repositioning costs, primarily related to severance, recorded in the second quarter of 2024 (see Note 13 to the consolidated financial statements). Included in selling, general and administrative expenses in the fourth quarter of 2024 are acquisition transaction costs of $14.6 million ($13.1 million after-tax), related to the proposed merger with IPG (see Note 1 to the consolidated financial statements). The net impact of these items reduced operating income for 2024 by $72.4 million ($56.0 million after-tax) and reduced diluted net income per share - Omnicom Group Inc. by $0.28. In 2023, operating expenses included real estate operating lease impairment charges, severance and other exit costs of $191.5 million ($145.5 million after-tax) related to repositioning actions we took in the first and second quarters of 2023 to reduce our real estate requirements, rebalance our workforce, and consolidate operations in certain markets. In addition, in the second quarter of 2023, we recorded a gain of $78.8 million ($55.9 million after-tax) on the disposition of certain of our research businesses in the Execution & Support discipline. Included in the fourth quarter of 2023 within selling, general and administrative expenses are acquisition transaction costs of $14.5 million ($13.0 million after-tax), primarily related to the purchase of Flywheel Digital in January 2024 (see Note 5 to the consolidated financial statements). The net impact of these items reduced operating income for 2023 by $127.2 million ($102.6 million after-tax) and reduced diluted net income per share - Omnicom Group Inc. by $0.50 (see Notes 13 and 14 to the consolidated financial statements). 3) Beginning in 2024, EBITA is defined as earnings before interest, income taxes and amortization of acquired intangible assets and internally developed strategic platform assets. As a result, we reclassified the prior year to be consistent with the revised definition, which reduced EBITA from previously reported amounts. We believe EBITA is useful in evaluating the impact of amortization of acquired intangible assets and internally developed strategic platform assets on operating performance and allows for comparability between reporting periods, the after-tax impact on diluted net income per share- Omnicom Group Inc. for 2024 and 2023 was $0.32 and $0.23, respectively.15CRITICAL ACCOUNTING ESTIMATESThe 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.EstimatesWe 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 our intangible assets, which primarily consist of goodwill, for impairment. Actual results could differ from those estimates and assumptions.Acquisitions and GoodwillWe 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 May 1 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 (Step 0) or proceeding directly to the quantitative goodwill impairment test. While there were no trigger events that required us to perform a quantitative test, we performed the annual quantitative impairment test and compared the fair value of each of our reporting units to its respective carrying value, including goodwill. We identified our regional reporting units as components of our operating segments, which are our six global agency networks. The regional reporting units and practice areas monitor 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 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, and the employees share similar skill sets. 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 business into our virtual client network strategy.Goodwill Impairment Review - Estimates and AssumptionsWe 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 (â€œDCFâ€) 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 (â€œWACCâ€) for each reporting unit.16The long-term growth rate and WACC assumptions used in our evaluations:May 1, 2024May 1, 2023Long-Term Growth Rate3.5%3.5%WACC10.8% - 11.8%11.0% - 11.4%Long-term growth rate represents our estimate of the long-term growth rate for our industry and the geographic markets 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 3.6% and 4.7%, respectively. We considered this history when determining the long-term growth rates used in our annual impairment test at MayÂ 1, 2024. Included in the 10-year history is the full year 2020, which included the negative impact of the COVID-19 pandemic on the global economy and our revenue. We believe marketing expenditures over the long term have a high correlation to NGDP, notwithstanding the volatility of inflationary environments. Based on our past performance, we also believe that our growth rate can exceed NGDP growth in the short-term in the markets we operate in, which are similar across our reporting units. Accordingly, for our annual test as of MayÂ 1, 2024, we used an estimated long-term growth rate of 3.5%.When performing the annual impairment test as of MayÂ 1, 2024 and estimating the future cash flows of our reporting units, we considered the current macroeconomic environment, as well as industry and market specific conditions in 2024. In the first half of 2024, our organic revenue increase was 4.6%, 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 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 - ConclusionBased on the results of our impairment test, we concluded that our goodwill as of MayÂ 1, 2024 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 48%. 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 reporting unit. The results of this sensitivity analysis on our impairment test as of MayÂ 1, 2024 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 MayÂ 1, unless events or circumstances trigger the need for an interim impairment test. There were no events through DecemberÂ 31, 2024 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 year-over-year. 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.17Revenue RecognitionRevenue is recognized when a customer obtains control and receives the benefit of the 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, marketing, and communications services in the following fundamental disciplines: Media & Advertising, Precision Marketing, Public Relations, Healthcare, Branding & Retail Commerce, Experiential, and Execution & Support. 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 clientâ€™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 such 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 clientâ€™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, marketing, and communications 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, shipping 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.18However, 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, precision marketing, public relations, healthcare, and branding and retail commerce, we act as an agent and arrange, at the clientâ€™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 experiential business and most of our execution and 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 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 STANDARDSSee Notes 1 and 24 to the consolidated financial statements for information on the adoption of new accounting standards and accounting standards not yet adopted.19CONSOLIDATED RESULTS OF OPERATIONSThe year-over-year change in results of operations:Year Ended December 31,2024 vs. 20232023 vs. 2022202420232022$ Change$ ChangeRevenue$15,689.1$14,692.2$14,289.1$996.9$403.1Â Operating Expenses:Salary and service costs11,432.510,701.210,325.9731.3375.3Occupancy and other costs1,274.41,168.81,168.6105.60.2Real estate and other repositioning costs257.8191.5â€”(133.7)191.5Charges arising from the effects of the war in Ukraine3â€”â€”113.4â€”(113.4)Gain on disposition of subsidiary2â€”(78.8)â€”78.8(78.8)Cost of services12,764.711,982.711,607.9782.0374.8Selling, general and administrative expenses2408.1393.7378.514.415.2Depreciation and amortization241.7211.1219.430.6(8.3)Total operating expenses13,414.512,587.512,205.8827.0381.7Operating Income2,274.62,104.72,083.3169.921.4Interest Expense247.9218.5208.629.49.9Interest Income100.9106.770.7(5.8)36.0Income Before Income Taxes and Income From EquityÂ Â Â Method Investments2,127.61,992.91,945.4134.747.5Income Tax Expense560.5524.9546.835.6(21.9)Income From Equity Method Investments6.95.25.21.7â€”Net Income1,574.01,473.21,403.8100.869.4Net Income Attributed To Noncontrolling Interests93.481.887.311.6(5.5)Net Income - Omnicom Group Inc.2,3$1,480.6$1,391.4$1,316.5$89.2$74.9Net Income Per Share - Omnicom Group Inc.:Basic$7.54$6.98$6.40$0.56$0.58Diluted2,3$7.46$6.91$6.36$0.55$0.55Revenue$15,689.1$14,692.2$14,289.1$996.9$403.1Operating Margin %14.5Â %14.3Â %14.6Â %0.2Â % (0.3)%EBITA1,4$2,362.1$2,166.5$2,142.1$195.6$24.4EBITA Margin %15.1Â %14.7Â %15.0Â %0.4Â %(0.3)%1) Reconciliation of Non-GAAP Financial Measures on page 30.2) In 2024, operating expenses included $57.8 million ($42.9 million after-tax) of repositioning costs, primarily related to severance, recorded in the second quarter of 2024 (see Note 13 to the consolidated financial statements). Included in selling, general and administrative expenses in the fourth quarter of 2024 are acquisition transaction costs of $14.6 million ($13.1 million after-tax), related to the proposed merger with IPG (see Note 1 to the consolidated financial statements). The net impact of these items reduced operating income for 2024 by $72.4 million ($56.0 million after-tax) and reduced diluted net income per share - Omnicom Group Inc. by $0.28. In 2023, operating expenses included real estate operating lease impairment charges, severance and other exit costs of $191.5 million ($145.5 million after-tax) related to repositioning actions we took in the first and second quarters of 2023 to reduce our real estate requirements, rebalance our workforce, and consolidate operations in certain markets. In addition, in the second quarter of 2023, we recorded a gain of $78.8 million ($55.9 million after-tax) on the disposition of certain of our research businesses in the Execution & Support discipline. Included in the fourth quarter of 2023 within selling, general and administrative expenses are acquisition transaction costs of $14.5 million ($13.0 million after-tax), primarily related to the purchase of Flywheel Digital in January 2024 (see Note 5 to the consolidated financial statements). The net impact of these items reduced operating income for 2023 by $127.2 million ($102.6 million after-tax) and reduced diluted net income per share - Omnicom Group Inc. by $0.50 (see Notes 13 and 14 to the consolidated financial statements). 3) For the year ended DecemberÂ 31, 2022, operating expenses included $113.4 million of charges recorded in the first quarter of 2022, as well as an additional net income tax charge of $4.8 million, related to the disposition of our businesses in Russia, which reduced net income - Omnicom Group Inc. by $118.2 million and diluted net income per share - Omnicom Group Inc. by $0.57 (see Note 15 to the consolidated financial statements).4) Beginning in 2024, EBITA is defined as earnings before interest, income taxes and amortization of acquired intangible assets and internally developed strategic platform assets. As a result, we reclassified the prior year to be consistent with the revised definition, which reduced EBITA from previously reported amounts. We believe EBITA is useful in evaluating the impact of amortization of acquired intangible assets 20and internally developed strategic platform assets on operating performance and allows for comparability between reporting periods. The after-tax impact on diluted net income per share- Omnicom Group Inc. for 2024, 2023 and 2022 was $0.32, $0.23 and $0.21, respectively.RevenueThe components of year-over-year revenue change in the United States (â€œDomesticâ€) and the remainder of the world (â€œInternationalâ€):TotalDomesticInternational$%$%$%Year Ended December 31, 2023$14,692.2Â $7,471.6Â $7,220.6Â Components of revenue change:Foreign exchange rate impact(65.5) (0.4)%â€”Â â€”Â %(65.5)(0.9)%Acquisition revenue, net of disposition revenue293.7Â 2.0Â %205.3Â 2.7Â %88.4Â 1.2Â %Organic growth768.7Â 5.2Â %509.6Â 6.8Â %259.1Â 3.6Â %Year Ended December 31, 2024$15,689.1Â 6.8Â %$8,186.5Â 9.6Â %$7,502.6Â 3.9Â %TotalDomesticInternational$%$%$%Â Year Ended December 31, 2022$14,289.1Â $7,367.3Â $6,921.8Â Components of revenue change:Foreign exchange rate impact(28.3)(0.2)%â€”Â â€”Â %(28.3)(0.4)%Acquisition revenue, net of disposition revenue(153.1)(1.1)%(87.2)(1.2)%(65.9)(1.0)%Organic growth584.5Â 4.1Â %191.5Â 2.6Â %393.0Â 5.7Â %Year Ended December 31, 2023$14,692.2Â 2.8Â %$7,471.6Â 1.4Â %$7,220.6Â 4.3Â %The components and percentages are calculated as follows:â€¢Foreign exchange rate impact is calculated by translating the current periodâ€™s local currency revenue using the prior period average exchange rates to derive current period constant currency revenue (in this case $15,754.6 million and $14,720.5 million for the Total column for DecemberÂ 31, 2024 and DecemberÂ 31, 2023, respectively). The foreign exchange impact is the difference between the current period revenue in U.S. Dollars and the current period constant currency revenue ($15,689.1 million less $15,754.6 million and $14,692.2 million less $14,720.5 million for the Total column for DecemberÂ 31, 2024 and DecemberÂ 31, 2023, respectively).â€¢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.â€¢Organic growth is calculated by subtracting the foreign exchange rate impact, and the acquisition revenue, net of disposition revenue components from total revenue growth.â€¢The percentage change is calculated by dividing the individual component amount by the prior period revenue base of that component ($14,692.2 million and $14,289.1 million for the Total column for DecemberÂ 31, 2024, and DecemberÂ 31, 2023, respectively).Changes in the value of foreign currencies against the U.S. Dollar affect our results of operations and financial condition. For the most part, because the revenue and expense of our foreign operations are both denominated in the same local currency, the economic impact on operating margin is minimized. Assuming exchange rates at JanuaryÂ 30, 2025, remain unchanged, we expect the impact of changes in foreign exchange rates to reduce revenue between 2.0% to 2.5% for the first quarter of 2025 and by 2.0% for the full year. Based on our acquisition and disposition activity to date, excluding the proposed merger with IPG, we expect that the net impact will be flat for the first quarter and for the full year of 2025.In the normal course of business, our agencies both gain and lose business from clients each year due to a variety of factors. Under our client-centric approach, we seek to broaden our relationships with all of our clients. Our largest client represented approximately 2.7% and 3.0% of revenue for 2024 and 2023, respectively. Our ten largest and 100 largest clients represented approximately 19.1% and 54.4% of revenue for 2024, respectively, and 20.2% and 54.5% of revenue for 2023, respectively.21Revenue by DisciplineTo monitor the changing needs of our clients and to further expand the scope of our services to key clients, we monitor revenue across a broad range of disciplines and group them into the following categories: Media & Advertising, Precision Marketing, Public Relations, Healthcare, Branding & Retail Commerce, Experiential and Execution & Support,The year-over-year change in revenue and organic growth by discipline:Year Ended December 31,202420232024 vs. 2023$% ofRevenue$% ofRevenue$ Change% Organic GrowthMedia & Advertising$8,466.2Â 54.0Â %$7,891.2Â 53.7Â %$575.0Â 7.8Â %Precision Marketing1,820.9Â 11.6Â %1,473.5Â 10.0Â %347.4Â 3.8Â %Public Relations1,679.2Â 10.7Â %1,578.9Â 10.7Â %100.3Â 3.7Â %Healthcare1,354.7Â 8.5Â %1,362.7Â 9.4Â %(8.0)(0.4)%Branding & Retail Commerce792.9Â 5.1Â %853.7Â 5.8Â %(60.8) (6.2)%Experiential731.5Â 4.7Â %651.4Â 4.4Â %80.1Â 15.4Â %Execution & Support843.7Â 5.4Â %880.8Â 6.0Â %(37.1)(0.5)%Revenue$15,689.1Â $14,692.2Â $996.9Â 5.2Â %Year Ended December 31,202320222023 vs. 2022$% ofRevenue$% ofRevenue$ Change% Organic GrowthMedia & Advertising$7,891.2Â 53.7Â %$7,433.9Â 52.0Â %$457.3Â 6.5Â %Precision Marketing1,473.5Â 10.0Â %1,426.6Â 10.0Â %46.9Â 3.1Â %Public Relations1,578.9Â 10.7Â %1,552.7Â 10.9Â %26.2Â (0.8)%Healthcare1,362.7Â 9.4Â %1,322.3Â 9.3Â %40.4Â 3.8Â %Branding & Retail Commerce853.7Â 5.8Â %848.1Â 5.9Â %5.6Â 1.2Â %Experiential651.4Â 4.4Â %635.6Â 4.4Â %15.8Â 3.0Â %Execution & Support880.8Â 6.0Â %1,069.9Â 7.5Â %(189.1) (1.0)%Revenue$14,692.2Â $14,289.1Â $403.1Â 4.1Â %Effective January 1, 2023, we realigned the classification of certain services primarily within our Commerce & Branding, Execution & Support, and Experiential disciplines, and prior year amounts have been reclassified.2024 v. 2023The year-over-year changes in worldwide revenue in 2024, compared to 2023, in our fundamental disciplines were: Media & Advertising increased $575.0 million, Precision Marketing increased $347.4 million, Public Relations increased $100.3 million, Healthcare decreased $8.0 million, Branding & Retail Commerce decreased $60.8 million, Experiential increased $80.1 million, and Execution & Support decreased $37.1 million. Worldwide organic revenue growth increased revenue $768.7 million, or 5.2%, primarily reflecting increased client spending in Media & Advertising, led by Media, as well as Precision Marketing, Public Relations and Experiential disciplines compared to the prior year. Our Public Relations discipline was helped by spending on the U.S. elections, and the Experiential discipline benefited from spending on the Summer Olympics. Organic growth was partially offset by underperformance in our Branding & Retail Commerce discipline. Changes in foreign exchange rates reduced revenue slightly. The decrease in revenue from foreign exchange translation was primarily related to the weakening of some currencies, including the Japanese Yen and Brazilian Real against the U.S. Dollar, partially offset by the strengthening of the British Pound, Colombian Peso and Euro against the U.S. Dollar. Acquisition revenue, net of dispositions, increased revenue $293.7 million, or 2.0% (see Notes 5 and 14 to the consolidated financial statements).2023 v. 2022The year-over-year changes in worldwide revenue in 2023, compared to 2022, in our fundamental disciplines were: Media & Advertising increased $457.3 million, Precision Marketing increased $46.9 million, Public Relations increased $26.2 million, Healthcare increased $40.4 million, Branding & Retail Commerce increased $5.6 million, Experiential increased $15.8 million, and Execution & Support decreased $189.1 million. Organic revenue increased across substantially all disciplines, except for Public Relations, which faced a difficult comparison to the prior year, and Execution & Support. The impact of foreign exchange translation slightly reduced our revenue. The decrease in revenue from foreign exchange translation was primarily related to the weakening of several currencies against the U.S. Dollar, including the Australian Dollar, Canadian Dollar, Japanese Yen, and 22Chinese Renminbi, partially offset by the Euro and British Pound, which strengthened against the U.S. Dollar compared to the prior year. The negative impact on revenue from acquisitions, net of dispositions, year-over-year was primarily due to dispositions in the Execution & Support discipline in the first and second quarters of 2023, including the sale of our research businesses, as well as the disposition of our businesses in Russia in the first quarter of 2022, partially offset by acquisitions in our Media & Advertising and Public Relations disciplines in 2023. Revenue by GeographyThe year-over-year change in revenue and organic growth in our geographic markets:Year Ended December 31,202420232024 vs. 2023$% ofRevenue$% ofRevenue$ Change% Organic GrowthAmericas:North America$8,650.2Â 55.2Â %$7,951.0Â 54.2Â %$699.2Â 6.3Â %Latin

America433.7Â 2.8Â %386.8Â 2.6Â %46.9Â 17.2Â %EMEA:Europe4,439.0Â 28.2Â %4,266.9Â 29.0Â %172.1Â 2.7Â %Middle East and Africa319.2Â 2.0Â %309.6Â 2.1Â %9.6Â 5.2Â %Asia-Pacific1,847.0Â 11.8Â %1,777.9Â 12.1Â %69.1Â 3.8Â %Revenue$15,689.1Â $14,692.2Â $996.9Â 5.2Â %Year Ended December 31,202320222023 vs. 2022$% ofRevenue$% ofRevenue$ Change% Organic GrowthAmericas:North America$7,951.0Â 54.2Â %$7,856.0Â 55.0Â %$95.0Â 2.6Â %Latin America386.8Â 2.6Â %329.0Â 2.3Â %57.8Â 13.0Â %EMEA:Europe4,266.9Â 29.0Â %4,010.5Â 28.1Â %256.4Â 6.2Â %Middle East and Africa309.6Â 2.1Â %346.7Â 2.4Â %(37.1)(5.8)%Asia-Pacific1,777.9Â 12.1Â %1,746.9Â 12.2Â %31.0Â 6.0Â %Revenue$14,692.2Â $14,289.1Â $403.1Â 4.1Â %The year-over-year increase in worldwide revenue across our geographic markets for 2024 were: North America $699.2 million, or 8.8%, Latin America $46.9 million, or 12.1%, Europe $172.1 million, or 4.0%, the Middle East and Africa $9.6 million, or 3.1%, and Asia-Pacific $69.1 million, or 3.9%.The year-over-year change in worldwide revenue across our geographic markets for 2023 was: North America increased $95.0 million, or 1.2%, Latin America increased $57.8 million, or 17.6%, Europe increased $256.4 million, or 6.4%, the Middle East and Africa decreased $37.1 million, or 10.7%, and Asia-Pacific increased $31.0 million, or 1.8%.North America2024 vs. 2023In North America, organic revenue growth in 2024 compared to the prior year was primarily driven by strong performance in the United States, especially in the Media & Advertising discipline, led by our media business, and our Precision Marketing, Experiential, and Public Relations disciplines. Our Public Relations discipline was helped by spending on the U.S. elections, and the Experiential discipline benefited from spending on the Summer Olympics. The organic growth was partially offset by underperformance in our Branding & Retail Commerce, Execution & Support and Healthcare disciplines. Acquisitions, net of dispositions, positively impacted revenue and were primarily related to the purchase of Flywheel Digital in January 2024 and acquisitions in the second half of 2023 in our Public Relations discipline, partially offset by dispositions in the Execution & Support discipline in the first half of 2023. 232023 vs. 2022In 2023, North Americaâ€™s organic revenue growth was driven primarily by the performance in the United States, especially in the Media & Advertising discipline, led by our media business, and our Precision Marketing, and Healthcare disciplines, partially offset by negative performance in our Experiential and Branding & Retail Commerce disciplines, which faced difficult comparisons to the prior year, and our Execution & Support discipline. Acquisitions, net of dispositions, negatively impacted revenue, primarily as a result of dispositions in the Execution & Support discipline in the first and second quarters of 2023, including the sale of our research businesses, partially offset by acquisitions during the year in the Media & Advertising, Precision Marketing, and Public Relations disciplines. Latin America2024 vs. 2023In Latin America, organic revenue growth in 2024 compared to the prior year, increased in all disciplines, led by Media & Advertising, and in all countries in the region. The weakening of most currencies against the U.S. Dollar decreased revenue in 2024, compared to 2023. Acquisitions positively impacted revenue and were primarily related to acquisition activity in our Media & Advertising discipline in the prior year and the purchase of Flywheel Digital in January 2024.2033 vs. 2022In Latin America, organic revenue growth in 2023 increased in all our disciplines, led by our Media & Advertising discipline, and in substantially all countries in the region. The strengthening of most currencies, especially the Mexican Peso and Brazilian Real, partially offset by the weakening of the Argentine Peso against the U.S. Dollar, increased revenue in 2023 compared to 2022.EMEAEurope2024 vs. 2023In Europe, organic revenue growth in 2024 compared to the prior year was driven by strong performance in our Media & Advertising discipline, led by our media business, and in our Experiential and Execution & Support disciplines, partially offset by underperformance in our Precision Marketing, Branding & Retail Commerce and Public Relations disciplines. Foreign currency exchange rate changes increased revenue year-over-year, primarily as a result of the strengthening of the British Pound, partially offset by the weakening of several currencies against the U.S. Dollar year-over-year. Acquisitions, net of dispositions for 2024, positively impacted revenue and were primarily related to the purchase of Flywheel Digital in January 2024 and acquisition activity in our Media & Advertising discipline in the second half of 2023, partially offset by dispositions in the Execution & Support discipline in the first half of 2023. In 2024, total revenue in the U.K. increased 7.1% to $1,700.5 million. Organic revenue growth year-over-year in the U.K. was 2.7%, with growth led by our media business in our Media & Advertising discipline and our Experiential and Execution & Support disciples, partially offset by negative performance in our Precision Marketing, Branding & Retail Commerce, and Public Relations disciplines. In Continental Europe, which includes the Euro Zone and the other European countries, organic growth year-over-year of 2.8% was across substantially all disciplines, led by Turkey, Spain, Germany and Netherlands, and was partially offset by weakness in France and Italy.2023 vs. 2022In Europe for 2023 compared to 2022, organic revenue increased across most countries in our major markets and in substantially all disciplines, especially our Media & Advertising discipline, led by our media business, and our Experiential discipline, partially offset by a decrease in our Public Relations discipline. Foreign currency changes increased revenue in 2023, primarily as a result of the strengthening of the Euro and British Pound against the U.S. Dollar year-over-year. Acquisition revenue, net of disposition revenue, reduced revenue compared to the prior year, primarily due to the disposition of our businesses in Russia in the first quarter of 2022 and the disposition of certain businesses, primarily our research businesses in the Execution & Support discipline in the second quarter of 2023. In 2023, total revenue in the U.K. increased 4.0% to $1,587.3 million. Organic revenue growth year-over-year in the U.K. was 4.7%, with growth across most disciplines, led by our media business in our Media & Advertising discipline, partially offset by negative performance in our Precision Marketing and Public Relations disciplines. In Continental Europe, which includes the Euro Zone and the other European countries, organic growth year-over-year of 7.2% was led by Italy, France, and Germany across substantially all disciplines.Middle East and Africa 2024 vs. 2023 vs. 2022In the Middle East and Africa for 2024, organic revenue increased compared to 2023, primarily as a result of our Media & Advertising and Experiential disciplines. For 2024, the strengthening of certain currencies in the region against the U.S. Dollar decreased revenue year-over-year. For 2023, organic revenue decreased compared to 2022, primarily as a result of our Experiential discipline, which faced difficult comparisons in the region, partially offset by our Media & Advertising discipline. In 2023 as compared to 2022, the weakening of certain currencies in the region against the U.S. Dollar also decreased revenue year-over-year.24Asia-Pacific2024 vs. 2023In Asia-Pacific, during 2024, organic revenue increased compared to 2023. Organic growth in our Media & Advertising discipline was partially offset by underperformance in our Precision Marketing and Public Relations disciplines. Substantially all markets in the region, especially China, India, Australia, the Philippines and Thailand, had positive organic revenue growth as compared to the prior year. Foreign currency changes decreased revenue for the year, primarily as a result of the weakening of the Japanese Yen and Chinese Reminbi against the U.S. Dollar. Acquisition activity, including the purchase of Flywheel Digital in January 2024, increased revenue compared to the prior year.2023 vs 2022Organic revenue for Asia-Pacific in 2023 increased compared to 2022 across most major markets in the region, especially China, India, Australia, and Japan, and was led by our media business in our Media & Advertising discipline and our Experiential discipline. The organic revenue growth was partially offset by the weakening of certain currencies in the region against the U.S. Dollar, especially the Australian Dollar, Japanese Yen and Chinese Renminbi.Revenue by IndustryRevenue by industry sector:Year Ended December 31,202420232022Pharmaceuticals and Healthcare16Â %16Â %16Â %Food and Beverage15Â %15Â %15Â %Auto12Â %12Â %12Â %Consumer Products10Â %8Â %8Â %Technology8Â %8Â %8Â %Financial Services7Â %8Â %8Â %Travel and Entertainment7Â %7Â %6Â %Retail6Â %6Â %6Â %Telecommunications3Â %4Â %4Â %Government4Â %4Â %4Â %Services3Â %2Â %3Â %Oil, Gas and Utilities2Â %2Â %2Â %Not-for-Profit1Â %1Â %1Â %Education1Â %1Â %1Â %Other5Â %6Â %6Â %Total100Â %100Â %100Â %25Operating ExpensesThe year-over-year change in operating expenses:Year Ended December 31,202420232024 vs. 2023$% ofRevenue$% ofRevenue$Change%ChangeRevenue$15,689.1Â $14,692.2Â $996.9Â 6.8Â %Operating Expenses:Salary and service costs:Salary and related costs7,441.4Â 47.4Â %7,212.8Â 49.1Â %228.6Â 3.2Â %Third-party service costs3,348.6Â 21.3Â %2,917.9Â 19.9Â %430.7Â 14.8Â %Third-party incidental costs642.5Â 4.1Â %570.5Â 3.9Â %72.0Â 12.6Â %Total salary and service costs11,432.5Â 72.9Â %10,701.2Â 72.8Â %731.3Â 6.8Â %Occupancy and other costs1,274.4Â 8.1Â %1,168.8Â 8.0Â %105.6Â 9.0Â %Real estate and other repositioning costs57.8Â 0.4Â %191.5Â 1.3Â %(133.7)Gain on disposition of subsidiaryâ€"Â â€"Â %(78.8)(0.5)%78.8Â Â Â Â Â Cost of services12,764.7Â 11,982.7Â 782.0Â 6.5Â %Selling, general and administrative expenses408.1Â 2.6Â %393.7Â 2.7Â %14.4Â 3.7Â %Depreciation and amortization241.7Â 1.5Â %211.1Â 1.4Â %30.6Â 14.5Â %Total operating expenses13,414.5Â 85.5Â %12,587.5Â 85.7Â %827.0Â 6.6Â %Operating Income$2,274.6Â 14.5Â %$2,104.7Â 14.3Â %$169.9Â 8.1Â %Year Ended December 31,202320222023 vs. 2022$% ofRevenue$% ofRevenue$Change%ChangeRevenue$14,692.2Â $14,289.1Â $403.1Â 2.8Â %Operating Expenses:Salary and service costs:Salary and related costs7,212.8Â 49.1Â %7,197.9Â 50.4Â %14.9Â 0.2Â %Third-party service costs2,917.9Â 19.9Â %2,585.5Â 18.1Â %332.4Â 12.9Â %Third-party incidental costs570.5Â 3.9Â %542.5Â 3.8Â %28.0Â 5.2Â %Total salary and service costs10,701.2Â 72.8Â %10,325.9Â 72.3Â %375.3Â 3.6Â %Occupancy and other costs1,168.8Â 8.0Â %1,168.6Â 8.2Â %0.2Â â€"Â %Real estate and other repositioning costs191.5Â 1.3Â %â€"Â â€"Â %191.5Â â€"Â %Charges arising from the effects of the war in Ukraineâ€"Â â€"Â %113.4Â 0.8Â %(113.4)Gain on disposition of subsidiary(78.8)(0.5)%â€"Â â€"Â %(78.8)Â Â Â Â Cost of services11,982.7Â 11,607.9Â 374.8Â 3.2Â %Selling, general and administrative expenses393.7Â 2.7Â %378.5Â 2.6Â %15.2Â 4.0Â %Depreciation and amortization211.1Â 1.4Â %219.4Â 1.5Â %(8.3)(3.8)%Total operating expenses12,587.5Â 85.7Â %12,205.8Â 85.4Â %381.7Â 3.1Â %Operating Income$2,104.7Â 14.3Â %$2,083.3Â 14.6Â %$21.4Â 1.0Â %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, third-party service costs, and third-party incidental costs. Third-party service costs include vendor costs when we act as principal in providing services to our clients. Third-party incidental costs that are required to be included in revenue primarily consist of client-related travel and incidental out-of-pocket costs that are billed back to the client directly at our cost. 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. Adverse and beneficial fluctuations in foreign currencies from year-over-year impact our results of operations and financial condition when we translate our financial statements from local foreign currencies to the U.S. Dollar. However, substantially all of our foreign operations transact business in their local currency, mitigating the impact of changes in foreign currency exchange rates on our 26operating margin percentage. As a result, the changes in our operating expenses year-over-year from foreign currency translation were in line with the percentage impact from changes in foreign currencies on revenue for the year ended DecemberÂ 31, 2024.2024 vs. 2023Operating expenses in 2024 increased $827.0 million, or 6.6%, to $13,414.5 million from $12,587.5 million, compared to the prior year, primarily as a result of organic growth and the acquisition of Flywheel in the first quarter of 2024 (see Note 5 to the consolidated financial statements). Operating expenses for 2024 include the impact of repositioning costs, primarily related to severance, recorded in the second quarter of 2024 for $57.8 million in connection with our strategic initiatives to increase efficiencies in our international operations and the start of the consolidation of our production services (see Note 13 to the consolidated financial statements). Included in selling, general and administrative expenses in the fourth quarter of 2024 are acquisition transaction costs of $14.6 million ($13.1 million after-tax) related to the proposed merger with IPG (see Note 1 to the consolidated financial statements).2023 vs. 2022Operating expenses in 2023 increased $381.7 million, or 3.1%, to $12,587.5 million from $12,205.8 million. Operating expenses for 2023 reflect the net impact of the gain on disposition of certain research businesses in our Execution & Support discipline of $78.8 million, repositioning costs related to real estate and other exit charges and severance costs of $191.5 million (see Notes 13 and 14 to the consolidated financial statements) and acquisition transaction costs of $14.5 million, primarily related to the Flywheel Digital acquisition that closed in January 2024.Operating Expenses - Salary and Service CostsSalary and service costs, which tend to fluctuate with changes in revenue, are comprised of salary and related costs, third-party service costs, and third-party incidental costs.2024 vs. 2023Salary and service costs for 2024 increased $731.3 million, or 6.8%, to $11,432.5 million, compared to the prior year. Salary and related costs for 2024 increased $228.6 million, or 3.2%, to $7,441.4 million, primarily as a result of our acquisition of Flywheel Digital. These costs decreased as a percentage of revenue, primarily due to the reduction in headcount arising from our ongoing repositioning actions and changes in our global employee mix. Third-party service costs for 2024 increased $430.7 million, or 14.8%, to $3,348.6 million, primarily as a result of organic growth in our Media & Advertising and Experiential disciplines. Third-party incidental costs for 2024 increased $72.0 million, or 12.6%, to $642.5 million.2023 vs. 2022Salary and service costs in 2023 compared to the prior year period increased $375.3 million, or 3.6% to $10,701.2 million. Salary and related costs for 2023 increased $14.9 million, or 0.2%, to $7,212.8 million, primarily due to an increase in headcount. Headcount increased in 2023 as a result of organic growth and our acquisition activity; the increase was partially offset by the dispositions in our Execution & Support discipline in the first and second quarters of 2023. Third-party service costs for 2023 increased $332.4 million, or 12.9%, to $2,917.9 million due to changes in the mix of our businesses year-over-year, and were less impacted by the effects of our disposition activity during the year. Third-party incidental costs for 2023 increased $28.0 million, or 5.2%, to $570.5 million. Operating Expenses - Occupancy and Other CostsOccupancy and other costs are less directly linked to changes in revenue than salary and service costs. 2024 vs. 2023Occupancy and other costs for 2024, increased by $105.6 million, or 9.0%, year-over-year to $1,274.4 million, primarily resulting from acquisition activity. Increased office and other related costs were partially offset by lower rent expense in the year.2023 vs. 2022Occupancy and other costs for 2023, increased slightly by $0.2 million year-over-year. Lower rent expense was partially offset by an increase in office and other related costs in the year. In connection with the transition to a flexible working environment, a hybrid model which allows for partial remote work, we took certain actions in the first quarter of 2023 to reduce and reposition our office lease portfolio and recorded a charge of $119.2 million, which included an $80.4 million non-cash impairment charge for operating lease right-of-use, or ROU, assets, $20.0 million for the write-off of the net book value of leasehold improvements at the affected locations, and $18.8 million of other lease obligations. Substantially all of the operating lease payments related to the ROU assets will be paid out through DecemberÂ 31, 2026 (see Note 13 to the consolidated financial statements).27Operating Expenses - Selling, General & Administrative ExpensesSG&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, including group-wide finance and accounting, treasury, legal and governance, human resource oversight and similar costs.2024 vs. 2023SG&A expenses for 2024 increased $14.4 million compared to 2023, primarily due to professional fees related to our strategic initiatives. Included in selling, general and administrative expenses in the fourth quarter of 2024 are acquisition transaction costs of $14.6 million ($13.1 million after-tax) related to the proposed merger with IPG (see Note 1 to the consolidated financial statements).2023 vs. 2022SG&A expenses for 2023 increased $15.2 million compared to 2022, primarily as a result of higher professional fees in connection with our acquisition activity during the year, and acquisition transaction costs of $14.5 million ($13.0 million after-tax), primarily related to the Flywheel Digital acquisition that closed in January 2024.Operating Income2024 vs. 2023Operating income for 2024 increased $169.9 million, or 8.1%, to $2,274.6 million, compared to 2023, and operating margin increased to 14.5% from 14.3%. EBITA increased $195.6 million to $2,362.1 million, and EBITA margin increased to 15.1% from 14.7%. The net effect of repositioning actions, primarily related to severance, recorded in the second quarter of 2024 and acquisition transaction costs recorded in the fourth quarter of 2024 (see Note 13 to the consolidated financial statements) reduced both operating income and EBITA by $72.4 million, and reduced both operating margin by 0.5% and EBITA margin by 0.4%. The net effect of the real estate and other repositioning costs, the gain on disposition of subsidiaries (see Notes 13 and 14 to the consolidated financial statements) and acquisition costs, reduced both operating income and EBITA by $127.2 million, and reduced both operating margin and EBITA margin by 0.9% in 2023.2023 vs. 2022Operating income for 2023 compared to 2022, increased $21.4 million to $2,104.7 million and operating margin decreased to 14.3% from 14.6%. EBITA decreased $24.4 million to $2,166.5 million and EBITA margin decreased to 14.7% from 15.0%. The net effect of the real estate and other repositioning costs, the gain on disposition of subsidiaries (see Notes 13 and 14 to the consolidated financial statements) and acquisition costs, reduced both operating income and EBITA by $127.2 million, and reduced both operating margin and EBITA margin by 0.9%. Operating income and EBITA in 2022 included a reduction of $113.4 million related to charges arising from the war in Ukraine, which decreased both operating margin and EBITA margin by 0.8%.Net Interest Expense2024 vs. 2023Net interest expense in 2024 increased $35.2 million year-over-year to $147.0 million. Interest expense on debt increased by $31.2 million year-over-year, primarily related to the issuance in the first quarter of 2024 of â‚¬600 million 3.70% Senior Notes due 2032, or 2032 Notes, and the issuance in the third quarter of 2024 of $600 million 5.30% Senior Notes due 2034, or 2034 Notes. The net proceeds from the issuance of the 2032 Notes were used for general corporate purposes, including working capital expenditures, acquisitions and repurchases of our common stock. The net proceeds from the issuance of the 2034 Notes, along with available cash, were used to fund the repayment of our $750 million 3.65% Senior Notes on November 1, 2024 (see Note 7 to the consolidated financial statements). Interest income in 2024 decreased $5.8 million year-over-year to $100.9 million, primarily as a result of lower cash balances in the first half of the year due to the timing of our financing and acquisition activity, including the purchase of Flywheel in the first quarter of 2024.2023 vs. 2022Net interest expense in 2023 decreased $26.1 million year-over-year to $111.8 million. Interest expense increased by $9.9 million year-over-year, primarily related to non-cash interest charges on pension and other postemployment benefits (see Note 12 to the consolidated financial statements). Interest income in 2023 increased $36.0 million year-over-year to 106.7 million, primarily as a result of higher average cash balances.Income Taxes2024 vs. 2023Our effective tax rate for 2024 remained flat year-over-year at 26.3%. The effective tax rate for 2024 was favorably impacted by the windfall tax benefit on share-based compensation. The effective tax rate for 2023 includes an increase of approximately $10.7 million in income tax expense related to a lower tax benefit in certain jurisdictions for the real estate and other repositioning costs in the period and an increase in the U.K. statutory tax rate, partially offset by approximately $10.0 million of favorable impacts from the resolution of certain non-U.S. tax positions.282023 vs. 2022Our effective tax rate for 2023 decreased year-over-year to 26.3% from 28.1%. The higher effective tax rate for 2022 was predominantly the result of the non-deductibility of the $113.4 million charge recorded in the first quarter of 2022, arising from the effects of the war in Ukraine.Numerous foreign jurisdictions have enacted or are in the process of enacting legislation to adopt a minimum effective tax rate described in the Global Anti-Base Erosion, or Pillar Two, model rules issued by the Organization for Economic Co-operation and Development. A minimum effective tax rate of 15% would apply to multinational companies with consolidated revenue above â,¬750 million.Under the Pillar Two rules, a company would be required to determine a combined effective tax rate for all entities located in a jurisdiction. If the jurisdictional effective tax rate determined under the Pillar Two is less than 15%, a top-up tax will be due to bring the jurisdictional effective tax rate up to 15%. We are continuing to monitor the pending implementation of Pillar Two by individual countries and the potential effects of Pillar Two on our business. The provisions effective in 2024 did not have a materially adverse impact on our results of operations, financial condition or cash flows.Net Income and Net Income Per Share - Omnicom Group, Inc.2024 vs. 2023Net income - Omnicom Group Inc. in 2024 increased $89.2 million to $1,480.6 million from $1,391.4 million. The year-over-year increase is due to the factors described above. Diluted net income per share - Omnicom Group Inc. increased to $7.46 in 2024, from $6.91 in 2023, due to the factors described above and the impact of the reduction in our weighted average common shares outstanding resulting from the repurchases of our common stock, net of shares issued for restricted stock awards, stock option exercises and the employee stock purchase plan during the year. For 2024, the net impact of the real estate and other repositioning costs, primarily related to severance, recorded in the second quarter of 2024 (see Note 13 to the consolidated financial statements) and acquisition transaction costs, recorded in the fourth quarter of 2024 reduced net income - Omnicom Group Inc. by $56.0 million and diluted net income per share - Omnicom Group Inc. by $0.28. 2023 vs. 2022 Net income - Omnicom Group Inc. in 2023 increased $74.9 million to $1,391.4 million from $1,316.5 million. The year-over-year increase is due to the factors described above. Diluted net income per share - Omnicom Group Inc. decreased to $6.91 in 2023, compared to $6.36 in 2022, due to the factors described above and the impact of the reduction in our weighted average common shares outstanding resulting from repurchases of our common stock, net of shares issued for restricted stock awards, stock option exercises and the employee stock purchase plan during the year. For 2023, the net impact of the real estate and other repositioning costs (see Note 13 to the consolidated financial statements), gain on disposition of subsidiaries (see Note 14 to the consolidated financial statements) and acquisition transaction costs reduced net income - Omnicom Group Inc. by $102.6 million and diluted net income per share - Omnicom Group Inc. by $0.50. 29NON-GAAP FINANCIAL MEASURESWe use certain non-GAAP financial measures in describing our performance. We use EBITA and EBITA Margin as additional operating performance measures, which exclude from operating income the non-cash amortization expense of acquired intangible assets and internally developed strategic platform assets. We believe EBITA and EBITA Margin are useful measures for investors to evaluate the performance of our business and allow for comparability between the periods presented. 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.Reconciliation of Non-GAAP Financial MeasuresThe following table reconciles the U.S. GAAP financial measure of Net Income - Omnicom Group Inc. to EBITA and EBITA Margin:Year Ended December 31,202420232022Net Income - Omnicom Group Inc.$1,480.6$1,391.4$1,316.5Net Income Attributed To Noncontrolling Interests93.481.887.3Net Income1,574.01,473.21,403.8Income From Equity Method Investments6.95.25.2Income Tax Expense560.5524.9546.8Income Before Income Taxes and Income From Equity Method Investments2,127.61,992.91,945.4Interest Expense247.9218.5208.6Interest Income100.9106.770.7Operating Income2,274.62,104.72,083.3Add back: Amortization of acquired intangible assets andÂ Â Â internally developed strategic platform assets87.561.858.8Earnings before interest, taxes, and amortization of intangible assets (â€œEBITAâ€)$2,362.1$2,166.5$2,142.1Revenue$15,689.1$14,692.2$14,289.1EBITA$2,362.1$2,166.5$2,142.1EBITA Margin %15.1Â %14.7Â %15.0Â %30LIQUIDITY AND CAPITAL RESOURCESCash Sources and RequirementsThe primary sources of our short-term liquidity are net cash provided by operating activities and cash and cash equivalents. Additional liquidity sources include our $2.5 billion unsecured multi-currency revolving credit facility, or Credit Facility, terminating on JuneÂ 2, 2028, the ability to issue up to $2 billion of U.S. Dollar denominated commercial paper and issue up to the equivalent of $500Â million in British Pounds or Euro under a Euro commercial paper program, and access to the capital markets. In addition, certain of our international subsidiaries have uncommitted credit lines that are guaranteed by Omnicom aggregating $517.4 million. Our liquidity sources fund our non-discretionary cash requirements and our discretionary spending. Our $600Â million Delayed Draw Term Loan Agreement automatically terminated on JulyÂ 15, 2024.Working capital, which we define as current assets minus current liabilities, is our principal non-discretionary funding requirement. Our working capital cycle typically 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 acquisition related obligations. 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 decreased $92.6 million from DecemberÂ 31, 2023. The decrease was composed of:SourcesÂ Â Net cash provided by operating activities - as reportedÂ $1,733.5Â Add back: Decrease in operating capitalÂ 231.2Â Principal cash sourcesÂ $1,964.7Â UsesCapital expenditures$(140.6)Dividends paid to common shareholders(552.7)Dividends paid to noncontrolling interest shareholders(85.4)Acquisition payments, including payment of contingent purchase price obligations and acquisition of additional noncontrolling interests(998.1)Repurchases of common stock, net of proceeds from stock plans(268.6)Principal cash usesÂ $(2,045.4)Principal cash uses in excess of principal cash sourcesÂ $(80.7)Effect of foreign exchange rate changes on cash and cash equivalentsÂ (185.4)Other net financing and investing activitiesÂ 404.7Â Decrease in operating capitalÂ (231.2)Decrease in cash and cash equivalents - as reportedÂ $(92.6)Principal cash sources and principal cash uses are Non-GAAP liquidity measures. These amounts exclude changes in operating 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 statement of cash flows and Note 16 to the consolidated financial statements.At DecemberÂ 31, 2024, we have the following contractual obligations:â€¢The aggregate principal amount of long-term debt is $6.1 billion and matures at various dates from 2026 through 2034. Future interest payments on the debt total $1.0 billion, of which $186.6 million is payable in 2025.â€¢The liability for operating and finance lease payments is $1,414.9 million, of which $294.2 million is due in 2025.â€¢The obligation for the defined benefit pension plans is $216.0 million, and the liability for the postemployment arrangements is $126.6 million. In 2024, we contributed $10.6 million to the defined benefit plans and paid $11.4Â million for the postemployment arrangements. We do not expect these payments to increase significantly in 2025.â€¢The liability for contingent purchase price payments (earn-outs) is $220.1Â million, of which $56.0Â million is payable in 2025.â€¢The remaining balance for the transition tax on accumulated foreign earnings imposed by the Tax Cut and Jobs Act of 2017 is $41.3Â million, of which $34.9Â million is payable in 2025.Based on past performance and current expectations, we believe that net cash provided by operating activities and cash and cash equivalents will be sufficient to meet our non-discretionary cash requirements for the next twelve months. In addition, and over the longer term, our Credit Facility is available to fund our working capital and contractual obligations.31Cash ManagementOur 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, with maturities generally ranging from overnight to 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 can issue up to a total of $2 billion of U.S. Dollar-denominated commercial paper, issue up to the equivalent of $500Â million in British Pounds or Euro under a Euro commercial paper program, 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 better than or equal to 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 DecemberÂ 31, 2024, our foreign subsidiaries held approximately $2.0 billion of our total cash and cash equivalents of $4.3 billion. Substantially all of the cash is available to us, net of any foreign withholding taxes payable upon repatriation to the United States.As of DecemberÂ 31, 2024, our net debt position, which we define as total debt, including short-term debt, less cash and cash equivalents increased $498.7 million to $1.7 billion from DecemberÂ 31, 2023. The increase in net debt primarily resulted from our discretionary spending of $2.0 billion, primarily related to our acquisition and other financing activities. This increase was substantially offset by the increase in cash from the net cash provided by operating activities of $1.7 billion. In addition, the net effect of foreign exchange rate changes on cash and cash equivalents and on our foreign currency denominated debt increased net debt by $114 million.Net debt:December 31,20242023Short-term debt$21.3Â $10.9Â Long-term debt, including current portion6,035.3Â 5,639.6Â Total debt6,056.6Â 5,650.5Â Less: Cash and cash equivalents4,339.4Â 4,432.0Â Net debt$1,717.2Â $1,218.5Â 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 CovenantsOn August 2, 2024, Omnicom issued $600Â million 5.30% Senior Notes due 2034. The net proceeds from the issuance, after deducting the underwriting discount and offering expenses, were $592.4Â million. The net proceeds from the issuance, along with available cash, were used to fund the repayment of our $750 million 3.65% Senior Notes on NovemberÂ 1, 2024.On March 6, 2024, Omnicom Finance Holdings plc, or OFH, a U.K.-based wholly owned subsidiary of Omnicom, issued â,¬600 million 3.70% Senior Notes due 2032. The net proceeds from the issuance, after deducting the underwriting discount and offering expenses, were $643.1 million and were used for general corporate purposes, including working capital expenditures, acquisitions and repurchases of our common stock.Our 2.45% Senior Notes due 2030, 4.20% Senior Notes due 2030, 2.60% Senior Notes due 2031 and 5.30% Senior Notes due 2034 are senior unsecured obligations of Omnicom that rank equal in right of payment with all existing and future unsecured senior indebtedness.32Omnicom and its wholly owned finance subsidiary, Omnicom Capital Inc., or OCI, are co-obligors under the 3.60% Senior Notes due 2026. These notes are a joint and several liability of Omnicom and OCI, and Omnicom unconditionally guarantees OCIâ€™s obligations with respect to the notes. OCI provides funding for our operations by incurring debt and lending the proceeds to our operating subsidiaries. OCIâ€™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 OFH with respect to the â,¬500 million 0.80% Senior Notes due 2027 and the â,¬500 million 1.40% Senior Notes due 2031, and Omnicom has fully and unconditionally guaranteed the obligations of OFH with respect the â,¬600 million 3.70% Senior Notes due 2032, collectively the Euro Notes. OFHâ€™s assets consist of its investments in several wholly owned finance companies that function as treasury centers, providing funding for various operating companies in Europe, Australia and other countries in the Asia-Pacific region. The finance companiesâ€™ 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, as applicable.Omnicom has fully and unconditionally guaranteed the obligations of Omnicom Capital Holdings plc, or OCH, a U.K.-based wholly owned subsidiary of Omnicom, with respect to the Â£325 million 2.25% Senior Notes due 2033, or Sterling Notes. OCHâ€™s assets consist of its investments in several wholly owned finance companies that function as treasury centers, providing funding for various operating companies in EMEA, Australia and other countries in the Asia-Pacific region. The finance companiesâ€™ 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 has 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. At DecemberÂ 31, 2024, we were in compliance with this covenant as our Leverage Ratio was 2.4 times. The Credit Facility does not limit our ability to declare or pay dividends or repurchase our common stock.At DecemberÂ 31, 2024, 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 any issuances is 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 CreditIn 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 manage our discretionary expenditures. We will also 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. Information regarding our Credit Facility is provided in Note 7 to the consolidated financial statements.We have the ability to fund our day-to-day liquidity, including working capital, by issuing commercial paper or borrowing under the Credit Facility. We did not issue commercial paper in 2024. In 2023, we had a maximum of $200Â million of commercial paper outstanding during the year, the average amount outstanding was $5.1Â million, the average days outstanding were 1.7 days, and the weighted average interest rate was 5.24%. At DecemberÂ 31, 2024, there were no outstanding borrowings under the Credit Facility and no outstanding commercial paper issuances. We may issue 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.33Item 7A. Quantitative and Qualitative Disclosures About Market RiskWe 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 use net investment hedges to manage the volatility of foreign exchange rates on the investment in our foreign subsidiaries. We do not use derivatives for trading or speculative purposes. Using derivatives exposes us to the credit 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 DecemberÂ 31, 2024 was not material.Foreign Currency Exchange RiskIn 2024, our international operations represented approximately 48% of our revenue. Changes in the value of foreign currencies against the U.S. Dollar affect our results of operations and financial condition. 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 U.K., Euro Zone, 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 DecemberÂ 31, 2024, we had outstanding forward foreign exchange contracts with an aggregate notional amount of $4.7Â million. The net fair value of the forward foreign contracts at DecemberÂ 31, 2024 was not material (see Note 22 to the consolidated financial statements). At DecemberÂ 31, 2023, there were no forward foreign exchange contracts outstanding.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.We have fixed-to-fixed cross currency swaps with a notional value of $150Â million that hedge a portion of the net investment in our Japanese subsidiaries against volatility in the Yen/U.S. Dollar exchange rate. The swaps are designated and qualify as a hedge of a net investment in a foreign subsidiary and are scheduled to mature in 2025 and 2029. Changes in the fair value of the swaps are recognized in foreign currency translation and are reported in accumulated other comprehensive income (loss), or AOCI. Any gain or loss will remain in AOCI until the complete or substantially complete liquidation of our investment in the underlying operations. We have elected to assess the effectiveness of our net investment hedges based on changes in spot exchange rates. We receive net fixed U.S. Dollar interest payments. We recorded a reduction of interest expense of $6.6Â million in each of 2024 and 2023. At DecemberÂ 31, 2024, an asset of $9.3Â million is recorded in other assets, and at DecemberÂ 31, 2023, a liability of $6.6Â million is recorded in long-term liabilities, for the swap fair value.Interest Rate RiskWe 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. There were no interest rate swaps in 2024 and 2023. Long-term debt at DecemberÂ 31, 2024 and 2023 consisted entirely of fixed-rate debt.Credit RiskWe provide marketing and 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 2.7% of revenue in 2024. 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 34local 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 agenciesâ€™ 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 condition.While we use various methods to manage 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, these may be insufficient, less available, or unavailable during a severe economic downturn.Item 8. Financial Statements and Supplementary DataSee Item 15, â€œExhibits, Financial Statement Schedules.â€Item 9. Changes in and Disagreements With Accountants on Accounting and Financial DisclosureNone.Item 9A. Controls and ProceduresWe 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 DecemberÂ 31, 2024. Based on that evaluation, our CEO and CFO concluded that, as of DecemberÂ 31, 2024, 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 DecemberÂ 31, 2024 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 â€“ 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 DecemberÂ 31, 2024. Omnicom management excluded Flywheel Digital from its assessment of the effectiveness of Omnicomâ€™s internal control over financial reporting as of December 31, 2024, in accordance with SEC staff guidance allowing management to exclude a recently acquired business from managementâ€™s report on internal control over financial reporting. Flywheel Digital constituted two percent of total revenue for the year ended December 31, 2024 and two percent of total assets, excluding acquired goodwill and other intangible assets, as of December 31, 2024.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 Omnicomâ€™s internal control over financial reporting as of DecemberÂ 31, 2024, dated FebruaryÂ 5, 2025, which is included on page F-2 of this 2024 10-K.Item 9B. Other InformationDuring the fiscal quarter ended DecemberÂ 31, 2024, none of the Companyâ€™s directors or officers adopted, modified, or terminated a Rule 10b5-1 trading arrangement or a non-Rule 10b5-1 trading arrangement, in each case as defined in Item 408 of Regulation S-K.Item 9C. Disclosure Regarding Foreign Jurisdictions That Prevent InspectionsNot applicable.35PART IIIItem 10. Directors, Executive Officers and Corporate GovernanceThe information required by this Item will be included in our definitive proxy statement, which is expected to be filed with the SEC within 120 days after DecemberÂ 31, 2024, in connection with the solicitation of proxies for our 2025 annual meeting of shareholders (the â€œ2025 Proxy Statementâ€) and is incorporated herein by reference. Our Code of Business Conduct includes our policy governing the purchase, sale, and/or other dispositions of our securities by directors, officers and employees and is reasonably designed to promote compliance with insider trading laws, rules and regulations, and New York Stock Exchange listing standards. This policy, included in the â€œInsider Tradingâ€ section of our Code of Business Conduct, is included as Exhibit 19. Item 11. Executive CompensationThe information required by this Item will be included in the 2025 Proxy Statement and is incorporated herein by reference.Item 12. Security Ownership of Certain Beneficial Owners and Management and Related Stockholder MattersThe information required by this Item will be included in the 2025 Proxy Statement and is incorporated herein by reference.Item 13. Certain Relationships and Related Transactions, and Director IndependenceThe information required by this Item will be included in the 2025 Proxy Statement and is incorporated herein by reference.Item 14. Principal Accountant Fees and ServicesOur independent registered public accounting firm is KPMG LLP, New York, NY, Auditor Firm ID: 185.The information required by this Item will be included in the 2025 Proxy Statement and is incorporated herein by reference.PART IVItem 15. Exhibit and Financial Statement Schedules(a)(1)Financial Statements:PageManagement Report on Internal Control Over Financial ReportingF-1Report of Independent Registered Public Accounting FirmF-2Consolidated Balance Sheets at DecemberÂ 31, 2024 and 2023F-4Consolidated Statements of Income for the Three Years Ended DecemberÂ 31, 2024F-5Consolidated Statements of Comprehensive Income for the Three Years Ended DecemberÂ 31, 2024F-6Consolidated Statements of Equity for the Three Years Ended DecemberÂ 31, 2024F-7Consolidated Statements of Cash Flows for the Three Years Ended DecemberÂ 31, 2024F-8Notes to Consolidated Financial StatementsF-9(a)(2)Financial Statement Schedules:Â Schedule II - Valuation and Qualifying Accounts for the Three Years Ended DecemberÂ 31, 2024S-1Â All other schedules are omitted because they are not applicable.Â (a)(3)Exhibits:ExhibitNumberDescription2.1Agreement and Plan of Merger among Omnicom Group, Inc., EXT Subsidiary Inc. and The Interpublic Group of Companies, Inc., dated as of December 8, 2024 (Exhibit 2.1 to our Current Report on Form 8-K (File No. 1-10551) filed on December 9, 2024 and incorporated herein by reference). 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 October 17, 2024 (Exhibit 3.1 to our Current Report on Form 8-K (File No. 1-10551) dated October 17, 2024 and incorporated herein by reference).4.1Base Indenture, dated as of October 29, 2014, among Omnicom Group Inc., Omnicom Capital Inc. and Deutsche Bank Trust Company Americas, as trustee (â€œ2014 Base Indentureâ€), (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) dated October 29, 2014 (â€œOctober 29, 2014 8-Kâ€) and incorporated herein by reference).4.2Second 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 (â€œApril 6, 2016 8-Kâ€) and incorporated herein by reference).364.3Form of 3.60% Notes due 2026 (included in Exhibit 4.1 to the April 6, 2016 8-K and incorporated herein by reference).4.4Base 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 (â€œ2019 Base Indentureâ€), (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) dated July 8, 2019 (â€œJuly 8, 2019 8-Kâ€) and incorporated herein by reference).4.5First 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 â‚¬500 million aggregate principal amount of Senior Notes due 2027 and â‚¬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).4.6Form of 0.80% Notes due 2027 (included in Exhibit 4.2 to the July 8, 2019 8-K and incorporated herein by reference).4.7Form of 1.40% Notes due 2031 (included in Exhibit 4.2 to the July 8, 2019 8-K and incorporated herein by reference).4.8Base Indenture, dated as of February 21, 2020, among Omnicom Group Inc., as issuer, and Deutsche Bank Trust Company Americas, as trustee (â€œ2020 Base Indentureâ€) (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) filed on February 21, 2020 (â€œFebruary 21, 2020 8-Kâ€) and incorporated herein by reference).4.9First 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).4.10Form of 2.450% Notes due 2030 (Included in Exhibit 4.2 to the February 21, 2020 8-K and incorporated herein by reference).4.11Second 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 (â€œApril 1, 2020 8-Kâ€) and incorporated herein by reference).4.12Form of 4.200% Notes due 2030 (Included in Exhibit 4.1 to the April 1, 2020 8-K and incorporated herein by reference).4.13Third 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 â€œMay 3, 2021 8-Kâ€) and incorporated herein by reference).4.14Form of 2.600% Notes due 2031 (Included in Exhibit 4.1 to the May 3, 2021 8-K and incorporated herein by reference).4.15Base 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 (â€œ2021 Base Indentureâ€), (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) filed on November 22, 2021 (â€œNovember 22, 2021 8-Kâ€) and incorporated herein by reference).4.16First 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 Â£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).4.17Form of 2.250% Senior Notes due 2033 (Included in Exhibit 4.2 to the November 22, 2021 8-K and incorporated herein by reference).4.18Base Indenture, dated as of March 6, 2024, among Omnicom Finance Holdings plc, as issuer, Omnicom Group Inc., as guarantor, and Deutsche Bank Trust Company Americas, as trustee (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) dated March 6, 2024 and incorporated herein by reference).4.19First Supplemental Indenture, dated as of March 6, 2024, among Omnicom Finance Holdings plc, as issuer, Omnicom Group Inc., as guarantor, and Deutsche Bank Trust Company Americas, as trustee (Exhibit 4.2 to our Current Report on Form 8-K (File No. 1-10551) dated March 6, 2024 and incorporated herein by reference).4.20Form of 3.700% Notes due 2032 (included in Exhibit 4.2 to our Current Report on Form 8-K (File No. 1-10551) dated March 6, 2024 and incorporated herein by reference). 4.21Fourth Supplemental Indenture, dated as of August 2, 2024, among Omnicom Group Inc., as issuer, and Deutsche Bank Trust Company Americas, as trustee (Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) dated July 30, 2024, and incorporated herein by reference).4.22Form of 5.300% Notes due 2034 (included in Exhibit 4.1 to our Current Report on Form 8-K (File No. 1-10551) dated July 30, 2024, and incorporated herein by reference).374.23Description of Securities (Exhibit 4.17 to our Registration Statement on Form S-3ASR (File No. 333-282748) filed on October 21, 2024 and incorporated herein by reference).10.1Third Amended and Restated Five Year Credit Agreement, dated as of June 2, 2023, 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) dated June 5, 2023 and incorporated herein by reference).10.2Delayed Draw Term Loan Agreement, dated as of January 3, 2024, among Omnicom Capital Inc., a Connecticut corporation, Omnicom Group Inc., a New York corporation, the initial lenders named therein, Citibank, N.A., BofA Securities, Inc., Barclays Bank PLC, BNP Paribas Securities Corp., Deutsche Bank Securities Inc., HSBC Securities (USA), Inc., JPMorgan Chase Bank, N.A., Mizuho Bank, Ltd., SociÃ©tÃ© GÃ©nÃ©rale, Sumitomo Mitsui Banking Corporation, TD Securities (USA), LLC, U.S. Bank National Association and Wells Fargo Securities, LLC, as lead arrangers and book managers, 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) dated January 5, 2024 and incorporated herein by reference).10.3Director Compensation and Deferred Stock Program Stock Program (As Amended, Effective January 1, 2020) (Exhibit 10.1 to our Quarterly Report on Form 10-Q (File No. 1-10551) for the quarter ended March 31, 2020 (â€œMarch 31, 2020 10-Qâ€) and incorporated herein by reference).10.4Standard 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).10.5Standard 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).10.6Senior Management Incentive Plan, As Amended and Restated on December 12, 2023 (Exhibit 10.6 to our Annual Report on Form

10-K (File No. 1-10551) for the year ended December 31, 2023 and incorporated herein by reference).10.7Omnicom 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).10.8Omnicom Group Inc. SERCR Plan Amended and Restated Form of Award Agreement.10.9Form 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).10.10Restricted Stock Unit Deferred Compensation Plan (Exhibit 10.16 to our Annual Report on Form 10-K (File No. 1-10551) for the year ended December 31, 2008 (the â€œ2008 10-Kâ€) and incorporated herein by reference).10.11Restricted Stock Deferred Compensation Plan (Exhibit 10.17 to the 2008 10-K and incorporated herein by reference).10.12Amendment No. 1 to the Restricted Stock Deferred Compensation Plan (Exhibit 10.18 to the 2008 10-K and incorporated herein by reference).10.13Amendment No. 2 to the Restricted Stock Deferred Compensation Plan (Exhibit 10.19 to the 2008 10-K and incorporated herein by reference).10.14Form 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 (â€œ2010 10-Kâ€) and incorporated herein by reference).10.15Form of Grant Notice and Restricted Stock Agreement (Exhibit 10.21 to 2010 10-K and incorporated herein by reference).10.16Form of Grant Notice and Restricted Stock Unit Agreement (Exhibit 10.22 to 2010 10-K and incorporated herein by reference).10.172021 Incentive Award Plan â€“ Performance Restricted Stock Unit Agreement - Form of Grant Notice and Agreement (Exhibit 10.1 to our Quarterly Report on Form 10-Q (File No. 1-10551) for the quarter ended September 30, 2024 and incorporated herein by reference).10.18Omnicom 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).10.19Director 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).10.20Omnicom Group Inc. 2021 Incentive Award Plan (incorporated by reference to our Definitive Proxy Statement on Schedule 14A, filed on March 25, 2021).3810.212021 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 (â€œJune 30, 2021 10-Qâ€) and incorporated herein by reference).10.222021 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).10.23Employment 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).10.24Rochelle Tarlowe employment letter (Exhibit 10.3 to the March 31, 2020 10-Q and incorporated herein by reference).10.25Director Compensation and Deferred Stock Program (As amended, effective January 1, 2025).19â€œInsider Tradingâ€ Section of Omnicom Group Inc. Code of Business Conduct.21Subsidiaries of the Registrant.23Consent of KPMG LLP.31.1Certification of Chairman and Chief Executive Officer required by Rule 13a-14(a) under the Securities Exchange Act of 1934, as amended.31.2Certification of Executive Vice President and Chief Financial Officer required by Rule 13a-14(a) under the Securities Exchange Act of 1934, as amended.32Certification 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 1350.97Omnicom Group Inc. Clawback Policy (Exhibit 97 to our Annual Report on Form 10-K (File No. 1-10551) for the year ended December 31, 2023 and incorporated herein by reference).101.INSInline 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.SCHInline XBRL Taxonomy Extension Schema Document101.CALInline XBRL Taxonomy Extension Calculation Linkbase Document101.DEFInline XBRL Taxonomy Extension Definition Linkbase Document101.LABInline XBRL Taxonomy Extension Label Linkbase Document101.PREInline XBRL Taxonomy Extension Presentation Linkbase Document104Cover Page Interactive Data File (formatted as inline XBRL and contained in Exhibit 101) Item 16. Form 10-K SummaryNone.39SIGNATURESPursuant 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.Â OMNICOM GROUP INC.February 5, 2025BY:/s/ PHILIP J. ANGELASTROÂ Â Philip J. AngelastroExecutive Vice President and Chief Financial OfficerPursuant 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.SignatureTitleDate/s/ JOHN D. WRENChairman and Chief Executive Officer and Director (Principal Executive Officer)February 5, 2025John D. WrenÂ Â /s/ PHILIP J. ANGELASTROExecutive Vice President and Chief Financial Officer (Principal Financial Officer)February 5, 2025Philip J. AngelastroÂ Â /s/ ANDREW L. CASTELLANETASenior Vice President, Chief Accounting Officer(Principal Accounting Officer)February 5, 2025Andrew L. Castellaneta/s/ MARY C. CHOKSIDirectorFebruary 5, 2025Mary C. Choksi/s/ LEONARD S. COLEMAN, JR.DirectorFebruary 5, 2025Leonard S. Coleman, Jr./s/ MARK D. GERSTEINDirectorFebruary 5, 2025Mark D. Gerstein/s/ RONNIE S. HAWKINSDirectorFebruary 5, 2025Ronnie S. Hawkins/s/ DEBORAH J. KISSIREDirectorFebruary 5, 2025Deborah J. Kissire/s/ GRACIA C. MARTOREDirectorFebruary 5, 2025Gracia C. Martore/s/ PATRICIA SALAS PINEDADirectorFebruary 5, 2025Patricia Salas Pineda/s/ LINDA JOHNSON RICEDirectorFebruary 5, 2025Linda Johnson Rice/s/ CASSANDRA SANTOSDirectorFebruary 5, 2025Cassandra Santos/s/ VALERIE M. WILLIAMSDirectorFebruary 5, 2025Valerie M. Williams40MANAGEMENT REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTINGManagement 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, Omnicomâ€™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 accountantâ€™s judgment as to the fairness of managementâ€™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 DecemberÂ 31, 2024. Omnicom management excluded Flywheel Digital from its assessment of the effectiveness of Omnicomâ€™s internal control over financial reporting as of December 31, 2024, in accordance with SEC staff guidance allowing management to exclude a recently acquired business from managementâ€™s report on internal control over financial reporting. Flywheel Digital constituted two percent of total revenue for the year ended December 31, 2024 and two percent of total assets, excluding acquired goodwill and other intangible assets, as of December 31, 2024.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 Omnicomâ€™s internal control over financial reporting as of DecemberÂ 31, 2024, dated FebruaryÂ 5, 2025.The Board of Directors of Omnicom has an Audit Committee comprised of five 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.F-1REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRMTo the Shareholders and Board of DirectorsOmnicom Group Inc.:Opinions on the Consolidated Financial Statements and Internal Control Over Financial ReportingWe have audited the accompanying consolidated balance sheets of Omnicom Group Inc. and subsidiaries (the Company) as of DecemberÂ 31, 2024 and 2023, the related consolidated statements of income, comprehensive income, equity, and cash flows for each of the years in the three-year period ended DecemberÂ 31, 2024, and the related notes and financial statement schedule II (collectively, the consolidated financial statements). We also have audited the Companyâ€™s internal control over financial reporting as of DecemberÂ 31, 2024, 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 DecemberÂ 31, 2024 and 2023, and the results of its operations and its cash flows for each of the years in the three-year period ended DecemberÂ 31, 2024, 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 DecemberÂ 31, 2024, based on criteria established in Internal Control - Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission.The Company acquired Flywheel Digital during 2024, and management excluded from its assessment of the effectiveness of the Companyâ€™s internal control over financial reporting as of December 31, 2024, Flywheel Digitalâ€™s internal control over financial reporting associated with 2% of total assets and 2% of total revenues included in the consolidated financial statements of the Company as of and for the year ended December 31, 2024. Our audit of internal control over financial reporting of the Company also excluded an evaluation of the internal control over financial reporting of Flywheel Digital.Change in Accounting PrincipleAs discussed in Note 1 to the consolidated financial statements, the Company has changed its method of accounting for segment disclosure as of January 1, 2024 due to the adoption of ASU 2023-07, Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosure.Basis for OpinionsThe Companyâ€™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 Companyâ€™s consolidated financial statements and an opinion on the Companyâ€™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 ReportingA companyâ€™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 companyâ€™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 F-2financial 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 companyâ€™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 MatterThe 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 recognitionAs discussed in Note 3 to the consolidated financial statements, the Company provides an extensive range of marketing and sales solutions through its networks, practice areas 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 $15,689.1Â million for the year-ended DecemberÂ 31, 2024.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 Companyâ€™s accounting policies and billings were recorded and presented in accordance with client agreements, (2) examined a selection of contracts and assessed that the Companyâ€™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 LLPWe have served as the Companyâ€™s auditor since 2002.New York, New YorkFebruaryÂ 5, 2025F-3OMNICOM GROUP INC. AND SUBSIDIARIESCONSOLIDATED BALANCE SHEETS(In millions, except per share amounts)December 31,20242023ASSETSCurrent Assets:Â Â Cash and cash equivalents$4,339.4Â $4,432.0Â Accounts receivable, net of allowance for doubtful accounts of $15.0 and $17.29,242.0Â 8,659.8Â Work in process1,622.2Â 1,342.5Â Other current assets1,019.4Â 949.9Â Total Current Assets16,223.0Â 15,384.2Â Property and Equipment at cost, less accumulated depreciation of $1,096.9 and $1,150.4824.7Â 874.9Â Operating Lease Right-Of-Use Assets1,043.6Â 1,046.4Â Equity Method Investments59.0Â 66.4Â Goodwill10,677.4Â 10,082.3Â Intangible Assets, net of accumulated amortization of $832.4 and $863.6522.0Â 366.9Â Other Assets271.0Â 223.5Â TOTAL ASSETS$29,620.7Â $28,044.6Â LIABILITIES AND EQUITYCurrent Liabilities:Â Â Accounts payable$12,484.4Â $11,634.0Â Customer advances1,336.1Â 1,356.2Â Current portion of debtâ€”Â 750.5Â Short-term debt21.3Â 10.9Â Taxes payable402.5Â 351.6Â Other current liabilities2,056.0Â 2,142.8Â Total Current Liabilities16,300.3Â 16,246.0Â Long-Term Liabilities804.2Â 887.7Â Long-Term Liability - Operating Leases814.2Â 853.0Â Long-Term Debt6,035.3Â 4,889.1Â Deferred Tax Liabilities491.8Â 529.1Â Commitments and Contingent Liabilities (Note 20)Temporary Equity - Redeemable Noncontrolling Interests429.0Â 414.6Â Equity:Â Â Shareholdersâ€™ Equity:Â Â Preferred stock, $1.00 par value, 7.5 million shares authorized, none issuedâ€”Â â€”Â Common stock, $0.15 par value, 1.0 billion shares authorized, 297.2 million sharesissued, 196.4 million and 198.0 million shares outstanding44.6Â 44.6Â Additional paid-in capital472.1Â 492.0Â Retained earnings11,500.5Â 10,571.5Â Accumulated other comprehensive income (loss)(1,475.9)(1,337.6)Treasury stock, at cost, 100.8 million and 99.2 million shares(6,347.8)(6,154.2)Total Shareholdersâ€™ Equity4,193.5Â 3,616.3Â Noncontrolling interests552.4Â 608.8Â Total Equity4,745.9Â 4,225.1Â TOTAL LIABILITIES AND EQUITY$29,620.7Â $28,044.6Â The accompanying notes to the consolidated financial statements are an integral part of these statements.F-4OMNICOM GROUP INC. AND SUBSIDIARIESCONSOLIDATED STATEMENTS OF INCOME(In millions, except per share amounts)Year Ended December 31,202420232022Revenue$15,689.1Â $14,692.2Â $14,289.1Â Operating Expenses:Â Â Â Salary and service costs11,432.5Â 10,701.2Â 10,325.9Â Â Â Â Occupancy and other costs1,274.4Â 1,168.8Â 1,168.6Â Â Â Â Real estate and other repositioning costs57.8Â 191.5Â â€”Â Â Â Â Charges arising from the effects of the war in Ukraineâ€”Â â€”Â 113.4Â Â Â Â Gain on disposition of subsidiaryâ€”Â (78.8)â€”Â Cost of services12,764.7Â 11,982.7Â 11,607.9Â Â Â Â Selling, general and administrative expenses408.1Â 393.7Â 378.5Â Â Â Â Depreciation and amortization241.7Â 211.1Â 219.4Â Total Operating Expenses13,414.5Â 12,587.5Â 12,205.8Â Operating Income2,274.6Â 2,104.7Â 2,083.3Â Interest Expense247.9Â 218.5Â 208.6Â Interest Income100.9Â 106.7Â 70.7Â Income Before Income Taxes and Income From Equity Method

Investments2,127.6Â 1,992.9Â 1,945.4Â Income Tax Expense560.5Â 524.9Â 546.8Â Income From Equity Method Investments6.9Â 5.2Â 5.2Â Net Income1,574.0Â 1,473.2Â 1,403.8Â Net Income Attributed To Noncontrolling Interests93.4Â 81.8Â 87.3Â Net Income - Omnicom Group Inc.$1,480.6Â $1,391.4Â $1,316.5Â Net Income Per Share - Omnicom Group Inc.:Â Â Â Basic$7.54$6.98$6.40Diluted$7.46$6.91$6.36The accompanying notes to the consolidated financial statements are an integral part of these statements.F-5OMNICOM GROUP INC. AND SUBSIDIARIESCONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME(In millions)Year Ended December 31,202420232022Net Income$1,574.0Â $1,473.2Â $1,403.8Â Other Comprehensive Income (Loss):Cash flow hedge:Amortization of loss included in interest expense4.4Â 5.6Â 5.6Â Income tax effect(1.3)(1.6)(1.6)Â Â Â Â Cash flow hedge, net of tax3.1Â 4.0Â 4.0Â Pension and other postemployment benefits:Unrecognized actuarial gains (losses) and prior service cost for the period18.7Â (6.8)58.4Â Amortization of prior service cost and actuarial (gains) losses5.8Â 4.8Â 10.7Â Income tax effect(7.3)0.6Â (20.0)Â Â Â Â Â Pension and other postemployment benefits, net of tax17.2Â (1.4)49.1Â Foreign currency translation adjustment(171.7)98.9Â (255.2)Other Comprehensive Income (Loss)(151.4)101.5Â (202.1)Comprehensive Income1,422.6Â 1,574.7Â 1,201.7Â Comprehensive Income Attributed To Noncontrolling Interests80.3Â 83.0Â 70.8Â Comprehensive Income - Omnicom Group Inc.$1,342.3Â $1,491.7Â $1,130.9Â The accompanying notes to the consolidated financial statements are an integral part of these statements.F-6OMNICOM GROUP INC. AND SUBSIDIARIESCONSOLIDATED STATEMENTS OF EQUITY (In millions, except per share amounts)Year Ended December 31,Â 202420232022Common Stock, shares297.2Â 297.2Â 297.2Â Common Stock, par value$44.6Â $44.6Â $44.6Â Additional Paid-in Capital:Beginning balance492.0Â 571.1Â 622.0Â Net change in noncontrolling interests(9.9)(88.1)(17.1)Change in temporary equity(24.0)(27.2)(49.9)Share-based compensation91.4Â 84.8Â 81.7Â Common stock issued, share-based compensation(77.4)(48.6)(65.6)Ending balance472.1Â 492.0Â 571.1Â Retained Earnings:Beginning balance10,571.5Â 9,739.3Â 8,998.8Â Net income1,480.6Â 1,391.4Â 1,316.5Â Common stock dividends declared(551.6)(559.2)(576.0)Ending balance11,500.5Â 10,571.5Â 9,739.3Â Accumulated Other Comprehensive Income (Loss):Beginning balance(1,337.6)(1,437.9)(1,252.3)Other comprehensive income (loss)(138.3)100.3Â (185.6)Ending balance(1,475.9)(1,337.6)(1,437.9)Treasury Stock:Beginning balance(6,154.2)(5,665.0)(5,142.9)Common stock issued, share-based compensation179.1Â 86.0Â 89.3Â Common stock repurchased(372.7)(575.2)(611.4)Ending balance(6,347.8)(6,154.2)(5,665.0)Shareholdersâ€™ Equity4,193.5Â 3,616.3Â 3,252.1Â Noncontrolling Interests:Beginning balance608.8Â 524.3Â 503.5Â Net income93.4Â 81.8Â 87.3Â Other comprehensive income (loss)(13.1)1.2Â (16.5)Dividends to noncontrolling interests(85.4)(70.9)(79.5)Net change in noncontrolling interests(51.3)72.4Â 29.5Â Ending balance552.4Â 608.8Â 524.3Â Total Equity$4,745.9Â $4,225.1Â $3,776.4Â Dividends Declared Per Common Share$2.80$2.80$2.80The accompanying notes to the consolidated financial statements are an integral part of these statements.F-7OMNICOM GROUP INC. AND SUBSIDIARIESCONSOLIDATED STATEMENTS OF CASH FLOWS(In millions)Year Ended December 31,202420232022Cash Flows from Operating Activities:Â Â Â Net income$1,574.0Â $1,473.2Â $1,403.8Â Adjustments to reconcile net income to net cash provided by operating activities:Â Â Â Depreciation and amortization of right-of-use assets136.1Â 130.8Â 139.1Â Amortization of intangible assets105.6Â 80.3Â 80.3Â Share-based compensation91.4Â 84.8Â 81.7Â Real estate and other repositioning costs57.8Â 191.5Â â€”Â Gain on disposition of subsidiaryâ€”Â (78.8)â€”Â Non-cash charges related to the effects of the war in Ukraineâ€”Â â€”Â 65.8Â Other, net(0.2)3.0Â (0.2)Decrease in operating capital(231.2)(462.9)(844.0)Net Cash Provided By Operating Activities1,733.5Â 1,421.9Â 926.5Â Cash Flows from Investing Activities:Â Â Â Capital expenditures(140.6)(78.4)(78.2)Acquisition of businesses and interests in affiliates, net of cash acquired(902.1)(93.3)(276.8)Maturity (purchase) of short-term investmentsâ€”Â 60.8Â (61.4)Proceeds from disposition of subsidiaries and other(16.0)190.0Â 35.5Â Net Cash Provided By (Used In) Investing Activities(1,058.7)79.1Â (380.9)Cash Flows from Financing Activities:Â Â Â Proceeds from borrowings1,235.5Â â€”Â â€”Â Repayment of debt(750.0)â€”Â â€”Â Change in short-term debt12.6Â (8.7)8.9Â Dividends paid to common shareholders(552.7)(562.7)(581.1)Repurchases of common stock(370.7)(570.8)(611.4)Proceeds from stock plans102.1Â 35.6Â 17.4Â Acquisition of additional noncontrolling interests(53.6)(87.6)(20.8)Dividends paid to noncontrolling interest shareholders(85.4)(70.9)(79.5)Payment of contingent purchase price obligations(42.4)(67.7)(32.6)Other, net(77.4)(55.0)(62.9)Net Cash Used In Financing Activities(582.0)(1,387.8)(1,362.0)Effect of foreign exchange rate changes on cash and cash equivalents(185.4)37.0Â (218.6)Net Increase (Decrease) in Cash and Cash Equivalents(92.6)150.2Â (1,035.0)Cash and Cash Equivalents at the Beginning of Year4,432.0Â 4,281.8Â 5,316.8Â Cash and Cash Equivalents at the End of Year$4,339.4Â $4,432.0Â $4,281.8Â The accompanying notes to the consolidated financial statements are an integral part of these statements.F-81. Presentation of Financial Statements The terms â€œOmnicom,â€ â€œthe Company,â€ â€œwe,â€ â€œourâ€ and â€œusâ€ 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. The preparation of financial statements in conformity with U.S. GAAP requires us 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. Unless otherwise noted, dollars in tables are in millions, except per share amounts.Agreement to Acquire IPGOn December 8, 2024, Omnicom entered into an Agreement and Plan of Merger, or the Merger Agreement, by and among Omnicom, EXT Subsidiary Inc., a direct wholly owned subsidiary of Omnicom, or Merger Sub, and The Interpublic Group of Companies, Inc., or IPG, pursuant to which, subject to the terms and conditions of the Merger Agreement, Merger Sub will merge with and into IPG, or the Merger, with IPG surviving the Merger as a wholly owned subsidiary of Omnicom. The completion of the Merger is subject to customary closing conditions, including the required regulatory approvals and the approval of the stockholders of both Omnicom and IPG. If completed, the Merger is expected to have a material impact on our ongoing results of operations and financial condition. In the fourth quarter of 2024, we recorded $14.6 million of acquisition transaction costs related to the Merger in selling, general and administrative expenses. The results of IPG are not included in our 2024 results of operations or financial position. Risks and UncertaintiesGlobal economic disruptions, including geopolitical events, international hostilities, acts of terrorism, public health crises, inflation or stagflation, tariffs and other trade barriers, central bank interest rate policies in countries that comprise our major markets and labor and supply chain challenges could cause economic uncertainty and volatility. The impact of these issues on our business will vary by geographic market and discipline. 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.Accounting ChangesOn January 1, 2024, we adopted ASU 2023-07, Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures, or ASU 2023-07, that requires retrospective disclosure of significant expenses that are regularly provided to the chief operating decision maker (see Note 8 - Segment Reporting). ASU 2023-07 is effective for annual periods beginning January 1, 2024 and for interim periods beginning January 1, 2025. ASU 2023-07 affects financial statement disclosure only, and its adoption did not affect our results of operations or financial condition.On January 1, 2025, we adopted ASU 2023-09, Income Taxes (Topic 740): Improvements to Income Tax Disclosures (â€œASU 2023-09â€), that requires, among other things, greater disaggregation of information in the rate reconciliation, and income taxes paid disaggregated by jurisdiction. ASU 2023-09 affects financial statement disclosure only in 2025, and its adoption did not affect our results of operations or financial condition.2. Significant Accounting PoliciesRevenue Recognition. Revenue is recognized when a customer obtains control and receives the benefit of the 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, marketing, and communications services in the following fundamental disciplines: Media & Advertising, Precision Marketing, Public Relations, Healthcare, Branding & Retail Commerce, Experiential, and Execution & Support. 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 clientâ€™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.F-9Generally, 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 clientâ€™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, marketing, and communications 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, shipping 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, precision marketing, public relations, healthcare, and branding and retail commerce, we act as an agent and arrange, at the clientâ€™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 experiential business and most of our execution and 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 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 F-10most 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 a 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, third-party service costs, and third-party incidental costs. Third-party service costs include vendor costs when we act as principal in providing services to our clients. Third-party incidental costs that are required to be included in revenue primarily consist of client-related travel and incidental out-of-pocket costs that we bill back to the client directly at our cost. 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. 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.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, other third-party costs and contract assets 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. 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.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 technology and related 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.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. In a business combination, 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 related to the noncontrolling shareholders 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 F-11date. 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 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 evaluate goodwill for impairment at least annually on May 1 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 global agency networks. The regional reporting units and practice areas 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 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, and the employees share similar skill sets. 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. 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. The market assumptions used in our assessment reflected the current economic environment (see Note 1 - Risks and Uncertainties).Based on the results of the annual impairment test, we concluded that, at MayÂ 1, 2024 and 2023, 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 goodwill impairment test, 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 term of the related debt and are presented as a reduction to the carrying amount of debt.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, however, in almost all cases we have a similar protective call right to buy the security at fair value.Treasury Stock. Repurchases of our common stock are accounted for at cost and are recorded as treasury stock. The excise tax on net stock repurchases is recorded as a cost of acquiring 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.F-12Foreign Currency Translation and Transactions. Substantially all of our foreign subsidiaries use their local currency as their functional currency. Assets and liabilities are translated from the local functional currency 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. Foreign currency gains and losses arising from transactions not in the subsidiariesâ€™ local currency are recorded in results of operations. We recorded foreign currency transaction losses of $5.4 million and $14.0 million in 2024 and 2023, respectively, and recorded foreign currency transaction gains of $1.1 million in 2022. Foreign currency gains and losses for hyper-inflationary economies are recorded in results of operations.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.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.Pension and Other Postemployment Benefits. We have various defined benefit and defined contribution plans throughout the world. We have a Senior Executive Retention Plan and Key Executive Retention Plan that cover certain executives. In addition, we have postemployment benefit plans for various key employees that primarily cover a period of 10 years after cessation of full-time employment. We use various actuarial methods and assumptions in determining our net pension and postemployment benefit costs and obligations, including the discount rate used to determine the present value of future benefits, expected long-term rate of return on plan assets and compensation cost trends. The overfunded or underfunded status of our pension and other postemployment benefit plans is recorded on the balance sheet (see Note 12 for additional information). 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 employeeâ€™s service period, and included in other long-term liabilities except for the current portion.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 that do not meet the more-likely-than not threshold, or that meet the more-likely-than-not threshold but have measurement related unrecognized tax benefits. 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 office space leases, and substantially all our finance leases are office furniture and technology equipment leases.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 F-13use 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 data-inspired, creative marketing and sales solutions 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 2.7% of revenue in 2024.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. Changes in the fair value of a fair value hedge are offset against the change in fair value of the hedged asset, liability or firm commitment through results of operations. Gains and losses on a terminated fair value hedge of our long-term debt are included in long-term debt and are amortized over the remaining term of the respective debt that was hedged. Changes in the fair value of a cash flow hedge are recognized in other comprehensive income until the hedged item is recognized in results of operations. Foreign currency hedges of the net investment in our foreign operations are recorded in accumulated other comprehensive income (loss), or AOCI. Any gain or loss will remain in AOCI until the complete or substantially complete liquidation of our investment in the underlying operation. 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:â€¢Level 1 - Unadjusted quoted prices in active markets for identical assets or liabilities.â€¢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.â€¢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.F-143. RevenueNature of our servicesWe provide data-inspired, creative marketing and sales solutions through various client-centric networks that are organized to meet specific client objectives. Our networks, practice areas and agencies provide a comprehensive range of services in the following fundamental disciplines: Media & Advertising, Precision Marketing, Public Relations, Healthcare, Branding & Retail Commerce, Experiential, and Execution & Support. Media & Advertising includes creative services across digital and traditional media, strategic media planning and buying, performance media, data analytics services, and Omnicom Production. Precision Marketing includes digital and direct marketing, digital transformation consulting, e-commerce operations, media execution, market intelligence and data and analytics. Public Relations services include corporate communications, crisis management, public affairs and media and media relations services. Healthcare includes corporate communications and advertising and media services to global healthcare and pharmaceutical companies. Branding & Retail

Commerce services include brand and product consulting, strategy and research and retail marketing. Experiential marketing services include live and digital events and experience design and execution. Execution & Support includes field marketing, sales support, digital and physical merchandising, point-of-sale and product placement, as well as other specialized marketing and custom communications services. At the core of all our services is the ability to create or develop a clientâ€™s marketing or corporate communications message into content that can be delivered to a target audience across different communications mediums.Economic factors affecting our revenueGlobal 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 by discipline:Year Ended December 31,202420232022Media & Advertising$8,466.2Â $7,891.2Â $7,433.9Â Precision Marketing1,820.9Â 1,473.5Â 1,426.6Â Public Relations1,679.2Â 1,578.9Â 1,552.7Â Healthcare1,354.7Â 1,362.7Â 1,322.3Â Branding & Retail Commerce792.9Â 853.7Â 848.1Â Experiential731.5Â 651.4Â 635.6Â Execution & Support843.7Â 880.8Â 1,069.9Â Revenue$15,689.1Â $14,692.2Â $14,289.1Â Revenue by geographic market:Year Ended December 31,202420232022Americas:North America$8,650.2Â $7,951.0Â $7,856.0Â Latin America433.7Â 386.8Â 329.0Â EMEA:Europe4,439.0Â 4,266.9Â 4,010.5Â Middle East and Africa319.2Â 309.6Â 346.7Â Asia-Pacific1,847.0Â 1,777.9Â 1,746.9Â Revenue$15,689.1Â $14,692.2Â $14,289.1Â 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 for 2024, 2023 and 2022 was $8,186.5 million, $7,471.6 million and $7,367.3 million, respectively.F-15Contract balancesContract balances include work in process and customer advances that primarily consist of advance billings to customers in accordance with the terms of the client contracts, primarily for the reimbursement of third-party costs.December 31,20242023Work in process:Â Â Â Media and production costs$864.0Â $664.4Â Â Â Â Unbilled fees and costs and contract assets758.2Â 678.1Â Work in process$1,622.2Â $1,342.5Â Customer advances$1,336.1Â $1,356.2Â There were no impairment charges to work in process recorded in 2024 or 2023.4. Net Income per ShareBasic and diluted net income per share:Year Ended December 31,202420232022Net income - Omnicom Group Inc.$1,480.6Â $1,391.4Â $1,316.5Â Weighted average shares (millions):Â Â Â Basic196.4Â 199.4Â 205.6Â Dilutive stock options and restricted shares2.2Â 2.0Â 1.4Â Diluted198.6Â 201.4Â 207.0Â Anti-dilutive stock options and restricted shares (millions):â€”Â â€”Â 4.3Â Net income per share - Omnicom Group Inc.:Â Â Â Basic$7.54$6.98$6.40Diluted$7.46$6.91$6.365. Business CombinationsIn 2024, we completed two acquisitions that increased goodwill by $784.0 million. On JanuaryÂ 2, 2024, we acquired Flywheel Digital, the digital commerce business of Ascential plc, for a net cash purchase price of approximately $845 million. The principal tangible assets and liabilities acquired were net working capital, and the intangible assets acquired were primarily comprised of customer relationships, intellectual property and trade names aggregating $182.6 million and goodwill of $672.5 million. We expect goodwill attributed to the U.S. operations of Flywheel Digital to be tax deductible. In addition, during 2024, 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 2024, either individually or in the aggregate, were material to our results of operations or financial condition.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 DecemberÂ 31, 2024 and 2023, contingent purchase price obligations were $220.1 million and $229.5 million, respectively, of which $56.0Â million and $62.4 million, respectively, are 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.F-166. Goodwill and Intangible AssetsChange in goodwill:December 31,20242023January 1$10,082.3Â $9,734.3Â Acquisitions761.2Â 51.7Â Noncontrolling interests in acquired businesses22.8Â 128.6Â Contingent purchase price obligations of acquired businessesâ€”Â 159.7Â Dispositions(6.0)(120.6)Foreign currency translation(182.9)128.6Â DecemberÂ 31$10,677.4Â $10,082.3Â The increase in goodwill in 2024 is primarily attributable to the acquisition of Flywheel Digital. There were no goodwill impairment losses recorded in 2024 or 2023, and there are no accumulated goodwill impairment losses.Intangible assets: December 31,Â 20242023GrossCarryingValueAccumulatedAmortizationNetCarryingValueGrossCarryingValueAccumulatedAmortizationNetCarryingValueAcquired intangible assets and internallyÂ Â Â developed strategic platform assets$1,096.1Â (606.1)490.0Â $902.6Â (572.9)329.7Â Other purchased and internallyÂ Â Â developed software258.3Â (226.3)32.0Â 327.9Â (290.7)37.2Â Intangible Assets$1,354.4Â (832.4)522.0Â $1,230.5Â (863.6)366.9Â The increase in the gross carrying value of acquired intangible assets was primarily related to the $182.6 million of combined customer relationships, intellectual property and trade name for Flywheel Digital. Amortization of intangible assets:Year Ended December 31,202420232022Acquired intangible assets and internally developedÂ Â Â strategic platform assets$87.5Â $61.8Â $58.8Â Other purchased and internally developed software18.1Â 18.5Â 21.5Â Amortization Expense$105.6Â $80.3Â $80.3Â 7. DebtCredit FacilitiesOur $2.5 billion unsecured multi-currency revolving credit facility, or Credit Facility, terminates on JuneÂ 2, 2028. We can issue up to $2 billion of U.S. Dollar denominated commercial paper, and issue up to the equivalent of $500Â million in British Pounds or Euro under a Euro commercial paper program. In addition, certain of our international subsidiaries have uncommitted credit lines that are guaranteed by Omnicom aggregating $517.4 million. All of these facilities provide additional liquidity sources for operating capital and general corporate purposes. During 2024, we did not issue commercial paper. In 2023, we had a maximum of $200Â million of commercial paper outstanding during the year, the average amount outstanding was $5.1Â million, the average days outstanding were 1.7 days, and the weighted average interest rate was 5.24%. At DecemberÂ 31, 2024, there were no outstanding borrowings under the Credit Facility and no outstanding commercial paper issuances. The Credit Facility has 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. At DecemberÂ 31, 2024, we were in compliance with this covenant as our Leverage Ratio was 2.4 times. The Credit Facility does not limit our ability to declare or pay dividends or repurchase our common stock.The $600Â million Delayed Draw Term Loan Agreement automatically terminated on JulyÂ 15, 2024.Short-Term DebtShort-term debt of $21.3 million and $10.9 million at DecemberÂ 31, 2024 and 2023, respectively, represented bank overdrafts and short-term borrowings primarily of our international subsidiaries. The weighted average interest rate was 11.4% and 12.0%, respectively. Due to the short-term nature of this debt, carrying value approximates fair value.F-17Long-Term DebtDecember 31,202420233.65% Senior Notes due 2024$â€”Â $750.0Â 3.60% Senior Notes due 20261,400.0Â 1,400.0Â â‚¬500 Million 0.80% Senior Notes due 2027520.3Â 553.0Â 2.45% Senior Notes due 2030600.0Â 600.0Â 4.20% Senior Notes due 2030600.0Â 600.0Â â‚¬500 Million 1.40% Senior Notes due 2031520.3Â 553.0Â 2.60% Senior Notes due 2031800.0Â 800.0Â â‚¬600 Million 3.70% Senior Notes due 2032624.5Â â€”Â Â£325 Million 2.25% Senior Notes due 2033407.9Â 413.9Â 5.30% Senior Notes due 2034600.0Â â€”Â Long-Term Debt, Gross6,073.0Â 5,669.9Â Unamortized discount(9.5)(7.8)Unamortized debt issuance costs(27.4)(22.3)Unamortized deferred gain (loss) from settlement of interest rate swaps(0.8)(0.2)Long-Term Debt, including current portion6,035.3Â 5,639.6Â Current portionâ€”Â (750.5)Long-Term Debt$6,035.3Â $4,889.1Â On August 2, 2024, Omnicom issued $600 million 5.30% Senior Notes due 2034. The net proceeds from the issuance after deducting the underwriting discount and offering expenses, were $592.4Â million. The net proceeds from the issuance, along with available cash, were used to fund the repayment of our $750 million 3.65% Senior Notes on NovemberÂ 1, 2024.On March 6, 2024, Omnicom Finance Holdings plc, or OFH, a U.K.-based wholly owned subsidiary of Omnicom, issued â‚¬600Â million 3.70% Senior Notes due 2032. The net proceeds from the issuance, after deducting the underwriting discount and offering expenses, were $643.1 million and were used for general corporate purposes, including working capital expenditures, acquisitions and repurchases of our common stock.Our 2.45% Senior Notes due 2030, 4.20% Senior Notes due 2030, 2.60% Senior Notes due 2031 and 5.30% Senior Notes due 2034 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 3.60% Senior Notes due 2026. These notes are a joint and several liability of Omnicom and OCI, and Omnicom unconditionally guarantees OCIâ€™s obligations with respect to the notes. OCI provides funding for our operations by incurring debt and lending the proceeds to our operating subsidiaries. OCIâ€™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 OFH with respect to the â‚¬500 million 0.80% Senior Notes due 2027 and the â‚¬500 million 1.40% Senior Notes due 2031, and Omnicom has fully and unconditionally guaranteed the obligations of OFH with respect the â‚¬600 million 3.70% Senior Notes due 2032, collectively the Euro Notes. OFHâ€™s assets consist of its investments in several wholly owned finance companies that function as treasury centers, providing funding for various operating companies in Europe, Australia and other countries in the Asia-Pacific region. The finance companiesâ€™ 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, as applicable.Omnicom has fully and unconditionally guaranteed the obligations of Omnicom Capital Holdings plc, or OCH, a U.K.-based wholly owned subsidiary of Omnicom, with respect to the Â£325 million 2.25% Senior Notes due 2033, or Sterling Notes. OCHâ€™s assets consist of its investments in several wholly owned finance companies that function as treasury centers, providing funding for various operating companies in EMEA, Australia and other countries in the Asia-Pacific region. The finance companiesâ€™ 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 F-18from 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.Long-term debt maturities at December 31, 2024:2025$â€”Â 20261,400.0Â 2027520.3Â 2028â€”Â 2029â€”Â Thereafter4,152.7Â Long-Term Debt, Gross$6,073.0Â Interest ExpenseYear Ended December 31,202420232022Long-term debt$194.9Â $165.1Â $164.7Â Fees4.4Â 4.8Â 4.6Â Pension and other interest50.3Â 50.5Â 35.8Â Interest rate and cross currency swaps(1.7)(1.9)3.5Â Interest Expense$247.9Â $218.5Â $208.6Â 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, direct service costs and occupancy and other costs which include rent and occupancy costs, technology costs and overhead expenses. Therefore, given these similarities, we aggregate our six operating segments, which are our agency networks, into one reporting segment. The chief operating decision maker, or CODM, reviews segment operating income for each network and allocates resources accordingly. The CODM includes Omnicomâ€™s chief executive officer, chief financial officer and chief operating officer. Segment operating results include allocations of costs, including information technology, and other shared services costs, that are allocated using metrics designed to correlate the allocation with consumption.Segment revenue, segment operating expenses and segment operating income of our operating segments:Year Ended December 31,202420232022Revenue$15,689.1Â $14,692.2Â $14,289.1Segment Operating Expenses:Salary and service costs:Salary and related costs$7,441.4Â $7,212.8Â $7,197.9Third-party service costs3,348.6Â 2,917.9Â 2,585.5Third-party incidental costs642.5Â 570.5Â 542.5Total salary and service costs11,432.5Â 10,701.2Â 10,325.9Occupancy and other costs1,274.4Â 1,168.8Â 1,168.6Â Â Â Segment cost of services12,706.9Â 11,870.0Â 11,494.5Selling, general and administrative expenses408.1Â 393.7Â 378.5Depreciation and amortization241.7Â 211.1Â 219.4Total segment operating expenses13,356.7Â 12,474.8Â 12,092.4Segment Operating Income$2,332.4Â $2,217.4Â $2,196.7F-19Reconciliation of segment operating income to operating income and income before income taxes and income from equity method investments:Year Ended December 31,202420232022Segment Operating Income$2,332.4Â $2,217.4Â $2,196.7Â Real estate and other repositioning costs57.8Â 191.5Â â€”Â Changes arising from the effects of the war in Ukraineâ€”Â â€”Â 113.4Â Gain on disposition of subsidiaryâ€”Â (78.8)â€”Â Operating Income$2,274.6Â $2,104.7Â $2,083.3Â Interest Expense247.9Â 218.5Â 208.6Â Interest Income100.9Â 106.7Â 70.7Â Income Before Income Taxes and Income From Equity Method Investments$2,127.6Â $1,992.9Â $1,945.4Â We reconcile segment operating income to income before income taxes and income from equity method investments as income tax expense is reviewed at the consolidated level and the segment managers are not held accountable for performance of net income.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:AmericasEMEAAsia-PacificDecember 31, 2024Revenue$9,083.9Â $4,758.2Â $1,847.0Â Long-lived assets and goodwill8,166.6Â 3,693.9Â 685.2Â December 31, 2023Revenue$8,337.8Â $4,576.5Â $1,777.9Â Long-lived assets and goodwill7,749.5Â 3,523.3Â 730.8Â December 31, 2022Revenue$8,185.0Â $4,357.2Â $1,746.9Â Long-lived assets and goodwill7,727.0Â 3,315.2Â 757.2Â 9. Equity Method InvestmentsIncome from our equity method investments was $6.9 million in 2024 and $5.2 million in each of 2023 and 2022. At DecemberÂ 31, 2024 and 2023, our proportionate share in the net assets of the equity method investments was $12.7Â million and $17.0 million, respectively. Equity method investments are not material to our results of operations or financial condition; therefore, summarized financial information is not required to be presented.10. Share-Based Compensation PlansShare-based incentive awards are granted to employees under the 2021 Incentive Award Plan, or the 2021 Plan, that was approved by the shareholders. 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 performance-based 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 DecemberÂ 31, 2024, there were 7,781,173 shares available for grant under the 2021 Plan.Share-based compensation expense in 2024, 2023 and 2022 was $91.4Â million, $84.8Â million and $81.7Â million, respectively. At DecemberÂ 31, 2024, unamortized share-based compensation that will be expensed over the next five years is $222.8 million.We recognize a tax benefit in income tax expense and 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. Upon vesting of restricted stock awards or exercise of stock options, any excess tax benefit or deficiency related to share-based compensation is recorded in results of operations, as a component of income tax expense. In 2024 and 2023, we recognized a tax benefit of $12.3 million and $6.7 million, respectively.F-20Stock OptionsThe 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:Year Ended December 31,202420232022SharesWeighted Average Exercise PriceSharesWeighted Average Exercise PriceSharesWeighted Average Exercise PriceJanuary 14,564,575Â $71.815,127,625Â $72.904,689,250Â $74.30Grantedâ€”Â â€”Â 853,875Â 68.88Â Exercised(1,297,238)72.47(413,750)84.94(157,500)84.94Â Forfeited(182,050)69.80(149,300)72.99(

313,085,287Â $71.654,564,575Â $71.815,127,625Â $72.90Exercisable December 312,302,762Â $72.47â€”Â 423,750Â $84.94Options outstanding and exercisable:December 31, 2024Options OutstandingOptions ExercisableExercise Price RangeSharesWeighted Average Remaining Contractual LifeWeighted AverageExercise PriceSharesWeighted AverageExercise Price$69.00to$70.00782,525Â 7.6 years$69.23â€”Â $72.00to$73.002,302,762Â 6.9 years72.472,302,762Â $72.473,085,287$71.652,302,762Â $72.47The grant date fair value of $12.60 for the 2022 option awards was determined using the Black-Scholes option valuation model. The assumptions, without adjusting for forfeitures and lack of liquidity, were: an expected life ranging from 6.5 years to 7.5 years, risk free interest rate ranging from 3.0% to 3.1%, expected volatility ranging from 24.5% to 24.7%, and dividend yield ranging from 4.2% to 4.5%.Restricted StockRestricted stock activity:Year Ended December 31,202420232022January 12,802,297Â 3,010,343Â 2,932,836Â Granted1,459,525Â 1,010,575Â 1,147,496Â Vested(878,247)(915,245)(889,736)Forfeited(232,061)(303,376)(180,253)December 313,151,514Â 2,802,297Â 3,010,343Â Weighted average grant date fair value of shares granted in the period$81.39$84.33$59.02Weighted average grant date fair value at December 31$71.59$64.84$61.11Generally, restricted shares vest ratably over five years from the grant date provided the employee remains employed by us. Restricted shares do not pay a dividend, and 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 UnitsThe 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 PRSUs will vest.F-21PRSU activity:Year Ended December 31,202420232022SharesWeighted Average Grant Date Fair ValueSharesWeighted Average Grant Date Fair ValueSharesWeighted Average Grant Date Fair ValueJanuary 1563,036Â $81.11570,235Â $71.19533,890Â $70.42Granted177,059Â 93.19Â 178,998Â 92.18Â 218,127Â 76.79Â Distributed(165,911)74.89Â (186,197)61.36Â (181,782)75.64Â December 31574,184Â $86.63563,036Â $81.11570,235Â $71.19Employee Stock Purchase PlanThe 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 2024, 2023 and 2022, employees purchased 56,473 shares, 65,644 shares and 72,672 shares, respectively. All shares purchased were issued from treasury stock, for which we received $5.1Â million, $5.3 million and $5.2 million, respectively. At DecemberÂ 31, 2024, there were 8,174,023 shares available under the ESPP.11. Income Taxes Income before income taxes:Year Ended December 31,202420232022Domestic$940.0Â $696.0Â $789.3Â International1,187.6Â 1,296.9Â 1,156.1Â Income Before Income Taxes$2,127.6Â $1,992.9Â $1,945.4Â Income tax expense (benefit):Year Ended December 31,202420232022Current:Â Â Â U.S. federal$183.8Â $154.2Â $180.1Â U.S. state and local46.6Â 34.8Â 57.0Â International309.9Â 330.8Â 287.4Â Â 540.3Â 519.8Â 524.5Â Deferred:Â Â Â U.S. federal17.5Â 10.9Â 11.1Â U.S. state and local1.3Â 1.3Â (0.3)International1.4Â (7.1)11.5Â Â 20.2Â 5.1Â 22.3Â Income Tax Expense$560.5Â $524.9Â $546.8Â Reconciliation from the statutory U.S. federal income tax rate to effective tax rate:Year Ended December 31,202420232022Statutory U.S. federal income tax rate21.0Â %21.0Â %21.0Â %U.S. state and local income taxes, net of U.S. federal income tax benefit1.7Â 1.4Â 2.3Â Impact of foreign operations3.8Â 3.9Â 3.5Â Other, including impact of war in Ukraine(0.2)â€”Â 1.3Â Effective tax rate26.3Â %26.3Â %28.1Â %F-22Our effective tax rate for 2024 remained flat year-over-year at 26.3%. The effective tax rate for 2024 was favorably impacted by the windfall tax benefit on share-based compensation. The effective tax rate for 2023 includes an increase of approximately $10.7 million in income tax expense related to a lower tax benefit in certain jurisdictions for the real estate and other repositioning costs in the period and an increase in the U.K. statutory tax rate, partially offset by approximately $10.0 million of favorable impacts from the resolution of certain non-U.S. tax positions.Numerous foreign jurisdictions have enacted or are in the process of enacting legislation to adopt a minimum effective tax rate described in the Global Anti-Base Erosion, or Pillar Two, model rules issued by the Organization for Economic Co-operation and Development. A minimum effective tax rate of 15% would apply to multinational companies with consolidated revenue above â‚¬750 million.Under the Pillar Two rules, a company would be required to determine a combined effective tax rate for all entities located in a jurisdiction. If the jurisdictional effective tax rate determined under the Pillar Two is less than 15%, a top-up tax will be due to bring the jurisdictional effective tax rate up to 15%. We are continuing to monitor the pending implementation of Pillar Two by individual countries and the potential effects of Pillar Two on our business. The provisions effective in 2024 did not have a materially adverse impact on our results of operations, financial condition or cash flows.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 DecemberÂ 31, 2024 and 2023, the remaining transition tax liability was $41.2 million and $68.9 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 2024 and 2023 are primarily attributed to our earnings in Germany, Australia, Italy, Japan and Brazil being taxed at higher rates than the U.S. statutory tax rate.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. We provided $5.5 million and $17.0 million in 2024 and 2023, respectively, for tax impact of GILTI.Deferred tax assets and liabilities and balance sheet classification:December 31,20242023Deferred tax assets:Â Â Compensation$136.1Â $153.8Â Tax loss and credit carryforwards78.2Â 78.6Â Basis differences from acquisitions53.2Â 41.2Â Basis differences from short-term assets and liabilities27.6Â 33.3Â Capitalized research and development expenditures106.8Â 64.8Â Deferred tax assets401.9Â 371.7Â Valuation allowance(17.0)(18.9)Deferred tax assets, net$384.9Â $352.8Â Deferred tax liabilities:Â Â Goodwill and intangible assets$707.5Â $687.3Â Unremitted foreign earnings44.1Â 71.1Â Basis differences from investments5.2Â 3.8Â Financial instrumentsâ€”Â 0.9Â Other44.4Â 45.3Â Deferred tax liabilities$801.2Â $808.4Â Long-term deferred tax assets$75.5Â $73.5Â Long-term deferred tax liabilities$491.8Â $529.1Â 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. At DecemberÂ 31, 2024 and 2023, the valuation allowance of $17.0 million and $18.9 million, 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 2025 to 2044, which is longer than the forecasted utilization of such carryforwards.F-23Reconciliation of unrecognized tax benefits:December 31,20242023January 1$167.8Â $167.6Â Additions:Â Â Current year tax positions15.7Â 3.3Â Prior year tax positions4.4Â 4.3Â Reduction of prior year tax positions(2.5)(7.9)Settlements(2.6)â€”Â Foreign currency translation(1.3)0.5Â December 31$181.5Â $167.8Â Substantially all the liability for uncertain tax positions is recorded in long-term liabilities. At DecemberÂ 31, 2024 and 2023, approximately $175.1Â million and $161.7 million, respectively, of the liability for uncertain tax positions would affect our effective tax rate upon resolution of the uncertain tax positions.Income tax expense in 2024, 2023 and 2022 includes $4.4Â million, $3.2 million and $4.3 million, respectively, of interest, net of tax benefit, and penalties related to tax positions taken on our tax returns. At DecemberÂ 31, 2024 and 2023, accrued interest and penalties were $23.5Â million and $19.9 million, respectively.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 U.K., France and Germany. The Internal Revenue Service has completed its examination of our U.S. federal tax returns through 2017. Tax returns in the U.K., France and Germany have been examined through 2021, 2019 and 2017, respectively.12. Pension and Other Postemployment BenefitsDefined Contribution PlansOur 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 was $87.9 million, $127.9 million and $123.2 million in 2024, 2023 and 2022, respectively.Defined Benefit Pension PlansTwo 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 are subject to ERISA and cover approximately 700 participants. These plans are closed to new participants and do not accrue future benefit credits. The non-U.S. plans, which include statutory plans, are not subject to ERISA and cover approximately 12,000 participants.We have a Senior Executive Restrictive Covenant and Retention Plan, or Senior Executive Retention Plan, for certain executive officers and senior executives selected by the Compensation Committee. In 2024, we adopted a Key Executive Restrictive Covenant and Retention Plan, or Key Executive Retention Plan, for certain key employees who are not executive officers selected by the Compensation Committee. These plans are non-qualified deferred compensation severance plans that are not subject to ERISA. These plans were adopted to secure non-competition, non-solicitation, non-disparagement and ongoing consulting services from such individuals and to strengthen the retention aspect of executive officer, senior executive or key executive compensation. The Senior Executive Retention Plan provides annual payments to the participants or to their beneficiaries upon termination following at least seven years of service with Omnicom or its subsidiaries. A participantâ€™s annual benefit is payable for 15 consecutive calendar years following termination, but in no event prior to age 55. The annual benefit is generally equal to the lesser of (i) the participantâ€™s final average pay times an applicable percentage, which is based upon the executiveâ€™s years of service as an executive officer, not to exceed 35% or (ii) $1.5 million adjusted for cost-of-living, not to exceed 2.5% per year. The Senior Executive Retention Plan is not funded, and benefits are paid when due.The Key Executive Retention Plan provides annual payments to the participants or to their beneficiaries upon termination following at least six years of service from the date of the participantâ€™s award agreement with Omnicom or its subsidiaries. A participantâ€™s annual benefit is payable for 12 consecutive calendar years following termination, but in no event prior to age 55. The annual benefit is equal to the lesser of (i) the participantâ€™s final average pay times an applicable percentage, which is based upon the employeeâ€™s years of service, not to exceed 65% or (ii) $1.0 million. The annual benefit vests 100% after six years of service from the date of the award agreement. The Key Executive Retention Plan is not funded, and benefits are paid when due.F-24Postemployment ArrangementsWe 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. Pension and other postemployment benefits net periodic benefit expense:Defined Benefit Pension PlansPostemployment ArrangementsYear Ended December 31,Year Ended December 31,202420232022202420232022Service cost$1.6Â $2.4Â $2.8Â $2.9Â $3.4Â $4.5Â Interest cost8.5Â 11.1Â 5.6Â 5.9Â 5.7Â 2.6Â Expected return on plan assets(2.2)(0.3)(1.4)â€”Â â€”Â â€”Â Amortization of prior service cost0.4Â 0.3Â 0.4Â 4.4Â 3.8Â 3.8Â Amortization of actuarial loss0.8Â 0.7Â 4.0Â 0.2Â â€”Â 2.5Â Net Periodic Benefit Expense$9.1Â $14.2Â $11.4Â $13.4Â $12.9Â $13.4Â Included in AOCI for Defined Benefit Pension Plans at DecemberÂ 31, 2024 and 2023 were unrecognized costs for actuarial gains and losses and prior service cost of $6.5 million ($4.5 million net of income taxes) and $15.9 million ($11.0 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 AOCI and expected to be recognized in net periodic benefit cost in 2025 is a benefit of $0.4 million.Included in AOCI for Postemployment Arrangements at DecemberÂ 31, 2024 and 2023 were unrecognized costs for actuarial gains and losses and prior service cost of $25.3 million ($17.6 million net of income taxes) and $41.1 million ($28.8 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 AOCI and expected to be recognized in net periodic benefit cost in 2025 is $3.7 million.Weighted average assumptions:Defined Benefit Pension PlansPostemployment ArrangementsYear Ended December 31,Year Ended December 31,202420232022202420232022Discount rate4.5Â %4.7Â %2.1Â %4.5Â %4.7Â %1.8Â %Compensation increases3.4Â %2.6Â %2.6Â %3.5Â %3.5Â %3.5Â %Expected return on plan assets2.2Â %1.5Â %1.6Â %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 planâ€™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 2024 and 2023, we contributed $10.6 million and $8.8 million, respectively, to the defined benefit pension plans. We do not expect the contributions for 2025 to differ materially from the 2024 contributions.F-25Change in benefit obligation and fair value of plan assets:Defined Benefit Pension PlansPostemployment ArrangementsYear Ended December 31,Year Ended December 31,2024202320242023Benefit obligation:Benefit obligation, January 1$224.3Â $228.6Â $142.2Â $130.8Â Service cost1.6Â 2.4Â 2.9Â 3.4Â Interest cost8.5Â 11.1Â 5.9Â 5.7Â Amendments, curtailments and settlements16.1Â (0.4)(0.6)6.9Â Actuarial (gain) loss(23.1)(2.1)(12.4)6.3Â Benefits paid(11.7)(12.4)(11.4)(10.9)Foreign currency translation0.3Â (2.9)â€”Â â€”Â Benefit obligation, December 31$216.0Â $224.3Â $126.6Â $142.2Â Fair value of plan assets:Fair value of plan assets, January 1$45.5Â $44.0Â $â€”Â $â€”Â Actual return on plan assets2.0Â 3.9Â â€”Â â€”Â Employer contributions10.6Â 8.8Â â€”Â â€”Â Benefits paid(11.7)(12.4)â€”Â â€”Â Foreign currency translation and other(0.5)1.2Â â€”Â â€”Â Fair value of plan assets, December 31$45.9Â $45.5Â $â€”Â $â€”Â Funded status, December 31(170.1)(178.8)(126.6)(142.2)Funded status recognized in the balance sheet:Other assets$1.5Â $2.1Â $â€”Â $â€”Â Other current liabilities(10.7)(8.6)(13.5)(11.9)Long-term liabilities(160.9)(172.3)(113.1)(130.3)(170.1)(178.8)(126.6)(142.2)Weighted average assumptions:Discount rate5.2Â %4.6Â %5.3Â %4.6Â %Compensation increases2.5Â %3.5Â %3.5Â %3.5Â %At DecemberÂ 31, 2024 and 2023, the accumulated benefit obligation for our defined benefit pension plans was $169.1 million and $179.5 million, respectively.Defined benefit pension plans with benefit obligations in excess of plan assets:Year Ended December 31,20242023Benefit obligation(208.3)(215.5)Plan assets36.7Â 34.7Â Â (171.6)(180.8)At DecemberÂ 31, 2024, the estimated pension and other postemployment benefits expected to be paid over the next 10 years:Defined Benefit Pension PlansPostemployment Arrangements2025$12.3Â $13.5Â 202611.8Â 12.2Â 202712.6Â 13.7Â 202816.0Â 13.4Â 202922.2Â 12.7Â 2030 - 2034102.0Â 48.0Â F-2613. Real Estate and Other Repositioning CostsIn connection with our strategic initiatives, for the year ended DecemberÂ 31, 2024, operating expenses included $57.8 million ($42.9 million after-tax), primarily reflecting severance actions related to ongoing efficiency initiatives, including strategic agency consolidation in our smaller international markets and the launch of our centralized production strategy. In connection with the transition to a flexible working environment, a hybrid model which allows for partial remote work, we took certain actions in the first quarter of 2023 to reduce and reposition our office lease portfolio. In the second quarter of 2023, as a result of our continuing efforts to increase efficiencies and relevant skill sets to meet client demands, we incurred severance charges and other exit costs associated with rebalancing our workforce and consolidating operations in certain markets. As a result, for the year ended DecemberÂ 31, 2023, operating expenses included $191.5 million ($145.5 million after-tax), related to non-cash impairment charges for the operating lease right-of-use, or ROU, assets, severance charges, and other exit costs. All severance and other costs were paid during the year ended DecemberÂ 31, 2023. Substantially all of the operating lease payments related to the ROU assets will be paid out through December 31, 2026.14. Dispositions of SubsidiariesIn April 2023, we disposed of certain research businesses included in our Execution & Support discipline for the net proceeds of $180.5 million. As a result, we recorded a pretax gain of $78.8 million. The disposition did not have a material impact on our ongoing results of operations or financial condition.15. Charges Arising from the Effects of the War in Ukraine In 2022, we disposed of our businesses in Russia. In the first quarter of 2022, we recorded pretax charges of $113.4Â million, which included cash charges of $47.6Â million and primarily consisted of the loss on the disposition of our net investment in our Russian businesses and included charges related to the suspension of operations in Ukraine. All the charges related to the disposition of our businesses in Russia have been paid as of DecemberÂ 31, 2022, and substantially all of our commitments related to the suspension of operations in Ukraine have been paid.16. Supplemental Cash Flow DataChange in operating capital:Year Ended December 31,202420232022(Increase) decrease in accounts receivable(597.1)(513.9)$(129.1)(Increase) decrease in work in process and other current assets(316.9)(121.8)(197.9)Increase (decrease) in accounts payable997.5Â 602.3Â (350.1)Increase (decrease) in customer advances, taxes payable and otherÂ Â Â Â Â current liabilities(229.1)(399.6)(97.8)Change in other assets and liabilities, net(85.6)(29.9)(69.1)Increase (decrease) in operating capital(231.2)(462.9)$(844.0)Supplemental financial information:Year Ended December 31,202420232022Income taxes paid$544.1Â $474.3Â $450.3Â Interest paid$156.4Â $162.8Â $173.9Â Non-cash increase in lease liabilities:Year Ended December 31,20242023Operating leases$231.1Â $206.9Â Finance leases$47.1Â $48.2Â 17. Noncontrolling InterestsChanges in the ownership interests in our less than 100% owned subsidiaries:Year Ended December 31,202420232022Net income attributed to Omnicom Group Inc.$1,480.6Â $1,391.4Â $1,316.5Â Net transfers (to) from noncontrolling interests(10.0)(88.1)(17.1)Change from net income attributed to Omnicom Group Inc. andÂ Â Â Â Â Â Â transfers (to) from noncontrolling interests$1,470.6Â $1,303.3Â $1,299.4Â F-2718. Leases and Property and EquipmentLeasesYear Ended December 31,20242023Â Â Â Â Operating lease cost:Operating lease cost$209.6Â $216.2Â Variable lease cost16.5Â 29.9Â Short-term lease cost3.9Â 2.5Â Sublease income(0.9)(3.7)Total Operating Lease Cost$229.1Â $244.9Â Â Â Â Â Â Finance lease cost:Depreciation of ROU assets$58.9Â $58.9Â Interest8.3Â 7.4Â Total Finance Lease Cost$67.2Â $66.3Â Total Lease Cost$296.3Â $311.2Â Future lease payments:December 31Operating LeasesFinance Leases2025$238.5Â $55.7Â 2026208.8Â 37.1Â 2027162.7Â 22.2Â 2028127.7Â 9.1Â 202998.2Â 3.5Â Thereafter449.2Â 2.2Â Total lease payments1,285.1Â 129.8Â Less: Interest266.4Â 8.1Â Present Value of Lease Liabilities$1,018.7Â $121.7Â Balance sheet classification of operating leases:December 31,20242023Operating Lease ROU Assets$1,043.6Â $1,046.4Â Â Â Â Â Â Operating lease liability:Other current liabilities$204.5Â $217.3Â Long-term liability - operating leases814.2Â 853.0Â Total Operating Lease Liability$1,018.7Â $1,070.3Â At DecemberÂ 31, 2024 and 2023, office space and equipment operating leases had a weighted average remaining lease term of 6.2 and 6.4 years, respectively, and a weighted average discount rate of 3.9% and 3.7%, respectively.Property and EquipmentProperty and equipment:December 31,20242023Property and equipment - owned$1,520.3Â $1,620.9Â Equipment under finance leases401.3Â 404.4Property and Equipment, Gross1,921.6Â 2,025.3Â Accumulated depreciation(1,096.9)(1,150.4)Property and Equipment, Net$824.7Â $874.9Â At DecemberÂ 31, 2024 and 2023, finance leases had a weighted average remaining lease term of 2.6 years and 2.9 years, respectively, and a weighted average discount rate of 7.3% and 6.6%, respectively.F-2819. Temporary Equity - Redeemable Noncontrolling InterestsOwners of noncontrolling equity interests in certain 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. In most cases we have a protective call right under similar terms. Assuming that the subsidiaries perform at their current and projected profit levels, at DecemberÂ 31, 2024, the aggregate estimated amount we could be required to pay in future periods is $429.0 million, of which $179.6 million is currently exercisable by the holders. If these rights are exercised, there would be an increase in net income attributable to Omnicom as a result of our increased ownership interest and the reduction of net income attributable to noncontrolling interests. The ultimate amount paid could be significantly different because the redemption amount depends on the future results of operations of the subject businesses, the timing of the exercise of these rights and changes in foreign currency exchange rates. Upon redemption, the difference between the estimated redemption value and the actual amount paid is recorded in additional paid-in capital.20. Commitments and Contingent LiabilitiesIn the ordinary course of business, we are involved in various legal proceedings. We do not expect that such proceedings will have a material adverse effect on our business, results of operations or financial condition.21. Accumulated Other Comprehensive Income (Loss)Changes in AOCI, net of income taxes:CashFlowHedgeÂ Pension and Other Postemployment BenefitsForeign Currency TranslationTotalJanuary 1, 2023(12.1)(41.3)$(1,384.5)$(1,437.9)Other comprehensive income (loss) before reclassificationsâ€"Â (4.8)97.7Â 92.9Â Reclassification from accumulated other comprehensive income (loss)4.0Â 3.4Â â€"Â 7.4Â December 31, 2023(8.1)(42.7)(1,286.8)(1,337.6)Other comprehensive income (loss) before reclassificationsâ€"Â 13.1Â (158.6)(145.5)Reclassification from accumulated other comprehensive income (loss)3.1Â 4.1Â â€"Â 7.2Â December 31, 2024(5.0)(25.5)$(1,445.4)$(1,475.9),22. Fair ValueFinancial assets and liabilities measured at fair value on a recurring basis:December 31, 2024Level 1Level 2Level 3TotalAssets:Â Â Â Â Cash and cash equivalents$4,339.4Â Â $4,339.4Â Marketable equity securities0.9Â 0.9Â Cross currency swaps - net investment hedge$9.3Â 9.3Â Liabilities:Â Â Â Foreign currency derivatives$0.1Â $0.1Â Contingent purchase price obligations$220.1Â 220.1Â December 31, 2023Assets:Cash and cash equivalents$4,432.0Â Â $4,432.0Â Marketable equity securities0.9Â Â 0.9Â Liabilities:Â Cross currency swaps - net investment hedge$6.6Â $6.6Â Contingent purchase price obligations$229.5Â 229.5Â F-29Changes in contingent purchase price obligations:December 31,20242023January 1$229.5Â $115.0Â Acquisitions39.2Â 217.4Â Revaluation and interest(5.1)(36.1)Payments(42.4)(67.7)Foreign currency translation(1.1)0.9Â December 31$220.1Â $229.5Â Carrying amount and fair value of our financial assets and liabilities:December 31,Â 20242023CarryingAmountFairValueCarryingAmountFairValueAssets:Â Â Â Â Cash and cash equivalents$4,339.4Â $4,339.4Â $4,432.0Â $4,432.0Â Marketable equity securities0.9Â 0.9Â 0.9Â 0.9Â Non-marketable equity securities36.8Â 36.8Â 6.7Â 6.7Â Cross currency swaps - net investment hedge9.3Â 9.3Â â€"Â â€"Â Liabilities:Â Â Â Â Short-term debt$21.3Â $21.3Â $10.9Â $10.9Â Foreign currency derivatives0.1Â 0.1Â â€"Â â€"Â Cross currency swaps - net investment hedgeâ€"Â â€"Â 6.6Â 6.6Â Contingent purchase price obligations220.1Â 220.1Â 229.5Â 229.5Â Long-term debt6,035.3Â 5,664.9Â 5,639.6Â 5,237.8Â The estimated fair values of the cross-currency swaps and foreign currency derivative instruments are determined using model-derived valuations, taking into consideration foreign currency rates, interest 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.23. Derivative Instruments and Hedging ActivitiesWe manage our exposure to foreign exchange rate risk and interest rate risk through various strategies, including the use of derivative financial instruments. We use net investment hedges to manage the volatility of foreign exchange rates on the investment in our foreign subsidiaries. We may use forward foreign exchange contracts as economic hedges to manage the cash flow volatility arising from foreign exchange rate fluctuations related to foreign currency transactions. 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 DecemberÂ 31, 2024 was not significant.Foreign Currency Exchange RiskAs 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 DecemberÂ 31, 2024, we had outstanding forward foreign exchange contracts with an aggregate notional amount of $4.7Â million. At DecemberÂ 31, 2023, there were no outstanding forward foreign exchange contracts.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 F-30exposure. 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.We have fixed-to-fixed cross currency swaps with a notional value of $150Â million that hedge a portion of the net investment in our Japanese subsidiaries against volatility in the Yen/U.S. Dollar exchange rate. The swaps are designated and qualify as a hedge of a net investment in a foreign subsidiary and are scheduled to mature in 2025 and 2029. Changes in the fair value of the swaps are recognized in foreign currency translation and are reported in AOCI. Any gain or loss will remain in AOCI until the complete or substantially complete liquidation of our investment in the underlying operations. We have elected to assess the effectiveness of our net investment hedges based on changes in spot exchange rates. We receive net fixed U.S. Dollar interest payments from the swaps. We recorded a reduction of interest expense of $6.6Â million in each of 2024 and 2023. At DecemberÂ 31, 2024, an asset of $9.3Â million is recorded in other assets, and at DecemberÂ 31, 2023, a liability of $6.6Â million is recorded in long-term liabilities, for the swap fair value.Interest Rate RiskWe 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. In 2024 and 2023, we did not have any interest rate swaps. At DecemberÂ 31, 2024 and 2023, long-term debt consisted entirely of fixed-rate debt.24. New Accounting StandardsOn November 4, 2024, the FASB issued ASU 2024-03, Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40) (â€œASU 2024-03â€), that requires, additional information about specific expense categories in the notes to financial statements at interim and annual reporting periods. ASU 2024-03 is effective for annual periods beginning after December 15, 2026, and for interim periods beginning after December 15, 2027. We will adopt ASU 2024-03 for annual periods beginning on January 1, 2027, and for interim periods beginning on January 1, 2028. ASU 2024-03 affects financial statement disclosure only, and its adoption will not affect our results of operations or financial condition.25. Subsequent EventsWe 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.F-31OMNICOM GROUP INC. AND SUBSIDIARIESSCHEDULE II - VALUATION AND QUALIFYING ACCOUNTSFor the Three Years Ended DecemberÂ 31, 2024 (In millions)DescriptionBalanceBeginningof PeriodChargedto Costsand ExpensesRemoval ofUncollectibleReceivablesTranslationAdjustmentIncrease (Decrease)BalanceEnd ofPeriodValuation accounts deducted from assets:Â Â Â Â Â Allowance for Doubtful Accounts:Â Â Â Â Â December 31, 2024$17.2Â (2.7)0.9Â (0.4)15.0Â December 31, 202324.7Â (2.8)(5.1)0.4Â 17.2Â December 31, 202221.7Â 6.1Â (2.4)(0.7)24.7Â S-1 EX-10.8 2 a202410kexhibit108.htm EXHIBIT 10.8 DocumentExhibit 10.8Omnicom Group Inc.Senior Executive Restrictive Covenant and Retention PlanAmended and Restated Award AgreementTHIS AMENDED AND RESTATED AWARD AGREEMENT (this â€œAgreementâ€), is entered into as of the __ day of _________, 2024 (the â€œEffective Dateâ€), by and between Omnicom Group Inc., a New York corporation (the â€œCompanyâ€), and ____________ (â€œExecutiveâ€).WITNESSETH:WHEREAS, Executive continues to be employed by the Company or one of its Subsidiaries in a key executive position and possesses substantial talent, ability and unique business experience which has been and will continue to be of great value to the Company; and WHEREAS, the Company adopted the Omnicom Group Inc. Senior Executive Restrictive Covenant and Retention Plan attached hereto as Exhibit A (as amended and/or restated from time to time, the â€œPlanâ€), approved by the Board on December 7, 2006 and effective as of December 15, 2006, to secure, to the extent applicable, non-competition, non-solicitation, non-disparagement and consulting agreements with its key executives for a significant period of time, and strengthen the retention aspects of the total compensation of its key executives; andWHEREAS, Executive is a Participant in the Plan and the Company and Executive wish to set forth Executiveâ€™s continued participation in the Plan through this Agreement.NOW, THEREFORE, the Company and Executive hereby agree to the terms of this Agreement as follows: Â Â Â Â 1.Â Â Â Â Definitions. All capitalized terms used in this Agreement without definition shall have the meanings ascribed in the Plan.Â Â Â Â 2.Â Â Â Â Incorporation of Terms of Plan. This Agreement is subject to the terms and conditions of the Plan, which are incorporated herein by reference. In the event of any inconsistency between the Plan and this Agreement, the terms of the Plan shall control, except as provided in Section 4 of this Agreement.Â Â Â Â 3.Â Â Â Â Benefit. In consideration of Executiveâ€™s agreement to remain in the service or employ of the Company or one of its Subsidiaries, and for other good and valuable consideration, including but not limited to the compliance by Executive with the Plan, as of the Effective Date, Executive shall be entitled to receive a benefit under Article VI of the Plan, subject to and in accordance with the terms of the Plan. For purposes of the Plan, Executive became a Participant in the Plan on ____________.Â Â Â Â 4.Â Â Â Â Annual Cap. Notwithstanding anything to the contrary in the Plan, the term â€œAnnual Capâ€ in the Plan shall mean $1,500,000 for the first payment to Executive; provided, however, that the Annual Cap shall be adjusted annually (beginning with an adjustment on the Effective Date for calendar year 2024) by the most recent Cost-of-Living Adjustment used by the United States Social Security Administration (each, a â€œCOLA Increaseâ€); and provided further, that in the event Executive incurs a Separation from Service due to Executiveâ€™s death, the COLA Increase shall not apply prior to the date of such Separation from Service, and the Annual Cap shall remain $1,500,000 (subject to an annual adjustment beginning with the second annual payment to the Executive by the most recent Cost-of-Living Adjustment used by the United States Social Security Administration). Notwithstanding anything else to the contrary, the Annual Cap shall not be increased by more than 2.5% per calendar year.5.Â Â Â Â Not a Contract of Employment. Nothing in this Agreement or in the Plan shall confer upon Executive any right to continue to serve as an employee or other service provider of the Company or any of its Subsidiaries.Â Â Â Â 6.Â Â Â Â Governing Law. Except as exempted by the Employee Retirement Income Security Act of 1974, as amended, the laws of the State of New York shall govern the interpretation, validity, administration, enforcement and performance of the terms of this Agreement regardless of the law that might be applied under principles of conflicts of laws.Â Â Â Â 7.Â Â Â Â Amendment, Termination and Suspension. To the extent permitted by the Plan, this Agreement may be wholly or partially amended, terminated or suspended at any time or from time to time by the Committee, provided, that, except as may otherwise be provided by the Plan, no amendment, termination or suspension of this Agreement shall adversely affect the benefits or rights of Executive arising under the terms of the Plan or this Agreement in a material manner without the consent of Executive.Â Â Â Â 8.Â Â Â Â Entire Agreement. The Plan and this Agreement constitute the entire agreement of the parties and supersede in their entirety all prior undertakings and agreements of the Company and Executive with respect to the subject matter hereof, including, without limitation, any award agreement under the Plan that has been executed by Executive prior to the Effective Date. Â Â Â Â 9.Â Â Â Â Section 409A. Notwithstanding any other provision of the Plan or this Agreement, the Plan and this Agreement shall be interpreted in accordance with, and incorporate the terms and conditions required by, Section 409A of the U.S. Internal Revenue Code of 1986, as amended (together with any Department of Treasury regulations and other interpretive guidance issued thereunder, including without limitation any such regulations or other guidance that may be issued after the date hereof, â€œSection 409Aâ€). The Committee may, in its discretion, adopt such amendments to the Plan or this Agreement or adopt other policies and procedures (including amendments, policies and procedures with retroactive effect), or take any other actions, as the Committee determines are necessary or appropriate to comply with the requirements of Section 409A. [Signature Page Follows]2IN WITNESS WHEREOF, as of the Effective Date, the parties hereto have executed this Agreement.OMNICOM GROUP INC.By: ____________________________Â Â Â Â Name: Title:Â Â Â Â EXECUTIVE____________________________Name: EX-10.25 3 a202410kexhibit1025.htm EXHIBIT 10.25 DocumentEXHIBIT 10.25OMNICOM GROUP INC.DIRECTOR COMPENSATION AND DEFERRED STOCK PROGRAM(AS AMENDED, EFFECTIVE JANUARY 1, 2025)1.Purpose. The purpose of the Omnicom Group Inc. Director Compensation and Deferred Stock Program (the â€œProgramâ€) is to promote the success and enhance the value of Omnicom Group Inc. (the â€œCompanyâ€) by linking the personal interests of the members of the Board of Directors of the Company to those of Company stockholders and by providing such members with an incentive for outstanding performance to generate superior returns to Company stockholders. 2.Incentive Plan. The Program is adopted under the Omnicom Group Inc. 2021 Incentive Award Plan, as amended, or any successor plan (the â€œIncentive Planâ€). Capitalized terms used herein but not defined herein will have the meanings ascribed to them in the Incentive Plan.3.Administration. The Program will be administered by the Committee subject to, and in accordance with, the terms of the Incentive Plan, including but not limited to Articles 3, 4, 8, 9, 10, 11, 12, 13 and 14 of the Incentive Plan. The Committee will have full power and authority, subject to the provisions of the Program and the Incentive Plan, to supervise administration and to interpret the provisions of the Program and to authorize and supervise any crediting of Deferred Stock or issuance or payment of Stock hereunder. Any determination or action of the Committee in connection with the interpretation or administration of the Program will be final, conclusive and binding on all parties. No member of the Committee will be liable for any determination made, or any decision or action taken, with respect to the Program. 4.Eligibility. Each Director who is not an Employee or a former Employee will be eligible to receive Deferred Stock in accordance with the Program, provided that shares of Stock remain available for issuance hereunder in accordance with Article 3 of the Incentive Plan. Each such eligible Director who elects to participate in the Program will be referred to herein as a â€œParticipantâ€.5.Director Compensation Generally. The amount of compensation paid to each Participant for services as a Director (the â€œDirector Compensationâ€) will be determined from time to time in accordance with the Companyâ€™s By-laws and applicable law. (a)Each Participant will receive on a quarterly basis a number of shares of Stock equal in value to $51,250 (or such other amount as determined by the Board from time to time) divided by the Fair Market Value of one common share on the day immediately preceding the date of the award for services to be performed in the following quarter. Subject to Section 6 below, quarterly payments will be paid on the first business day following the annual meeting of the Companyâ€™s stockholders and on the 3, 6, and 9-month anniversaries, respectively, of such date.(b)Each Participant may elect to receive all or a portion of his or her remaining Director Compensation in cash or in Stock. 6.Deferral Elections.

(a)With respect to the Director Compensation that is payable in shares of Stock under Section 5(a) of the Program and the remaining portion of Director Compensation that a Participant elects to receive in Stock under Section 5(b) of the Program, each Participant may further make an irrevocable deferral election (a â€œDeferral Electionâ€) to defer payment of all or a portion of such Stock in accordance with the terms of the Program. (b)In order to make a Deferral Election pursuant to Section 6(a) of the Program, the Participant must deliver to the Company a written notice in a form prescribed by the Company (the â€œDeferral Election Formâ€) setting forth (1) the percentage of the Participantâ€™s total Director Compensation otherwise payable in cash that the Participant elects to be paid in Stock, (2) the percentage of the Participantâ€™s Director Compensation payable in Stock that the Participant elects to be deferred and paid in Deferred Stock, and (3) the Deferred Payment Date (as defined below) elected by the Participant. (c)The Deferral Election Form must be delivered no later than the last business day prior to the commencement of the calendar year for which the Director Compensation would be payable (the â€œService Yearâ€) and will be effective with respect to Director Compensation earned for such Service Year; provided that an eligible Director who is initially elected to the Board may deliver the Deferral Election Form within 30 days of the date on which such Director becomes a Director, and such Deferral Election Form will be irrevocable as of the close of business on the date it is delivered and will be effective with respect to Director Compensation earned after the date it is delivered for the remainder of the Service Year in which such Director becomes a Director. In the event that a Participant becomes an Employee and continues to receive Director Compensation, (1) the Participantâ€™s Deferral Election for the Service Year in which such Participant becomes an Employee will be effective through the end of such Service Year, and (2) the Participant will not be eligible to participate in the Program at any time after such Service Year. (d)For purposes of the Program, the â€œDeferred Payment Dateâ€, as elected by the Participant, will be any of (1) the date of termination of the Participantâ€™s services as a Director, subject to Section 6(e) of the Program, (2) a specified annual anniversary of such date of termination, subject to Section 6(e) of the Program, or (3) a specified date that is after December 31 of the Service Year. The Deferral Election Form will be irrevocable with respect to such Director Compensation for the Service Year to which the Deferral Election relates and may not be modified in any respect after it is received by the Company, except to the extent that the Company in its sole discretion allows such revocation or modification on or prior to December 31 of the year immediately preceding such Service Year. Notwithstanding the foregoing, a Participant may revoke or modify a Deferral Election, subject to proof of an â€œunforeseeable emergencyâ€ (within the meaning of Treasury Regulation 1.409A-3(i)(3)), as determined by the Committee, and any other limitations and restrictions as the Committee may 2prescribe in its sole discretion, by filing a revised Deferral Election Form, which must be approved by the Committee. If a Participant is allowed to discontinue a deferral election during a calendar year, he or she will not be permitted to elect a new deferral until the next calendar year.(e)A Participant will not be deemed to have terminated service as a Director or ceased to be a Director for purposes of the determination of the Deferred Payment Date, and no payment of Deferred Stock that becomes payable as a result of such termination or cessation will be paid, unless such termination or cessation constitutes a â€œseparation from serviceâ€ within the meaning of Treasury Regulation Section 1.409A-1(h) (a â€œSeparation from Serviceâ€). 7.Deferred Stock Accounts. (a)If a Participant elects to receive Deferred Stock under Section 6 of the Program, such Deferred Stock will be credited to a book-keeping account in the Participantâ€™s name as of the day the Director Compensation to which the Deferred Stock relates would have been paid. The number of shares of Deferred Stock credited to a Participantâ€™s account will equal, as applicable, the number of shares of Stock that would have been paid to the Participant or the cash amount that would have been paid to the Participant divided by the Fair Market Value of one share of Stock on the date such cash amount would have been paid. Such shares of Deferred Stock will count against the maximum number of shares of Stock authorized and reserved for issuance under Article 3 of the Incentive Plan. (b)A Participantâ€™s account will be credited as of the last day of each calendar quarter with that number of additional shares of Deferred Stock equal to the amount of cash dividends paid by the Company during such quarter on the number of shares of Stock equivalent to the number of shares of Deferred Stock in the Participantâ€™s account from time to time during such quarter divided by the Fair Market Value of one share of Stock on the last business day of such calendar quarter, rounded [down] to the nearest whole share. Such dividend equivalents, which will likewise be credited with dividend equivalents, will be deferred until the Deferred Payment Date for the Deferred Stock with respect to which the dividend equivalents were credited. (c)Subject to Section 8(b) of the Program, Deferred Stock will be subject to a deferral period beginning on the date of crediting to the Participantâ€™s account and ending upon the Deferred Payment Date as the Participant has elected in accordance with Section 6 of the Program. In accordance with Section 8.5 of the Incentive Plan and unless otherwise provided by the Committee, during such deferral period the Participant will have no rights as a Company stockholder with respect to his or her Deferred Stock.8.Delivery of Shares. (a)Subject to Section 8(b) of the Program, the number of shares in a Participantâ€™s account as of the Deferred Payment Date elected by such Participant will be delivered on or as soon as practicable, but in no event more than 60 days after, the Deferred 3Payment Date. The Company will make delivery of certificates representing the shares of Stock which a Participant is entitled to receive in accordance with the terms of the Program and the Incentive Plan.(b)Notwithstanding anything to the contrary in this Program, if at the time of a Directorâ€™s Separation from Service, such Director is a â€œspecified employeeâ€ as defined in Section 409A of the Internal Revenue Code of 1986, as amended (the â€œCodeâ€), as reasonably determined by the Company in accordance with Section 409A of the Code, and the deferral of the commencement of any distributions otherwise payable hereunder as a result of such Separation from Service is necessary in order to prevent any accelerated or additional tax under Section 409A of the Code, then the Company will defer the commencement of any such distributions hereunder (without any reduction in the amounts ultimately distributed or provided to the Director) until the date that is at least six months following the Directorâ€™s Separation from Service with the Company (or the earliest date permitted under Section 409A of the Code), whereupon the Company will distribute to the Director a lump-sum amount equal to the cumulative amounts that would have otherwise been previously distributed to the Director under this Program during the period in which such distributions were deferred. Thereafter, distributions will resume in accordance with this Program.9.Effective Date and Term. The Program will be effective January 1, 2025 (the â€œEffective Dateâ€) and will remain in effect until its termination by action of the Board subject to Section 10(a).10.Amendment or Termination. (a)The Company may at any time amend the Program, provided that to the extent necessary and desirable to comply with any applicable law, regulation or stock exchange rule, the Company will obtain stockholder approval of any Program amendment in such a manner and to such a degree as required. The Company may terminate the Program at any time and, in connection with any such termination, may deliver to each Participant the shares of Stock credited to his account, subject to and in accordance with the requirements of Treasury Regulation Section 1.409A-3(j)(4)(ix) (or any successor provision thereto). An amendment or termination of the Program will not adversely affect the right of a Participant to receive Stock issuable or cash payable at the effective date of the amendment or termination. (b)The Program is intended to meet the requirements of Section 409A of the Code and will be interpreted and construed in accordance with Section 409A of the Code and Department of Treasury Regulations and other interpretive guidance issued thereunder, including without limitation any such regulations or other guidance that may be issued after the Effective Date. Notwithstanding any provision of the Program or the Incentive Plan to the contrary, in the event that following the Effective Date the Committee determines that any provision of the Program could otherwise cause any person to be subject to the penalty taxes imposed under Section 409A of the Code, the Committee may adopt such amendments to the Program or adopt other policies and procedures (including amendments, policies and procedures with retroactive effect), or take any other actions, that the Committee determines are necessary or appropriate to 4comply with the requirements of Section 409A of the Code and related Department of Treasury guidance and thereby avoid the application of any penalty taxes under such Section. 11.Miscellaneous.(a)The rights, benefits or interests a Participant may have under this Program are not assignable or transferable and will not be subject in any manner to alienation, sale or any encumbrances, liens, levies, attachments, pledges or charges of the Participant or his or her creditors.(b)To the extent that the application of any formula described in this Program does not result in a whole number of shares of Stock, the result will be rounded upwards to the next whole number.(c)The adoption and maintenance of this Program will not be deemed to be a contract between the Company and a Participant to retain his or her position as a Director.* * *I hereby certify that the foregoing Omnicom Group Inc. Director Compensation and Deferred Stock Program was duly adopted by the Board as of December 4, 2008 and amended as of October 18, 2012, January 1, 2017, January 1, 2020 and January 1, 2025.Executed on this 1st day of January, 2025.Â __/s/ Louis F. Januzzi________________Â Louis F. Januzzi Senior Vice President, General Counsel and Secretary 5 EX-19 4 a202410kexhibit19.htm EXHIBIT 19 a202410kexhibit19 Insider Trading We protect nonpublic information, never using it for personal gain. COMPLYING WITH INDUSTRY LAWS AND REGULATIONS l Insider Trading When buying or selling securities, we all try to make informed decisions. But if those decisions are ever influenced by material nonpublic or â€œinsideâ€ information about a company, that is insider trading and itâ€™s against the law. Get to know insider trading laws and follow them whenever you buy or sell a companyâ€™s securities. Keep inside information secure. As an employee of an Omnicom agency, you may become aware of material nonpublic information about Omnicom or one of our clients or business partners. Or you might learn of something nonpublic through a friend or relative. In either case, you become an â€œinsider,â€ and you may not trade in, or advise others to trade in, stock or securities based on material information the public doesnâ€™t yet know. What is material? Material information is information of such importance that it can be expected to affect the judgment of investors as to whether or not to buy, sell or hold the securities in question. What does nonpublic information include? â€º Undisclosed financial information â€º New or developing products or services â€º Marketing strategies â€º Major leadership changes â€º Potential business deals â€º Information on customers or business partners â€º Potential mergers or acquisitions â€º Impending legal action or investigations Q: I often talk to my father about work and the latest news at work. I donâ€™t believe he would trade based on any information I mention. Would it be okay to tell him about a business deal weâ€™re working on? A: Even though this is a trusted family member, and youâ€™re confident that he wonâ€™t trade on this information, you still shouldnâ€™t share it with him. He might mention it to someone who would make a trade. Q&A When can I trade? Unless you have been told otherwise, once inside information is released to the public, like through a government filing, press release or other official communication, then you may use it to buy or sell securities. IN BRIEF Donâ€™t share â€œtips.â€ The same rules apply to sharing inside information with someone else. It doesnâ€™t matter if you donâ€™t trade based on the information â€“ if you share it with someone else, even family or friends, you are violating securities law. Avoid even the appearance of any improper tipping. 29Code of Business Conduct Contents Final Thoughts Resources1.0 2.0 3.0 4.0 5.0 6.0 Back Next Exhibit 19 Â EX-21 5 a2024q4exhibit21.htm EXHIBIT 21 - SUBSIDIARIES DocumentEXHIBIT 21SUBSIDIARIES OF REGISTRANTSignificant SubsidiariesCompanyJurisdiction ofIncorporationPercentage of VotingSecurities Ownedby RegistrantNumberof USsubsidiariesNumberof Non-USsubsidiariesOmnicom APIMA Holdings LimitedHong Kong100%â€”64Omnicom Capital Inc.Connecticut100%27Omnicom Europe LimitedUnited Kingdom100%6558Omnicom Finance Holdings plcUnited Kingdom100%â€”2Omnicom Capital Holdings plcUnited Kingdom100%â€”3Omnicom Digital Commerce LLCDelaware100%101Omnicom Group (Asia Pacific) Pte. Ltd.Singapore100%â€”36BBDO Worldwide Inc.New York100%2362DDB Worldwide Communications Group LLCNew York100%815TBWA Worldwide Inc.New York100%515DAS Holdings Inc.Delaware100%589Omnicom Media Group Holdings Inc.Delaware100%267 EX-23 6 a2024q4exhibit23.htm EXHIBIT 23 - CONSENT DocumentEXHIBIT 23CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRMThe Board of Directors of Omnicom Group Inc.:We consent to the incorporation by reference in the registration statements (Nos. 333-41717, 333-70091, 333-74591, 333-74727, 333-74879, 333-84349, 333-90931, 333-33972, 333-37634, 333-84498, 333-108063, 333-115892, 333-146821, 333-159600, 333-168547, 333-188732, 333-255825) on Form S-8, the registration statement (No. 333-282748) on Form S-3, and the registration statement (No. 333-284358) on Form S-4 of our report dated FebruaryÂ 5, 2025, with respect to the consolidated financial statements and financial statement schedule II of Omnicom Group Inc. and subsidiaries, and the effectiveness of internal control over financial reporting./s/ KPMG LLPNew York, New YorkFebruaryÂ 5, 2025 EX-31.1 7 a2024q4exhibit311.htm CERTIFICATION DocumentEXHIBIT 31.1CERTIFICATIONI, John D. Wren, certify that:1. I have reviewed this Annual Report on Form 10-K for the year ended DecemberÂ 31, 2024 of Omnicom Group Inc.;2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;4. The registrantâ€™s other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:a)Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;b)Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, 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;c)Evaluated the effectiveness of the registrantâ€™s disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; andd)Disclosed in this report any change in the registrantâ€™s internal control over financial reporting that occurred during the registrantâ€™s most recent fiscal quarter (the registrantâ€™s fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrantâ€™s internal control over financial reporting; and5. The registrantâ€™s other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrantâ€™s auditors and the audit committee of the registrantâ€™s board of directors (or persons performing the equivalent functions):a)All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrantâ€™s ability to record, process, summarize and report financial information; andb)Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrantâ€™s internal control over financial reporting.Date:February 5, 2025/s/ JOHN D. WRENÂ John D. WrenChairman and Chief Executive Officer EX-31.2 8 a2024q4exhibit312.htm CERTIFICATION DocumentEXHIBIT 31.2CERTIFICATIONI, Philip J. Angelastro, certify that:1. I have reviewed this Annual Report on Form 10-K for the year ended DecemberÂ 31, 2024 of Omnicom Group Inc.;2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;4. The registrantâ€™s other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:a)Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;b)Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, 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;c)Evaluated the effectiveness of the registrantâ€™s disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; andd)Disclosed in this report any change in the registrantâ€™s internal control over financial reporting that occurred during the registrantâ€™s most recent fiscal quarter (the registrantâ€™s fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrantâ€™s internal control over financial reporting; and5. The registrantâ€™s other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrantâ€™s auditors and the audit committee of the registrantâ€™s board of directors (or persons performing the equivalent functions):a)All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrantâ€™s ability to record, process, summarize and report financial information; andb)Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrantâ€™s internal control over financial reporting.Date:February 5, 2025/s/ PHILIP J. ANGELASTROÂ Philip J. AngelastroExecutive Vice President andChief Financial Officer EX-32 9 a2024q4exhibit32.htm CERTIFICATION DocumentEXHIBIT 32CERTIFICATIONPursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, in connection with the filing of Omnicom Group Inc.â€™s Annual Report on Form 10-K for the year ended DecemberÂ 31, 2024, as filed with the Securities and Exchange Commission on the date hereof (the â€œReportâ€), each of the undersigned officers of Omnicom Group Inc. certifies that, to such officer's knowledge:â€¢the Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; andâ€¢the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of Omnicom Group Inc. as of the dates and for the periods expressed in the Report.Date:February 5, 2025/s/ JOHN D. WRENÂ Name:Â Â John D. WrenÂ Title:Â Â Chairman and Chief Executive OfficerÂ /s/ PHILIP J. ANGELASTROÂ Name:Â Â Philip J. AngelastroÂ Title:Â Â Executive Vice President and Chief Financial OfficerThe foregoing certification is being furnished solely pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, and will not be deemed â€œfiledâ€ for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the â€œExchange Actâ€), or otherwise subject to the liability of that section. Such certification will not be deemed to be incorporated by reference into any filing under the Securities Act of 1933, as amended, or the Exchange Act, except to the extent that Omnicom Group Inc. specifically incorporates it by reference. EX-101.SCH 10 omc-20241231.xsd XBRL TAXONOMY EXTENSION SCHEMA DOCUMENT 0000001 - Document - Cover link:presentationLink link:calculationLink link:definitionLink 0000002 - Document - Audit Information link:presentationLink link:calculationLink link:definitionLink 9952151 - Statement - Consolidated Balance Sheets link:presentationLink link:calculationLink link:definitionLink 9952152 - Statement - Consolidated Balance Sheets (Parenthetical) link:presentationLink link:calculationLink link:definitionLink 9952153 - Statement - Consolidated Statements of Income link:presentationLink link:calculationLink link:definitionLink 9952154 - Statement - Consolidated Statements of Comprehensive Income link:presentationLink link:calculationLink link:definitionLink 9952155 - Statement - Consolidated Statements of Equity link:presentationLink link:calculationLink link:definitionLink 9952156 - Statement - Consolidated Statements of Cash Flows link:presentationLink link:calculationLink link:definitionLink 9952157 - Disclosure - Presentation of Financial Statements link:presentationLink link:calculationLink link:definitionLink 9952158 - Disclosure - Significant Accounting Policies link:presentationLink link:calculationLink link:definitionLink 9952159 - Disclosure - Revenue link:presentationLink link:calculationLink link:definitionLink 9952160 - Disclosure - Net Income per Share link:presentationLink link:calculationLink link:definitionLink 9952161 - Disclosure - Business Combinations link:presentationLink link:calculationLink link:definitionLink 9952162 - Disclosure - Goodwill and Intangible Assets link:presentationLink link:calculationLink link:definitionLink 9952163 - Disclosure - Debt link:presentationLink link:calculationLink link:definitionLink 9952164 - Disclosure - Segment Reporting link:presentationLink link:calculationLink link:definitionLink 9952165 - Disclosure - Equity Method Investments link:presentationLink link:calculationLink link:definitionLink 9952166 - Disclosure - Share-Based Compensation Plans link:presentationLink link:calculationLink link:definitionLink 9952167 - Disclosure - Income Taxes link:presentationLink link:calculationLink link:definitionLink 9952168 - Disclosure - Pension and Other Postemployment Benefits link:presentationLink link:calculationLink link:definitionLink 9952169 - Disclosure - Real Estate and Other Repositioning Costs link:presentationLink link:calculationLink link:definitionLink 9952170 - Disclosure - Disposition of Subsidiaries link:presentationLink link:calculationLink link:definitionLink 9952171 - Disclosure - Charges Arising from the Effects of the War in Ukraine link:presentationLink link:calculationLink link:definitionLink 9952172 - Disclosure - Supplemental Cash Flow Data link:presentationLink link:calculationLink link:definitionLink 9952173 - Disclosure - Noncontrolling Interests link:presentationLink link:calculationLink link:definitionLink 9952174 - Disclosure - Leases and Property and Equipment link:presentationLink link:calculationLink link:definitionLink 9952175 - Disclosure - Temporary Equity - Redeemable Noncontrolling Interests link:presentationLink link:calculationLink link:definitionLink 9952176 - Disclosure - Commitments and Contingent Liabilities link:presentationLink link:calculationLink link:definitionLink 9952177 - Disclosure - Accumulated Other Comprehensive Income (Loss) link:presentationLink link:calculationLink link:definitionLink 9952178 - Disclosure - Fair Value link:presentationLink link:calculationLink link:definitionLink 9952179 - Disclosure - Derivative Instruments and Hedging Activities link:presentationLink link:calculationLink link:definitionLink 9952180 - Disclosure - New Accounting Standards link:presentationLink link:calculationLink link:definitionLink 9952181 - Disclosure - Subsequent Events link:presentationLink link:calculationLink link:definitionLink 9952182 - Disclosure - SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS link:presentationLink link:calculationLink link:definitionLink 9955511 - Disclosure - Significant Accounting Policies (Policies) link:presentationLink link:calculationLink link:definitionLink 9955512 - Disclosure - Revenue (Tables) link:presentationLink link:calculationLink link:definitionLink 9955513 - Disclosure - Net Income per Share (Tables) link:presentationLink link:calculationLink link:definitionLink 9955514 - Disclosure - Goodwill and Intangible Assets (Tables) link:presentationLink link:calculationLink link:definitionLink 9955515 - Disclosure - Debt (Tables) link:presentationLink link:calculationLink link:definitionLink 9955516 - Disclosure - Segment Reporting (Tables) link:presentationLink link:calculationLink link:definitionLink 9955517 - Disclosure - Share-Based Compensation Plans (Tables) link:presentationLink link:calculationLink link:definitionLink 9955518 - Disclosure - Income Taxes (Tables) link:presentationLink link:calculationLink link:definitionLink 9955519 - Disclosure - Pension and Other Postemployment Benefits (Tables) link:presentationLink link:calculationLink link:definitionLink 9955520 - Disclosure - Supplemental Cash Flow Data (Tables) link:presentationLink link:calculationLink link:definitionLink 9955521 - Disclosure - Noncontrolling Interests (Tables) link:presentationLink link:calculationLink link:definitionLink 9955522 - Disclosure - Leases and Property and Equipment (Tables) link:presentationLink link:calculationLink link:definitionLink 9955523 - Disclosure - Accumulated Other Comprehensive Income (Loss) (Tables) link:presentationLink link:calculationLink link:definitionLink 9955524 - Disclosure - Fair Value (Tables) link:presentationLink link:calculationLink link:definitionLink 9955525 - Disclosure - SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS (Tables) link:presentationLink link:calculationLink link:definitionLink 9955526 - Disclosure - Presentation of Financial Statements (Details) link:presentationLink link:calculationLink link:definitionLink 9955527 - Disclosure - Significant Accounting Policies (Details) link:presentationLink link:calculationLink link:definitionLink 9955528 - Disclosure - Revenue (Details) link:presentationLink link:calculationLink link:definitionLink 9955529 - Disclosure - Net Income per Share (Details) link:presentationLink link:calculationLink link:definitionLink 9955530 - Disclosure - Business Combinations (Details) link:presentationLink link:calculationLink link:definitionLink 9955531 - Disclosure - Goodwill and Intangible Assets (Details) link:presentationLink link:calculationLink link:definitionLink 9955532 - Disclosure - Debt (Details) link:presentationLink link:calculationLink link:definitionLink 9955533 - Disclosure - Segment Reporting (Details) link:presentationLink link:calculationLink link:definitionLink 9955534 - Disclosure - Segment Reporting - Geographical (Details) link:presentationLink link:calculationLink link:definitionLink 9955535 - Disclosure - Equity Method Investments (Details) link:presentationLink link:calculationLink link:definitionLink 9955536 - Disclosure - Share-Based Compensation Plans (Details) link:presentationLink link:calculationLink link:definitionLink 9955537 - Disclosure - Income Taxes (Details) link:presentationLink link:calculationLink link:definitionLink 9955538 - Disclosure - Pension and Other Postemployment Benefits (Details) link:presentationLink link:calculationLink link:definitionLink 9955539 - Disclosure - Real Estate and Other Repositioning Costs (Details) link:presentationLink link:calculationLink link:definitionLink 9955540 - Disclosure - Disposition of Subsidiaries (Details) link:presentationLink link:calculationLink link:definitionLink 9955541 - Disclosure - Charges Arising from the Effects of the War in Ukraine (Details) link:presentationLink link:calculationLink link:definitionLink 9955542 - Disclosure - Supplemental Cash Flow Data (Details) link:presentationLink link:calculationLink link:definitionLink 9955543 - Disclosure - Noncontrolling Interests (Details) link:presentationLink link:calculationLink link:definitionLink 9955544 - Disclosure - Leases and Property and Equipment (Details) link:presentationLink link:calculationLink link:definitionLink 9955544 - Disclosure - Leases and Property and Equipment (Details) link:presentationLink link:calculationLink link:definitionLink 9955545 - Disclosure - Temporary Equity - Redeemable Noncontrolling Interests (Details) link:presentationLink link:calculationLink link:definitionLink 9955546 - Disclosure - Accumulated Other Comprehensive Income (Loss) (Details) link:presentationLink link:calculationLink link:definitionLink 9955547 - Disclosure - Fair Value (Details) link:presentationLink link:calculationLink link:definitionLink 9955548 - Disclosure - Derivative Instruments and Hedging Activities (Details) link:presentationLink link:calculationLink link:definitionLink 9955549 - Disclosure - SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS (Details) link:presentationLink link:calculationLink link:definitionLink EX-101.CAL 11 omc-20241231_cal.xml XBRL TAXONOMY EXTENSION CALCULATION LINKBASE DOCUMENT EX-101.DEF 12 omc-20241231_def.xml XBRL TAXONOMY EXTENSION DEFINITION LINKBASE DOCUMENT EX-101.LAB 13 omc-20241231_lab.xml XBRL TAXONOMY EXTENSION LABEL LINKBASE DOCUMENT 2026 Defined Benefit Plan, Expected Future Benefit Payment, Year Two Maximum percentage of eligible compensation allowable for purchase Share-Based Compensation Arrangement by Share-Based Payment Award, Maximum Employee Subscription Rate Adjustments to reconcile net income to net cash provided by operating activities: Adjustments to Reconcile Net Income (Loss) to Cash Provided by (Used in) Operating Activities [Abstract] Repayment of debt Repayments of Long-Term Debt Cover [Abstract] Operating Leases Payments, Thereafter Lessee, Operating Lease, Liability, to be Paid, after Year Five Net Increase (Decrease) in Cash and Cash Equivalents Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents, Period Increase (Decrease), Including Exchange Rate Effect Future Lease Payments Lessee, Operating Lease, Liability, to be Paid, Maturity [Table Text Block] Trading Symbol Trading Symbol Fair Value Hedge [Member] Fair Value Hedging [Member] Comprehensive Income Comprehensive Income (Loss), Net of Tax, Including Portion Attributable to Noncontrolling Interest Non-NEOs Non-NEOs [Member] Dividends Declared Per Common Share Common Stock, Dividends, Per Share, Declared 2027 Defined Benefit Plan, Expected Future Benefit Payment, Year Three Accounts receivable, allowance for doubtful accounts Accounts Receivable, Allowance for Credit Loss, Current Dividends to noncontrolling interests Noncontrolling Interest, Decrease from Distributions to Noncontrolling Interest Holders (Increase) decrease in accounts receivable Increase (Decrease) in Accounts Receivable Net Income Per Share, Policy Earnings Per Share, Policy [Policy Text Block] Presentation of Financial Statements Organization, Consolidation and Presentation of Financial Statements Disclosure [Text Block] Non-Rule 10b5-1 Arrangement Adopted Non-Rule 10b5-1 Arrangement Adopted [Flag] Hedging Relationship [Domain] Hedging Relationship [Domain] Fair Value Fair Value Disclosures [Text Block] Award Timing Disclosures [Line Items] Net Investment Hedging Net Investment Hedging [Member] Portion at Fair Value Measurement [Member] Portion at Fair Value Measurement [Member] Equipment under finance leases Finance Lease, Right-of-Use Asset, before Accumulated Amortization Lease Cost [Abstract] Lease, Cost [Abstract] Tax loss and credit carryforwards Deferred Tax Assets, Tax Credit Carryforwards SEC Schedule, 12-09, Valuation Allowances and Reserves Type [Axis] SEC Schedule, 12-09, Valuation Allowances and Reserves Type [Axis] UNITED STATES UNITED STATES Dilutive stock options and restricted shares Weighted Average Number of Shares Outstanding, Diluted, Adjustment Other Assets Other Assets, Noncurrent Intangible assets, Gross Carrying Value Finite-Lived Intangible Assets, Gross Reconciliation from the Statutory U.S. Federal Income Tax Rate to Effective Tax Rate [Abstract] Effective Income Tax Rate Reconciliation, Percent [Abstract] Operating Segments [Member] Operating Segments [Member] Net Cash Provided By Operating Activities Net Cash Provided by (Used in) Operating Activities Cash Flows from Operating Activities: Net Cash Provided by (Used in) Operating Activities [Abstract] Deferred Compensation, Policy Deferred Compensation [Policy Text Block] Disclosure of accounting policy for Deferred Compensation. Cash charges related to the effects of the war in Ukraine Cash charges related to the effects of the war in Ukraine Cash charges related to the effects of the war in Ukraine Changes in AOCI Schedule of Accumulated Other Comprehensive Income (Loss) [Table Text Block] Award Timing Method Award Timing Method [Text Block] Net periodic benefit expense Defined Benefit Plan, Net Periodic Benefit Cost (Credit) Trading Arrangements, by Individual Trading Arrangements, by Individual [Table] Pension and Other Postemployment Benefits [Abstract] Pension and Other Postemployment Benefits [Abstract] Pension and Other Postemployment Benefits [Abstract] Measurement Frequency [Axis] Measurement Frequency [Axis] Entity Common Stock, Shares Outstanding Entity Common Stock, Shares Outstanding Finance leases, weighted average remaining lease term Finance Lease, Weighted Average Remaining Lease Term Insider Trading Policies and Procedures [Line Items] Delayed Draw Term Loan Agreement Delayed Draw Term Loan Agreement [Member] Delayed Draw Term Loan Agreement Adjustment to Compensation, Amount Adjustment to Compensation Amount Additional paid-in capital Additional Paid in Capital, Common Stock Compensation Amount Outstanding Recovery Compensation Amount Aggregate Change in Present Value of Accumulated Benefit for All Pension Plans Reported in Summary Compensation Table Aggregate Change in Present Value of Accumulated Benefit for All Pension Plans Reported in Summary Compensation Table [Member] Entity Small Business Entity Small Business Company Selected Measure Amount Company Selected Measure Amount Tabular List, Table Tabular List [Table Text Block] Level 3 Fair Value, Inputs, Level 3 [Member] Removal of Uncollectible Receivables SEC Schedule, 12-09, Valuation Allowances and Reserves, Deduction Expected return on plan assets Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Expected Long-Term Rate of Return on Plan Assets Intangible assets acquired Finite-Lived Intangible Assets Acquired Derivative instrument, reduction of interest expense, income statement location Derivative, Excluded Component, Gain, Statement of Income or Comprehensive Income [Extensible Enumeration] Anti-dilutive stock options and restricted shares (millions): Antidilutive Securities Excluded from Computation of Earnings Per Share, Amount Finance Leases Payments, Less: Interest Finance Lease, Liability, Undiscounted Excess Amount Changes in Ownership Interests in Less than 100% Owned Subsidiaries Consolidation, Less than Wholly Owned Subsidiary, Parent Ownership Interest, Effects of Changes, Net [Table Text Block] Goodwill and intangible assets Deferred Tax Liabilities, Goodwill and Intangible Assets Goodwill Goodwill, Beginning Balance Goodwill, Ending Balance Goodwill Other Comprehensive Income (Loss): Other Comprehensive Income (Loss), Net of Tax [Abstract] Stock Options [Member] Share-Based Payment Arrangement, Option [Member] Depreciation and amortization of right-of-use assets Depreciation Operating Leases Payments, 2025 Lessee, Operating Lease, Liability, to be Paid, Year One Other, net Proceeds from (Payments for) Other Financing Activities Comprehensive Income - Omnicom Group Inc. Comprehensive Income (Loss), Net of Tax, Attributable to Parent Defined Benefit Pension Plans [Member] Pension Plan [Member] Finance leases, weighted average discount rate Finance Lease, Weighted Average Discount Rate, Percent Other, including impact of war in Ukraine Effective Income Tax Rate Reconciliation, Other Adjustments, Percent Finance Leases Payments, 2025 Finance Lease, Liability, to be Paid, Year One Award Type [Axis] Award Type [Axis] Options Outstanding and Exercisable Share-Based Payment Arrangement, Option, Exercise Price Range [Table Text Block] Revenue and Long-Lived Assets and Goodwill by Geographic Region Schedule of Revenue from External Customers and Long-Lived Assets, by Geographical Areas [Table Text Block] Goodwill, Foreign Currency Translation Gain (Loss) Goodwill, Foreign Currency Translation Gain (Loss) Foreign currency translation Fair Value, Measurement with Unobservable Inputs Reconciliation, Recurring Basis, Liability, Gain (Loss) Included in Other Comprehensive Income (Loss) ICFR Auditor Attestation Flag ICFR Auditor Attestation Flag Consolidated Balance Sheets (Parenthetical) [Abstract] Consolidated Balance Sheets (Parenthetical) [Abstract] Consolidated Balance Sheets (Parenthetical) [Abstract] Noncontrolling interests Equity, Attributable to Noncontrolling Interest Exercisable December 31, Weighted Average Exercise Price Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Weighted Average Exercise Price Credit Facilities, covenant terms Line of Credit Facility, Covenant Terms Common stock, par value Common Stock, Par or Stated Value Per Share Foreign Currency Translation and Transactions, Policy Foreign Currency Transactions and Translations Policy [Policy Text Block] Credit Facility [Member] Revolving Credit Facility [Member] Expiration Date Trading Arrangement Expiration Date Cash Flows from Investing Activities: Net Cash Provided by (Used in) Investing Activities [Abstract] Charges arising from the effects of the war in Ukraine Charges arising from the effects of the war in Ukraine Charges arising from the effects of the war in Ukraine Operating lease liability, current Operating Lease, Liability, Current Total Shareholder Return Amount Total Shareholder Return Amount Weighted Average Assumptions Used to Determine Benefit Obligation Weighted Average Assumptions Used to Determine Benefit Obligation [Table Text Block] Tabular disclosure of the assumptions used to determine for pension plans and/or other employee benefit plans the benefit obligation and net benefit cost, including assumed discount rates, rate increase in compensation increase, and expected long-term rates of return on plan assets. Equity Awards Adjustments, Footnote Equity Awards Adjustments, Footnote [Text Block] Commitments and Contingent Liabilities [Abstract] Commitments and Contingent Liabilities [Abstract] Commitments and Contingent Liabilities [Abstract] Unrecognized actuarial gains and losses and unrecognized prior service cost, net of tax Accumulated Other Comprehensive (Income) Loss, Defined Benefit Plan, after Tax Equipment Equipment [Member] Property and equipment - owned Property, Plant and Equipment, Gross Retirement Plan Name [Axis] Retirement Plan Name [Axis] Exercised Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercises in Period Credit Facilities, average amount outstanding Line of Credit Facility, Average Outstanding Amount Named Executive Officers, Footnote Named Executive Officers, Footnote [Text Block] Goodwill and Intangible Assets, Policy Goodwill and Intangible Assets, Policy [Policy Text Block] Property and Equipment, accumulated depreciation Property and Equipment, accumulated depreciation Property, Plant, and Equipment and Finance Lease Right-of-Use Asset, Accumulated Depreciation and Amortization Diluted Weighted Average Number of Shares Outstanding, Diluted â‚¬600 Million 3.70% Senior Notes due 2032 3.70% Senior Notes due 2032 [Member] 3.70% Senior Notes due 2032 MNPI Disclosure Timed for Compensation Value MNPI Disclosure Timed for Compensation Value [Flag] Total Shareholdersâ€™ Equity Equity, Attributable to Parent Deferred tax assets Deferred Tax Assets, Gross Income tax expense, GILTI Effective Income Tax Rate Reconciliation, GILTI, Amount Credit Facilities, covenant compliance Line of Credit Facility, Covenant Compliance Treasury stock, at cost, 100.8 million and 99.2 million shares Treasury Stock, Value Business Combinations [Abstract] Business Combinations [Abstract] Net Income per Share [Abstract] Net Income per Share [Abstract] Net Income per Share [Abstract] Change in Goodwill Schedule of Goodwill [Table Text Block] Selling, general and administrative expenses Selling, General and Administrative Expense Plans with Benefit Obligations in Excess of Plan Assets [Abstract] Defined Benefit Plan, Pension Plan with Project Benefit Obligation in Excess of Plan Assets [Abstract] Defined contribution plans, contribution expense Defined Contribution Plan, Cost Net Increase (Decrease) in Cash and Cash Equivalents Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents, Period Increase (Decrease), Including Exchange Rate Effect [Abstract] Maximum of shares available for issuance Share-Based Compensation Arrangement by Share-Based Payment Award, Number of Shares Authorized Document Fiscal Period Focus Document Fiscal Period Focus Contractual maturities of long-term debt, 2028 Long-Term Debt, Maturity, Year Four All Executive Categories All Executive Categories [Member] Statement of Financial Position Location, Balance [Domain] Statement of Financial Position Location, Balance [Domain] Changed Peer Group, Footnote Changed Peer Group, Footnote [Text Block] ASSETS Assets [Abstract] Retirement Plan Type [Domain] Retirement Plan Type [Domain] Other Comprehensive Income (Loss) Other comprehensive income (loss) Other Comprehensive Income (Loss), Net of Tax Dividend yield Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Expected Dividend Rate Document Type Document Type Derivative Contract [Domain] Derivative Contract [Domain] Actuarial (gain) loss Defined Benefit Plan, Benefit Obligation, Actuarial Gain (Loss) Segment Revenue, Segment Operating Expenses and Segment Operating Income of our Operating Segments Schedule of Segment Reporting Information, by Segment [Table Text Block] Other purchased and internally developed software Computer Software, Intangible Asset [Member] Share-based employee compensation, vesting rights Share-Based Compensation Arrangement by Share-Based Payment Award, Award Vesting Rights Short-term debt Short-Term Debt, Fair Value Contract Balances Contract with Customer, Contract Asset, Contract Liability, and Receivable [Table Text Block] Euro Commercial Paper Euro Commercial Paper [Member] Euro Commercial Paper Balance Sheet Classification and Weighted Average Remaining Lease Term and Weighted Average Discount Rate Related to Operating Leases [Abstract] Assets and Liabilities, Lessee [Abstract] Maximum [Member] Maximum [Member] Options Outstanding, Shares Share-Based Payment Arrangement, Option, Exercise Price Range, Shares Outstanding Equity Valuation Assumption Difference, Footnote Equity Valuation Assumption Difference, Footnote [Text Block] Goodwill, accumulated impairment losses Goodwill, Impaired, Accumulated Impairment Loss Goodwill, Contingent Purchase Price of Acquired Businesses Goodwill, Contingent Purchase Price of Acquired Businesses Goodwill, Contingent Purchase Price of Acquired Businesses Intangible assets, Net Carrying Value Finite-Lived Intangible Assets, Net Furniture Furniture and Fixtures [Member] Accounts payable Accounts Payable, Current Equity method investments, share of net assets Equity Method Investment, Underlying Equity in Net Assets Total Lease Cost Lease, Cost Discount from market price Share-Based Compensation Arrangement by Share-Based Payment Award, Discount from Market Price, Purchase Date Statistical Measurement [Axis] Statistical Measurement [Axis] Non-Rule 10b5-1 Arrangement Terminated Non-Rule 10b5-1 Arrangement Terminated [Flag] Acquisition of additional noncontrolling interests Payments to Noncontrolling Interests Non-PEO NEO Average Total Compensation Amount Non-PEO NEO Average Total Compensation Amount Name Outstanding Recovery, Individual Name Disaggregation of Revenue [Line Items] Disaggregation of Revenue [Line Items] Variable lease cost Variable Lease, Cost Goodwill, impairment losses Goodwill, Impairment Loss Award Timing Predetermined Award Timing Predetermined [Flag] Dividends paid to common shareholders Payments of Ordinary Dividends, Common Stock Amortization of prior service cost Defined Benefit Plan, Amortization of Prior Service Cost (Credit) Diluted Earnings Per Share, Diluted Estimated Future Benefit Payments [Abstract] Defined Benefit Plan, Expected Future Benefit Payment [Abstract] Amortization of Intangible Assets Finite-Lived Intangible Assets Amortization Expense [Table Text Block] Income before income taxes, Domestic Income (Loss) from Continuing Operations before Income Taxes, Domestic Performance Restricted Stock Units Activity Schedule of Nonvested Performance-Based Units Activity [Table Text Block] Income tax expense, current Current Income Tax Expense (Benefit) Restatement does not require Recovery Restatement Does Not Require Recovery [Text Block] 3.65% Senior Notes due 2024 3.65% Senior Notes due November 1, 2024 [Member] 3.65% Senior Notes due November 1, 2024 [Member] Net foreign currency transaction gains (losses) Gain (Loss), Foreign Currency Transaction, before Tax Preferred stock, shares issued Preferred Stock, Shares Issued Statement of Financial Position [Abstract] Statement of Financial Position [Abstract] Long-Term Debt Notes Payable, Noncurrent Other Deferred Tax Liabilities, Other Net Income Net income Net Income (Loss), Including Portion Attributable to Noncontrolling Interest Income Tax Expense Income tax expense Income Tax Expense (Benefit) Interest cost Defined Benefit Plan, Interest Cost Income Before Income Taxes [Abstract] Income (Loss) from Continuing Operations before Equity Method Investments, Income Taxes, Noncontrolling Interest [Abstract] Derivative instruments, notional amount Derivative, Notional Amount Components of Net Periodic Benefit Expense Defined Benefit Plan, Net Periodic Benefit Cost (Credit) [Abstract] Forfeited Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Forfeitures and Expirations in Period Middle East and Africa Middle East and Africa [Member] Middle East and Africa [Member] Unamortized share-based employee compensation, amortization period Share-Based Payment Arrangement, Nonvested Award, Cost Not yet Recognized, Period for Recognition Statement of Comprehensive Income [Abstract] Statement of Comprehensive Income [Abstract] Pension and other postemployment benefits: Other Comprehensive (Income) Loss, Defined Benefit Plan, after Reclassification Adjustment, after Tax [Abstract] Components of Interest Expense [Abstract] Interest Expense, Operating and Nonoperating [Abstract] Finance lease liability, noncurrent, balance sheet classification Finance Lease, Liability, Noncurrent, Statement of Financial Position [Extensible Enumeration] Amounts Recognized in Accumulated Other Comprehensive Income [Abstract] Defined Benefit Plan, Amounts Recognized in Other Comprehensive Income (Loss) [Abstract] Net Cash Provided By (Used In) Investing Activities Net Cash Provided by (Used in) Investing Activities Interest Expense Interest expense, total Interest Expense, Operating and Nonoperating Balance Sheet Classification of Operating Leases Balance Sheet Classification of Operating Leases [Table Text Block] Balance Sheet Classification of Operating Leases [Table Text Block] Business Combinations [Line Items] Business Acquisition [Line Items] Equity Method Investments, Policy Equity Method Investments [Policy Text Block] Other, net Other Operating Activities, Cash Flow Statement All Adjustments to Compensation All Adjustments to Compensation [Member] Real estate and other repositioning costs Restructuring Charges Accumulated Other Comprehensive Income (Loss) [Line Items] Accumulated Other Comprehensive Income (Loss) [Line Items] Net transfers (to) from noncontrolling interests Consolidation, Less than Wholly Owned Subsidiary, Parent Ownership Interest, Changes, Net Cash Flow Hedge Accumulated Gain (Loss), Net, Cash Flow Hedge, Parent [Member] Black-Scholes Assumptions and Weighted Average Fair Value Per Share for Options Granted [Abstract] Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions and Methodology [Abstract] Entity Address, State or Province Entity Address, State or Province Work in Process, Policy Inventory Work in Process, Policy [Policy Text Block] Erroneous Compensation Analysis Erroneous Compensation Analysis [Text Block] Unamortized deferred gain (loss) from settlement of interest rate swaps Deferred Gain (Loss) on Discontinuation of Interest Rate Fair Value Hedge January 1, Weighted Average Grant Date Fair Value December 31, Weighted Average Grant Date Fair Value Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Weighted Average Grant Date Fair Value LIABILITIES AND EQUITY Liabilities and Equity [Abstract] Plans with benefit obligations in excess of plan assets Liability, Defined Benefit Plan Net Periodic Benefit Expense Schedule of Net Benefit Costs [Table Text Block] Restatement Determination Date Restatement Determination Date Fair Value Estimate of Fair Value Measurement [Member] Charged to Costs and Expenses SEC Schedule, 12-09, Valuation Allowances and Reserves, Additions, Charge to Cost and Expense Pay vs Performance Disclosure Pay vs Performance Disclosure [Table] January 1, Weighted Average Exercise Price December 31, Weighted Average Exercise Price Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Weighted Average Exercise Price Operating Lease Right-Of-Use Assets Operating Lease, Right-of-Use Asset Erroneously Awarded Compensation Recovery Erroneously Awarded Compensation Recovery [Table] January 1 December 31 Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Number Exercise Price Range [Domain] Exercise Price Range [Domain] Amendments, curtailments and settlements Defined Benefit Plan, Benefit Obligation, Increase (Decrease) for Plan Amendment Net Income per Share Earnings Per Share [Text Block] Granted, Weighted Average Grant Date Fair Value Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Grants in Period, Weighted Average Grant Date Fair Value Income Taxes, Policy Income Tax, Policy [Policy Text Block] Peer Group Issuers, Footnote Peer Group Issuers, Footnote [Text Block] Segments [Domain] Segments [Domain] Future Lease Payments Finance Lease, Liability, to be Paid, Maturity [Table Text Block] Temporary Equity - Redeemable Noncontrolling Interests [Abstract] Temporary Equity - Redeemable Noncontrolling Interests [Abstract] Temporary Equity - Redeemable Noncontrolling Interests [Abstract] Reconciliation of Unrecognized Tax Benefits [Roll Forward] Unrecognized Tax Benefits [Roll Forward] Options Exercisable, Weighted Average Exercise Price Share-Based Payment Arrangement, Option, Exercise Price Range, Exercisable, Weighted Average Exercise Price Occupancy and other costs Occupancy and Other Costs Occupancy and other costs consist of the indirect costs related to the delivery of services, including office and equipment rent, other occupancy costs, technology costs, general office expenses and other expenses. Contractual Maturities of Long-Term Debt [Abstract] Maturities of Long-Term Debt [Abstract] PEO PEO [Member] Name Trading Arrangement, Individual Name Funded status, December 31 Defined Benefit Plan, Funded (Unfunded) Status of Plan Property, Plant and Equipment, Type [Axis] Long-Lived Tangible Asset [Axis] Unrecognized actuarial gains and losses and unrecognized prior service cost Defined Benefit Plan, Accumulated Other Comprehensive (Income) Loss, before Tax Entity Public Float Entity Public Float Income From Equity Method Investments Income (Loss) from Equity Method Investments Real estate and other repositioning costs, after-tax Real estate and other repositioning costs, after-tax Real estate and other repositioning costs, after-tax Third-party service costs Third-party service costs Third-party service costs Benefit obligation, January 1 Benefit obligation, December 31 Defined Benefit Plan, Benefit Obligation Income Before Income Taxes and Income From Equity Method Investments Income (Loss) from Continuing Operations before Equity Method Investments, Income Taxes, Noncontrolling Interest Unrecognized actuarial gains and losses expected to be amortized in the next year Defined Benefit Plan, Expected Amortization, Next Fiscal Year Awards Close in Time to MNPI Disclosures, Table Awards Close in Time to MNPI Disclosures [Table Text Block] Prior Year End Fair Value of Equity Awards Granted in Any Prior Year that Fail to Meet Applicable Vesting Conditions During Covered Year Prior Year End Fair Value of Equity Awards Granted in Any Prior Year that Fail to Meet Applicable Vesting Conditions During Covered Year [Member] Cash and cash equivalents Cash and Cash Equivalents, Fair Value Disclosure Aggregate Erroneous Compensation Amount Aggregate Erroneous Compensation Amount Change in temporary equity Change in temporary equity Changes in temporary equity during the period. Local Phone Number Local Phone Number Valuation allowance Deferred Tax Assets, Valuation Allowance Aggregate Erroneous Compensation Not Yet Determined Aggregate Erroneous Compensation Not Yet Determined [Text Block] Americas Americas [Member] Change in Operating Capital [Abstract] Increase (Decrease) in Operating Capital [Abstract] PEO Total Compensation Amount PEO Total Compensation Amount Changes in Contingent Purchase Price Obligations [Roll Forward] Fair Value, Liabilities Measured on Recurring Basis, Unobservable Input Reconciliation, Calculation [Roll Forward] Property, Plant and Equipment, Type [Domain] Long-Lived Tangible Asset [Domain] Common Stock Common Stock [Member] Credit Facilities [Abstract] Line of Credit Facility [Abstract] Credit Facilities, maximum amount outstanding Line of Credit Facility, Maximum Amount Outstanding During Period Forgone Recovery due to Expense of Enforcement, Amount Forgone Recovery due to Expense of Enforcement, Amount Schedule of Business Acquisitions, by Acquisition [Table] Schedule of Business Acquisitions, by Acquisition [Table] Changes in Contingent Purchase Price Obligations Fair Value, Liabilities Measured on Recurring Basis, Unobservable Input Reconciliation [Table Text Block] Unrecognized Tax Benefits, Penalties and Interest [Abstract] Income Tax Uncertainties [Abstract] Segment Reporting [Abstract] Segment Reporting [Abstract] Entity Central Index Key Entity Central Index Key Unrecognized Tax Benefits, Income Tax Penalties and Interest Accrued Unrecognized Tax Benefits, Income Tax Penalties and Interest Accrued Foreign Currency Translation Accumulated Foreign Currency Adjustment Attributable to Parent [Member] (Increase) decrease in work in process and other current assets Increase (Decrease) in work in progress and other current assets Increase (Decrease) in work in progress and other current assets Non-PEO NEO Average Compensation Actually Paid Amount Non-PEO NEO Average Compensation Actually Paid Amount Accumulated Other Comprehensive Income (Loss) Equity [Text Block] Senior Executive Retention Plan [Member] Senior Executive Retention Plan [Member] Senior Executive Restrictive Covenant and Retention Plan Award Timing, How MNPI Considered Award Timing, How MNPI Considered [Text Block] Segment Reporting Segment Reporting Disclosure [Text Block] Revaluation and interest Fair Value, Measurement with Unobservable Inputs Reconciliation, Recurring Basis, Liability, Gain (Loss) Included in Earnings Exercise Price Range - $69.00 to $70.00 Exercise Price Range 2 [Member] Exercise Price Range 2 New Accounting Standards Accounting Standards Update and Change in Accounting Principle [Text Block] Share-based compensation APIC, Share-Based Payment Arrangement, Increase for Cost Recognition Restricted Stock [Member] Restricted Stock [Member] Measurement Basis [Axis] Measurement Basis [Axis] Title Trading Arrangement, Individual Title Real Estate and Other Repositioning Costs [Abstract] Real Estate and Other Repositioning Costs Salary and service costs Salary and service costs Salary and service costs are primarily comprised of employee compensation related costs. Income Before Income Taxes Schedule of Income before Income Tax, Domestic and Foreign [Table Text Block] January 1 December 31 Unrecognized Tax Benefits Comprehensive Income Attributed To Noncontrolling Interests Comprehensive Income (Loss), Net of Tax, Attributable to Noncontrolling Interest City Area Code City Area Code Current Liabilities: Liabilities, Current [Abstract] Auditor Location Auditor Location Liability for contingent purchase price obligations Contingent purchase price obligations Business Combination, Contingent Consideration, Liability Revenue Recognition, Policy Revenue [Policy Text Block] Insider Trading Policies and Procedures Not Adopted Insider Trading Policies and Procedures Not Adopted [Text Block] Real Estate and Other Repositioning Costs Real Estate and Other Repositioning Costs [Text Block] Real Estate and Other Repositioning Costs Repurchases of common stock Payments for Repurchase of Common Stock Defined Benefit Pension Plans and Postemployment Arrangements, Policy Pension and Other Postretirement Plans, Policy [Policy Text Block] Unremitted foreign earnings Deferred Tax Liabilities, Undistributed Foreign Earnings SEC Schedule, 12-09, Valuation and Qualifying Accounts Disclosure [Table] SEC Schedule, 12-09, Valuation and Qualifying Accounts Disclosure [Table] Schedule of Segment Reporting Information, by Segment [Table] Schedule of Segment Reporting Information, by Segment [Table] Restricted Stock and PRSU Activity, Weighted Average Grant Date Fair Value [Roll Forward] Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Weighted Average Grant Date Fair Value [Abstract] Salary and related costs Salary and related costs Salary and related costs Net Income Per Share - Omnicom Group Inc.: Earnings Per Share [Abstract] Retained earnings Retained Earnings (Accumulated Deficit) Class of Stock [Domain] Class of Stock [Domain] Forfeited, Weighted Average Exercise Price Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Forfeitures and Expirations in Period, Weighted Average Exercise Price Foreign currency translation Unrecognized Tax Benefits, Decrease Resulting from Foreign Currency Translation Contractual maturities of long-term debt, 2026 Long-Term Debt, Maturity, Year Two Aggregate Available Trading Arrangement, Securities Aggregate Available Amount Equity Awards Adjustments Equity Awards Adjustments [Member] Operating Leases Payments, Present Value of Lease Liabilities Operating lease liability, total Operating Lease, Liability Underlying Securities Award Underlying Securities Amount Performance Restricted Stock Units (PRSUs) [Member] Performance Shares [Member] Commercial paper, weighted average interest rate Line of Credit Facility, Interest Rate During Period Unrecognized actuarial gains (losses) and prior service cost for the period Other Comprehensive (Income) Loss, Defined Benefit Plan, before Reclassification Adjustment and Tax Finance Leases Payments, 2029 Finance Lease, Liability, to be Paid, Year Five Weighted Average Assumptions Used to Determine the Net Periodic Benefit Expense [Abstract] Defined Benefit Plan, Weighted Average Assumptions Used in Calculating Net Periodic Benefit Cost [Abstract] Common stock dividends declared Dividends, Common Stock, Cash Amendment Flag Amendment Flag Carrying Amount Reported Value Measurement [Member] Stock Appreciation Rights (SARs) Stock Appreciation Rights (SARs) [Member] Redeemable noncontrolling interests, currently exercisable Redeemable noncontrolling interests, currently exercisable Redeemable noncontrolling interests, currently exercisable Finance leases, Depreciation of ROU assets Finance Lease, Right-of-Use Asset, Amortization Subsequent Events [Abstract] Subsequent Events [Abstract] Supplemental Cash Flow Data Cash Flow, Supplemental Disclosures [Text Block] Other comprehensive income (loss) before reclassifications Other Comprehensive Income (Loss), before Reclassifications, Net of Tax Actual return on plan assets Defined Benefit Plan, Plan Assets, Increase (Decrease) for Actual Return (Loss) Audit Information [Abstract] Audit Information [Abstract] Audit Information Debt Debt Disclosure [Text Block] Fair Value, Measurements, Fair Value Hierarchy [Domain] Fair Value Hierarchy and NAV [Domain] Recovery of Erroneously Awarded Compensation Disclosure [Line Items] Payments Fair Value, Measurement with Unobservable Inputs Reconciliation, Recurring Basis, Liability, Settlements Entity Address, Postal Zip Code Entity Address, Postal Zip Code Execution & Support Execution & Support [Member] Execution & Support [Member] Temporary Equity - Redeemable Noncontrolling Interests Temporary Equity - Redeemable Noncontrolling Interests [Text Block] Temporary Equity - Redeemable Noncontrolling Interests [Text Block] Proceeds from disposition of subsidiaries and other Payments for (Proceeds from) Other Investing Activities Other Assets Other Noncurrent Assets [Member] Year-over-Year Change in Fair Value of Equity Awards Granted in Prior Years That are Outstanding and Unvested Year-over-Year Change in Fair Value of Equity Awards Granted in Prior Years That are Outstanding and Unvested [Member] Auditor Name Auditor Name Effect of foreign exchange rate changes on cash and cash equivalents Effect of Exchange Rate on Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents, Including Disposal Group and Discontinued Operations Year-end Fair Value of Equity Awards Granted in Covered Year that are Outstanding and Unvested Year-end Fair Value of Equity Awards Granted in Covered Year that are Outstanding and Unvested [Member]

Property and Equipment, useful life Property, Plant and Equipment, Useful Life Derivative instrument, terms Derivative, Description of Terms Option Activity [Roll Forward] Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding [Roll Forward] Public Relations Public relations [Member] Public relations [Member] Noncontrolling Interests Noncontrolling Interest Disclosure [Text Block] Depreciation and amortization Depreciation, Depletion and Amortization, Nonproduction Fair Value Measurement [Domain] Fair Value Measurement [Domain] Proceeds from stock plans Proceeds from Stock Plans Adjustment To PEO Compensation, Footnote Adjustment To PEO Compensation, Footnote [Text Block] Property and Equipment at cost, less accumulated depreciation of $1,096.9 and $1,150.4 Property and Equipment, Net Property, Plant, and Equipment and Finance Lease Right-of-Use Asset, after Accumulated Depreciation and Amortization Designated as Hedging Instrument [Member] Designated as Hedging Instrument [Member] Compensation Actually Paid vs. Other Measure Compensation Actually Paid vs. Other Measure [Text Block] Foreign currency translation Defined Benefit Plan, Benefit Obligation, Foreign Currency Translation Gain (Loss) Vesting Date Fair Value of Equity Awards Granted and Vested in Covered Year Vesting Date Fair Value of Equity Awards Granted and Vested in Covered Year [Member] Maturities of Lease Liabilities [Abstract] Maturities of Lease Liabilities [Abstract] Maturities of Lease Liabilities [Abstract] TOTAL ASSETS Assets Cost of services Segment cost of services Cost of Goods and Services Sold Income tax effect Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), Reclassification, Tax Capital expenditures Payments to Acquire Property, Plant, and Equipment Long-Term Liabilities Other Liabilities, Noncurrent Derivative instrument, reduction of interest expense Derivative, Excluded Component, Gain, Recognized in Earnings Entity Listings [Line Items] Entity Listings [Line Items] Forgone Recovery due to Violation of Home Country Law, Amount Forgone Recovery due to Violation of Home Country Law, Amount Commitments and Contingent Liabilities (Note 20) Commitments and Contingencies Share-Based Compensation, Policy Share-Based Payment Arrangement [Policy Text Block] Acquisition of businesses and interests in affiliates, net of cash acquired Payments to Acquire Businesses and Interest in Affiliates Reconciliation from the Statutory U.S. Federal Income Tax Rate to Effective Tax Rate Schedule of Effective Income Tax Rate Reconciliation [Table Text Block] Termination Date Trading Arrangement Termination Date Operating Leases Payments, 2026 Lessee, Operating Lease, Liability, to be Paid, Year Two Contractual maturities of long-term debt, 2025 Long-Term Debt, Maturity, Year One Debt Instrument [Axis] Debt Instrument [Axis] Funded Status [Abstract] Defined Benefit Plan, Funded (Unfunded) Status of Plan [Abstract] Net Income - Omnicom Group Inc. Net income - Omnicom Group Inc. Net income attributed to Omnicom Group Inc. Net Income (Loss) Attributable to Parent Trading Arrangement: Trading Arrangement [Axis] Carrying Amount and Fair Value of Financial Assets and Liabilities Fair Value, by Balance Sheet Grouping [Table Text Block] Reconciliation of Segment Operating Income to Operating Income and Income Before Income Taxes and Income From Equity Method Investments Segment, Reconciliation of Other Items from Segments to Consolidated [Table Text Block] 2030 - 2034 Defined Benefit Plan, Expected Future Benefit Payment, after Year Five for Next Five Years Pay vs Performance Disclosure, Table Pay vs Performance [Table Text Block] Equity Awards Adjustments, Excluding Value Reported in Compensation Table Equity Awards Adjustments, Excluding Value Reported in the Compensation Table [Member] Entity File Number Entity File Number Weighted Average Assumptions Used to Determine Net Periodic Benefit Expense Defined Benefit Plan, Assumptions [Table Text Block] Plan assets Defined Benefit Plan, Pension Plan with Projected Benefit Obligation in Excess of Plan Assets, Plan Assets Noncontrolling Interests Noncontrolling Interest [Member] Income Statement [Abstract] Income Statement [Abstract] Entity Address, Address Line One Entity Address, Address Line One Income Tax Expense [Abstract] Components of Income Tax Expense (Benefit), Continuing Operations [Abstract] Income tax expense, current, U.S. federal Current Federal Tax Expense (Benefit) Weighted average shares (millions): Weighted Average Number of Shares Outstanding Reconciliation [Abstract] Name Forgone Recovery, Individual Name Cross currency swaps - net investment hedge Derivative Instruments in Hedges, Net Investment in Foreign Operations, Liabilities, Fair Value Operating leases, weighted average remaining lease term Operating Lease, Weighted Average Remaining Lease Term Experiential Experiential [Member] Experiential [Member] Translation Adjustment Increase (Decrease) SEC Schedule, 12-09, Valuation Allowances and Reserves, Increase (Decrease) Adjustment Equity Securities Investments, Policy Investment, Policy [Policy Text Block] Award Timing MNPI Considered Award Timing MNPI Considered [Flag] Deferred tax liabilities: Components of Deferred Tax Liabilities [Abstract] Estimated Benefits Expected to be Paid Schedule of Expected Benefit Payments [Table Text Block] Reduction of prior year tax positions Unrecognized Tax Benefits, Decrease Resulting from Prior Period Tax Positions Outstanding Aggregate Erroneous Compensation Amount Outstanding Aggregate Erroneous Compensation Amount Acquisitions Fair Value, Measurement with Unobservable Inputs Reconciliation, Recurring Basis, Liability, Issuances Fair Value, Balance Sheet Grouping, Financial Statement Captions [Line Items] Fair Value, Balance Sheet Grouping, Financial Statement Captions [Line Items] PEO Actually Paid Compensation Amount PEO Actually Paid Compensation Amount Options Outstanding and Exercisable [Abstract] Share-based Compensation, Shares Authorized under Stock Option Plans, Exercise Price Range [Abstract] Share-based Compensation, Shares Authorized under Stock Option Plans, Exercise Price Range [Abstract] Amortization of prior service cost and actuarial (gains) losses Other Comprehensive (Income) Loss, Defined Benefit Plan, Reclassification Adjustment from AOCI, before Tax Adjustment to Compensation: Adjustment to Compensation [Axis] Net Income Attributed To Noncontrolling Interests Net Income (Loss) Attributable to Noncontrolling Interest Healthcare Health Care [Member] Disposition of Subsidiaries Disposition of Subsidiaries [Text Block] Disposition of Subsidiaries Goodwill, Written off Related to Sale of Business Unit Goodwill, Written off Related to Sale of Business Unit Basis differences from investments Deferred Tax Liabilities, Investment in Noncontrolled Affiliates Cash flow hedge, net of tax Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), Reclassification, after Tax Cross currency swaps - net investment hedge Derivative Instruments in Hedges, Net Investment in Foreign Operations, Assets, Fair Value Accumulated other comprehensive income (loss) January 1 December 31 Accumulated Other Comprehensive Income (Loss), Net of Tax Revenue [Abstract] Revenue [Abstract] Revenue [Abstract] Pension Adjustments Service Cost Pension Adjustments Service Cost [Member] Basic Weighted Average Number of Shares Outstanding, Basic Stock Price or TSR Estimation Method Stock Price or TSR Estimation Method [Text Block] Total Equity Beginning balance Ending balance Equity, Including Portion Attributable to Noncontrolling Interest North America North America [Member] Treasury Stock, Policy Stockholders' Equity, Policy [Policy Text Block] Components of Deferred Tax Assets and Liabilities [Abstract] Components of Deferred Tax Assets and Liabilities [Abstract] Name Awards Close in Time to MNPI Disclosures, Individual Name Entity Filer Category Entity Filer Category Common Stock, shares Shares, Issued Options Exercisable, Shares Share-Based Payment Arrangement, Option, Exercise Price Range, Shares Exercisable Goodwill, Acquisitions Goodwill, Acquired During Period Statistical Measurement [Domain] Statistical Measurement [Domain] Property and Equipment and Finance Leases [Abstract] Property, Plant, and Equipment and Finance Lease Right-of-Use Asset, after Accumulated Depreciation and Amortization [Abstract] Lease Cost Lease, Cost [Table Text Block] Schedule II [Abstract] Schedule II [Abstract] Schedule II [Abstract] Current portion of debt Long-term debt, current portion Notes Payable, Current Other current liabilities Other Liabilities, Current Unrecognized tax benefits that would impact effective tax rate Unrecognized Tax Benefits that Would Impact Effective Tax Rate Exercise Price Range - $72.00 to $73.00 Exercise Price Range 3 [Member] Exercise Price Range 3 Segment Reporting Information [Line Items] Segment Reporting Information [Line Items] All Trading Arrangements All Trading Arrangements [Member] Key Executive Retention Plan [Member] Key Executive Retention Plan [Member] Key Executive Restrictive Covenant and Retention Plan Compensation Actually Paid vs. Net Income Compensation Actually Paid vs. Net Income [Text Block] Basic and Diluted Net Income per Share Schedule of Earnings Per Share, Basic and Diluted [Table Text Block] Rule 10b5-1 Arrangement Adopted Rule 10b5-1 Arrangement Adopted [Flag] Awards Close in Time to MNPI Disclosures Awards Close in Time to MNPI Disclosures [Table] Valuation accounts deducted from assets: SEC Schedule, 12-09, Valuation and Qualifying Accounts Disclosure [Line Items] Total Finance Lease Cost Finance Leases, Total Lease Cost Finance Leases, Total Lease Cost Equity Method Investments Equity Method Investments Pay vs Performance Disclosure [Line Items] Peer Group Total Shareholder Return Amount Peer Group Total Shareholder Return Amount Share-Based Compensation Plans [Abstract] Share-Based Compensation Plans [Abstract] Share-Based Compensation Plans [Abstract] Leases and Property and Equipment [Abstract] Leases and Property and Equipment Change in other assets and liabilities, net Increase (Decrease) in Other Operating Assets and Liabilities, Net Percentage of revenue from largest client Percentage of revenue from largest client Description of risks that arise due to the volume of business transacted with a particular customer. At a minimum, the description informs financial statement users of the general nature of the risk, but excludes "Information about Major Customers" that may be disclosed elsewhere (for instance, segment disclosures). Other Performance Measure, Amount Other Performance Measure, Amount Compensation increases Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Rate of Compensation Increase Common stock, shares outstanding Common Stock, Shares, Outstanding Operating lease cost Operating Lease, Cost Short-term borrowings, weighted average interest rate Short-Term Debt, Weighted Average Interest Rate, at Point in Time Increase (decrease) in customer advances, taxes payable and other current liabilities Increase (Decrease) in customer advances and other current liabilities Increase (Decrease) in customer advances and other current liabilities Shares available for grant Share-Based Compensation Arrangement by Share-Based Payment Award, Number of Shares Available for Grant Long-Term Liability - Operating Leases Operating Lease, Liability, Noncurrent Benefits paid Defined Benefit Plan, Benefit Obligation, Benefits Paid Net change in noncontrolling interests Noncontrolling Interest, Decrease from Redemptions or Purchase of Interests Finance leases, Interest Finance Lease, Interest Expense Customer advances Contract with Customer, Liability, Current Equity Method Investments [Abstract] Equity Method Investments [Abstract] Equity Method Investments [Abstract] Service cost Defined Benefit Plan, Service Cost Entity Tax Identification Number Entity Tax Identification Number 2.45% Senior Notes due 2030 2.45% Senior Notes due AprilÂ 30, 2030 [Member] 2.45% Senior Notes due AprilÂ 30, 2030 Intangible Asset, Finite-Lived [Table] Intangible Asset, Finite-Lived [Table] Long-Term Debt Schedule of Long-Term Debt Instruments [Table Text Block] Prior year tax positions Unrecognized Tax Benefits, Increase Resulting from Prior Period Tax Positions Retirement Plan Type [Axis] Retirement Plan Type [Axis] Income tax expense, deferred, International Deferred Foreign Income Tax Expense (Benefit) Compensation increases Defined Benefit Plan, Assumptions Used Calculating Benefit Obligation, Rate of Compensation Increase Treasury Stock Treasury Stock, Common [Member] Taxes payable Taxes Payable, Current Temporary Equity - Redeemable Noncontrolling Interests Redeemable noncontrolling interest Redeemable Noncontrolling Interest, Equity, Fair Value Finance Leases Payments, Thereafter Finance Lease, Liability, to be Paid, after Year Five Goodwill, Acquisitions Of Controlling Interests Goodwill, Acquisitions Of Controlling Interests Goodwill, Acquisitions Of Controlling Interests Equity Components [Axis] Equity Components [Axis] Finance Leases Payments, Total lease payments Finance Lease, Liability, to be Paid Other current assets Other Assets, Current Acquired intangible assets and internally developed strategic platform assets Acquired intangible assets and internally developed strategic platform assets [Member] Acquired intangible assets and internally developed strategic platform assets Options Outstanding, Weighted Average Exercise Price Share-Based Payment Arrangement, Option, Exercise Price Range, Outstanding, Weighted Average Exercise Price Operating Expenses Costs and Expenses Business Acquisition, Acquiree [Domain] Business Acquisition, Acquiree [Domain] Work in process Work in process Contract with Customer, Asset, before Allowance for Credit Loss, Current â,¬500 Million 1.40% Senior Notes due 2031 1.40% Senior Notes due July 8, 2031 [Member] 1.40% Senior Notes due July 8, 2031 [Member] Employee Stock Purchase Plan [Member] Employee Stock Purchase Plan [Member] Employee Stock Purchase Plan [Member] Net income per share - Omnicom Group Inc.: Earnings Per Share, Diluted [Abstract] Derivative Instruments and Hedging Activities [Abstract] Derivative Instruments and Hedging Activities [Abstract] Derivative Instruments and Hedging Activities [Abstract] Geographical [Axis] Geographical [Axis] Operating Leases Payments, 2029 Lessee, Operating Lease, Liability, to be Paid, Year Five Gain on disposition of subsidiary Gain on disposition of subsidiary Gain (Loss) on Disposition of Business EMEA EMEA [Member] Aggregate Grant Date Fair Value of Equity Award Amounts Reported in Summary Compensation Table Aggregate Grant Date Fair Value of Equity Award Amounts Reported in Summary Compensation Table [Member] Liability for contingent purchase price obligations, current Business Combination, Contingent Consideration, Liability, Current Cash and cash equivalents Cash and Cash Equivalents at the Beginning of Year Cash and Cash Equivalents at the End of Year Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents Marketable equity securities Equity Securities, FV-NI, Current Cash flow hedge: Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), after Reclassification and Tax [Abstract] Unamortized share-based employee compensation Share-Based Payment Arrangement, Nonvested Award, Cost Not yet Recognized, Amount Income tax expense, current, International Current Foreign Tax Expense (Benefit) Current Assets: Assets, Current [Abstract] Consolidation Items [Axis] Consolidation Items [Axis] Fair Value, Policy Fair Value of Financial Instruments, Policy [Policy Text Block] 3.60% Senior Notes due 2026 3.60% Senior Notes due April 15, 2026 [Member] 3.60% Senior Notes due April 15, 2026 [Member] Treasury stock, shares Treasury Stock, Common, Shares Forgone Recovery due to Disqualification of Tax Benefits, Amount Forgone Recovery due to Disqualification of Tax Benefits, Amount Interest paid Interest Paid, Including Capitalized Interest, Operating and Investing Activities Product and Service [Domain] Product and Service [Domain] Short-term lease cost Short-Term Lease, Cost Allowance for Doubtful Accounts SEC Schedule, 12-09, Allowance, Credit Loss [Member] Distributed, Weighted Average Grant Date Fair Value Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Vested in Period, Weighted Average Grant Date Fair Value Changes in Goodwill Goodwill [Roll Forward] Security Exchange Name Security Exchange Name Exercised, Weighted Average Exercise Price Share-Based Compensation Arrangements by Share-Based Payment Award, Options, Exercises in Period, Weighted Average Exercise Price Charges Arising from the Effects of the War in Ukraine Charges Arising from the Effects of the War in Ukraine [Text Block] Charges Arising from the Effects of the War in Ukraine Restricted Stock and PRSU Activity [Roll Forward] Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Number of Shares [Roll Forward] Income tax expense, current, U.S. state and local Current State and Local Tax Expense (Benefit) Income taxes, impact from the resolution of certain non-U.S. tax positions Income taxes, impact from the resolution of certain non-U.S. tax positions Income taxes, impact from the resolution of certain non-U.S. tax positions Short-term debt Short-Term Debt Foreign currency derivatives Foreign Currency Contracts, Liability, Fair Value Disclosure Branding & Retail Commerce Commerce and Branding [Member] Commerce and Branding Forgone Recovery, Explanation of Impracticability Forgone Recovery, Explanation of Impracticability [Text Block] Significant Accounting Policies [Abstract] Significant Accounting Policies [Abstract] Significant Accounting Policies [Abstract] Share-based employee compensation, terms of award Share-Based Compensation Arrangement by Share-Based Payment Award, Terms of Award Finance leases, Net increase in lease liability Right-of-Use Asset Obtained in Exchange for Finance Lease Liability Third-party incidental costs Third-party incidental costs Third-party incidental costs Goodwill and Intangible Assets Disclosure [Abstract] Goodwill and Intangible Assets Disclosure [Abstract] Common stock, shares issued Common Stock, Shares, Issued Retirement Plan Name [Domain] Retirement Plan Name [Domain] Credit Facilities, maximum borrowing capacity Line of Credit Facility, Maximum Borrowing Capacity Insider Trading Policies and Procedures Adopted Insider Trading Policies and Procedures Adopted [Flag] Plans with Benefit Obligations in Excess of Plan Assets Defined Benefit Plan, Plan with Projected Benefit Obligation in Excess of Plan Assets [Table Text Block] Europe Europe [Member] Common stock, shares authorized Common Stock, Shares Authorized Leases and Property and Equipment Leases [Text Block] The entire disclosure for leases. Supplemental Financial Information and Non-Cash Increases in Lease Liabilities Schedule of Cash Flow, Supplemental Disclosures [Table Text Block] Entity Voluntary Filers Entity Voluntary Filers Amortization of actuarial loss Defined Benefit Plan, Amortization of Gain (Loss) Hedging Designation [Domain] Hedging Designation [Domain] Statement of Financial Position Location, Balance [Axis] Statement of Financial Position Location, Balance [Axis] Income tax expense, deferred Deferred Income Tax Expense (Benefit) Presentation of Financial Statements [Abstract] Presentation of Financial Statements [Abstract] Presentation of Financial Statements [Abstract] Payment of contingent purchase price obligations Payment for Contingent Consideration Liability, Financing Activities Amortization of loss included in interest expense Other Comprehensive Income (Loss), Cash Flow Hedge, Gain (Loss), Reclassification, before Tax Discount rate Defined Benefit Plan, Assumptions Used Calculating Benefit Obligation, Discount Rate Fair Value, Recurring [Member] Fair Value, Recurring [Member] Entity Listings [Table] Entity Listings [Table] Accounts receivable, net of allowance for doubtful accounts of $15.0 and $17.2 Accounts Receivable, after Allowance for Credit Loss, Current Revenue and long-lived assets and goodwill by geographic region Revenues from External Customers and Long-Lived Assets [Line Items] Contractual maturities of long-term debt Long-Term Debt Pension Adjustments Prior Service Cost Pension Adjustments Prior Service Cost [Member] Fair value of plan assets, January 1 Fair value of plan assets, December 31 Defined Benefit Plan, Plan Assets, Amount Contractual maturities of long-term debt, Thereafter Long-Term Debt, Maturity, after Year Five Fair Value, by Balance Sheet Grouping [Table] Fair Value, by Balance Sheet Grouping [Table] Commercial Paper [Member] Commercial Paper [Member] Pension Benefits Adjustments, Footnote Pension Benefits Adjustments, Footnote [Text Block] Severance, Policy Severance [Policy Text Block] Disclosure of accounting policy for Severance. Total Shareholder Return Vs Peer Group Total Shareholder Return Vs Peer Group [Text Block] Income tax effect Other Comprehensive (Income) Loss, Defined Benefit Plan, after Reclassification Adjustment, Tax Document Annual Report Document Annual Report Finance Leases Payments, 2027 Finance Lease, Liability, to be Paid, Year Three Accumulated Other Comprehensive Income [Abstract] Accumulated Other Comprehensive Income (Loss) [Abstract] Accumulated Other Comprehensive Income (Loss) [Abstract] Range of Exercise Prices, lower range limit Share-Based Payment Arrangement, Option, Exercise Price Range, Lower Range Limit Vested / Distributed Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Vested in Period 4.20% Senior Notes due 2030 4.20% Senior Notes due

JuneÂ 1, 2030 [Member] 4.20% Senior Notes due JuneÂ 1, 2030 Shareholdersâ€™ Equity Parent [Member] Risk free interest rate Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Risk Free Interest Rate Amortization of intangible assets Amortization of Intangible Assets Business Combinations Business Combination Disclosure [Text Block] Current Fiscal Year End Date Current Fiscal Year End Date Balance Beginning of Period Balance End of Period SEC Schedule, 12-09, Valuation Allowances and Reserves, Amount Operating Leases Payments, Less: Interest Lessee, Operating Lease, Liability, Undiscounted Excess Amount PEO Name PEO Name Shares issued in period Share-Based Compensation Arrangement by Share-Based Payment Award, Shares Issued in Period Award Type [Domain] Award Type [Domain] Basis differences from acquisitions Basis differences arising from acquisitions Deferred tax assets basis differences arising from acquisitions Compensation Actually Paid vs. Company Selected Measure Compensation Actually Paid vs. Company Selected Measure [Text Block] Long-term liabilities Liability, Defined Benefit Plan, Noncurrent Long-term deferred tax assets Deferred Income Tax Assets, Net Intangible Assets Schedule of Intangible Assets and Goodwill [Table Text Block] Non-PEO NEO Non-PEO NEO [Member] Identifiable intangible assets, useful life Finite-Lived Intangible Asset, Useful Life Credit Facilities, expiration date Line of Credit Facility, Expiration Date Additional Paid-in Capital Additional Paid-in Capital [Member] Hedging Relationship [Axis] Hedging Relationship [Axis] Operating Expenses, Policy Operating Expenses [Policy Text Block] Disclosure of accounting policy for operating expenses, or generally recurring costs associated with normal operations except for the portion of these expenses which can be clearly related to production and included in cost of sales or services. Includes selling, general and administrative expense. Long-Term Debt, including current portion Notes Payable Pension and Other Postemployment Benefits Retirement Benefits [Text Block] Income taxes, impact of real estate repositioning costs and increase in U.K. statutory tax rate Effective Income Tax Rate Reconciliation, Other Adjustments, Amount Supplemental Cash Flow Data [Abstract] Supplemental Cash Flow Data [Abstract] Supplemental Cash Flow Data [Abstract] Class of Stock [Axis] Class of Stock [Axis] Finite-Lived Intangible Assets by Major Class [Axis] Finite-Lived Intangible Assets by Major Class [Axis] Dispositions of Subsidiaries and Repositioning Actions [Abstract] Charges Arising from the Effects of the War in Ukraine [Abstract] Charges Arising from the Effects of the War in Ukraine [Abstract] Finance Leases Payments, 2028 Finance Lease, Liability, to be Paid, Year Four Intangible assets, accumulated amortization Intangible assets, Accumulated Amortization Finite-Lived Intangible Assets, Accumulated Amortization Change in Benefit Obligation, Fair Value of Plan Assets, Funded Status and Balance Sheet Classification of Defined Benefit Pension Plans Schedule of Defined Benefit Plans Disclosures [Table Text Block] Name Measure Name Entity Interactive Data Current Entity Interactive Data Current Noncontrolling Interests [Abstract] Noncontrolling Interests [Abstract] Noncontrolling Interests [Abstract] Deferred tax assets: Components of Deferred Tax Assets [Abstract] Media and production costs Media, Production and Other Costs Media and production costs accrued and incurred on behalf of customers that are billed during the production process in accordance with the terms of the client contract. Income taxes paid Income Taxes Paid Financial Assets and Liabilities Measured at Fair Value on a Recurring Basis Schedule of Fair Value, Assets and Liabilities Measured on Recurring Basis [Table Text Block] Disaggregation of Revenue [Table] Disaggregation of Revenue [Table] Total Operating Lease Cost Operating Leases, Total Lease Cost Operating Leases, Total Lease Cost Share-based compensation Share-Based Payment Arrangement, Noncash Expense 2.60% Senior Notes due 2031 2.60% Senior Notes due AugustÂ 1, 2031 [Member] 2.60% Senior Notes due AugustÂ 1, 2031 Deferred tax assets, net Deferred Tax Assets, Net of Valuation Allowance Pension and Other Postemployment Benefits Accumulated Defined Benefit Plans Adjustment Attributable to Parent [Member] Long-term debt, interest rate Debt Instrument, Interest Rate, Stated Percentage Discipline [Member] Discipline [Member] Discipline Settlements Unrecognized Tax Benefits, Decrease Resulting from Settlements with Taxing Authorities â‚¬500 Million 0.80% Senior Notes due 2027 0.80% Senior Notes due July 8, 2027 [Member] 0.80% Senior Notes due July 8, 2027 [Member] SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS SEC Schedule, 12-09, Schedule of Valuation and Qualifying Accounts Disclosure [Text Block] Proceeds from disposition of subsidiary Proceeds from Divestiture of Businesses and Interests in Affiliates Auditor Firm ID Auditor Firm ID Effective tax rate Effective Income Tax Rate Reconciliation, Percent Operating Income Operating Income (Loss) Changes in Accumulated Other Comprehensive Income (Loss) AOCI Including Portion Attributable to Noncontrolling Interest, Net of Tax [Roll Forward] Benefit obligation Defined Benefit Plan, Pension Plan with Projected Benefit Obligation in Excess of Plan Assets, Projected Benefit Obligation 5.30% Senior Notes due 2034 5.30% Senior Notes due 2034 [Member] 5.30% Senior Notes due 2034 Precision Marketing Precision Marketing [Member] Precision Marketing TOTAL LIABILITIES AND EQUITY Liabilities and Equity Temporary Equity - Redeemable Noncontrolling Interests, Policy Temporary Equity - Redeemable Noncontrolling Interests [Policy Text Block] Disclosure of accounting policy for Temporary Equity - Redeemable Noncontrolling Interests, the aggregate fair value as of the reporting date of all noncontrolling interests which are redeemable by the (parent) entity (1) at a fixed or determinable price on a fixed or determinable date, (2) at the option of the holder of the noncontrolling interest, or (3) upon occurrence of an event that is not solely within the control of the (parent) entity. This item includes noncontrolling interest holder's ownership (or holders' ownership) regardless of the type of equity interest (common, preferred, other) including all potential organizational (legal) forms of the investee entity. Subsequent Events Subsequent Events [Text Block] Rule 10b5-1 Arrangement Terminated Rule 10b5-1 Arrangement Terminated [Flag] Fair Value Hierarchy and NAV [Axis] Fair Value Hierarchy and NAV [Axis] Hedging Designation [Axis] Hedging Designation [Axis] Derivative Instruments and Hedging Activities Derivative Instruments and Hedging Activities Disclosure [Text Block] Finance Leases Payments, 2026 Finance Lease, Liability, to be Paid, Year Two Interest Income Investment Income, Interest Finite-Lived Intangible Assets, Major Class Name [Domain] Finite-Lived Intangible Assets, Major Class Name [Domain] Restricted Stock Activity Share-Based Payment Arrangement, Restricted Stock and Restricted Stock Unit, Activity [Table Text Block] Long-Term Debt Maturities Schedule of Maturities of Long-Term Debt [Table Text Block] Operating leases, Net increase in lease liability Right-of-Use Asset Obtained in Exchange for Operating Lease Liability Underlying Security Market Price Change Underlying Security Market Price Change, Percent Expected return on plan assets Defined Benefit Plan, Expected Return (Loss) on Plan Assets Defined benefit plans, plan information Defined Benefit Plan, Description Individual: Individual [Axis] Accumulated Other Comprehensive Income (Loss) AOCI Attributable to Parent [Member] Financial instruments Deferred tax liabilities, financial instruments Tax effect of the cumulative tax deductions taken on Convertible Debt. Expected life Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Expected Term Income Taxes [Abstract] Income Taxes [Abstract] Income Taxes [Abstract] Product and Service [Axis] Product and Service [Axis] Statement [Line Items] Statement [Line Items] Flywheel Digital Flywheel Digital [Member] Flywheel Digital Benefits paid Defined Benefit Plan, Plan Assets, Benefits Paid Property and Equipment Property, Plant and Equipment [Table Text Block] Compensation Actually Paid vs. Total Shareholder Return Compensation Actually Paid vs. Total Shareholder Return [Text Block] Sublease income Sublease Income Acquisition of Flywheel Digital, net cash purchase price Business Combination, Consideration Transferred January 1 December 31 Fair Value, Measurement with Unobservable Inputs Reconciliation, Recurring Basis, Liability Value Derivative Financial Instruments, Policy Derivatives, Policy [Policy Text Block] Asia-Pacific Asia Pacific [Member] Minimum [Member] Minimum [Member] Unamortized debt issuance costs Unamortized Debt Issuance Expense Adoption Date Trading Arrangement Adoption Date Segments [Axis] Segments [Axis] Change in Fair Value as of Vesting Date of Prior Year Equity Awards Vested in Covered Year Change in Fair Value as of Vesting Date of Prior Year Equity Awards Vested in Covered Year [Member] SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS Schedule II - Valuation and Qualifying Accounts [Table Text Block] Schedule II - Valuation and Qualifying Accounts [Table Text Block] Derivative Instrument [Axis] Derivative Instrument [Axis] Statutory U.S. federal income tax rate Effective Income Tax Rate Reconciliation, at Federal Statutory Income Tax Rate, Percent Long-term debt, carrying amount Long-Term Debt, Gross Exercise Price Award Exercise Price Interest expense, Pension and other interest Interest Expense, Other Deferred Tax Assets and Liabilities and Balance Sheet Classification Schedule of Deferred Tax Assets and Liabilities [Table Text Block] Arrangement Duration Trading Arrangement Duration Goodwill and Intangible Assets Goodwill and Intangible Assets Disclosure [Text Block] Shareholdersâ€™ Equity: Equity, Attributable to Parent [Abstract] Material Terms of Trading Arrangement Material Terms of Trading Arrangement [Text Block] Increase (decrease) in accounts payable Increase (Decrease) in Accounts Payable, Trade Finance Leases Payments, Present Value of Lease Liabilities Finance Lease, Liability All Individuals All Individuals [Member] Office Buildings Building [Member] Maturity (purchase) of short-term investments Payments for (Proceeds from) Short-Term Investments Foreign currency translation and other Defined Benefit Plan, Plan Assets, Foreign Currency Translation Gain (Loss) Postemployment Arrangements [Member] Other Postretirement Benefits Plan [Member] Statement of Stockholders' Equity [Abstract] Statement of Stockholders' Equity [Abstract] Intangible Assets, net of accumulated amortization of $832.4 and $863.6 Intangible Assets, Net (Excluding Goodwill) Change from net income attributed to Omnicom Group Inc. and transfers (to) from noncontrolling interests Consolidation, Less than Wholly Owned Subsidiary, Parent Ownership Interest, Change Due to Net Income Attributable to Parent and Effects of Changes, Net Long-lived assets and goodwill Long-lived Assets and Goodwill Long-lived Assets and Goodwill Fair value of plan assets: Defined Benefit Plan, Change in Fair Value of Plan Assets [Roll Forward] Other current liabilities Liability, Defined Benefit Plan, Current Foreign currency translation Unrecognized Tax Benefits, Increase Resulting from Foreign Currency Translation Acquisition transaction costs Business Acquisition, Transaction Costs Assets: Assets, Fair Value Disclosure [Abstract] Goodwill, Acquisitions of noncontrolling interests Goodwill, Acquisitions of noncontrolling interests Noncontrolling interests' share of goodwill of acquired businesses. Interest Expense Components of Interest Expense [Table Text Block] Components of Interest Expense [Table Text Block] Liability Class [Axis] Liability Class [Axis] Deferred Tax Liabilities Deferred Income Tax Liabilities, Net Interest expense, Fees Debt Related Commitment Fees and Debt Issuance Costs Expected volatility Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Expected Volatility Rate Impact of foreign operations Effective Income Tax Rate Reconciliation, Foreign Income Tax Rate Differential, Percent Non-cash charges related to the effects of the war in Ukraine Non-cash charges related to the effects of the war in Ukraine Non-cash charges related to the effects of the war in Ukraine Disposition of Subsidiaries [Abstract] Disposition of Subsidiaries Pension and other postemployment benefits, net of tax Other Comprehensive (Income) Loss, Defined Benefit Plan, after Reclassification Adjustment, after Tax Income tax expense, deferred, U.S. federal Deferred Federal Income Tax Expense (Benefit) Cash and Cash Equivalents, Policy Cash and Cash Equivalents, Policy [Policy Text Block] Excess tax benefit from share-based compensation Excess Tax Benefit (Deficiency) from Share-based Compensation 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. Commitments and Contingent Liabilities Commitments and Contingencies Disclosure [Text Block] Benefit obligation: Defined Benefit Plan, Change in Benefit Obligation [Roll Forward] Measure: Measure [Axis] Common stock issued, share-based compensation Shares Issued, Value, Share-Based Payment Arrangement, after Forfeiture Current year tax positions Unrecognized Tax Benefits, Increase Resulting from Current Period Tax Positions Preferred stock, shares authorized Preferred Stock, Shares Authorized 2025 Defined Benefit Plan, Expected Future Benefit Payment, Year One Granted Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Grants in Period, Net of Forfeitures Entity Emerging Growth Company Entity Emerging Growth Company Contractual maturities of long-term debt, 2029 Long-Term Debt, Maturity, Year Five Non-GAAP Measure Description Non-GAAP Measure Description [Text Block] Contingent purchase price obligations Contingent Purchase Price Obligations [Member] Contingent Purchase Price Obligations [Member] Media & Advertising Advertising [Member] Â£325 Million 2.25% Senior Notes due 2033 2.25% Senior Notes due November 22, 2033 [Member] 2.25% Senior Notes due November 22, 2033 Equity Component [Domain] Equity Component [Domain] Preferred stock, par value Preferred Stock, Par or Stated Value Per Share Amounts Recorded in Balance Sheet Defined Benefit Plan, Amounts for Asset (Liability) Recognized in Statement of Financial Position Options Outstanding, Weighted Average Remaining Contractual Life Share-Based Payment Arrangement, Option, Exercise Price Range, Outstanding, Weighted Average Remaining Contractual Term Additional 402(v) Disclosure Additional 402(v) Disclosure [Text Block] Reclassification from accumulated other comprehensive income (loss) Reclassification from Accumulated Other Comprehensive Income, Current Period, Net of Tax Entity Shell Company Entity Shell Company Entity Incorporation, State or Country Code Entity Incorporation, State or Country Code 2028 Defined Benefit Plan, Expected Future Benefit Payment, Year Four SEC Schedule, 12-09, Valuation Allowances and Reserves [Domain] SEC Schedule, 12-09, Valuation Allowances and Reserves [Domain] Repayment of debt Debt Instrument, Repurchased Face Amount Statement [Table] Statement [Table] Interest expense, Long-term debt Interest Expense, Debt Measurement Frequency [Domain] Measurement Frequency [Domain] Significant Accounting Policies Significant Accounting Policies [Text Block] Consolidation Items [Domain] Consolidation Items [Domain] Property and Equipment, Gross Property, Plant, and Equipment and Finance Lease Right-of-Use Asset, before Accumulated Depreciation and Amortization Level 1 Fair Value, Inputs, Level 1 [Member] Foreign currency translation adjustment Other Comprehensive Income (Loss), Foreign Currency Transaction and Translation Adjustment, Net of Tax Compensation Deferred Tax Assets, Tax Deferred Expense, Compensation and Benefits Total Current Assets Assets, Current Statement of Cash Flows [Abstract] Statement of Cash Flows [Abstract] Exercisable December 31 Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Number Contractual maturities of long-term debt, 2027 Long-Term Debt, Maturity, Year Three Decrease in operating capital Increase (decrease) in operating capital Increase (Decrease) in Operating Capital Defined benefit pension plans, contributions by employer Employer contributions Defined Benefit Plan, Plan Assets, Contributions by Employer Geographic Markets [Member] Geographic Markets [Member] Geographic Markets Weighted average fair value per option granted Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Grants in Period, Weighted Average Grant Date Fair Value Non-marketable equity securities Equity Securities without Readily Determinable Fair Value, Amount Accumulated Other Comprehensive Income (Loss) [Table] Accumulated Other Comprehensive Income (Loss) [Table] Entity Well-known Seasoned Issuer Entity Well-known Seasoned Issuer New Accounting Standards [Abstract] New Accounting Standards [Abstract] New Accounting Standards [Abstract] Income Taxes Income Tax Disclosure [Text Block] Operating Leases Payments, 2028 Lessee, Operating Lease, Liability, to be Paid, Year Four Long-Term Debt [Abstract] Notes Payable, by Type, Current and Noncurrent [Abstract] Employee Stock Purchase Plan (ESPP) [Abstract] Employee Stock Purchase Plan (ESPP) [Abstract] Employee Stock Purchase Plan (ESPP) [Abstract] Debt Issuance Costs, Policy Debt, Policy [Policy Text Block] Operating leases, weighted average discount rate Operating Lease, Weighted Average Discount Rate, Percent Exercise Price Range [Axis] Exercise Price Range [Axis] Change in short-term debt Proceeds from (Repayments of) Short-Term Debt Net Cash Used In Financing Activities Net Cash Provided by (Used in) Financing Activities Change in Operating Capital Cash Flow, Operating Capital [Table Text Block] Long-term debt Long-Term Debt, Fair Value Entity Registrant Name Entity Registrant Name Adjustment to Non-PEO NEO Compensation Footnote Adjustment to Non-PEO NEO Compensation Footnote [Text Block] Income tax expense, deferred, U.S. state and local Deferred State and Local Income Tax Expense (Benefit) Fair Value as of Grant Date Award Grant Date Fair Value Other assets Assets for Plan Benefits, Defined Benefit Plan Level 2 Fair Value, Inputs, Level 2 [Member] Equity: Equity, Including Portion Attributable to Noncontrolling Interest [Abstract] Geographical [Domain] Geographical [Domain] Disaggregation of Revenue Disaggregation of Revenue [Table Text Block] Unbilled fees and costs and contract assets Unbilled Contracts Receivable Dividends paid to noncontrolling interest shareholders Payments of Ordinary Dividends, Noncontrolling Interest Restatement Determination Date: Restatement Determination Date [Axis] Title of 12(b) Security Title of 12(b) Security Tax Act, net cash liability, transition tax on accumulated foreign earnings Tax Cuts and Jobs Act, Transition Tax for Accumulated Foreign Earnings, Liability Amount of tax liability from transition tax on accumulated earnings of controlled foreign corporation deemed repatriated pursuant to Tax Cuts and Jobs Act. Common stock, $0.15 par value, 1.0 billion shares authorized, 297.2 million shares issued, 196.4 million and 198.0 million shares outstanding Common Stock, Value, Issued Document Financial Statement Error Correction Document Financial Statement Error Correction [Flag] Funded status recognized in the balance sheet: Defined Benefit Plan, Amounts for Asset (Liability) Recognized in Statement of Financial Position [Abstract] Finance lease liability, current, balance sheet classification Finance Lease, Liability, Current, Statement of Financial Position [Extensible Enumeration] Short-Term Borrowings [Abstract] Short-Term Debt [Abstract] U.S. state and local income taxes, net of U.S. federal income tax benefit Effective Income Tax Rate Reconciliation, State and Local Income Taxes, Percent Capitalized research and development expenditures Deferred Tax Assets, Other Intangible assets: Finite-Lived Intangible Assets [Line Items] Fair Value [Abstract] Fair Value [Abstract] Fair Value [Abstract] Fair Value by Liability Class [Domain] Fair Value by Liability Class [Domain] Cash Flows from Financing Activities: Net Cash Provided by (Used in) Financing Activities [Abstract] 2029 Defined Benefit Plan, Expected Future Benefit Payment, Year Five Preferred stock, $1.00 par value, 7.5 million shares authorized, none issued Preferred Stock, Value, Issued Operating lease liability, current, balance sheet classification Operating Lease, Liability, Current, Statement of Financial Position [Extensible Enumeration] Deferred tax liabilities Deferred Tax Liabilities, Gross Credit Facilities, amount outstanding Line of Credit Facility, Fair Value of Amount Outstanding Basic Earnings Per Share, Basic Award Timing MNPI Disclosure Award Timing MNPI Disclosure [Text Block] Aggregate Pension Adjustments Service Cost Aggregate Pension Adjustments Service Cost [Member] Property and Equipment, Policy Property, Plant and Equipment, Policy [Policy Text Block] Total Current Liabilities Liabilities, Current Concentration of Credit Risk, Policy Concentration Risk, Credit Risk, Policy [Policy Text Block] Reportable Segment [Member] Reportable Segment [Member] Reportable Segment Granted Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Grants in Period Business Combinations, Policy Business Combinations Policy [Policy Text Block] Equity Method

Investments Equity Method Investments and Joint Ventures Disclosure [Text Block] Discount rate Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Discount Rate Revenue Revenues Share-Based Compensation Plans Share-Based Payment Arrangement [Text Block] Entity Address, City or Town Entity Address, City or Town Proceeds from borrowings Proceeds from Issuance of Long-Term Debt Leases, Policy Lessee, Leases [Policy Text Block] Common Stock, $0.15 Par Value Common Stock, $0.15 Par Value [Member] Common Stock, $0.15 Par Value [Member] Stock Option Activity Share-Based Payment Arrangement, Option, Activity [Table Text Block] Share-based employee compensation expense Share-Based Payment Arrangement, Expense Unrecognized Tax Benefits, Income Tax Penalties and Interest Expense Unrecognized Tax Benefits, Income Tax Penalties and Interest Expense Granted, Weighted Average Exercise Price Share-Based Compensation Arrangements by Share-Based Payment Award, Options, Grants in Period, Weighted Average Exercise Price Forfeited Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Forfeited in Period Weighted Average Assumptions Used to Determine Benefit Obligation [Abstract] Defined Benefit Plan, Weighted Average Assumptions Used in Calculating Benefit Obligation [Abstract] Business Acquisition [Axis] Business Acquisition [Axis] Proceeds from issuance of shares Proceeds, Issuance of Shares, Share-Based Payment Arrangement, Excluding Option Exercised Dividends or Other Earnings Paid on Equity Awards not Otherwise Reflected in Total Compensation for Covered Year Dividends or Other Earnings Paid on Equity Awards not Otherwise Reflected in Total Compensation for Covered Year [Member] Liabilities: Liabilities, Fair Value Disclosure [Abstract] Revenue Revenue from Contract with Customer [Text Block] Document Fiscal Year Focus Document Fiscal Year Focus Debt [Abstract] Debt [Abstract] Debt [Abstract] Common stock repurchased Treasury Stock, Value, Acquired, Cost Method Debt Instrument, Name [Domain] Debt Instrument, Name [Domain] Income before income taxes, International Income (Loss) from Continuing Operations before Income Taxes, Foreign Unamortized discount Debt Instrument, Unamortized Discount (Premium), Net Document Period End Date Document Period End Date Operating Leases Payments, Total lease payments Lessee, Operating Lease, Liability, to be Paid Cross Currency Interest Rate Contract Cross Currency Interest Rate Contract [Member] January 1 December 31 Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Number Insider Trading Arrangements [Line Items] Basis differences from short-term assets and liabilities Basis differences from short-term assets and liabilities Deferred tax assets basis differences from short-term assets and liabilities Uncommitted credit lines [Member] Uncommitted lines of credit [Member] Uncommitted lines of credit [Member] Operating Leases Payments, 2027 Lessee, Operating Lease, Liability, to be Paid, Year Three Accumulated benefit obligation Defined Benefit Plan, Accumulated Benefit Obligation Foreign Exchange Contract [Member] Foreign Exchange Contract [Member] Document Transition Report Document Transition Report Changes in Ownership Interests in Less Than 100% Owned Subsidiaries [Abstract] Consolidation, Less than Wholly Owned Subsidiary, Parent Ownership Interest, Change Due to Net Income Attributable to Parent and Effects of Changes, Net [Abstract] Latin America Latin America [Member] Reconciliation of Unrecognized Tax Benefits Schedule of Unrecognized Tax Benefits Roll Forward [Table Text Block] Entity Current Reporting Status Entity Current Reporting Status Retained Earnings Retained Earnings [Member] Range of Exercise Prices, upper range limit Share-Based Payment Arrangement, Option, Exercise Price Range, Upper Range Limit Interest expense, Interest rate and cross currency swaps Net Interest Expense, Interest Rate Swaps Increase (reduction) in interest expense from interest rate swaps Schedule of Revenues from External Customers and Long-Lived Assets [Table] Schedule of Revenues from External Customers and Long-Lived Assets [Table] Noncontrolling Interests, Policy Consolidation, Subsidiaries or Other Investments, Consolidated Entities, Policy [Policy Text Block] Executive Category: Executive Category [Axis] Income Tax Expense (Benefit) Schedule of Components of Income Tax Expense (Benefit) [Table Text Block] Company Selected Measure Name Company Selected Measure Name EX-101.PRE 14 omc-20241231_pre.xml XBRL TAXONOMY EXTENSION PRESENTATION LINKBASE DOCUMENT GRAPHIC 15 a202410kexhibit19001.jpg GRAPHIC begin 644 a202410kexhibit19001.jpg

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W-20^^EH@]/QM'[WUD6T2>P4=NX+PR]F<S"=1H%O%_/7[@P)@Q#;=V(>S9?"E*'>2F+2<J>*!K7;X"6H28%;F@8?^B_)X6\,<7X'\I&Q*H=?G$Z=%S93Z$79U;WJ0V'G7PN[%=8Y5WB-<0?D@:!L[HZV$I!\!$88[;+@V4HC%Q`>0I:#3ZF;1KP?X,?5R8+JGV<>V=(LS+S6:,$'9J]8*N_Z(9:H$:]%!R/\VJSRMW-(NX.!8GW;?<VSAHH^Y"!,M;<'"(Y8Y<_-X#"RA>=W^F34U?C<4U5>UQ>*GX"U'F/1?'0FX4E"#<=<?H_ZH[<H-4+<E(I!<-N+3@]#<K3[<*0!S<.Q@5'::KWO:4OP#Q?S*%;K1SP'3@4B;UWJHIZ*G]P[0A@=P@G$;E`/`7XC=4&!_P*>9T')/(]4?:FF[<R+"?+X5[,1#>,AT?*LR='9KFFN0Q6$*S7:L!N&[FO,>Y4\VS"-K+V]9[>[R*@ER?3ZWW5[;!L0?9V;@:=CY!D%#DQ]:0$Z7]M>/9FB&5@ @P!+CD^2M`8;^9B#F(1V7TZ?,VC>7R>]@BZ?M+U]9EP`.6U<"3O2F!TQX1WZG@V#-4"[L:=O0&[XAIP]<N9F.VA%MN?*@@*\ZFB1%46Z>'\.\>)1U6!PZKB`I6#S9F9S6(QEDBP5/5D[!E&N7LU1_PZ]/N8C:*\!>2"X(]Q[QE,7:S7M5VYSZ@QJ!Y!2\(+.OC1^AI8`;!"-)Q.'_JS/8#4`X4H\7E-8CJ1;L<Z*C%9)89&DNP)FD>O%6'J!P=I_(/IAV^P%@@`X['AXK.<K(K;5`FFK>K#?9R8Z!K<Q;>>3)I1(#I4+#G8:L_94C8%%**#C"-"L>`WC3J5S<F?6&:=Q2`UR@]:]OW!G8>>_B9P`&EXCWC>B2Q^(<=]8`EL\2[=^%Y(0$6L:%M5-Z#CQ%]6)7Z5UH9:[$%P1UD08PKE6MB<;=:J`!V^:_0D7YM2WV_:OT`>$P6%N%/VMW(=W\`6>B8_C\'3_N)P%)+S\-=?W0H-NU0(Z(J06GHWF?SS#CY\3=-H9.Y7OI8!TZ5P:UKUS[\QO_&]S+Z^*Z&<_;U!]V-3\S:V;N5T2\'F+F9]!O^&\N\EQ`ZB)BU2Y1#6@9SBCQS>Y02X@LV>23M%E\W2MS26VTU34[PNNZ?-WWQ^::2N>QO_+WM5CN/(V<3BWWW9Z_V6UGUV&:4HQ^?C3/>MLB^)<0D*6KG%PZ7FPMHR7FXOKD"-2-^+BP:3-KN*EW:T=J3;6+4Z^+4\+R=G%-(_R6F,0L:8Y8VE+^UV^ZBO]%3:<'C`#&HD<;*IJ]+)K/Z:HPG,'4L8]_7LI8^^4_GTJ_HDD!/BDW(P3`^IH^1^AK?]:,L*NX/J?8EL!@QO@+/O'([:3^*T<4CA7[(&HH!DDZCS`>[<[4=\GIW.`:O]:JV<%C3QS];)#A+\%,S^HA)C=M=(;4V]XD%<?O+*V^9=]JLR3=;V3.,JR-A\3D]J&:8^K3>:@_([*V1DGW^+`S[@JR`)!MDT.%A'@H>)3UZ+9)QKR*0T_0W;VW^`[LY%P^5>C0%[.:O;Q/N3R:*>C)CF^\/0.#VF23&<!%*8V:`4/FBB\&AK[!L%3CY4[/8[@GW^F!9'[KR"UN\)-M<\%2,@W3%^WD=YAZ=F%,1RMVYG'#1>.7#9ED^B/4O=@(P+($OJ'ZEJ>P6!8O!MY0%=</Q=5*Z&+8X3^6[9HTG;]B8F/,PV<#]TN]UG+,&T,%J=_X_ZY^HZ2<8BD,#G*66-#6%S8^1'6R7=[@DY3F'&YZDRN1J>2;8&!B[*#1Q.K#LZ_6)Z9.%*>0'7)O!*&5Y9L_Y>;UZ@>%T6&8K=@&.K^B#S9B_%2#8QF4&8-Y-#@?$+]J.9C$V>-\L3;L@5.^#E7Z3(Y5?9J#8Z/I1V1?N:PN&#*6P=WR.S9WZ/A6&2@:"GL%G+<&ID88P,Z<KP,?<*(!T>:.`XH4FO:Z9Q6UKT'D@L=?1#Y>64>0V>\#9;[3A/_\\`]/J"R<JY+W<^2'U?M\HEW.E5GN#4^C^P?;0/$R>5J^*+>%D1BT%IG$L^(!)GQ1:0'\'WGN^IAXB9SEO@<B5(H8\+OV'Z2_N?F5?_0EYH`%I#W.\^^YS@P6K5]X&7KA`XXR5V=*8V1H5ZV1PC&DK^H7,?G+2;6V&QEB6DVG`^#Z7A7<;S6Q4H]R<A'Z(U"!S+2[5[?29A@2+:;Q#?:CN#K/1M(5SX%1AI?&`SPAG?JE+(;CX.,"2X#8[^IK9RK"?9JSZ#/C>85)$'>IG=%J^9`I@ZHYA>1(G:06[7W%W+1&7%H$(=^)8*A:7=_*V[LUJS#!P5>6%[*_\`%T!0L0ZS:2&BZJZ*K=@V@TF<-=RIKRI<8'#?NV`WZ`V-YMD7UPK3KR4V]2$G:8]T$WDLBMWLNJ(WTLL5;?^+OX]2^6$M0'A"V=-3?GNN^%_7&MX]J9/74?Q2DW>Z*Y<`LMFUOS-P5R6YX4^R(7W;N3^*B&6)3YM?;A6?&R8S7@<]^9+52P^@]X+RT:Q?EY#<X)P1$N1!^24W-3$M1<?1_J[P1.2UQV+_Y5GJC'UW/3/`6J-OG&W?4L@:*SWEYV$O:,5`RX8$?K'"W(;D6H]ZQ2[K<6,O2\=#`W6#(E*@S_@9UU]Q2O7P.H<]9!=?Z^QD>VL>H!5C<'-.GY9/KR[I#X_+V8$N>%E5:S?*X6;6(@(V/O@%L5J.B#[6(N9O!Q=Z,E0+.D(+9&X8*7SJ4D&YK;8J]E2L"'4#+NS2>HH=M@[.L"6\%O.VS(8S:-)V]S4N#\$O!%`IOSB^O=7:Y?W\=Q%ZY"%\>Q`(&&K4H_>&W1+,G[8,ZX<P4P(K;NSOM!S\&`X*/IU<\&&-!,/$9^C`_D\\/Z3HT$7>!*S$XCDO^#+BWVTK.@5T:=IQ*=2:YOSOO:L'OZHOZZ]%0L;O3)1<Z.!&M8]2CXJ5D%M%]LF_&T4EA!1B$MHPH#,`-O0Y-%X9!TS1QR!HB?@1T!07P?K]ZCM\)6XB>E9DAB*.HJ!?E8MMV/*;>?P4B_J2[4]KU!!C`&5H"`4Y@LJ?[4*8!-)%K,!IN!GTNDNN2'5_FQ>MZ!KJ9B6PG?EQZ#2V\ZT3JWZVY^U?K/<93UUJ8LH+QKYU`9.J`+*/V:2JT_YX4]RU-PW1,Q?SH;IWLQDE:*9+!!EOX@F!M+G8V6E*=&@SPZY!YQ7Z9A@RK7\D[YN2$]@7U_<0HMJ6*9.4/(Z$>6F>KX^X;ML)YG,J0(M58!7=X&GPO^G>Y5Z^NOCU=:N;'IH9KBAP8;(<*A0:AG@0`\H<AJ%A0A<P&N.6>C>KXPY_GD'ALK[-E-<'Y;1WX.O=XE+?8V>K%HAZ[&/HPWW]/QH&/1T7XPRBSA+5*A5KXCUKGWGBTO!*=K>N_3?%5Y4X6@NCG)7YP]%DOR7JBSIC[*"H]+WL:77[0:X_XH5NCC[CUN^*_+Z^7O@#PSKS]Y4/$3ZD0ZMSW9_$^G44NL*<G*I^ED-?!<``@ZEO$FPCT'L4PPB3S(3X`<NC_R?KA;LJZ!*M@3<QIA76:(:AE:KPIIVP;.0NW$JO,G2#/!#6^VVW>K8`HV4X*$]ANEW7T+?1Z=6JN]5FS7*U;WG=:_3ZBN&QV!`R]9<6NK4A%\G%9)\$3`?K^G'X`F@2-+#<2;YSL]4WM#*L4U/9R2M$Z2V<8Z6[+U`A@7Q2X.1:_MTI&SAK]X.F7T/4LJ8=Q+\D#X\[2^(3ONGC_:O]QF?>\\`G(?&(>%3&2MP#1#HZCW8(_-OR-!ZZ:!UCG<HY#S0]@\#:MH\PE:&+9>+_N>MR+G'M!YX6"$_K%<L@'M7%.Q/=?=N(\TZ2W?V=DS%1F[_RG#\@8:O6O+P#,1H#G6(6\N@J*0[DT;)SO>8>'Q8@VE(:#$QP6'\$XIS!B[FQJ^>1-;Z%6PTO*YOTHU(9&FM+U#Y8IKWCO/5M5%5;R_T9/"S0_J1P28)D#C>[YK4@W+H#Y@EW^<9)/,)*+MW>8#6KE%<X6^F?)F)9AH=/AT%2Q7&VYQ0/!:R,66_'B9VF$.N%Q[.%5$^X:C3'7G!$1B)8CE;*F@J4!+`\#TDRHK!W``G4*/JTL1Z7&5P&Q=A6LTPZG$,5-;`0U2M2:@A=5X1Y2+Q%@F`5,W>R<3U!<6^U6_YB8H$-<9:K$&YAR@ZKV4I'A*>DJD^H:<MJ/KK.BB6S1UP#`0*/<:U>0L&%S_AQ9/4`/1U_JA[L]GUD?HHD/./:M7Z9]E3-+BV3KL)4.Q9>N2!.\IF+H)5?8MN6KO8[VVXS9T`!_QGCV'V>9_AZ_+B;/1Z$A(+/#;)9!Q]XV4`L7!Z;KX?E7LD[#[_5,*O=!B!%X#P^$L[$LGZ4S;X*0Z>A%EUT[TFT:]SE&,^S8X.VUT_[1&*&<GJ3`)4\QMBN/M(P2:6:+WK@`I;VT06DW?T`1,9]`-2I6+6U>DBY<U]`PX#:?5^I2YR>;+2SR9S_QG`IY=MLI`*$7AX`6S%/3P&;)-'O?]3"+Q8B9HE[6=E@Y;+/P!B,V$_X_G4OCA*UVD\2KG[J5*\NNTE_#LCP:VA^>`QF.@:+O<?B?C,VJJ)Q:XCG%B[DXP`8F/9!`^!CJ:IY3WI&UQ9^KU$]0/[=ZQV(4D2IM6P\W[A=0(>+(T&%5I9A9E,P0,3Z*RM-UEQP(G'ZUS@9#^<WPJ@*@`_'86?ZN%QFVCN`>6FGIQ[N\NA7HA:W5O8IOHJ+:5T0NU-J^#<N2*!0QO6O&(;^&D:D;"2:1*4&TLFF2N^0RO(^MRZ^`?KR'#A:ZKC/!<KI.#:TKW0>&G1`?!.\KM*6WVX,Z&"+`6^!G9`((0P9'PTRH_JN/Q3=2PN`5)?PH^K</=H=]$SZ1=SF4QA<*`SV.<XPBD2$L;P<3%]=`^JVI`UO7O$W0_$DG=S/.I+_I>S('+6JN40<U=7U&+?K3SAT,MK[#?Z.`[SK+_J$2HV*5W7\1VIQD8D%L?:XJ/(9AQX(^W.Q:SK7#SH`"8DVHOGN&=.:/=`ZUE-#9%?`SE9:K_ZN@/`BT\4V8=QZN8\:@KCO+_UNVAMWE>.1&?$TL8R.TA]>TV[H&^VLFQ`&WLUJ:>%`0Q5JQ*0(VDFUR'X!)L=M7;)+]\1/_?6J<6D>L(%`+=+Q&9C"(Z=7@Z0KN"U)>.-L0X^TNN_%\P`IUG1'LV<&L#<J.`E:'JK-PVAO\:=`8XP?#%P7/__%Q:(_9%N@U3-`ZU%;C'_:`XT(;;\<:IS\$U70&O$]E!9R$C^<NQRX^CH0L;$UM76/L5QR7_<W3[='%ED)+AWQLN>>]8B&/V8F?86Y]4@Q)5QJ5)^YL(<7RJ`FZGQQ-E)FSN2'1X(O]*`7UTA*`R>1.Z'.07]DB<NRV6CG%G8`!GGHNZDD0E9SHO[?.NRVI!X)*PI%/L`Z)PXGJ+'HMTO*V#FJ4I\:E#D`Y\KF)6V(9%@-G1!%Q5(,`FF3]((GUMTX>0+44#:+^8W&8J-(PXS*VV'B0F?'Y8P*1Y>*9`.3!"-((?P0;$-%*<_'"QN!X=V_2ZV%X8<2=Y!>9*J4N`I_%F7O^MWVFQVM.NY#R4<-,:'4\O*68B&]?-<\J0?VP_"1*8XRF=\C9DB&`/TE>VS!0"5C2:N<X-'0+*<ROHB=]EHX90E-2)@?5%P%$XL(,HMT5P<WMB@2R%@MUHQ5[\R@M+.N=-6'`;2AN&,UC0#;5D,DQ4U(V=R@2&+T:?^`YFL\0"?9^XMB8T'NO]O/&K>JA6`#-J6/0UG>+O6SMHWN5-"`80K:;)-.LA>'[0]QIE;:^NRQ4>\BP/D`FE<M5>I%9ZAM<_O<2DS@>VO;6UGP2:S9<&=A@X1:&I0Y&8H'+M^Y2#V8#Y(DY7.\YGS'%ERY/ZS.7Q(T:>WJ(OG5!<S@:'(:^M=(KDR-H>F]O+R).KHC9C>P7K]AR@0SC6&''_9:#K1OL\W8_?B#EN_>?&G[1O<+IG7Z]96C`KXJ`&O/M:9+=Z@,\+UDE%:SZ&B<S<[E-.3-6ZC>O7:^:N9E7<+\E&2A`N5N:%=K*R'T&!@"8^4&C8!8]9]\JWO"L4GK+3KW5-Z0_7F9V^9[9E7+(8<AIT+T9YQ65>%_3UW(&B^V3&#6.:G&?\C8.&\0J&EW[A@?]`..AP$U9A]ZH.]RU6/(>)I5?_YE8Q)M3-.3/QM:W\/#,P?R^M'9AWT&&N@]9/N(G6P#T)A`)/N#A%N$HC.^V[LPZ?L^[?4`$JT.*]1Z*/?J&G(VZZ8`E]`R]B+*BRI`QL;>V*[TR.B,V]$F4$.K;=JM7"6!'Y)L?,TRHI>_U1;%$G%=K=SRW_7@I3O=N@T_-V?JI4XEN(;YB+!PV4:-?;2&>W\8A8J\Z9;R_`X#<S#^P?X$]O<:H5\^VY]>GS+]M*GAA>NC@)O7UA'M1;TDR`#H$Q&8>\=%A`RY8!1PFJH5ZU=5X-=@UQJ<9;)RKH4]I@S.2JF%YCI]W!9V$F;2=@,L4%0*CB)SD>^$?*:U<%,0D'"1=9%<3;Q-I@^WL/K`S4I!$5[E1DL@<6Z/<-4#M^$L[&?L6JH7C>8T+?P+M*`JDZ_9OKVM8<.`L&H0`D^O3>WP]B89-%F>G,#\>.&0)@/F;MK?I&9'"L3]/]N@K+.YE)/ZR+B:*U8S%>L6QXG-Q-/*N@A\X<LZ?\?#^L07S/J$JCS:>4RW%H*=\Y\=/^$;3^K@%1`F46L35(Z,7_*!=*MV%Y"`CN;DDX6,M?%[E[HV_8WYQ!:7^^_N?M@]?6B_)?I)V&D%CSU[AE'6\F23XGN@GDXO&LM0CM</!P;GHM#RO[XY]$N1(MAKYHL(BC%(<F.>?-.V=:4_?<8/0Y$$&PC\%R5@C"#+ECXF%,H_I5<J^]LUBT2+.>Y3E@GXP+MG&A'YZ?K1)?6#-+V@)E$=A*'NLRN3A`+#;6]9OY$C%%=>-J(,Z>6C](/"Y`AU8GMP3FY)Q]3A.7"V]6A#X#V^I_V3SX2UL!^6>`T[0+``3@S&PK4J?2H`%O>K-*5&!&*'/%F%WP1(::V64#V]5;[G4I+5PRJ'=1UEW0HWR8>M2=]!0OZ6W:O$2'MF5WPQE-P=H[M69;JK#%Z,7N;5LUY`M4B]=KN-R])6'N3YPSW,L]^71*(5.S6JZ1=$C8GT[B`BW/E6+(LX'UR9-9:1WL.(N6-'$>`Y_H-AL$`KE0&9^UDMJ(7U1IM,M%*V[.>C:K`W!]ZO6]A,9YZ;FG1<J`6%DVT1-X@6%OG<<OI&8S8N^=^`4<&]UUCY7^7Q<7]%,LB<[QYP-(+(VV]5'A=:!8+P\L!V`U2>`)/.KOTCG^TKM5TC1&^=Z#?D)6A!]NR1RRS\!SO9OS:Z`&,)-;&RS)0[;M6(8*6OQ.+5M[!T%F)FR85>4>FNT\'=E&Z2CS1D;NVFK<;V16T7X#IV6F1W!!)^D5`!KJPC#FBAB#P?.=HU+]IIUQ\&0RQ<+R\Q(?]E7W?0"U>3S;O*ZS>B[@P=&7+C.@<RN%Y1<Z4"/V*'@N@8M8"'*ELD[=:BTO4"DN:@NPJ^CU2,[\>'YY)V@>@`?4\ZG=>UZX)2X9X20PW(U[^\R^1(*P_P7E'0^PA;\JP=\`?:D;YA*KF-,4\'2BS@/YV.]TKU.JS=?_MD4Z?J_:X'[$:5=3UU#A_*-5D<:&,]^?VH4Y+%(H<X,?'_IZS76]9]?Z5&:3Z>M[$=SF@P<9>D%-9K7"J7_"TI%K1\MP<%%F?I4:.@M1#3ZU&J]/@@P\<<RMQ]A!B=V`?FUNQ6V>]R%\,XO_^G@?U'M=+D8)F=T(B!60A^4OK:P6X4=F;SYMHEKW:;RZ.C!Q=I*&82.=AB^7;ZT3HG-^R-(75M^^7A=Y]0C3<9:1NJ^2X]1U(\FE]B*)2=Q*]AA_+%6I<J&PRB,.&:UM_M%K.)I^EVO/9:TU8'B[T4$B'VE^,J+0=>R`:>A2V:TCDD/&+#H\SR=]W05L&R/GDP;5$K;'E?.W=3VX<6+#5JGRR&"DO$4/P/1*2/Y.,YCQ1*G$Q/ZK.3`4?D]7N:1N8!S*'W!ID70#P+6ULP:[)D,?*S7SOCBFW>:>KC-1?1WJ%Z=(Z3,JH6R)Z_I^5*Z=(Z6:60F.QMBJ9T-I>IV;P`=,@M^IJ5/X2FQHS9+I'PD\XY>6FR2IY4NN4_08?X%5$F(O5V>H6U<5GM-PHA$]A!@/LXAD7OU)OI3Y0?P:.GRIJ]E)?&\QS:F70F7:OXN7_(MM7E>.*HG&7*KC)2A%.DL#G?<5N?XU@]L3D#-_1B)\ES7+.G`H:&:>F^98%@<0*N:=)D;2+V9B@9PY,OSEM_O81;%KJGF8L()\@/0"MJ#T7;^4?=X,8LIY[)KZXC+8J_+8_CDZ()/KCI'SY.L=?*QSK3Q!X?/)"3\4)+AIH=#]7LR9I+G,'-!'QO5L+JB-:AFBFEW#;O>/CC+2/(6R2E>=^\K6*QM1+K>/@TI89*;8OE:-HGN>V0]$\!M.(5%@%?DKSU?R<S%QJ(,G;'2&R0<X4A3U']@=6IHA-/.TQ[3!5:!PCEG?+U>>MHA(@8\^C<)FP5R"AX3!Q=FBJ@;'<(.C6&5N+<:?T+)+.OP9S;YKL_98<W_G!2K@;+H8-*2E#VFYSL!"D<Q$_`%E`%#-1AF`;H\C`J_G:AI@Q0FX#(:7&2JF4XI[($A]*-H2B!IH\[5I#93EF9+!9AS$<9^(TJU=LJ9#B>L:8:-KBDGR&*&A4:_6#R`^N[(7)XKNWX2)1P61OA*U'G&P.?EL=A(>$XIGWSQ:_FRJ$;EX#:)/@/4QVJ"RE$X3`VG-JM!VS*8-GC82L_$ZF<UT`<CO'G4/RP4`VBIJ/OP\I.S?WI9\6(!+_<[#K!VO(!S]EXX$3W_6=6V.VNA<X%.BC5M%&&;_Z*0'D?G4.NR`'AL]*GI5=HA^9Q%R:M[9'W@3[!O/E(T:(/6>I&\^L%'#"IM5[*[W@/@ZQBQ`_P0B^]U?K]MC=-B@B9`;*`'P^@7F6R'T7FK_;%R^A+$F(0/5+$CQ2:%RVTL.U:B\=,K<9!F-'38#N3<R?\+)1F;+$,W;[.?LQO8T#QD'$LFV?D3*D0I$SF^[45!Z:`&,M$%%;RV5'2KW<KFN(6+0H,!'4ZS:6B/W8]!7:7T\@`(P'%E[6`'QNC-]TB(/]AT`M]-\R?8B^JP+PO2ZB[C/OWS*G>#.2R!!Z`'HMSXFWD6R%U8?D&8IX<#!?L:K9%Q+LBQG7\2X]VMA`Y<.GG+/=JE2-X`IEE5M[;>NOS@[.F*H_#6SU(Y1MS*H#B)J%I0[OS2#`F*;PTTS/(M:<U>%6:TM%J]_V.QAE]4I\<E,L4K@:6(1BXMZ?/5"[H6M6ZM@0*ZR9B$-+S"RB]>L%9TWV!.]?3N@K6D;<&1&6YOFOOM$C;[7%&CB#\1JVXZ$^OHC%9[:E.@ASN6L>EIRUSR(RZJ&[4D*=HR5DVZ(GJMGX&\M+>XX<8-9PAJPA&E(;/&[<-V($47,8Q_V_^P#6>%#E/`@BUT+B3T(D>B.M/WG;4N56&RV`T@K^1'`:A3+R0G`R?J1B((?!,E>Q!Y:3?3!E/)J6XGDPOFP*E47`T8AWKJT^<H!>3ZXCN5^5U<:ETXU#`)CSJQB&'+JR=/JQ[WFM4J-0HLI_@@CUGSN4_E%`2TK^&.DXD1+*Y>T`0Y=DJ9X(RGL!,&HU5IM_-]_0XN0*X3ZF6R3S0UCD/1^YOEDCI;<EJ&((M[5*3(2/6+0[M>H2?7@5,MH&H*-A%AOEVNY_`U[$LJ8+I;A`:\!,:Z$_&*;J?P_H/]+5Z5NQ3I-<Z^7L8/%FCO_4<M*-3UTF^*F^;BNO9P.!&PJ3:YLA?,8.^ON7XO#4E!O.V0]1[GL[;UX_%)CE`S!`'VN*WMP0"U:&X7OY)&%+8HSG_2>*#U,/6_1T7,[7HE2M5NDNP-/:&S*Z2*^C91M\6X_N?RLGC;]OQ<T$?W'\VM&J%"\]?/V&_Q_E;WH2E0:0*M2Z+K+FH/I;PAN1N^)0(^WSGC"*B3L,/\-R1&L*:#W\^6Q#DU^/A"_4`,H<<M=8ZDL3YT\O>G7/E]N_4\AN#L+B_KU7A[$=8D_W0.).RAY\@G)9&A09(?@VI@>L#N%/'87SB-NHD>%Q7[A.QE#B,KAHKR'O?%7J=!LY1Z3\GS;*F-F;``X\`OM&-L5,`'%TN1O$^`[]-S,\1:Q`2=7-3R!+AX0X<:_;AY]1&(\2EBG%+\()(<;8A=V[H%=B4`P5:.7J_/Q)<=W'^=;\IV&:!&Y!UMM]%*<<X1PLZA*)+>*8!)$ZKY:]0$[Z^V1L<ETE3Y)RAH?6\L<!RB<#*8(%)U6E?X,M:R1/+$V`+.^0.1_7`V[/$]'HK9=5U/5/T-XH?.2#*4BB>]1.U=.[P2L*Q>XK:W-`IK-(?1,=-#HTA%TN*>O[F*6IQ_?Q?Q%\/%_^_OV$H1GIC:.;IPH!3%=`;6P=/P*=\/[;.&AHB:M)T#M?2"U7.AMU8:K:_]/^QRPG8ADK9^Q<RAVNAOGOBOE`8LV]>'+!0C<?+8<;^5;ZK^<EIV@5TL+C#B&9$]>0:1J5;]S+_JV:A\E-3/UHAT\!+XAJ/3ZR?:3>KEW0-VO@_/T6X]76JO(7]@$(U+AVTYW=X[H@_,*U?J:]LYWR'8I7:CNU>IM,[1CTG+9MEK>0_;@[8_(+B8.N:4%EI`,[8/U-K\#YO,?77O@+%M)L;3E;RQ:=E-HS5SIH1LTB]BDVJHP+=XCUBYHK'3RX]VR_>LKR>\Z+*!:7I\GBC+(B<2X3@ROVIRYF7#$A]H*=<@]$#KI?;6'GTO]^9@E:2<6+;)/6?NS=J:$/SE[G0IE3^<F>4#@8D@-C!9$.I@JE=9QXDE^TX(E?ZK<0S^)-X;5!^!IP.J=0DC)DI6<QTS]1Y9*VVFDZ;0QE7<Y#[2_,,B^I_0*H'MJP6;5;RFVRGB$IAQLTG3L=RW+%`;N8:L@84AZ5V2CI3WL\[(K9L5=TQ(*#R'?Y1]GN^>ICXQNSM)5G&'3U$UTH3[PLO`V\U[!EN)KC&BTOZ@!G>ZU+80AG<#^U/UBC$H?R`3>D94Q.>UK:*"\U%AJ`]I^4?8A,#%ZK`HT9OVT2S%C&)5-_J'X!5?&@4DU+'\9B1\A_$$*HU0H^=CG7IO[:`3[KRFDVO+=8Y=H3SLX4R*YO;S%P-)PH]G5:%4]4D1;*F8K<'Z[M*HG7B^BD@=?N'DF^>M=)Y2(8+E@PDKL0D$U`2_SKXRKQ$4+]EH@@(B0N]DXZ2H@:W6/8,S'KGE,5DDP;>#;+5[0X_8.*0*J^4WD^Q6$QEKGS8%2O;:R:M[F2TVN\8K%X_/:4G;1(`C(OCYHO)/B9^EH0_=)%6/K$U@RAU/\$08_`VN*=Z\C-GD=E-1;*N!(L]Y<$B+:9RJL#Y1[9VL+4+XJA2!P:8YD(XU`KO[^EQ/0WU/D]7AW+^]U/$RDJ<;$8_ZYB6MPAE3U=GCQ*S,WP;T(>/:3L`&MN0Y;BBQ;ERT!9O>[W>XNGE8$`FT=05/`I6*_OY18X#;=:M3K*1J^^C6XI02?Y)?6;^K;0DJHFJ4'EX9Q%K`,HX<&;JG)I5W6?N&:L-7>[GP$%ZH?,'4-.&]W0]4Z1<>K`Y2$]%,Q=`JF;@8<`TUH+:`Z>)S]G1V:%YB%[\]N*%;OM-<2S/B0/O(R:&`;,*)WY#]UB>-<L?BE?Y%(<<40UF($@<_E@%3IGU4-6&\'2OK%VUW1V:;CK8^8X3;I`FK/I#[F9[Q=%<@4#;7<5%8Z`R+NVG1>7#U,)(`(\<J()3QIA`\[(V[;N[^ZS0J;+-R8NEK3:(6G`Z,N-::$<&"WPQ\A-DI\EG<.YLGN:,A3%TU.%&^EW5Z7P'-Q`4IIKS7KS%^QHA7F4]/MB#UJ<LW9UUDH;?UH*PQPO7^TMMC4S(5G]]RW.O9#`)B`*%T9I@>#/RYYNTM5\RCOUR0X[XI;N,0E!V1U#&9F&N+NIX=M9W0(`:J%<QJ*\!_V.(7\H1(%_'O'`>`[XS?.!TUMI#7\F5%C6/!&V5P&:U9C('X0VYSPW(#K9+(@.N>LIIAY%KM]'HNIH+>8_`F9@[NJ2V)L7#:KP4@TH-L\8E&46@X;I+>K7J[R[&TIJSU^<NQ5'%F1OWI_QC-:5YP!E(](H=Y5'I"/1>KV,2;\\RN&'QCP.LTUS5.SQ;G'/%Z`IF,K&>12<9'%40;/$F+GY_^WM3*S=&X^?%8SY;K'?UWP3P[8QUHP?>4%?+!-#9^W0B\6O68!N2V`%[@O(U87[:/<*>GK=#N%!N8E2Y)]:QI0<C@4?E8"UK3ANU)?EA^AO?%S8W]#:LC[NN`>?6]<!VE$$U@=GSPW+R1M)BH/G.@[T.*;$=]&K<'#3[`:I$*JO9=.4Y*2XMA(UNNHH=@<Y%AM4G]2(B`2Q1QJ5"8)X7IM`N)]VX%V%6>8$@.BR>3AS1A`,SZ?N0VB#J:V6G@(?Y"G^3%LY.0QH*EY`,U[C9R+D]L?[+A'W7<QQNPAZL@F,&7P\BUE(U1YYPO&Q<FGIM@J#M*P7$>ECTO>P_91I4<!OA?F&IQU5'V(<Q-1K#6(#LNJPE7GO+.VLD:X#XW4#[0E]/VO`M&:!;:L3U'5]4D<'XOM!S%?,B_9[)<#YO,\,5?%[\R0(B5_:E`S<%1C7K/2:#!/JF6BAM]@P[-!EV46,8>!XV4@Q0+\3+\:7!X1YDQF`=L5MZ)X1A@Y=5NUYDZ[4B@)*8T!MTRQ_G<X`OJ%Q;ZM%*TG]!-[^6OTS7\\M#U!!3?1NS+5K4>)?1U#D]GPS6QKS6;B9XUU]<9S*FZ'3B1R`5,6X"HY+E4<!J23W_5$H*K>/1C4L:@E=AJ<]O:I@^<`-[BO6T&LBNP.@1_:)4>UF6"[EA]PVGC;0HV=VG!HO4+W6]!=KQUK5:%Y.SPFS6]V<R?/6.1?5FPKFQ8J%@PYI``;*1?]U9BN*0[XQ@9W'M'VS=(7J1&JK,`"JM/C=E[Y!N=U7KX1.U>`=.%IWQP3'&N(KU=[B<]U&&OQN<&@:6N%O@0E;Y;E4^0N8YE#.[_94XY;^T%P:D%3ABD(`TUU;G/T&WW$-H]VV&'/`I2\[>+2OF7QEX<?/+5,=L?U+>=^\G[(*A>:X(O.'MD'7V5]EGJ^!2+U;FFK)TO&P@3KLGG0-6MVI;M8K1UHQ):K)J$6TT;YKP&YB1[:QSYZXH_?(Q2%W@NE7+V[_TK]Z#^./JP>OW)T?/X\I:`2%B_XQ+3D^KJ1A3M]RP@.(+S<-=9X;3[ZB0QX#2^8S:R@Z;2PI>4)8$U;#.@FA'JE^]K.%\KXH-R0'K!0G_V[5T<@5C%QW@0@MDB[9>MMS:B8_):3AZ9T2G`KR"[J1:1U%FTJ#J>G&KV.?3J0Z6Y]OBPPK]).HZ9@Q,+?1I2PV&5G>CBN>Y2_E4=S\6S_T8VV/(4=T]=X%7F\5'Y3UJ$HQ]@9VIB8Y8HWPA4_6BKO\$=!<MX:2O\:2+TKZ%<>A.&S^%_(=<B@@FMTN$3FY.Y^5C:O+QO$2T!9Y@SWSMUO<-7MIK[+W\S_*WY!5N\$_PW2SLBB%%7D$=3'R(3^&=7E>29JIR]6^(6E"@+V!@V0=GXQ]4YWT]X_GDZ0I;$5EL;^"J<+G:P;&$G$UL#2B*V^4-DEN;=;F/L@\:@OQ%'B>&K=7Y^3IX??T6WA-4;4V'8-,6]9$%&:=-(B0$AHHG]IW!!5'QN:9!\BQ;]&$<.K-P]T2_8NLTP!9J$EBV_W%>AWTQV;D>.>2,KT6?KA6'=+W!4AB5(T?A5A:*/`;T#^NW=C2NDEF9[I3[-?\O4NA8'R_5BA@`J:PD'KY[M)L*$FB/9;'H%0YU#C%K[WL&7?/!8Y=>8:=#5;\?IIG+_I)NL,0,ZK.^9R%OQH^W6(]*86GKF8]%UGMKL+T'PD'7X>M:[E?C0B+:*B>G8:Y`G,VGS._0IWW#J:@,U'%.#_\'?V).&I:;<?@3PPHVL%V;B+7]&&6#U7V35H#9A\(T'7D"7WX6WZ5@D_FM:NB2MG1R\Y@[Z7-A-T/EY?_A^[Q5MZ^U8*.VBSIR&F9\2;[UT.A:PP1LWGNV5JD,W1<YWJ:2*E'^1HC<FPCD2O6;#[\AV#PD:X<@@!=A5Y6F@2%C\(#.(_GB=X9PBJZ[@I3EYB+>DN)8KE=G?XHD^[E2;6_F_<GK`8XM!Y3Y\BG/TY+%Y1AQ[2UBZQ3K`(8_@7+GQT7C\VBQ1WQ@SN-/2V%)8`J]K.3!Y1(W]2EXA>>]?R^J3-<>Z`70N*>S[A:NB*NC1.^T1?A+2B=TL!JM<'[$B`8XYB;AJ1:XJ!@_K3%.0,U?0+H3T@%-6B%?;^_L&8^Q4KBY^D#RVBG$CV3R7%$R-<G&9\0:^A9L:@NVY9LY<Z=&L3V?GW(%&`NHA:,@+(8%K>A:S6<TZ((MIDU:2.7>3!7GZ+NX`ER#7.L/SZ6;U\7;3!W'K^<0$R"JA]B\.,)-6;=E_0I7R[$30M]8;;H8&NK+=!B(<QE*99[AR%W]Q>U[,;>AQGA\?W#`UJ-\#L\,`XB$<R'V&NKC$PO'9(DG/@/K3#P2/]C[3O,K;TIFKQ]3>$^-UO#&AYVM7=ZWM2PX7H]7\$4ZI+]GX*FUT8\UGU6M8@*^3)P`5Y@N9W(N%%>RH,9VA%B8BD!0ZCTGP95H98@]9=2;`]:7[5>UU:3C^AUN6LTZ-9[9"<X6!"&<<%%W=>FS@H=;9_Y/>+UW:,\'@;V@>BZ1AL>&G2VBZ6J5J?'BJO3'?#%G]KL5Z[`_6"/S<>E.1'A8<?LBP=)P>]T,JE9AP`%&2#S2)YE=EN67$;$2:HSXH,&?QS9T-3KA^RK\P7K[5BZ@`XC"HP2K&?%7]@$CYUE]8&\U.(@G7<V]9(G-:/HG&AGJ:)&\I=S;$4<OPE7ZQ71W8J8+]C:08X,=N)I9U&)L;6]M*PV=QEN^J6,EL=:=3T4]>7Z:'9S>J)=(*;<>+LDTYM1?X>K8L[-X&G&@6'QQ^8;[]RE?3W1S<0F.6%SR\EH+#[3T_F1BG4P3R]5K[MF&W=SI?L,BMJ^N(D?7$/R1[,64PY`$Y=#(<BTR=WLHRU!*@2:E3HC^%Z`(?1,W7)XJ*HTP2-9TS!#RN3H;MH[GF*Y6/*@!"`1@P$1?/H@H%E+^S4H.0^+#U#9GA[E@J66BY,/*2\%>KE:\CZTJ]`X-H8:2-G_98U/\MP!M4!<GC1PS96.TW]LT9K]2%?/@KN^%>\7;2_;OH]Q7\S9<4I5#J$2'?(&4H0'&KT,<1DBX;'$#66ZK3*HX?5!JEF+>(\;&G>N`-?E9W*TAT;9X`4Y;)E,X(F?Z7SBT?CDT8`$%VD/DLN6T9W@6H;Y=,%/G%[U3N1!Y<U>&60Y&9>J+ZDR`.L/@U(ST]&V#ZQ0KGC\T&-0]`NGN+U74R84X0[[%,'!.B[(I*@\%(OKO<4;M`F`AI1W]:2J2$=R&88>=\DT&`]#`+NQKUA>!PX:N:S8V53]5'SE4&W48@UC7JB>^+K]F=,V<N88X2+)<6JN,:W(@H4>@Z2\;-]0Q5"`1OQ4`>8$RC'&6Y_=%]SP,.>7)$R]CR[,X>8/8T4@WX23!HH@RP)<J^SO%8=T2JGV@6B)XG(M,.7?P:A`V@:U*`&^`7LRUJ-V4>0D7`?;N+K>>.9.B+E6WVOI$1T+8T2;%(F6$\`#;9G>*NR+OX0*!&`:_\@HT1Z-'A9.7G&T$<@9A`TXBYE6<2$X9.<8R;Q0;UN;<`>7V4,,8`0E=E<4]5VKKR=O:]C;E3MA`7!!>+,!N/)SA.U=\!#E2S'$_R;8/3TLQ/HU%T2!HDL*U_F`6%XI:.&5RB:G7T``H]E0@6X8L!R_2H"[RHU9#)(;B.76`<(X!,@D(!SK'](-3BM0KP5`V=*&<9`*W#GS'1V#S+:;XW'BCG-"'9X=XC[:'8.1!R@RZ!$%('=/FM9`.:?6;X"_$XGA@J<3#5=6YKH9J:73@@=J.S;?N=S!H7L7:>S1H+0E=*@X>*G=*$9^;&O>=1BCNQ^-MQ_2[V0S*3KG?)9!_!.`1@^P6XRL^H:*LU3UKG/-W6<J&[KW@U/P=BW6BM:?M@LA\Y!6NN@BD5&VBK'E:4A?.8,XT+&>'A!3F4=5K_TF@!IA7:.8^'(J"8H.R,TCJ4;TR.?O/-7'QI)UVB2P3HMGEEK=C$=UQI;5!V/OS&;J=)P,0$HK3MAK4%8^,FC"+5F8$0ZS^5W6?&'X7"#VGS^/3>BS>WO=A:AT6+;8&]Q>VQ;'<!NV\R'-!BHHD:;K&+-TFUL#5?%\=Q$5Q@,SAO(5]Y$$Z%I3<?*G<@3@A:#).I5B*\Z&P<@,9Y@7'G[TQ?(23:,LOF*\TLP07FJMQ2'W3`/8V/5R!G^W@?LP/L^UAN(GQ(\5Z/0<3P6Z[A'9:\\T'K4/GWS)@/+;ZTH>3UN4L/:I8=/!6/$.+@X$H7,'D4D,XF]O)[Y.Y*V\'RW6[1#`9T`@@@]X^[0H0I<<J?MM!4?CZ+]FKJK9;8@\M)H-*XJ)7O4?;P+>#^9:=$B*UA1V?/[-&6EA!*>40[VT\QRW(@3)@VCI3+UUU('%@D`S`]'XR,%Z8EOKZ[<"SS?[=O<V7O;7+B;=S,'^9Y,OX>C%L.BA*!J90L:M7@-[R$RJ8\MXH1=C3.3&9D.H(3N9YGS!]@S'E'TDX1=K/8/GW3H^0*)B*VP#(G+:&%ZUTU8-O/IBU6>U1L85`>/.K9@*MI8'G+=\T6EA7\&LEY:&]P!0TPS^1=_M9*0QA6'(2P^TTAPO9\`:\FMTV^;+_;.-]6&O7*#.I?1+'&\1#I,M.F25JSW]/G/B!]PD9,AE6*3@]DB0W`O[`IJH7)*=UFC+2:FF;W>U+H=Q[YA_^P$GU3=HI'NL'4)*V2IT[K^;6#+%-ZG'>,0,=BTQ><%S'V"=VH0<=RG?L7)`G`X55*8>+$\+]`G5/Z<MB9:CSY*NOV@C8:8OAMBRSC>[UXBO+2M'SL%5XK.8+EEMNR7J:`1&Q:^<1WK,X4=DY<:V;>0&4LNPH[`Y!B@`Y@MY>R0FAQ2F%#`=:VIZ)CY!T/D@,[<]+4Y<[&HC%4M(*'<O+`JX4-D8%V.U^0N6CP_(SR?G<&;O)?Y/3C6.-4Q*S*9N6*X<[@NU:G-CF/;A)+CJ2%E;2W1T_PM-JOBD<08+W`&(/(<7#1-44UGD?V,+O.3`JBS]W/OBI7(TE!<TI;V+)@GM[>WJ8,ZX,CSP69?Q$,,PU/1.D.[.9A+X>&5T)%8S)!:K*`O<?HFT?EO\\H2=K/?J`H$;Z[7GS9/H0;OY?V:=X'#,/6?^0-[@6A>2WX<SU>/CM,X6'!4WO(NU/;,F>:2F<EB=[XJ.0S:.=J>4E)UNYRRBZ+@FR4;1Z*`G<X*%HOM?NIBEY32+%OXA`=TW)-4^CE:GA:PS(A72)S'.`.G`4,GS@TR?`?0=B1+H_UX&5R9^ZXAM@HSEW4\RB[HVAY$`LW]?$2J\.%+L`?0KG[$H5:1V]/7O)``0J,R@?7IWT<Z_7$;^H3?I)C[^/_#F/!=_&(A<.Y6[;Y$8=CG[F8:^YY?(K$E=+MW5\+V=/R>4(9OA%'9X?%$5M+E_^]P^&D<!G\%3^)P7G=`[.F#T?&)P8=*VT_MMPG`-A@,J&8`HK]<0(N<N\CNX7$Y<*>#$WAU5Y%6.Z.1L"H<WWJ@>R;N0<1XVQN<V(IYM]:)LS?>DTB[W$KF]D?`?]U/7]]^`O:'A7ZF?`5G@0#D0KG3NSNTUO1Q)1^LUW&4X.0QKR/9&#4)GV#0`GDX6TUUG$8+@C^;3\:*HR_!J=9XN-J_+O=S>0&84;SO4E90E;%SJ4T4\N>C=_]T0]Y[-[J*`U0%PEM89M5#*^JO/JXBL$;3M7!$I^@R_2XKDNE3]>/N@Y(0#/A\HX[8T%:?*C.!C8H9@K%KZ$>.Q<.24;[/6;B\!G[I-*;+L&!LV&[>(2,E&`=DX1\92_HUQS+0V$C=;B-][J6E[>>B+7>K$L\KBVVHJQ^\T54`QMQU^3M8NG0HVD4L8/3Z51G6FIG:C#%*D>I'^8*7MC2X])*&4K=E@JK7J,UL1PC!/_?4I2L6GYXSPT]EV)U=_B^4J&#NO;,+?2Y([PX8^P#)1_N?D;5+AB'2A'?`2P"QW^!>>F`.>8XDV6=J_<3P4FH]U_B'WV&Y[Q`0-_]Y-R*@8*]6]`R'GV+Q=L[F4B(^4D;U#'O%*E&5_:`"(%4+7<8;M?)9;,5S:9]Z_#=6\\3#]?=4PT6:!2IWRZ,M]E]KG(!L$SD@&K_?BCX_&+_,S:OAB#9/#YQ'_AQ6G?)B)JOI`D?YC1<SKZCFP*!/-HJFD;A>=O,%^:B:VQ0.2ES,S([`)6^V^)%"Z,.A0JEJ<?Y<"C;/1`?ZW3^[9L*!L_]^TP=29V#GE[F@\26\X=PMCM1QT9.+IYX"/S/7[OG#GX>!R/[P^$X7$]=03)#%7AE!"/B`R1+Q\I'/90\_5>WPC>`/V]2N-`&A+Q8>_JO@.$W,&`X5^D@2U.4`]/WSO;@9VAQ>8*O.AW_<Q<5K>/V4+PVQXOM7E]!]4HF(#E8D]`FV^KM+]?O6)UU(\K<LAN3,&T!W/`V(P(-&):!!FBN6E,&MNK=H<`TIA&$Q`L-FL[,T]V>$<T=3]!\X!<2]]J;X-B<D!=/7/4NM1"<#Y[3%J1Q]A6EA,R,U;,B(\>@<(9DPGFKJ'P5/`(P,[D*RI@0.%`&O;*TA\PU>YB@-=E_Q!G.9\B.]IH@A@O\T#(@X^@A?[MPB@<MV?`H.C[?=^ZCA;L9+ZN@0D`$B!P\]Z9CLE@:B#W0W;D*O6=^1/AU-(.%KW0S3?<E:!+EFKU,%]R=?"(#-)$D"!:>,WIA7TO4LDUR=4V#%[C!?<^W3Y_]!D06+RQZ%O=@BT!+U(]&VV,B/ZLNB1D61K=]J!]V&4W>`BS:V!'OR,-\6@=`S^RJ=EZY5VBK8@;=ZXIUZNHDCR0=N6UC4J2@2YP]ONG0Z>7OQ^@*R)ZY&C:%$.YK<`YHE@O`]`X;J+?NI,]$CR]?F,,N_`0ZW:[N>!J#.#XNL/=\^'(B&)`[G6,:7+ZD"?MLK0`E7:.YWIV*L7@*$AT)@N1P-D;:2;+3A>JTJ[>HJ'6]9"AHJP9-S3J^*=?GNY+E'`3_\HJ(YC%"8#0&^;4=*SXP`)>T$<`7F&MU8?'\1&W?Z>+5PQ,R+N>WT%2TD4KX8P=.)-=E4Q]0@0IPFUY"TNS"#HJGU]X:5*#LT3;B>1O:QZR`*Z[6*CF)-*Z.28(*1"7Q,A&`>AMEQSI;+[@^+1W=2HR;)\A84[J\AGB=25.M6'HKLUQ[YB"51H[>A>,HF5T&8W7VJBF9#/:A<,6-)MJO:O7?`!V3OOI"ZD?;X$5N7F!1'`"+]51=@_8@LB%=7,TQ@=W:-KBDFB26G^3MV*DY+T)3(&61[#[KL7E\H:[S'KMG'A)&H`\Z`>0^(/D7;F?+NLM[>SU'07"NEZU#4FN&^6*/T1]O.C?F]4%!SH?V)PI.F84/^KF?M7+6<;GGW4*2!/`]`MHX^77N9&[+)NR<:*YO*AYPC47VT&Q#<OV_]85(@K%-N_`=.)KKP"N9ZI!L\6-AX*&S'8*8G+(:`@QBL_?7+I*%O(OR`W&MQMT2M8S'"=>_K05'Y\G,4]>X/]`6>;6`>R6=&>VT-(9_;(9N%CS3<)X^PBMI@2X@U?7E5)V/G;3"+Z0DD=W*1$;$O-Y$3V*U6=QHUV;X5M:2EK`7@C]BPJF_+5!%SN^2&=DI#YW=+4=A5EXK*;.FPQ^Q;_V2&C/_@8TYJ2GQ85,KO_*1+1SV;$R_\K+LF5TM!Q;:AZK16ZO_1P%P_/YQ*_BVI<G\&`K4-=HQ6_S%FSO,R_FK0-2B&O^&_\[>QCC)8=IO`**ETX.>#OPNM*E(6A1AO'0PLV38<]T/FH`WC+R@$K?2+3G0BN"5FZ`0NF(O<]S\AXS3RW*H+4GFFXXNXDXVN.'CP]CL0Q3DMF=P5K8'MJH7CA:?;\_/BNZ_@6<-GMC@"B:FHW6^89B>_R7+OUT@IP/[BZ_(N_D5<A\Y(G$_`LX5:UPR_I&JE0_0C=\'K`+S5ZU8&'%&8=\HCNGX&ZI7@V2HG?^FH8RZ5#N,81^^IEU?Z%@P,3/XJ7KLRE#\;`*'/<H(C^;[`T`!GV[=\U^7Y*M;KZ]0NRAOBYU9,0F*87SKIL!.^91JY35?WW<?.>#>8O.ZYA4+YS4-H;Y8HYR-.I9=O;CF&S?#:.H9NU`7PV/?8=+T`=M4EF%;T<QL7'79KO*!;\V_?KL\Q64OC[TV`_LIR'P8WKH!=-IQ^L>+OD)+`C-!/"$A3=VN^O*PY9BT2\#@^ER*#7LMBA(-:K`D?NRFX0I`5QQ+4UUL9@BIAS1R.L=TC&/@S.`D3.V9T:CV&&TTS=U-+CWR97IA7-6/B07)(DZ)&?BN?HXG9:>T8&IXWU4)*LA:2%?7CTAXJ'3N8RN[H'(O`GRGPCH>$@+M6^*`U?A0`:9X"\=E@&LM8^8E\:=MF\;H\R4[XO!;\R(+X^H]L.;%ZGHKM_$J`H\5#W@R.;J#FMA[1D(^L?GX6T.W)-\=[EMG\3A[7-B!.D(@PH&@MSG]-ZOF]-@+S@<\.@)._L+]]\N;F0?3K.\^U>VD4'2H];!]!+7>=4?3\)F>\`>;X_:O`*I)\?V6<]P+@S]NM$XE81^,H?X9LB:P#OXA\(;K0$0]6]MNC'O!0V?!@<,=U<7+UT(;1-KG/1HR70L^R_E&R$TWT]6Z)+AS8I&P9&C!GMPM5#D+H-]=]DH[0PSG?*Y1X)_D,F\SX>[N[),.9KW'1,RC[YUK$@/;O8LF"^D?H@6-E&&F(^.B.X-KKB8V<T&<AN]O)]AWL[_SY<-6*\5*ARV\!RZ2&(IXK:-()VCR`%+0BWJ&]3NW^)0.;"?^$'(HN#OPZ+C4C8"%C;B5U/A`9KN\N%L3L0/V[V@=3@%,LDOSZ]G$70&X\BVNCFL_D1P1BJMY-[6SNYTJ.NBB>=Q#2PKSN<C:S@H9#'L6Q;VB%ZA_LI\]X96V6S9_=EN%D]%<0E!$I'H\W)Y]<(*G\C%?=,G33-Y)0FO@?:H7%0H=JU_N'0$[[]9[8FI8<7+\/Y-4=ZE4#ZE"=W/WVX74ZLQ=+1[V>,J_8]#0(WPYVNA_>4E>(<*<"%\@^;^1%2XN2F1HHR%Y^FI)?(GT+[SB^,HKU?IC78@%\<>Y_)@Y`V/TP=+92HIS+V16Y,<P?M&!Y#]F!X;?$3J3%J;O]+02\[BX89&C42X,!ZGC,:%=4'T.7\"]Q'$R:BHHE\D[_UIS'8*M&^#'NJMV'W7SS?AAUB&2)S*JZ'H]'4\AIAS_P;`9\45-EH!)3]K`DX6#87$YWZ9,!F[:]8ZFZ7J^$*#[LZQCNO;]ZW!8WSHKL5S)Z`>@#E,S@=\P#:G!%:T\]N:]P$S]9R=/S*3=)^)N[RIR?_F#5XG]KS:2CKZVUVOT3A5.(O/1VVHR36HFP+GS\\OA1\`S_&&/V\<&?;;:5.;GZ3K6'1MG7<I2M<'MO_4M%QY8QS8LYN^F<V1DNV1=X2;.EC]'2[BLE*<98@-AJ5$;(+B_UX&HH#UP&JO:5$/XC1;'L%&(NJC#GKTE;@F?RM;4&?LC/JFB9SM-L-5.<&LAPQ6:80^D=5/7Q/FH&=F[WW&[4RS^AX\`L$)O[.)=D_S]CZ;1-5;D&PW[Y,91`X=6^E2V]U.[QIKM.0[S?(QS'XWHC*-0?7^6`/*R3SO<B.L=W,8Y]$P.V>OM*$Q)AT$#8<FIN)GI8"21@*[=V=OK<W3GXVH/GZ%IKH[C]W[B'H_-4VJ,D4,EV`%`2D:&!X]S3\T8<ZQE#,U)%:/M8$CN'H2+UEE;BYZJ:PD7HT1%#^O@\&U82?G72[0WG*0.*OO0Q;$:M]+G$D.+X<\EE]I+:Q'`9OVL-"1.&NLOCC`*:9:"$,:1&2_J'H0Z_8=A?V?0]_:8OGM+1CQN(?9:M_0AT_L0M;R@9<$I0[5?A3F,A?QH;*X:]-N=DW&;!0I=?QQ[\CTE.-(OV.+)[^1TKI5U\1\_<ATE.W$,QXAM?2'4-DOF[3I4K\MV]]3>*A8-0,$"9#'BF.X2[L&J?P+,)6.Q!5-N\L'!P0MQZ.]:"Q&'<4NZ`/O)FA!4XUAQ6%0!]K0B:UCGMLU_G4XGLAZ?8Y:R]=IO()R^?ECIK*5I@"U.@6:0>,YD0@@.SR:9F3W%,U@@@WTZ!H9S\R*U5U1L`ID`OV9/?7JS.3<(U(NA-V`^^N9,*2;Y3Z2L=3S+HFMH)6VL,\#MP#`D8.Z>@@[@JL5;(V5W.4Q`Z[96L,%%(5O&7(ERY._:"H;[2)&OGQBV/*FBE5S4=44V#<8-9E?V+'7.MWRS!F@%A1,]>&S?/1F2)2)<A?$]A2GXL4;:IMA9\X7<\"#_AR9HK:U"H@60V#5X?(&+/I*@4#$BNJ7QA\RC:Z,.-)BO!9D;HP+?CYF8M[K\S[8K-W2^E9;OWTEN63K4=\UEQ.L8;@Z*S;W\JH*2C*TEXW\D1.VRR=FL:9@TA.22=]`(MWOWDK2,MOOCG3#T-6_7VF\%?OC-QDZRZ1S'2XH6^'9LTX0C!ZU0:F:3"+2F.V\X38IDZ?VUI./8U-S-Q<)2)AHR)TR_CX;D/05OF?B.]8K3?^)<&?:I?QR*93@SEJ]TO-=Y=6Y:;4F)(3=Q`+(^+JJ'K,?G+<I2H<QJ//_)L\6]UG5Z7ZQ#G5N!E%$6L2,JT+&*,1RI,_).3Z2?EN&<9DO0IU#-8[SB/U>+WH'"3'?>]CN_0*O%E7G0K._44D<1H7YS8/O%$MT8/:$J5=8_2"3C+;+NWGH\-1<W&,F/_;\;TG2(`D38B(.OVC=#&5\;-D=?\!]+K:?W,$I5%?^ZJ[-)*AK7I1VFZ(8I^"A:_8H_<^&^Q&W6K.1PY\YX'$]+S;\SJJ/EG8]PQPKI`*UE'6U/^2&-3]FD><W8%I,RI;3H2RB[9V3W.6H$2MW@L*$.=ZTRF)#"F'2-)J[=E;7$=@KRP_F==V#KMQ@BQ1&1V>/H('S=.1W5IQ./F[PN-,H*F@1%F#I(C(*:>/N06I-`TB@)1`AC-L7RN+HJ?U@=:M/`5VUS9B]'TJTW'!I@8/[8]58QX9<B>N#[\1NJ3V&2,B+*SM#B=!E]YC>H@'A]-.Q@Z/Q7H=(/ZYO<_K+>Q$A%C"'Y(8-1>`N@G<]NB(`Y]R;P$G<R=L%ZG.B[1:O#VNUL]:CM-?2]IJ.?,&VF^(\`2C$>1`A/]H-K'MPQ_LJL5P-7`7*L6G_-`EJY<8,B\Z(=Y>7VR'^WT5VJB/I4X/H6DFAJR4`1:S/P$FI2N8!7RQ+`+IGD4!D2Z:S"9\I$'G=`'#@"BGV@>BX2]@MUT.P'CXAL>2L$CS0TXD2<,./Z%E)=[4KF$04A#J:=<<(`^X;PL,SX]WR!\^0H\A_C(Q&K?@Z^(T^(3M8`HY`4%9]J6WYLM+3Q>?I7&O5*`RXNOL)__7&SMM\:@/=^T;A<FS3M/8HS8(R3`6+Y3R+P`&Y2\:;YIXKJU&-E]U<8W9\+`\$Q3>*[)$+W&_4$?6PR!JRSA<BSJ7(UUYXA>TF=@MW0/\3\=<BH:/!ZM7=]7'8C4%@CC?,OC>7XI!<8.+[;8^!A:<OF7K&Z2[JS.L"BTI%H[=3;#&W`[GX3ZPV#5[VX<%]YG&DS#5S_LJ'=-%7BX&=X;.^S2J6*^WE`5CE3/3@IR`H_$G4?T'I+.8/9P@MY^^HL2V*[H8H\9@I!34R;YL\@FIAVF\Z*!*<UM.>=DQ/&MK2<8&A&IQK4'-]\D9PL?DB;"NSBNT.W#2;S'6*+XYR9D&ZQPSI6T\#PW)%_^-.^CR9:&OB%M,)_9W[HEQ`6$5UCV#@7B;C-R$IKX_+X+N9E7XN.)46=1<N;KA[YJ=_C+3_<PO6+?ISQL+K:#1<5`+#SW??\%KX&&D'4;`B!`R*<G/RZ`D=O;P([]W`IWX%Q"Q@X89ZG'Z:QO%+FL34J8'/B#HYK*2E:G]VGY`?W=W)Q?&_E]&W)>QUV-0R8%)'E/CG:9YK/#L%>D_Y8GQH8]FH'SK7=RJ7V%SO;'=C<EV3U7L;C7>)V'X]B=E`PJM$-4PNVQ`X!W0FWR%F.*KG,+,>53.T`J]XK$$;)+`M,]%`*Q\2VEEMTP-TD#WB`1@E`W.Y^%W!2;MV3!J7K4SK_U5'2!&8>Q8LY/4RPL7%/H0(U)3'+EJR'AW-;/TM5,R4K(MA,M>F'WDL32L<(5%'>XOS[ZO$#76%$P_G!R%BW=6BH'U[U&]!7.=>*V@-Q_>M@8[HI#GO5-.;N?IA_NT^Y[K[WM[2D+J#AU9+76`W!*<-N>U5_M>^<%L:U>!)&P`,T&;G)3EKZ5PWK*/E:6BUP-T]U/HR8T)9XK3&T(L\&NIB9WR4]:=W\J(2?)\F`L,)G\0<*YC^+>G*Z:X;=(_73,=9+B(6J?*0^,&7>*5L+-'@WGF;!T7D&[@PO*G)<TA.7YPNP.S^.H44S<:/>N]F+T'7Q^IBX8L&BG4/MG'2E9]RBFQV'56EFD3-IJA)2X`5Y'Z[&[S8EN9\V$\ZU[#JKM_>P-=UYO&^5U]1\&*IC1*.<5#=,PW3W)Q,*OKPFRFRZ^\M7W+1I5%5N/]KI=@,^V$]K*`6$4E[P(48FRB[JI#^LZ%OM'+Z(NNN+YU;W^NUIOY_.N#?'A;^*7[TJT[.T'1HR*6]!1+*V4>+>:;-T?K.1,.]&!OR#F/IWX=,J7B3\BYF][GQ>PYX&TU_3L@>%Z7%,`"Y!>4;BUVTBRK,B0@]VA`T:\TO>O"$>(]R:9(.RY?P+^@F8@Y'>-'$2K#Y:W,U/>8:.TD+H1;8<;OM^V;PX&E7U?.=6E$A`#VJ3QXEZ:$+9VP/RYTU$G&ACM8S(:`8*MM8)1#.L"JF0R#)9;&$*GYI;>Q\Y\.>_(%G<:.,DZ[X'%G+3)^O4R]!!=AN1)?4!;UI7R'EBMU&&75T2=QY7=4"CS,*4CJ^-2CP7J0*%DX1.\G7DYHVE5:CI;ZEQ3`O;BF-EOC$_K/.%L?DFTNB>&`F"FWF9L+HO4WNX<T?9DL=8@"(`.7%;)H.JI%!E^S<IYYB(WP@>E1TN@QZ%'[O.[P6E=?EUL;EH9*/Q#A^\^1KSCW"D8EXJH7^0P0\O?;.K%-//H#A3[XEBT5?ZMQ?H\M9_JXZ1TS8!>\U-\WXSY&J5E9+X:6;&B9Y,K:TW[B\C?!$,S*3>FVG_+WQ[9NA/:#LQ^O[S5+8I9XXU+(]YRE&>G)R:1LC,F3U;L?U/>-+WUGO_`]WZ5.@/VKJU<<=<SN*G%%-C48N:8:1G^8RMCJ:#O1O#0]\Y=*.=61S*8;&VY5C>8K4@!=#R+%`U08]RLRD)]TM<U*D0%9Y)?3*3;:TG7^A]W"#O3ZU8:79X3'NBDQ\#@AX.6?BSF'-^GR]B5BK\69$KG>*C=B&NT9F49'Q/<@U$6$&GAZ`N;\2RB?!T6=T>I7J[7>LKV;$*RT5B_SB30M9^0M.3&3JY;FTY1#K>V$ZR4M,9T2(HC^?Q"CH25$:^(BTNP`L;5`&H#)!?>E"8_X:?]DJ`B:-`Q"Y#<$]98_DYW\G@GEXY&'C8_0FC9/&G7\PIO0QS`6!DJ-*V1(*X\4D(^UO%5]GQ/W#M*VT<??R-;O%G+!=BEK*K@2CY0N;DVO5>*F3FRY#M*96L(M8ZTHV9NB_8*=VX_YA>LAO9EO2E;<1:LA!>,=8*-PTT22!8P8+NQIH_RY?'TK[N:\R6UR_'8Q+,]#/NO!\)`IT;R+.6M;SQV2?8K/Y/"4ET(_4V/,/;JCK@.E7[4+'YOMV8D@A%J^_SHH<4U:57YS/X1CAR8E+I5YG>RGV:]W$8]OE+G.6>%?`*$Y>'L9T9(T?VQ/93^]F_$*LIOEO+%#^L\WYUXB@1<XN$#Q!0;!-C*36C/9DT/.(2E*?6>#!UO`G"X4*/ZS$%UH9%2:*PE6P1Z7I3:]5F8W>MCPMG[&_S$"\4`(`8LW`:>4#<C:@QJ'BKZ0E`1!IG@\30:F%7?H2J`+7O%N;QRL`YBJ*($P5ZI:GT_V9<<8M0C6)I0.]I.!5QN^N.GJ\0YDL,-7)3/%TMI#0LT3MF#HK_'X!R3%,*::H57WI;&7#\D[E]0'1I@RUCO;R>RT(KG,]UGW?$L=BZVYEY/KD0AJF*$VI"7J=UU9>R=BS@(8J0"NX?3?]V_7Z>M5F0<-4`,&6/;5VR22JF"1:<AXUB#F[:HE;N>2Q:X&NQ+UF]K2,O5`+WG$X@JW.0/#Z[8RG=0/"YDYD<L>&V6UI_(HJ$9JV98%CTJBO;K\]@3DAPY+;OP6<E]_+WNQ"CFK%%*P(,R\`7H(?F:6YRA3&@S48H]U.7X#=-Y7P46C.^.OA3W9D@XOKO,%'(MA0@;C[;'&SFUU+Z8<)7:C`OT1\`_DH]Z>;\F$=5=@@E/^:^-48&XA`#??U!<($J>D`5`UM?3H!8,7%)S_$NS5P$;A(^O&0B1(@.:MSIOI5%-<W`Y,Q?1!$*H+8PWW2PQ](?@`;79XM/X\4J9\S!YVXA;L'Z:MWDU<M3NV6W#;G<U<08]I2;Y<N^-*`4*6]J0!U=2(5=<#ZV@UPBRDE8.0H;(.!_B&-!D^_]W80$DTI5BI@?D%-[[AXH1J$QQ#+9&1QT2+/(`RQLL(?EKT#YZ+/^<?R^>M:XY9^+CRAS+C6,UZ;&,SA9?$VUK35W?KV^_O^YC^?F)V[8'ZN4!IL8L[Z9X8#*JBS8S<:JVWG(9LF5S?<$TT^5M@)U5B\H:QWHN4_'%HM2Y-+GMK/QMXLT]D;<C5IN#B1,+AG?%U9'/S0J[;'CN0!TF2D\RF<95!QQ#\+*R2;;V`BQI\5ZT=X`JZ0O2S7F9P,]E@W?8[%_QJ5=#L\H9&M=O8*_L;VMS?0(#VQ^0E)QK\RQ9VW.C=1#G5>,/O[?0)'PJ;_(4+0!_\)TR&]J7#3-C1[1[,AX_E?V]=O<8!#_=XSQS#?,04"SX;LB9O(%/9HAQ`=O[L$)\:05<Y^E#I/)GM!K7F`Y+(5J)8.:W]#]V)C:JM@!0_O=CVCLSR5LYTJ_Y`0!4<L(+"(3$`N]L\\4M"L\5`V2S7A?S\O=>3@"AJ5M,&@0]%<W'

M_]C_X 02D9)1@ ! @ 0 ! #_VP!# @&!@<&!0@'!P<)"0@*#!0-# L+ M#!D2$P\4'1H?'AT:'!P@)"XG("(L(QP<*#<I+# Q-#0T'R<Y/3@R/"XS-#+_ MVP!# 0D)"0P+#!@-#1@R(1PA,C(R,C(R,C(R,C(R,C(R,C(R,C(R,C(R,C(R M,C(R,C(R,C(R,C(R,C(R,C(R,C(R,C(R,C(R,C(R,C(R,C+_P 1" 0H!0 # M 2(A$! Q$!_\0 'P 0 4! 0$! 0$ $" P0%!@<("0H+_\0 M+1 @$# P($ P4%! 0 %] 0(# 0 $$042$&$U%!!A,B<10R@9&A""-"L<$5 M4M'P)#-B<H()"A87&!D:)28G*"DJ-#4V-S@Y.D-$149'2$E*4U155E=865IC M9&5F9VAI:G-T=79W>'EZ@X2%AH>(B8J2DY25EI>8F9JBHZ2EIJ>HJ:JRL[2U MMK>XN;K"P\3%QL?(R<K2T]35UM?8V=KAXN/DY>;GZ.GJ\?+S]/7V]_CY^O_$ M'P$ P$! 0$! 0$! 0 $" P0%!@<("0H+_\0 M1$ @$"! 0#! <%! 0 M 0)W $" Q$$!2$Q!A)!40=A<1,B,H$(%$*1H;'!"2,S4O 58G+1"A8D-.$E M\1<8&1HF)R@I*C4V-S@Y.D-$149'2$E*4U155E=865IC9&5F9VAI:G-T=79W M>'EZ@H.$A8:'B(F*DI.4E9:7F)F:HJ.DI::GJ*FJLK.TM;:WN+FZPL/$Q<;' MR,G*TM/4U=;7V-G:XN/DY>;GZ.GJ\O/T]?;W^/GZ_]H # ,! (1 Q$ /P#W^BBBB@ HH MHH **** "BBB@ HHHH **** "BBB@ HHHH **** "BBB M@ HHHH **** "BBB@ HHHH **** "BBB@ HHHH **** M"BBB@ HHHH **** "BBB@ HHHH **** "BBB@ HHHH **** "BBB@ HHHH **** "BBB@ HHHH **** "BBB@ HH MHH **** "BBB@ HHHH **** "BBB@ HHHH **** "BBB@ HHHH **** "BBB M@ HHHH **** "BBB@ HHHH * M*** "BBB@ HHHH ***YF"[N8M/GU^XOYFAA>Z>:VVJ5,49<*J# (8;5.<\\Y M[8 .FHKG9/$&H0W:6$NG6XOG>(*JW),8619""6V9R#"P(QZ'/:J]\4W<;O=R MVL:V<.GS3S1+(6?S8W*E5^7D9& >.N<4 =917,P>);^Z=+>#3(C G?!JOX M>_Y!3?\ 7U<_^CWH U**I6TT[:C>02NK)&$9 +C ;/'OTJM'>W#7'\%QY$MT M]L(MH^4*C"=GKG*VP":EX:[TB*Y8E8Z EAQG!_ C\ZIV4LQF>&:02$1)+N"XQNW CZ^*M5]J]Y" M.N??R_"D*"=S5HJC)?=R?J:\?J\M\ ]D"^'I^ H_"R9[GO/\F?Q7_{"R5+T;PX@<N1UT^[UV#F/7!FQ&8>H<P@_"O9ZCU[ZX@OH<,@@!E8F+U:9CPA4@KM+N0$6^E0B>=+(.<(NVM*2?;S=E'^.2YS)]7>DZN@!P[)XF9!^!C0WO<7!P7,P1I(+2/Z$*B"G+A@#[?1@";,/,:I%<1WAE<^!ED8;.^D-IJ^X5/N^DUTD_X.YRX^)XS<VTR9CUB)@>]S@3 W-20^^EH@]/QM'[WUD6T2>P4=NX+PR]F<S"=1H%O%_/7[@P)@Q#;=V(>S9?"E*'>2F+2<J>*!K7;X"6H28%;F@8?^B_)X6\,<7X'\I&Q*H=?G$Z=%S93Z$79U;WJ0V'G7PN[%=8Y5WB-<0?D@:!L[HZV$I!\!$88[;+@V4HC%Q`>0I:#3ZF;1KP?X,?5R8+JGV<>V=(LS+S6:,$'9J]8*N_Z(9:H$:]%!R/\VJSRMW-(NX.!8GW;?<VSAHH^Y"!,M;<'"(Y8Y<_-X#"RA>=W^F34U?C<4U5>UQ>*GX"U'F/1?'0FX4E"#<=<?H_ZH[<H-4+<E(I!<-N+3@]#<K3[<*0!S<.Q@5'::KWO:4OP#Q?S*%;K1SP'3@4B;UWJHIZ*G]P[0A@=P@G$;E`/`7XC=4&!_P*>9T')/(]4?:FF[<R+"?+X5[,1#>,AT?*LR='9KFFN0Q6$*S7:L!N&[FO,>Y4\VS"-K+V]9[>[R*@ER?3ZWW5[;!L0?9V;@:=CY!D%#DQ]:0$Z7]M>/9FB&5@ @P!+CD^2M`8;^9B#F(1V7TZ?,VC>7R>]@BZ?M+U]9EP`.6U<"3O2F!TQX1WZG@V#-4"[L:=O0&[XAIP]<N9F.VA%MN?*@@*\ZFB1%46Z>'\.\>)1U6!PZKB`I6#S9F9S6(QEDBP5/5D[!E&N7LU1_PZ]/N8C:*\!>2"X(]Q[QE,7:S7M5VYSZ@QJ!Y!2\(+.OC1^AI8`;!"-)Q.'_JS/8#4`X4H\7E-8CJ1;L<Z*C%9)89&DNP)FD>O%6'J!P=I_(/IAV^P%@@`X['AXK.<K(K;5`FFK>K#?9R8Z!K<Q;>>3)I1(#I4+#G8:L_94C8%%**#C"-"L>`WC3J5S<F?6&:=Q2`UR@]:]OW!G8>>_B9P`&EXCWC>B2Q^(<=]8`EL\2[=^%Y(0$6L:%M5-Z#CQ%]6)7Z5UH9:[$%P1UD08PKE6MB<;=:J`!V^:_0D7YM2WV_:OT`>$P6%N%/VMW(=W\`6>B8_C\'3_N)P%)+S\-=?W0H-NU0(Z(J06GHWF?SS#CY\3=-H9.Y7OI8!TZ5P:UKUS[\QO_&]S+Z^*Z&<_;U!]V-3\S:V;N5T2\'F+F9]!O^&\N\EQ`ZB)BU2Y1#6@9SBCQS>Y02X@LV>23M%E\W2MS26VTU34[PNNZ?-WWQ^::2N>QO_+WM5CN/(V<3BWWW9Z_V6UGUV&:4HQ^?C3/>MLB^)<0D*6KG%PZ7FPMHR7FXOKD"-2-^+BP:3-KN*EW:T=J3;6+4Z^+4\+R=G%-(_R6F,0L:8Y8VE+^UV^ZBO]%3:<'C`#&HD<;*IJ]+)K/Z:HPG,'4L8]_7LI8^^4_GTJ_HDD!/BDW(P3`^IH^1^AK?]:,L*NX/J?8EL!@QO@+/O'([:3^*T<4CA7[(&HH!DDZCS`>[<[4=\GIW.`:O]:JV<%C3QS];)#A+\%,S^HA)C=M=(;4V]XD%<?O+*V^9=]JLR3=;V3.,JR-A\3D]J&:8^K3>:@_([*V1DGW^+`S[@JR`)!MDT.%A'@H>)3UZ+9)QKR*0T_0W;VW^`[LY%P^5>C0%[.:O;Q/N3R:*>C)CF^\/0.#VF23&<!%*8V:`4/FBB\&AK[!L%3CY4[/8[@GW^F!9'[KR"UN\)-M<\%2,@W3%^WD=YAZ=F%,1RMVYG'#1>.7#9ED^B/4O=@(P+($OJ'ZEJ>P6!8O!MY0%=</Q=5*Z&+8X3^6[9HTG;]B8F/,PV<#]TN]UG+,&T,%J=_X_ZY^HZ2<8BD,#G*66-#6%S8^1'6R7=[@DY3F'&YZDRN1J>2;8&!B[*#1Q.K#LZ_6)Z9.%*>0'7)O!*&5Y9L_Y>;UZ@>%T6&8K=@&.K^B#S9B_%2#8QF4&8-Y-#@?$+]J.9C$V>-\L3;L@5.^#E7Z3(Y5?9J#8Z/I1V1?N:PN&#*6P=WR.S9WZ/A6&2@:"GL%G+<&ID88P,Z<KP,?<*(!T>:.`XH4FO:Z9Q6UKT'D@L=?1#Y>64>0V>\#9;[3A/_\\`]/J"R<JY+W<^2'U?M\HEW.E5GN#4^C^P?;0/$R>5J^*+>%D1BT%IG$L^(!)GQ1:0'\'WGN^IAXB9SEO@<B5(H8\+OV'Z2_N?F5?_0EYH`%I#W.\^^YS@P6K5]X&7KA`XXR5V=*8V1H5ZV1PC&DK^H7,?G+2;6V&QEB6DVG`^#Z7A7<;S6Q4H]R<A'Z(U"!S+2[5[?29A@2+:;Q#?:CN#K/1M(5SX%1AI?&`SPAG?JE+(;CX.,"2X#8[^IK9RK"?9JSZ#/C>85)$'>IG=%J^9`I@ZHYA>1(G:06[7W%W+1&7%H$(=^)8*A:7=_*V[LUJS#!P5>6%[*_\`%T!0L0ZS:2&BZJZ*K=@V@TF<-=RIKRI<8'#?NV`WZ`V-YMD7UPK3KR4V]2$G:8]T$WDLBMWLNJ(WTLL5;?^+OX]2^6$M0'A"V=-3?GNN^%_7&MX]J9/74?Q2DW>Z*Y<`LMFUOS-P5R6YX4^R(7W;N3^*B&6)3YM?;A6?&R8S7@<]^9+52P^@]X+RT:Q?EY#<X)P1$N1!^24W-3$M1<?1_J[P1.2UQV+_Y5GJC'UW/3/`6J-OG&W?4L@:*SWEYV$O:,5`RX8$?K'"W(;D6H]ZQ2[K<6,O2\=#`W6#(E*@S_@9UU]Q2O7P.H<]9!=?Z^QD>VL>H!5C<'-.GY9/KR[I#X_+V8$N>%E5:S?*X6;6(@(V/O@%L5J.B#[6(N9O!Q=Z,E0+.D(+9&X8*7SJ4D&YK;8J]E2L"'4#+NS2>HH=M@[.L"6\%O.VS(8S:-)V]S4N#\$O!%`IOSB^O=7:Y?W\=Q%ZY"%\>Q`(&&K4H_>&W1+,G[8,ZX<P4P(K;NSOM!S\&`X*/IU<\&&-!,/$9^C`_D\\/Z3HT$7>!*S$XCDO^#+BWVTK.@5T:=IQ*=2:YOSOO:L'OZHOZZ]%0L;O3)1<Z.!&M8]2CXJ5D%M%]LF_&T4EA!1B$MHPH#,`-O0Y-%X9!TS1QR!HB?@1T!07P?K]ZCM\)6XB>E9DAB*.HJ!?E8MMV/*;>?P4B_J2[4]KU!!C`&5H"`4Y@LJ?[4*8!-)%K,!IN!GTNDNN2'5_FQ>MZ!KJ9B6PG?EQZ#2V\ZT3JWZVY^U?K/<93UUJ8LH+QKYU`9.J`+*/V:2JT_YX4]RU-PW1,Q?SH;IWLQDE:*9+!!EOX@F!M+G8V6E*=&@SPZY!YQ7Z9A@RK7\D[YN2$]@7U_<0HMJ6*9.4/(Z$>6F>KX^X;ML)YG,J0(M58!7=X&GPO^G>Y5Z^NOCU=:N;'IH9KBAP8;(<*A0:AG@0`\H<AJ%A0A<P&N.6>C>KXPY_GD'ALK[-E-<'Y;1WX.O=XE+?8V>K%HAZ[&/HPWW]/QH&/1T7XPRBSA+5*A5KXCUKGWGBTO!*=K>N_3?%5Y4X6@NCG)7YP]%DOR7JBSIC[*"H]+WL:77[0:X_XH5NCC[CUN^*_+Z^7O@#PSKS]Y4/$3ZD0ZMSW9_$^G44NL*<G*I^ED-?!<``@ZEO$FPCT'L4PPB3S(3X`<NC_R?KA;LJZ!*M@3<QIA76:(:AE:KPIIVP;.0NW$JO,G2#/!#6^VVW>K8`HV4X*$]ANEW7T+?1Z=6JN]5FS7*U;WG=:_3ZBN&QV!`R]9<6NK4A%\G%9)\$3`?K^G'X`F@2-+#<2;YSL]4WM#*L4U/9R2M$Z2V<8Z6[+U`A@7Q2X.1:_MTI&SAK]X.F7T/4LJ8=Q+\D#X\[2^(3ONGC_:O]QF?>\\`G(?&(>%3&2MP#1#HZCW8(_-OR-!ZZ:!UCG<HY#S0]@\#:MH\PE:&+9>+_N>MR+G'M!YX6"$_K%<L@'M7%.Q/=?=N(\TZ2W?V=DS%1F[_RG#\@8:O6O+P#,1H#G6(6\N@J*0[DT;)SO>8>'Q8@VE(:#$QP6'\$XIS!B[FQJ^>1-;Z%6PTO*YOTHU(9&FM+U#Y8IKWCO/5M5%5;R_T9/"S0_J1P28)D#C>[YK4@W+H#Y@EW^<9)/,)*+MW>8#6KE%<X6^F?)F)9AH=/AT%2Q7&VYQ0/!:R,66_'B9VF$.N%Q[.%5$^X:C3'7G!$1B)8CE;*F@J4!+`\#TDRHK!W``G4*/JTL1Z7&5P&Q=A6LTPZG$,5-;`0U2M2:@A=5X1Y2+Q%@F`5,W>R<3U!<6^U6_YB8H$-<9:K$&YAR@ZKV4I'A*>DJD^H:<MJ/KK.BB6S1UP#`0*/<:U>0L&%S_AQ9/4`/1U_JA[L]GUD?HHD/./:M7Z9]E3-+BV3KL)4.Q9>N2!.\IF+H)5?8MN6KO8[VVXS9T`!_QGCV'V>9_AZ_+B;/1Z$A(+/#;)9!Q]XV4`L7!Z;KX?E7LD[#[_5,*O=!B!%X#P^$L[$LGZ4S;X*0Z>A%EUT[TFT:]SE&,^S8X.VUT_[1&*&<GJ3`)4\QMBN/M(P2:6:+WK@`I;VT06DW?T`1,9]`-2I6+6U>DBY<U]`PX#:?5^I2YR>;+2SR9S_QG`IY=MLI`*$7AX`6S%/3P&;)-'O?]3"+Q8B9HE[6=E@Y;+/P!B,V$_X_G4OCA*UVD\2KG[J5*\NNTE_#LCP:VA^>`QF.@:+O<?B?C,VJJ)Q:XCG%B[DXP`8F/9!`^!CJ:IY3WI&UQ9^KU$]0/[=ZQV(4D2IM6P\W[A=0(>+(T&%5I9A9E,P0,3Z*RM-UEQP(G'ZUS@9#^<WPJ@*@`_'86?ZN%QFVCN`>6FGIQ[N\NA7HA:W5O8IOHJ+:5T0NU-J^#<N2*!0QO6O&(;^&D:D;"2:1*4&TLFF2N^0RO(^MRZ^`?KR'#A:ZKC/!<KI.#:TKW0>&G1`?!.\KM*6WVX,Z&"+`6^!G9`((0P9'PTRH_JN/Q3=2PN`5)?PH^K</=H=]$SZ1=SF4QA<*`SV.<XPBD2$L;P<3%]=`^JVI`UO7O$W0_$DG=S/.I+_I>S('+6JN40<U=7U&+?K3SAT,MK[#?Z.`[SK+_J$2HV*5W7\1VIQD8D%L?:XJ/(9AQX(^W.Q:SK7#SH`"8DVHOGN&=.:/=`ZUE-#9%?`SE9:K_ZN@/`BT\4V8=QZN8\:@KCO+_UNVAMWE>.1&?$TL8R.TA]>TV[H&^VLFQ`&WLUJ:>%`0Q5JQ*0(VDFUR'X!)L=M7;)+]\1/_?6J<6D>L(%`+=+Q&9C"(Z=7@Z0KN"U)>.-L0X^TNN_%\P`IUG1'LV<&L#<J.`E:'JK-PVAO\:=`8XP?#%P7/__%Q:(_9%N@U3-`ZU%;C'_:`XT(;;\<:IS\$U70&O$]E!9R$C^<NQRX^CH0L;$UM76/L5QR7_<W3[='%ED)+AWQLN>>]8B&/V8F?86Y]4@Q)5QJ5)^YL(<7RJ`FZGQQ-E)FSN2'1X(O]*`7UTA*`R>1.Z'.07]DB<NRV6CG%G8`!GGHNZDD0E9SHO[?.NRVI!X)*PI%/L`Z)PXGJ+'HMTO*V#FJ4I\:E#D`Y\KF)6V(9%@-G1!%Q5(,`FF3]((GUMTX>0+44#:+^8W&8J-(PXS*VV'B0F?'Y8P*1Y>*9`.3!"-((?P0;$-%*<_'"QN!X=V_2ZV%X8<2=Y!>9*J4N`I_%F7O^MWVFQVM.NY#R4<-,:'4\O*68B&]?-<\J0?VP_"1*8XRF=\C9DB&`/TE>VS!0"5C2:N<X-'0+*<ROHB=]EHX90E-2)@?5%P%$XL(,HMT5P<WMB@2R%@MUHQ5[\R@M+.N=-6'`;2AN&,UC0#;5D,DQ4U(V=R@2&+T:?^`YFL\0"?9^XMB8T'NO]O/&K>JA6`#-J6/0UG>+O6SMHWN5-"`80K:;)-.LA>'[0]QIE;:^NRQ4>\BP/D`FE<M5>I%9ZAM<_O<2DS@>VO;6UGP2:S9<&=A@X1:&I0Y&8H'+M^Y2#V8#Y(DY7.\YGS'%ERY/ZS.7Q(T:>WJ(OG5!<S@:'(:^M=(KDR-H>F]O+R).KHC9C>P7K]AR@0SC6&''_9:#K1OL\W8_?B#EN_>?&G[1O<+IG7Z]96C`KXJ`&O/M:9+=Z@,\+UDE%:SZ&B<S<[E-.3-6ZC>O7:^:N9E7<+\E&2A`N5N:%=K*R'T&!@"8^4&C8!8]9]\JWO"L4GK+3KW5-Z0_7F9V^9[9E7+(8<AIT+T9YQ65>%_3UW(&B^V3&#6.:G&?\C8.&\0J&EW[A@?]`..AP$U9A]ZH.]RU6/(>)I5?_YE8Q)M3-.3/QM:W\/#,P?R^M'9AWT&&N@]9/N(G6P#T)A`)/N#A%N$HC.^V[LPZ?L^[?4`$JT.*]1Z*/?J&G(VZZ8`E]`R]B+*BRI`QL;>V*[TR.B,V]$F4$.K;=JM7"6!'Y)L?,TRHI>_U1;%$G%=K=SRW_7@I3O=N@T_-V?JI4XEN(;YB+!PV4:-?;2&>W\8A8J\Z9;R_`X#<S#^P?X$]O<:H5\^VY]>GS+]M*GAA>NC@)O7UA'M1;TDR`#H$Q&8>\=%A`RY8!1PFJH5ZU=5X-=@UQJ<9;)RKH4]I@S.2JF%YCI]W!9V$F;2=@,L4%0*CB)SD>^$?*:U<%,0D'"1=9%<3;Q-I@^WL/K`S4I!$5[E1DL@<6Z/<-4#M^$L[&?L6JH7C>8T+?P+M*`JDZ_9OKVM8<.`L&H0`D^O3>WP]B89-%F>G,#\>.&0)@/F;MK?I&9'"L3]/]N@K+.YE)/ZR+B:*U8S%>L6QXG-Q-/*N@A\X<LZ?\?#^L07S/J$JCS:>4RW%H*=\Y\=/^$;3^K@%1`F46L35(Z,7_*!=*MV%Y"`CN;DDX6,M?%[E[HV_8WYQ!:7^^_N?M@]?6B_)?I)V&D%CSU[AE'6\F23XGN@GDXO&LM0CM</!P;GHM#RO[XY]$N1(MAKYHL(BC%(<F.>?-.V=:4_?<8/0Y$$&PC\%R5@C"#+ECXF%,H_I5<J^]LUBT2+.>Y3E@GXP+MG&A'YZ?K1)?6#-+V@)E$=A*'NLRN3A`+#;6]9OY$C%%=>-J(,Z>6C](/"Y`AU8GMP3FY)Q]3A.7"V]6A#X#V^I_V3SX2UL!^6>`T[0+``3@S&PK4J?2H`%O>K-*5&!&*'/%F%WP1(::V64#V]5;[G4I+5PRJ'=1UEW0HWR8>M2=]!0OZ6W:O$2'MF5WPQE-P=H[M69;JK#%Z,7N;5LUY`M4B]=KN-R])6'N3YPSW,L]^71*(5.S6JZ1=$C8GT[B`BW/E6+(LX'UR9-9:1WL.(N6-'$>`Y_H-AL$`KE0&9^UDMJ(7U1IM,M%*V[.>C:K`W!]ZO6]A,9YZ;FG1<J`6%DVT1-X@6%OG<<OI&8S8N^=^`4<&]UUCY7^7Q<7]%,LB<[QYP-(+(VV]5'A=:!8+P\L!V`U2>`)/.KOTCG^TKM5TC1&^=Z#?D)6A!]NR1RRS\!SO9OS:Z`&,)-;&RS)0[;M6(8*6OQ.+5M[!T%F)FR85>4>FNT\'=E&Z2CS1D;NVFK<;V16T7X#IV6F1W!!)^D5`!KJPC#FBAB#P?.=HU+]IIUQ\&0RQ<+R\Q(?]E7W?0"U>3S;O*ZS>B[@P=&7+C.@<RN%Y1<Z4"/V*'@N@8M8"'*ELD[=:BTO4"DN:@NPJ^CU2,[\>'YY)V@>@`?4\ZG=>UZX)2X9X20PW(U[^\R^1(*P_P7E'0^PA;\JP=\`?:D;YA*KF-,4\'2BS@/YV.]TKU.JS=?_MD4Z?J_:X'[$:5=3UU#A_*-5D<:&,]^?VH4Y+%(H<X,?'_IZS76]9]?Z5&:3Z>M[$=SF@P<9>D%-9K7"J7_"TI%K1\MP<%%F?I4:.@M1#3ZU&J]/@@P\<<RMQ]A!B=V`?FUNQ6V>]R%\,XO_^G@?U'M=+D8)F=T(B!60A^4OK:P6X4=F;SYMHEKW:;RZ.C!Q=I*&82.=AB^7;ZT3HG-^R-(75M^^7A=Y]0C3<9:1NJ^2X]1U(\FE]B*)2=Q*]AA_+%6I<J&PRB,.&:UM_M%K.)I^EVO/9:TU8'B[T4$B'VE^,J+0=>R`:>A2V:TCDD/&+#H\SR=]W05L&R/GDP;5$K;'E?.W=3VX<6+#5JGRR&"DO$4/P/1*2/Y.,YCQ1*G$Q/ZK.3`4?D]7N:1N8!S*'W!ID70#P+6ULP:[)D,?*S7SOCBFW>:>KC-1?1WJ%Z=(Z3,JH6R)Z_I^5*Z=(Z6:60F.QMBJ9T-I>IV;P`=,@M^IJ5/X2FQHS9+I'PD\XY>6FR2IY4NN4_08?X%5$F(O5V>H6U<5GM-PHA$]A!@/LXAD7OU)OI3Y0?P:.GRIJ]E)?&\QS:F70F7:OXN7_(MM7E>.*HG&7*KC)2A%.DL#G?<5N?XU@]L3D#-_1B)\ES7+.G`H:&:>F^98%@<0*N:=)D;2+V9B@9PY,OSEM_O81;%KJGF8L()\@/0"MJ#T7;^4?=X,8LIY[)KZXC+8J_+8_CDZ()/KCI'SY.L=?*QSK3Q!X?/)"3\4)+AIH=#]7LR9I+G,'-!'QO5L+JB-:AFBFEW#;O>/CC+2/(6R2E>=^\K6*QM1+K>/@TI89*;8OE:-HGN>V0]$\!M.(5%@%?DKSU?R<S%QJ(,G;'2&R0<X4A3U']@=6IHA-/.TQ[3!5:!PCEG?+U>>MHA(@8\^C<)FP5R"AX3!Q=FBJ@;'<(.C6&5N+<:?T+)+.OP9S;YKL_98<W_G!2K@;+H8-*2E#VFYSL!"D<Q$_`%E`%#-1AF`;H\C`J_G:AI@Q0FX#(:7&2JF4XI[($A]*-H2B!IH\[5I#93EF9+!9AS$<9^(TJU=LJ9#B>L:8:-KBDGR&*&A4:_6#R`^N[(7)XKNWX2)1P61OA*U'G&P.?EL=A(>$XIGWSQ:_FRJ$;EX#:)/@/4QVJ"RE$X3`VG-JM!VS*8-GC82L_$ZF<UT`<CO'G4/RP4`VBIJ/OP\I.S?WI9\6(!+_<[#K!VO(!S]EXX$3W_6=6V.VNA<X%.BC5M%&&;_Z*0'D?G4.NR`'AL]*GI5=HA^9Q%R:M[9'W@3[!O/E(T:(/6>I&\^L%'#"IM5[*[W@/@ZQBQ`_P0B^]U?K]MC=-B@B9`;*`'P^@7F6R'T7FK_;%R^A+$F(0/5+$CQ2:%RVTL.U:B\=,K<9!F-'38#N3<R?\+)1F;+$,W;[.?LQO8T#QD'$LFV?D3*D0I$SF^[45!Z:`&,M$%%;RV5'2KW<KFN(6+0H,!'4ZS:6B/W8]!7:7T\@`(P'%E[6`'QNC-]TB(/]AT`M]-\R?8B^JP+PO2ZB[C/OWS*G>#.2R!!Z`'HMSXFWD6R%U8?D&8IX<#!?L:K9%Q+LBQG7\2X]VMA`Y<.GG+/=JE2-X`IEE5M[;>NOS@[.F*H_#6SU(Y1MS*H#B)J%I0[OS2#`F*;PTTS/(M:<U>%6:TM%J]_V.QAE]4I\<E,L4K@:6(1BXMZ?/5"[H6M6ZM@0*ZR9B$-+S"RB]>L%9TWV!.]?3N@K6D;<&1&6YOFOOM$C;[7%&CB#\1JVXZ$^OHC%9[:E.@ASN6L>EIRUSR(RZJ&[4D*=HR5DVZ(GJMGX&\M+>XX<8-9PAJPA&E(;/&[<-V($47,8Q_V_^P#6>%#E/`@BUT+B3T(D>B.M/WG;4N56&RV`T@K^1'`:A3+R0G`R?J1B((?!,E>Q!Y:3?3!E/)J6XGDPOFP*E47`T8AWKJT^<H!>3ZXCN5^5U<:ETXU#`)CSJQB&'+JR=/JQ[WFM4J-0HLI_@@CUGSN4_E%`2TK^&.DXD1+*Y>T`0Y=DJ9X(RGL!,&HU5IM_-]_0XN0*X3ZF6R3S0UCD/1^YOEDCI;<EJ&((M[5*3(2/6+0[M>H2?7@5,MH&H*-A%AOEVNY_`U[$LJ8+I;A`:\!,:Z$_&*;J?P_H/]+5Z5NQ3I-<Z^7L8/%FCO_4<M*-3UTF^*F^;BNO9P.!&PJ3:YLA?,8.^ON7XO#4E!O.V0]1[GL[;UX_%)CE`S!`'VN*WMP0"U:&X7OY)&%+8HSG_2>*#U,/6_1T7,[7HE2M5NDNP-/:&S*Z2*^C91M\6X_N?RLGC;]OQ<T$?W'\VM&J%"\]?/V&_Q_E;WH2E0:0*M2Z+K+FH/I;PAN1N^)0(^WSGC"*B3L,/\-R1&L*:#W\^6Q#DU^/A"_4`,H<<M=8ZDL3YT\O>G7/E]N_4\AN#L+B_KU7A[$=8D_W0.).RAY\@G)9&A09(?@VI@>L#N%/'87SB-NHD>%Q7[A.QE#B,KAHKR'O?%7J=!LY1Z3\GS;*F-F;``X\`OM&-L5,`'%TN1O$^`[]-S,\1:Q`2=7-3R!+AX0X<:_;AY]1&(\2EBG%+\()(<;8A=V[H%=B4`P5:.7J_/Q)<=W'^=;\IV&:!&Y!UMM]%*<<X1PLZA*)+>*8!)$ZKY:]0$[Z^V1L<ETE3Y)RAH?6\L<!RB<#*8(%)U6E?X,M:R1/+$V`+.^0.1_7`V[/$]'HK9=5U/5/T-XH?.2#*4BB>]1.U=.[P2L*Q>XK:W-`IK-(?1,=-#HTA%TN*>O[F*6IQ_?Q?Q%\/%_^_OV$H1GIC:.;IPH!3%=`;6P=/P*=\/[;.&AHB:M)T#M?2"U7.AMU8:K:_]/^QRPG8ADK9^Q<RAVNAOGOBOE`8LV]>'+!0C<?+8<;^5;ZK^<EIV@5TL+C#B&9$]>0:1J5;]S+_JV:A\E-3/UHAT\!+XAJ/3ZR?:3>KEW0-VO@_/T6X]76JO(7]@$(U+AVTYW=X[H@_,*U?J:]LYWR'8I7:CNU>IM,[1CTG+9MEK>0_;@[8_(+B8.N:4%EI`,[8/U-K\#YO,?77O@+%M)L;3E;RQ:=E-HS5SIH1LTB]BDVJHP+=XCUBYHK'3RX]VR_>LKR>\Z+*!:7I\GBC+(B<2X3@ROVIRYF7#$A]H*=<@]$#KI?;6'GTO]^9@E:2<6+;)/6?NS=J:$/SE[G0IE3^<F>4#@8D@-C!9$.I@JE=9QXDE^TX(E?ZK<0S^)-X;5!^!IP.J=0DC)DI6<QTS]1Y9*VVFDZ;0QE7<Y#[2_,,B^I_0*H'MJP6;5;RFVRGB$IAQLTG3L=RW+%`;N8:L@84AZ5V2CI3WL\[(K9L5=TQ(*#R'?Y1]GN^>ICXQNSM)5G&'3U$UTH3[PLO`V\U[!EN)KC&BTOZ@!G>ZU+80AG<#^U/UBC$H?R`3>D94Q.>UK:*"\U%AJ`]I^4?8A,#%ZK`HT9OVT2S%C&)5-_J'X!5?&@4DU+'\9B1\A_$$*HU0H^=CG7IO[:`3[KRFDVO+=8Y=H3SLX4R*YO;S%P-)PH]G5:%4]4D1;*F8K<'Z[M*HG7B^BD@=?N'DF^>M=)Y2(8+E@PDKL0D$U`2_SKXRKQ$4+]EH@@(B0N]DXZ2H@:W6/8,S'KGE,5DDP;>#;+5[0X_8.*0*J^4WD^Q6$QEKGS8%2O;:R:M[F2TVN\8K%X_/:4G;1(`C(OCYHO)/B9^EH0_=)%6/K$U@RAU/\$08_`VN*=Z\C-GD=E-1;*N!(L]Y<$B+:9RJL#Y1[9VL+4+XJA2!P:8YD(XU`KO[^EQ/0WU/D]7AW+^]U/$RDJ<;$8_ZYB6MPAE3U=GCQ*S,WP;T(>/:3L`&MN0Y;BBQ;ERT!9O>[W>XNGE8$`FT=05/`I6*_OY18X#;=:M3K*1J^^C6XI02?Y)?6;^K;0DJHFJ4'EX9Q%K`,HX<&;JG)I5W6?N&:L-7>[GP$%ZH?,'4-.&]W0]4Z1<>K`Y2$]%,Q=`JF;@8<`TUH+:`Z>)S]G1V:%YB%[\]N*%;OM-<2S/B0/O(R:&`;,*)WY#]UB>-<L?BE?Y%(<<40UF($@<_E@%3IGU4-6&\'2OK%VUW1V:;CK8^8X3;I`FK/I#[F9[Q=%<@4#;7<5%8Z`R+NVG1>7#U,)(`(\<J()3QIA`\[(V[;N[^ZS0J;+-R8NEK3:(6G`Z,N-::$<&"WPQ\A-DI\EG<.YLGN:,A3%TU.%&^EW5Z7P'-Q`4IIKS7KS%^QHA7F4]/MB#UJ<LW9UUDH;?UH*PQPO7^TMMC4S(5G]]RW.O9#`)B`*%T9I@>#/RYYNTM5\RCOUR0X[XI;N,0E!V1U#&9F&N+NIX=M9W0(`:J%<QJ*\!_V.(7\H1(%_'O'`>`[XS?.!TUMI#7\F5%C6/!&V5P&:U9C('X0VYSPW(#K9+(@.N>LIIAY%KM]'HNIH+>8_`F9@[NJ2V)L7#:KP4@TH-L\8E&46@X;I+>K7J[R[&TIJSU^<NQ5'%F1OWI_QC-:5YP!E(](H=Y5'I"/1>KV,2;\\RN&'QCP.LTUS5.SQ;G'/%Z`IF,K&>12<9'%40;/$F+GY_^WM3*S=&X^?%8SY;K'?UWP3P[8QUHP?>4%?+!-#9^W0B\6O68!N2V`%[@O(U87[:/<*>GK=#N%!N8E2Y)]:QI0<C@4?E8"UK3ANU)?EA^AO?%S8W]#:LC[NN`>?6]<!VE$$U@=GSPW+R1M)BH/G.@[T.*;$=]&K<'#3[`:I$*JO9=.4Y*2XMA(UNNHH=@<Y%AM4G]2(B`2Q1QJ5"8)X7IM`N)]VX%V%6>8$@.BR>3AS1A`,SZ?N0VB#J:V6G@(?Y"G^3%LY.0QH*EY`,U[C9R+D]L?[+A'W7<QQNPAZL@F,&7P\BUE(U1YYPO&Q<FGIM@J#M*P7$>ECTO>P_91I4<!OA?F&IQU5'V(<Q-1K#6(#LNJPE7GO+.VLD:X#XW4#[0E]/VO`M&:!;:L3U'5]4D<'XOM!S%?,B_9[)<#YO,\,5?%[\R0(B5_:E`S<%1C7K/2:#!/JF6BAM]@P[-!EV46,8>!XV4@Q0+\3+\:7!X1YDQF`=L5MZ)X1A@Y=5NUYDZ[4B@)*8T!MTRQ_G<X`OJ%Q;ZM%*TG]!-[^6OTS7\\M#U!!3?1NS+5K4>)?1U#D]GPS6QKS6;B9XUU]<9S*FZ'3B1R`5,6X"HY+E4<!J23W_5$H*K>/1C4L:@E=AJ<]O:I@^<`-[BO6T&LBNP.@1_:)4>UF6"[EA]PVGC;0HV=VG!HO4+W6]!=KQUK5:%Y.SPFS6]V<R?/6.1?5FPKFQ8J%@PYI``;*1?]U9BN*0[XQ@9W'M'VS=(7J1&JK,`"JM/C=E[Y!N=U7KX1.U>`=.%IWQP3'&N(KU=[B<]U&&OQN<&@:6N%O@0E;Y;E4^0N8YE#.[_94XY;^T%P:D%3ABD(`TUU;G/T&WW$-H]VV&'/`I2\[>+2OF7QEX<?/+5,=L?U+>=^\G[(*A>:X(O.'MD'7V5]EGJ^!2+U;FFK)TO&P@3KLGG0-6MVI;M8K1UHQ):K)J$6TT;YKP&YB1[:QSYZXH_?(Q2%W@NE7+V[_TK]Z#^./JP>OW)T?/X\I:`2%B_XQ+3D^KJ1A3M]RP@.(+S<-=9X;3[ZB0QX#2^8S:R@Z;2PI>4)8$U;#.@FA'JE^]K.%\KXH-R0'K!0G_V[5T<@5C%QW@0@MDB[9>MMS:B8_):3AZ9T2G`KR"[J1:1U%FTJ#J>G&KV.?3J0Z6Y]OBPPK]).HZ9@Q,+?1I2PV&5G>CBN>Y2_E4=S\6S_T8VV/(4=T]=X%7F\5'Y3UJ$HQ]@9VIB8Y8HWPA4_6BKO\$=!<MX:2O\:2+TKZ%<>A.&S^%_(=<B@@FMTN$3FY.Y^5C:O+QO$2T!9Y@SWSMUO<-7MIK[+W\S_*WY!5N\$_PW2SLBB%%7D$=3'R(3^&=7E>29JIR]6^(6E"@+V!@V0=GXQ]4YWT]X_GDZ0I;$5EL;^"J<+G:P;&$G$UL#2B*V^4-DEN;=;F/L@\:@OQ%'B>&K=7Y^3IX??T6WA-4;4V'8-,6]9$%&:=-(B0$AHHG]IW!!5'QN:9!\BQ;]&$<.K-P]T2_8NLTP!9J$EBV_W%>AWTQV;D>.>2,KT6?KA6'=+W!4AB5(T?A5A:*/`;T#^NW=C2NDEF9[I3[-?\O4NA8'R_5BA@`J:PD'KY[M)L*$FB/9;'H%0YU#C%K[WL&7?/!8Y=>8:=#5;\?IIG+_I)NL,0,ZK.^9R%OQH^W6(]*86GKF8]%UGMKL+T'PD'7X>M:[E?C0B+:*B>G8:Y`G,VGS._0IWW#J:@,U'%.#_\'?V).&I:;<?@3PPHVL%V;B+7]&&6#U7V35H#9A\(T'7D"7WX6WZ5@D_FM:NB2MG1R\Y@[Z7-A-T/EY?_A^[Q5MZ^U8*.VBSIR&F9\2;[UT.A:PP1LWGNV5JD,W1<YWJ:2*E'^1HC<FPCD2O6;#[\AV#PD:X<@@!=A5Y6F@2%C\(#.(_GB=X9PBJZ[@I3EYB+>DN)8KE=G?XHD^[E2;6_F_<GK`8XM!Y3Y\BG/TY+%Y1AQ[2UBZQ3K`(8_@7+GQT7C\VBQ1WQ@SN-/2V%)8`J]K.3!Y1(W]2EXA>>]?R^J3-<>Z`70N*>S[A:NB*NC1.^T1?A+2B=TL!JM<'[$B`8XYB;AJ1:XJ!@_K3%.0,U?0+H3T@%-6B%?;^_L&8^Q4KBY^D#RVBG$CV3R7%$R-<G&9\0:^A9L:@NVY9LY<Z=&L3V?GW(%&`NHA:,@+(8%K>A:S6<TZ((MIDU:2.7>3!7GZ+NX`ER#7.L/SZ6;U\7;3!W'K^<0$R"JA]B\.,)-6;=E_0I7R[$30M]8;;H8&NK+=!B(<QE*99[AR%W]Q>U[,;>AQGA\?W#`UJ-\#L\,`XB$<R'V&NKC$PO'9(DG/@/K3#P2/]C[3O,K;TIFKQ]3>$^-UO#&AYVM7=ZWM2PX7H]7\$4ZI+]GX*FUT8\UGU6M8@*^3)P`5Y@N9W(N%%>RH,9VA%B8BD!0ZCTGP95H98@]9=2;`]:7[5>UU:3C^AUN6LTZ-9[9"<X6!"&<<%%W=>FS@H=;9_Y/>+UW:,\'@;V@>BZ1AL>&G2VBZ6J5J?'BJO3'?#%G]KL5Z[`_6"/S<>E.1'A8<?LBP=)P>]T,JE9AP`%&2#S2)YE=EN67$;$2:HSXH,&?QS9T-3KA^RK\P7K[5BZ@`XC"HP2K&?%7]@$CYUE]8&\U.(@G7<V]9(G-:/HG&AGJ:)&\I=S;$4<OPE7ZQ71W8J8+]C:08X,=N)I9U&)L;6]M*PV=QEN^J6,EL=:=3T4]>7Z:'9S>J)=(*;<>+LDTYM1?X>K8L[-X&G&@6'QQ^8;[]RE?3W1S<0F.6%SR\EH+#[3T_F1BG4P3R]5K[MF&W=SI?L,BMJ^N(D?7$/R1[,64PY`$Y=#(<BTR=WLHRU!*@2:E3HC^%Z`(?1,W7)XJ*HTP2-9TS!#RN3H;MH[GF*Y6/*@!"`1@P$1?/H@H%E+^S4H.0^+#U#9GA[E@J66BY,/*2\%>KE:\CZTJ]`X-H8:2-G_98U/\MP!M4!<GC1PS96.TW]LT9K]2%?/@KN^%>\7;2_;OH]Q7\S9<4I5#J$2'?(&4H0'&KT,<1DBX;'$#66ZK3*HX?5!JEF+>(\;&G>N`-?E9W*TAT;9X`4Y;)E,X(F?Z7SBT?CDT8`$%VD/DLN6T9W@6H;Y=,%/G%[U3N1!Y<U>&60Y&9>J+ZDR`.L/@U(ST]&V#ZQ0KGC\T&-0]`NGN+U74R84X0[[%,'!.B[(I*@\%(OKO<4;M`F`AI1W]:2J2$=R&88>=\DT&`]#`+NQKUA>!PX:N:S8V53]5'SE4&W48@UC7JB>^+K]F=,V<N88X2+)<6JN,:W(@H4>@Z2\;-]0Q5"`1OQ4`>8$RC'&6Y_=%]SP,.>7)$R]CR[,X>8/8T4@WX23!HH@RP)<J^SO%8=T2JGV@6B)XG(M,.7?P:A`V@:U*`&^`7LRUJ-V4>0D7`?;N+K>>.9.B+E6WVOI$1T+8T2;%(F6$\`#;9G>*NR+OX0*!&`:_\@HT1Z-'A9.7G&T$<@9A`TXBYE6<2$X9.<8R;Q0;UN;<`>7V4,,8`0E=E<4]5VKKR=O:]C;E3MA`7!!>+,!N/)SA.U=\!#E2S'$_R;8/3TLQ/HU%T2!HDL*U_F`6%XI:.&5RB:G7T``H]E0@6X8L!R_2H"[RHU9#)(;B.76`<(X!,@D(!SK'](-3BM0KP5`V=*&<9`*W#GS'1V#S+:;XW'BCG-"'9X=XC[:'8.1!R@RZ!$%('=/FM9`.:?6;X"_$XGA@J<3#5=6YKH9J:73@@=J.S;?N=S!H7L7:>S1H+0E=*@X>*G=*$9^;&O>=1BCNQ^-MQ_2[V0S*3KG?)9!_!.`1@^P6XRL^H:*LU3UKG/-W6<J&[KW@U/P=BW6BM:?M@LA\Y!6NN@BD5&VBK'E:4A?.8,XT+&>'A!3F4=5K_TF@!IA7:.8^'(J"8H.R,TCJ4;TR.?O/-7'QI)UVB2P3HMGEEK=C$=UQI;5!V/OS&;J=)P,0$HK3MAK4%8^,FC"+5F8$0ZS^5W6?&'X7"#VGS^/3>BS>WO=A:AT6+;8&]Q>VQ;'<!NV\R'-!BHHD:;K&+-TFUL#5?%\=Q$5Q@,SAO(5]Y$$Z%I3<?*G<@3@A:#).I5B*\Z&P<@,9Y@7'G[TQ?(23:,LOF*\TLP07FJMQ2'W3`/8V/5R!G^W@?LP/L^UAN(GQ(\5Z/0<3P6Z[A'9:\\T'K4/GWS)@/+;ZTH>3UN4L/:I8=/!6/$.+@X$H7,'D4D,XF]O)[Y.Y*V\'RW6[1#`9T`@@@]X^[0H0I<<J?MM!4?CZ+]FKJK9;8@\M)H-*XJ)7O4?;P+>#^9:=$B*UA1V?/[-&6EA!*>40[VT\QRW(@3)@VCI3+UUU('%@D`S`]'XR,%Z8EOKZ[<"SS?[=O<V7O;7+B;=S,'^9Y,OX>C%L.BA*!J90L:M7@-[R$RJ8\MXH1=C3.3&9D.H(3N9YGS!]@S'E'TDX1=K/8/GW3H^0*)B*VP#(G+:&%ZUTU8-O/IBU6>U1L85`>/.K9@*MI8'G+=\T6EA7\&LEY:&]P!0TPS^1=_M9*0QA6'(2P^TTAPO9\`:\FMTV^;+_;.-]6&O7*#.I?1+'&\1#I,M.F25JSW]/G/B!]PD9,AE6*3@]DB0W`O[`IJH7)*=UFC+2:FF;W>U+H=Q[YA_^P$GU3=HI'NL'4)*V2IT[K^;6#+%-ZG'>,0,=BTQ><%S'V"=VH0<=RG?L7)`G`X55*8>+$\+]`G5/Z<MB9:CSY*NOV@C8:8OAMBRSC>[UXBO+2M'SL%5XK.8+EEMNR7J:`1&Q:^<1WK,X4=DY<:V;>0&4LNPH[`Y!B@`Y@MY>R0FAQ2F%#`=:VIZ)CY!T/D@,[<]+4Y<[&HC%4M(*'<O+`JX4-D8%V.U^0N6CP_(SR?G<&;O)?Y/3C6.-4Q*S*9N6*X<[@NU:G-CF/;A)+CJ2%E;2W1T_PM-JOBD<08+W`&(/(<7#1-44UGD?V,+O.3`JBS]W/OBI7(TE!<TI;V+)@GM[>WJ8,ZX,CSP69?Q$,,PU/1.D.[.9A+X>&5T)%8S)!:K*`O<?HFT?EO\\H2=K/?J`H$;Z[7GS9/H0;OY?V:=X'#,/6?^0-[@6A>2WX<SU>/CM,X6'!4WO(NU/;,F>:2F<EB=[XJ.0S:.=J>4E)UNYRRBZ+@FR4;1Z*`G<X*%HOM?NIBEY32+%OXA`=TW)-4^CE:GA:PS(A72)S'.`.G`4,GS@TR?`?0=B1+H_UX&5R9^ZXAM@HSEW4\RB[HVAY$`LW]?$2J\.%+L`?0KG[$H5:1V]/7O)``0J,R@?7IWT<Z_7$;^H3?I)C[^/_#F/!=_&(A<.Y6[;Y$8=CG[F8:^YY?(K$E=+MW5\+V=/R>4(9OA%'9X?%$5M+E_^]P^&D<!G\%3^)P7G=`[.F#T?&)P8=*VT_MMPG`-A@,J&8`HK]<0(N<N\CNX7$Y<*>#$WAU5Y%6.Z.1L"H<WWJ@>R;N0<1XVQN<V(IYM]:)LS?>DTB[W$KF]D?`?]U/7]]^`O:'A7ZF?`5G@0#D0KG3NSNTUO1Q)1^LUW&4X.0QKR/9&#4)GV#0`GDX6TUUG$8+@C^;3\:*HR_!J=9XN-J_+O=S>0&84;SO4E90E;%SJ4T4\N>C=_]T0]Y[-[J*`U0%PEM89M5#*^JO/JXBL$;3M7!$I^@R_2XKDNE3]>/N@Y(0#/A\HX[8T%:?*C.!C8H9@K%KZ$>.Q<.24;[/6;B\!G[I-*;+L&!LV&[>(2,E&`=DX1\92_HUQS+0V$C=;B-][J6E[>>B+7>K$L\KBVVHJQ^\T54`QMQU^3M8NG0HVD4L8/3Z51G6FIG:C#%*D>I'^8*7MC2X])*&4K=E@JK7J,UL1PC!/_?4I2L6GYXSPT]EV)U=_B^4J&#NO;,+?2Y([PX8^P#)1_N?D;5+AB'2A'?`2P"QW^!>>F`.>8XDV6=J_<3P4FH]U_B'WV&Y[Q`0-_]Y-R*@8*]6]`R'GV+Q=L[F4B(^4D;U#'O%*E&5_:`"(%4+7<8;M?)9;,5S:9]Z_#=6\\3#]?=4PT6:!2IWRZ,M]E]KG(!L$SD@&K_?BCX_&+_,S:OAB#9/#YQ'_AQ6G?)B)JOI`D?YC1<SKZCFP*!/-HJFD;A>=O,%^:B:VQ0.2ES,S([`)6^V^)%"Z,.A0JEJ<?Y<"C;/1`?ZW3^[9L*!L_]^TP=29V#GE[F@\26\X=PMCM1QT9.+IYX"/S/7[OG#GX>!R/[P^$X7$]=03)#%7AE!"/B`R1+Q\I'/90\_5>WPC>`/V]2N-`&A+Q8>_JO@.$W,&`X5^D@2U.4`]/WSO;@9VAQ>8*O.AW_<Q<5K>/V4+PVQXOM7E]!]4HF(#E8D]`FV^KM+]?O6)UU(\K<LAN3,&T!W/`V(P(-&):!!FBN6E,&MNK=H<`TIA&$Q`L-FL[,T]V>$<T=3]!\X!<2]]J;X-B<D!=/7/4NM1"<#Y[3%J1Q]A6EA,R,U;,B(\>@<(9DPGFKJ'P5/`(P,[D*RI@0.%`&O;*TA\PU>YB@-=E_Q!G.9\B.]IH@A@O\T#(@X^@A?[MPB@<MV?`H.C[?=^ZCA;L9+ZN@0D`$B!P\]Z9CLE@:B#W0W;D*O6=^1/AU-(.%KW0S3?<E:!+EFKU,%]R=?"(#-)$D"!:>,WIA7TO4LDUR=4V#%[C!?<^W3Y_]!D06+RQZ%O=@BT!+U(]&VV,B/ZLNB1D61K=]J!]V&4W>`BS:V!'OR,-\6@=`S^RJ=EZY5VBK8@;=ZXIUZNHDCR0=N6UC4J2@2YP]ONG0Z>7OQ^@*R)ZY&C:%$.YK<`YHE@O`]`X;J+?NI,]$CR]?F,,N_`0ZW:[N>!J#.#XNL/=\^'(B&)`[G6,:7+ZD"?MLK0`E7:.YWIV*L7@*$AT)@N1P-D;:2;+3A>JTJ[>HJ'6]9"AHJP9-S3J^*=?GNY+E'`3_\HJ(YC%"8#0&^;4=*SXP`)>T$<`7F&MU8?'\1&W?Z>+5PQ,R+N>WT%2TD4KX8P=.)-=E4Q]0@0IPFUY"TNS"#HJGU]X:5*#LT3;B>1O:QZR`*Z[6*CF)-*Z.28(*1"7Q,A&`>AMEQSI;+[@^+1W=2HR;)\A84[J\AGB=25.M6'HKLUQ[YB"51H[>A>,HF5T&8W7VJBF9#/:A<,6-)MJO:O7?`!V3OOI"ZD?;X$5N7F!1'`"+]51=@_8@LB%=7,TQ@=W:-KBDFB26G^3MV*DY+T)3(&61[#[KL7E\H:[S'KMG'A)&H`\Z`>0^(/D7;F?+NLM[>SU'07"NEZU#4FN&^6*/T1]O.C?F]4%!SH?V)PI.F84/^KF?M7+6<;GGW4*2!/`]`MHX^77N9&[+)NR<:*YO*AYPC47VT&Q#<OV_]85(@K%-N_`=.)KKP"N9ZI!L\6-AX*&S'8*8G+(:`@QBL_?7+I*%O(OR`W&MQMT2M8S'"=>_K05'Y\G,4]>X/]`6>;6`>R6=&>VT-(9_;(9N%CS3<)X^PBMI@2X@U?7E5)V/G;3"+Z0DD=W*1$;$O-Y$3V*U6=QHUV;X5M:2EK`7@C]BPJF_+5!%SN^2&=DI#YW=+4=A5EXK*;.FPQ^Q;_V2&C/_@8TYJ2GQ85,KO_*1+1SV;$R_\K+LF5TM!Q;:AZK16ZO_1P%P_/YQ*_BVI<G\&`K4-=HQ6_S%FSO,R_FK0-2B&O^&_\[>QCC)8=IO`**ETX.>#OPNM*E(6A1AO'0PLV38<]T/FH`WC+R@$K?2+3G0BN"5FZ`0NF(O<]S\AXS3RW*H+4GFFXXNXDXVN.'CP]CL0Q3DMF=P5K8'MJH7CA:?;\_/BNZ_@6<-GMC@"B:FHW6^89B>_R7+OUT@IP/[BZ_(N_D5<A\Y(G$_`LX5:UPR_I&JE0_0C=\'K`+S5ZU8&'%&8=\HCNGX&ZI7@V2HG?^FH8RZ5#N,81^^IEU?Z%@P,3/XJ7KLRE#\;`*'/<H(C^;[`T`!GV[=\U^7Y*M;KZ]0NRAOBYU9,0F*87SKIL!.^91JY35?WW<?.>#>8O.ZYA4+YS4-H;Y8HYR-.I9=O;CF&S?#:.H9NU`7PV/?8=+T`=M4EF%;T<QL7'79KO*!;\V_?KL\Q64OC[TV`_LIR'P8WKH!=-IQ^L>+OD)+`C-!/"$A3=VN^O*PY9BT2\#@^ER*#7LMBA(-:K`D?NRFX0I`5QQ+4UUL9@BIAS1R.L=TC&/@S.`D3.V9T:CV&&TTS=U-+CWR97IA7-6/B07)(DZ)&?BN?HXG9:>T8&IXWU4)*LA:2%?7CTAXJ'3N8RN[H'(O`GRGPCH>$@+M6^*`U?A0`:9X"\=E@&LM8^8E\:=MF\;H\R4[XO!;\R(+X^H]L.;%ZGHKM_$J`H\5#W@R.;J#FMA[1D(^L?GX6T.W)-\=[EMG\3A[7-B!.D(@PH&@MSG]-ZOF]-@+S@<\.@)._L+]]\N;F0?3K.\^U>VD4'2H];!]!+7>=4?3\)F>\`>;X_:O`*I)\?V6<]P+@S]NM$XE81^,H?X9LB:P#OXA\(;K0$0]6]MNC'O!0V?!@<,=U<7+UT(;1-KG/1HR70L^R_E&R$TWT]6Z)+AS8I&P9&C!GMPM5#D+H-]=]DH[0PSG?*Y1X)_D,F\SX>[N[),.9KW'1,RC[YUK$@/;O8LF"^D?H@6-E&&F(^.B.X-KKB8V<T&<AN]O)]AWL[_SY<-6*\5*ARV\!RZ2&(IXK:-()VCR`%+0BWJ&]3NW^)0.;"?^$'(HN#OPZ+C4C8"%C;B5U/A`9KN\N%L3L0/V[V@=3@%,LDOSZ]G$70&X\BVNCFL_D1P1BJMY-[6SNYTJ.NBB>=Q#2PKSN<C:S@H9#'L6Q;VB%ZA_LI\]X96V6S9_=EN%D]%<0E!$I'H\W)Y]<(*G\C%?=,G33-Y)0FO@?:H7%0H=JU_N'0$[[]9[8FI8<7+\/Y-4=ZE4#ZE"=W/WVX74ZLQ=+1[V>,J_8]#0(WPYVNA_>4E>(<*<"%\@^;^1%2XN2F1HHR%Y^FI)?(GT+[SB^,HKU?IC78@%\<>Y_)@Y`V/TP=+92HIS+V16Y,<P?M&!Y#]F!X;?$3J3%J;O]+02\[BX89&C42X,!ZGC,:%=4'T.7\"]Q'$R:BHHE\D[_UIS'8*M&^#'NJMV'W7SS?AAUB&2)S*JZ'H]'4\AIAS_P;`9\45-EH!)3]K`DX6#87$YWZ9,!F[:]8ZFZ7J^$*#[LZQCNO;]ZW!8WSHKL5S)Z`>@#E,S@=\P#:G!%:T\]N:]P$S]9R=/S*3=)^)N[RIR?_F#5XG]KS:2CKZVUVOT3A5.(O/1VVHR36HFP+GS\\OA1\`S_&&/V\<&?;;:5.;GZ3K6'1MG7<I2M<'MO_4M%QY8QS8LYN^F<V1DNV1=X2;.EC]'2[BLE*<98@-AJ5$;(+B_UX&HH#UP&JO:5$/XC1;'L%&(NJC#GKTE;@F?RM;4&?LC/JFB9SM-L-5.<&LAPQ6:80^D=5/7Q/FH&=F[WW&[4RS^AX\`L$)O[.)=D_S]CZ;1-5;D&PW[Y,91`X=6^E2V]U.[QIKM.0[S?(QS'XWHC*-0?7^6`/*R3SO<B.L=W,8Y]$P.V>OM*$Q)AT$#8<FIN)GI8"21@*[=V=OK<W3GXVH/GZ%IKH[C]W[B'H_-4VJ,D4,EV`%`2D:&!X]S3\T8<ZQE#,U)%:/M8$CN'H2+UEE;BYZJ:PD7HT1%#^O@\&U82?G72[0WG*0.*OO0Q;$:M]+G$D.+X<\EE]I+:Q'`9OVL-"1.&NLOCC`*:9:"$,:1&2_J'H0Z_8=A?V?0]_:8OGM+1CQN(?9:M_0AT_L0M;R@9<$I0[5?A3F,A?QH;*X:]-N=DW&;!0I=?QQ[\CTE.-(OV.+)[^1TKI5U\1\_<ATE.W$,QXAM?2'4-DOF[3I4K\MV]]3>*A8-0,$"9#'BF.X2[L&J?P+,)6.Q!5-N\L'!P0MQZ.]:"Q&'<4NZ`/O)FA!4XUAQ6%0!]K0B:UCGMLU_G4XGLAZ?8Y:R]=IO()R^?ECIK*5I@"U.@6:0>,YD0@@.SR:9F3W%,U@@@WTZ!H9S\R*U5U1L`ID`OV9/?7JS.3<(U(NA-V`^^N9,*2;Y3Z2L=3S+HFMH)6VL,\#MP#`D8.Z>@@[@JL5;(V5W.4Q`Z[96L,%%(5O&7(ERY._:"H;[2)&OGQBV/*FBE5S4=44V#<8-9E?V+'7.MWRS!F@%A1,]>&S?/1F2)2)<A?$]A2GXL4;:IMA9\X7<\"#_AR9HK:U"H@60V#5X?(&+/I*@4#$BNJ7QA\RC:Z,.-)BO!9D;HP+?CYF8M[K\S[8K-W2^E9;OWTEN63K4=\UEQ.L8;@Z*S;W\JH*2C*TEXW\D1.VRR=FL:9@TA.22=]`(MWOWDK2,MOOCG3#T-6_7VF\%?OC-QDZRZ1S'2XH6^'9LTX0C!ZU0:F:3"+2F.V\X38IDZ?VUI./8U-S-Q<)2)AHR)TR_CX;D/05OF?B.]8K3?^)<&?:I?QR*93@SEJ]TO-=Y=6Y:;4F)(3=Q`+(^+JJ'K,?G+<I2H<QJ//_)L\6]UG5Z7ZQ#G5N!E%$6L2,JT+&*,1RI,_).3Z2?EN&<9DO0IU#-8[SB/U>+WH'"3'?>]CN_0*O%E7G0K._44D<1H7YS8/O%$MT8/:$J5=8_2"3C+;+NWGH\-1<W&,F/_;\;TG2(`D38B(.OVC=#&5\;-D=?\!]+K:?W,$I5%?^ZJ[-)*AK7I1VFZ(8I^"A:_8H_<^&^Q&W6K.1PY\YX'$]+S;\SJJ/EG8]PQPKI`*UE'6U/^2&-3]FD><W8%I,RI;3H2RB[9V3W.6H$2MW@L*$.=ZTRF)#"F'2-)J[=E;7$=@KRP_F==V#KMQ@BQ1&1V>/H('S=.1W5IQ./F[PN-,H*F@1%F#I(C(*:>/N06I-`TB@)1`AC-L7RN+HJ?U@=:M/`5VUS9B]'TJTW'!I@8/[8]58QX9<B>N#[\1NJ3V&2,B+*SM#B=!E]YC>H@'A]-.Q@Z/Q7H=(/ZYO<_K+>Q$A%C"'Y(8-1>`N@G<]NB(`Y]R;P$G<R=L%ZG.B[1:O#VNUL]:CM-?2]IJ.?,&VF^(\`2C$>1`A/]H-K'MPQ_LJL5P-7`7*L6G_-`EJY<8,B\Z(=Y>7VR'^WT5VJB/I4X/H6DFAJR4`1:S/P$FI2N8!7RQ+`+IGD4!D2Z:S"9\I$'G=`'#@"BGV@>BX2]@MUT.P'CXAL>2L$CS0TXD2<,./Z%E)=[4KF$04A#J:=<<(`^X;PL,SX]WR!\^0H\A_C(Q&K?@Z^(T^(3M8`HY`4%9]J6WYLM+3Q>?I7&O5*`RXNOL)__7&SMM\:@/=^T;A<FS3M/8HS8(R3`6+Y3R+P`&Y2\:;YIXKJU&-E]U<8W9\+`\$Q3>*[)$+W&_4$?6PR!JRSA<BSJ7(UUYXA>TF=@MW0/\3\=<BH:/!ZM7=]7'8C4%@CC?,OC>7XI!<8.+[;8^!A:<OF7K&Z2[JS.L"BTI%H[=3;#&W`[GX3ZPV#5[VX<%]YG&DS#5S_LJ'=-%7BX&=X;.^S2J6*^WE`5CE3/3@IR`H_$G4?T'I+.8/9P@MY^^HL2V*[H8H\9@I!34R;YL\@FIAVF\Z*!*<UM.>=DQ/&MK2<8&A&IQK4'-]\D9PL?DB;"NSBNT.W#2;S'6*+XYR9D&ZQPSI6T\#PW)%_^-.^CR9:&OB%M,)_9W[HEQ`6$5UCV#@7B;C-R$IKX_+X+N9E7XN.)46=1<N;KA[YJ=_C+3_<PO6+?ISQL+K:#1<5`+#SW??\%KX&&D'4;`B!`R*<G/RZ`D=O;P([]W`IWX%Q"Q@X89ZG'Z:QO%+FL34J8'/B#HYK*2E:G]VGY`?W=W)Q?&_E]&W)>QUV-0R8%)'E/CG:9YK/#L%>D_Y8GQH8]FH'SK7=RJ7V%SO;'=C<EV3U7L;C7>)V'X]B=E`PJM$-4PNVQ`X!W0FWR%F.*KG,+,>53.T`J]XK$$;)+`M,]%`*Q\2VEEMTP-TD#WB`1@E`W.Y^%W!2;MV3!J7K4SK_U5'2!&8>Q8LY/4RPL7%/H0(U)3'+EJR'AW-;/TM5,R4K(MA,M>F'WDL32L<(5%'>XOS[ZO$#76%$P_G!R%BW=6BH'U[U&]!7.=>*V@-Q_>M@8[HI#GO5-.;N?IA_NT^Y[K[WM[2D+J#AU9+76`W!*<-N>U5_M>^<%L:U>!)&P`,T&;G)3EKZ5PWK*/E:6BUP-T]U/HR8T)9XK3&T(L\&NIB9WR4]:=W\J(2?)\F`L,)G\0<*YC^+>G*Z:X;=(_73,=9+B(6J?*0^,&7>*5L+-'@WGF;!T7D&[@PO*G)<TA.7YPNP.S^.H44S<:/>N]F+T'7Q^IBX8L&BG4/MG'2E9]RBFQV'56EFD3-IJA)2X`5Y'Z[&[S8EN9\V$\ZU[#JKM_>P-=UYO&^5U]1\&*IC1*.<5#=,PW3W)Q,*OKPFRFRZ^\M7W+1I5%5N/]KI=@,^V$]K*`6$4E[P(48FRB[JI#^LZ%OM'+Z(NNN+YU;W^NUIOY_.N#?'A;^*7[TJT[.T'1HR*6]!1+*V4>+>:;-T?K.1,.]&!OR#F/IWX=,J7B3\BYF][GQ>PYX&TU_3L@>%Z7%,`"Y!>4;BUVTBRK,B0@]VA`T:\TO>O"$>(]R:9(.RY?P+^@F8@Y'>-'$2K#Y:W,U/>8:.TD+H1;8<;OM^V;PX&E7U?.=6E$A`#VJ3QXEZ:$+9VP/RYTU$G&ACM8S(:`8*MM8)1#.L"JF0R#)9;&$*GYI;>Q\Y\.>_(%G<:.,DZ[X'%G+3)^O4R]!!=AN1)?4!;UI7R'EBMU&&75T2=QY7=4"CS,*4CJ^-2CP7J0*%DX1.\G7DYHVE5:CI;ZEQ3`O;BF-EOC$_K/.%L?DFTNB>&`F"FWF9L+HO4WNX<T?9DL=8@"(`.7%;)H.JI%!E^S<IYYB(WP@>E1TN@QZ%'[O.[P6E=?EUL;EH9*/Q#A^\^1KSCW"D8EXJH7^0P0\O?;.K%-//H#A3[XEBT5?ZMQ?H\M9_JXZ1TS8!>\U-\WXSY&J5E9+X:6;&B9Y,K:TW[B\C?!$,S*3>FVG_+WQ[9NA/:#LQ^O[S5+8I9XXU+(]YRE&>G)R:1LC,F3U;L?U/>-+WUGO_`]WZ5.@/VKJU<<=<SN*G%%-C48N:8:1G^8RMCJ:#O1O#0]\Y=*.=61S*8;&VY5C>8K4@!=#R+%`U08]RLRD)]TM<U*D0%9Y)?3*3;:TG7^A]W"#O3ZU8:79X3'NBDQ\#@AX.6?BSF'-^GR]B5BK\69$KG>*C=B&NT9F49'Q/<@U$6$&GAZ`N;\2RB?!T6=T>I7J[7>LKV;$*RT5B_SB30M9^0M.3&3JY;FTY1#K>V$ZR4M,9T2(HC^?Q"CH25$:^(BTNP`L;5`&H#)!?>E"8_X:?]DJ`B:-`Q"Y#<$]98_DYW\G@GEXY&'C8_0FC9/&G7\PIO0QS`6!DJ-*V1(*X\4D(^UO%5]GQ/W#M*VT<??R-;O%G+!=BEK*K@2CY0N;DVO5>*F3FRY#M*96L(M8ZTHV9NB_8*=VX_YA>LAO9EO2E;<1:LA!>,=8*-PTT22!8P8+NQIH_RY?'TK[N:\R6UR_'8Q+,]#/NO!\)`IT;R+.6M;SQV2?8K/Y/"4ET(_4V/,/;JCK@.E7[4+'YOMV8D@A%J^_SHH<4U:57YS/X1CAR8E+I5YG>RGV:]W$8]OE+G.6>%?`*$Y>'L9T9(T?VQ/93^]F_$*LIOEO+%#^L\WYUXB@1<XN$#Q!0;!-C*36C/9DT/.(2E*?6>#!UO`G"X4*/ZS$%UH9%2:*PE6P1Z7I3:]5F8W>MCPMG[&_S$"\4`(`8LW`:>4#<C:@QJ'BKZ0E`1!IG@\30:F%7?H2J`+7O%N;QRL`YBJ*($P5ZI:GT_V9<<8M0C6)I0.]I.!5QN^N.GJ\0YDL,-7)3/%TMI#0LT3MF#HK_'X!R3%,*::H57WI;&7#\D[E]0'1I@RUCO;R>RT(KG,]UGW?$L=BZVYEY/KD0AJF*$VI"7J=UU9>R=BS@(8J0"NX?3?]V_7Z>M5F0<-4`,&6/;5VR22JF"1:<AXUB#F[:HE;N>2Q:X&NQ+UF]K2,O5`+WG$X@JW.0/#Z[8RG=0/"YDYD<L>&V6UI_(HJ$9JV98%CTJBO;K\]@3DAPY+;OP6<E]_+WNQ"CFK%%*P(,R\`7H(?F:6YRA3&@S48H]U.7X#=-Y7P46C.^.OA3W9D@XOKO,%'(MA0@;C[;'&SFUU+Z8<)7:C`OT1\`_DH]Z>;\F$=5=@@E/^:^-48&XA`#??U!<($J>D`5`UM?3H!8,7%)S_$NS5P$;A(^O&0B1(@.:MSIOI5%-<W`Y,Q?1!$*H+8PWW2PQ](?@`;79XM/X\4J9\S!YVXA;L'Z:MWDU<M3NV6W#;G<U<08]I2;Y<N^-*`4*6]J0!U=2(5=<#ZV@UPBRDE8.0H;(.!_B&-!D^_]W80$DTI5BI@?D%-[[AXH1J$QQ#+9&1QT2+/(`RQLL(?EKT#YZ+/^<?R^>M:XY9^+CRAS+C6,UZ;&,SA9?$VUK35W?KV^_O^YC^?F)V[8'ZN4!IL8L[Z9X8#*JBS8S<:JVWG(9LF5S?<$TT^5M@)U5B\H:QWHN4_'%HM2Y-+GMK/QMXLT]D;<C5IN#B1,+AG?%U9'/S0J[;'CN0!TF2D\RF<95!QQ#\+*R2;;V`BQI\5ZT=X`JZ0O2S7F9P,]E@W?8[%_QJ5=#L\H9&M=O8*_L;VMS?0(#VQ^0E)QK\RQ9VW.C=1#G5>,/O[?0)'PJ;_(4+0!_\)TR&]J7#3-C1[1[,AX_E?V]=O<8!#_=XSQS#?,04"SX;LB9O(%/9HAQ`=O[L$)\:05<Y^E#I/)GM!K7F`Y+(5J)8.:W]#]V)C:JM@!0_O=CVCLSR5LYTJ_Y`0!4<L(+"(3$`N]L\\4M"L\5`V2S7A?S\O=>3@"AJ5M,&@0]%<W'

M]2/498#_'C4EI816V$'ZU7@U>'4+6].GRQ>?,M) M&/.;Y=Z]S@YVYQS5V2>."27L<:\ LS #/U- &8/#MLEE:003W$,EF6,%PC M+YB[OO#D$$'T(QP.X]5M&6?3+NQO;RZNUNE*O)
(RA@",?*% Q]/SK0>6-(C M*\BK&!DN3@8^M$4L&R:L:?81:;8QVD)?3ZT M5+[24O+F*[BN9[2[C4H)H-N2AY*D,"",C/(X[8]$>'K7[#+;R2SRO-/'<33N MP\R1T967/&,?(HP
!CIBM0.A0N&7:,Y.>..M-EGA@C\R66../^\[#\Z)*I MVVF0VMK<6\:.4N)997+$9!D8L<<=.DXJRTL:1&5G58P,ER<#'KFJUW]EI9Z7 M/J+RJ]O#&TA:-@=P4$X'.">*
*C>'X5ALEMKJYM9[. 6\5Q$5+F, #:P92K# M@'IUZ8I1X>M&TV]LYI9YFO8YQ@'(P , # QT]VMT;C()+:R0-#(MQ\SV6*6ZEN77K+*% M#-]=H_2L_\
X1^W9[7FG>TOMS2VC;=@<@ L#C<#Q ->QGFM.2:*%6:65$"C M)+,!@>M*CI(@>-E=&&0RG(- &7!H06Y@FN]1O+[[,=T"7!3:C8QN^506."1E ML]?7FK.J:9!JUF+:X:54$B2@Q-
M;*,&';D"KM% &7:Z,(;];VYOKJ]FC0I" M9]@$8..X"*HR<#DY-4YO"<$]G<6!U"^73YMW^B*R!4W$G@[=V 3D DCVQO70 M44 <[KMHFM:HMA]FF*VUP+F:8Q[J!0I^4-T;<2
0,\9ST%:T,%R-7NKB24_ M9FBCCBBW< @L6;'8G:3]HO?MEO?7-E<&,1N\&PAU!) (=6'! M)P<9YJ+_ (1VT%C%;I-<)+%,UPET"FB5L[GSC!SD@C&,'&,5KT4 93Z)]HT
MZ[L[S4+RZ6Z38[R% 5'^R%4*.O7%6XK&*4KF^4OYMQ"&X)X 3=C'.?9_2K M5% &??:2EY=1W<5S/;7<:E!-!MR4/)4A@01GGD<=]A'AZU^PRV\DL\CS7$=Q M-.[#S)'1E9<\8Q\BC
&.F*UJ* "J5MID-K:7%LC.4GEEE8L1D&1BS8X]2<5 M=HH R&\/PK#9"VNKFUGLX!;QW$14L8P -K!E*L. >G?IB@>'K4V%Q;233RO< MRI+/<.P\R1E*D9P, ?*!@ #%:]% &7>_+&KE%
&;_8Z+J5U=QW5PBW2 M@3P#:4=@NT-RNX' '0XX%*^C6SZ'#I)>7[/"D2*V1NQ&5(R<8_A&>*T:* ,N MXT7S+V6[M+^ZL99@!-Y&PB3 P"0ZL <<9&. ,]!6A!%Y$$<6^238H&^1MS-[
MD^M244 %%%% !1110 4444 %%%% !1110 4444 %%%% !1110 4444 %%%% !1110 4444 %%%% ![illegible] "BBB@ HHHH **** "BBB@ HHHH **** "BBB@ HHHH **** "BBB@ HHH MH **** "BBB@ HHHH
**** "BBB@ HHHH **** "K,'^K_&JU68/]7^- $M% M%%% !1110 4444 %%%% !1110 4444 %%%% !1110 4444 %%%% !1110 444 M4 %%%% !1110 4444 %%%% !1110 4444 %%%%
!1110 4444 %%%% !1110 M 4444 %%%% !1110 4444 %%%% !1110 4444 %%%% !1110 4444 %%%% ! M1110 4444 %9NOVR7FB7-J]TEL)@L8D?[N2P 4\C(8X7'?.*TJBN::&\MI+>
MXB26&0;71QD$4 E1KX>TM+D3K;$$2>:(Q*_EA\YW>7G;G/.<=>: ,[2["SU.XUF74 M+:&XG-X\#^<@8K&H&Q1GH-I#?5B>],TQ8(_$6GI;W+W$'|DL(IG;<9%$B8ZA9"DKIY@'0.%
(##ZYI]WH]A>QP1S08%OQ"8G:)H MQC&%92"!CL* .5U54G7Q%&6RK:M8(VUL$?\ 'N#R.AK8OK2VM-:\/P6UO%## MYTW[N-
J_P"L;L*T(]#TV&!X([1%CDD29U!/S.A!5CJY4'WQS5]6UAFG@FDC M#20$M&W]TD$'|": ./%I;0>$_%SPV\4.;KU,H@!V[3QQVJ:2&[O?%$]"UL;E M;>Q@,,=XY 4,7W,H"D$D]
3[#UKH&T33VEO)# /4-1@6P^PW8\MYX8W#1'((5TP!UVD'@'Y M>15U]#TU[*.T-L!%&_F)AF#*_.6#@[@W)YSGDU+8Z;:::L@M8BID;=([.SNY MZ99F))_$T <[K_\ R$-=_P"P"?
YRTMJIUG8Z3HES;6T<=PEY:@3*OSG>ZJ^6 MZG(8YSUS71S:?:7#$/-"KM-#]GD))^;/GY?U/YTZ6RMYX8H9(@T<3HZ*>S(0 M5/X$"@#,\5LR^I5WE(Y)88I6!P1&\J*_/;Y2U5-
1TZPL_$/AQK6UA@?[3(F M(D"946\O&!UQ^F?>NAFABN8)()XUDBD4JZ..A@>H(K#?PW!;ZKI-U91-BVG= MI@EF>1E0Q.H"[B<#++P,/RH
IVC*GP^U3<0NP7X;)Z'S9>M5HXKN\UV*,6UE M.0%W%@[* I/RJ">W'K70S>'=*N)Y9I;3<9CND3S&$;G^\4SM) M]\9J:ZT>QO$A66$@P#;$\>"&WNO"J01)&GVESM10!G[-
+Z5#I&FZ;FJ'AF>ZU*&% MYYVF>[GD WHZLP/S=5V8P/X*W+ ;9<&Y8US71$B2@Q-.UCQW!H Y[1X1]N]://JD0FF L6.1A*
MN1O+#+$'C/^F36OX>BCMK[7;2!%CMXKX>7&HPJ;H8F([#"6//$?E;_| 9SG'YU%)I=E*MPKP BXD667D_.Z[=I_#8OY4 6Z*** "BBB@ M HHHH **** "BBB@ HHHH **** "BBB@
HHHH **** "BBB@ HHHH **** " MBBB@ HHHH **** "BBB@]MIH^SIZFI:* (OL MZ>IH^SIZFI:* (OLZ>IH^SIZFI:* (OLZ>IH^SIZFI:* (OLZ>IH^SIZFI:* M (OLZ>IH^SIZFI:*
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Cover - USD ($)	12 Months Ended Dec. 31, 2024	Jan. 30, 2025	Jun. 30, 2024
Entity Listings [Line Items]			
Document Type	10-K		
Document Annual Report	true		
Document Period End Date	Dec. 31, 2024		
Entity File Number	1-10551		
Entity Registrant Name	OMNICOM GROUP INC.		
Entity Incorporation, State or Country Code	NY		
Entity Tax Identification Number	13-1514814		
Entity Address, Address Line One	280 Park Avenue		
Entity Address, City or Town	New York		
Entity Address, State or Province	NY		
Entity Address, Postal Zip Code	10017		
City Area Code	212		
Local Phone Number	415-3600		
Entity Well-known Seasoned Issuer	Yes		
Entity Voluntary Filers	No		
Entity Current Reporting Status	Yes		
Entity Interactive Data Current	Yes		
Entity Filer Category	Large Accelerated Filer		
Entity Small Business	false		
Entity Emerging Growth Company	false		
ICFR Auditor Attestation Flag	true		
Document Financial Statement Error Correction	false		
Entity Shell Company	false		
Entity Public Float			$ 17,486,183,571
Entity Common Stock, Shares Outstanding		196,490,662	
Entity Central Index Key	0000029989		
Current Fiscal Year End Date	--12-31		
Document Fiscal Year Focus	2024		
Document Fiscal Period Focus	FY		
Document Transition Report	false		
Amendment Flag	false		
Common Stock, $0.15 Par Value			

Entity Listings [Line Items]	
Title of 12(b) Security	Common Stock, $0.15 Par Value
Trading Symbol	OMC
Security Exchange Name	NYSE
€500 Million 0.80% Senior Notes due 2027	
Entity Listings [Line Items]	
Title of 12(b) Security	0.800% Senior Notes due 2027
Trading Symbol	OMC/27
Security Exchange Name	NYSE
€500 Million 1.40% Senior Notes due 2031	
Entity Listings [Line Items]	
Title of 12(b) Security	1.400% Senior Notes due 2031
Trading Symbol	OMC/31
Security Exchange Name	NYSE
£325 Million 2.25% Senior Notes due 2033	
Entity Listings [Line Items]	
Title of 12(b) Security	2.250% Senior Notes due 2033
Trading Symbol	OMC/33
Security Exchange Name	NYSE
€600 Million 3.70% Senior Notes due 2032	
Entity Listings [Line Items]	
Title of 12(b) Security	3.700% Senior Notes due 2032
Trading Symbol	OMC/32
Security Exchange Name	NYSE

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Audit Information	12 Months Ended Dec. 31, 2024
Audit Information [Abstract]	
Auditor Name	KPMG LLP
Auditor Location	New York, NY
Auditor Firm ID	185

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Consolidated Balance Sheets - USD ($) $ in Millions	Dec. 31, 2024	Dec. 31, 2023
Current Assets:		
Cash and cash equivalents	$ 4,339.4	$ 4,432.0
Accounts receivable, net of allowance for doubtful accounts of $15.0 and $17.2	9,242.0	8,659.8
Work in process	1,622.2	1,342.5
Other current assets	1,019.4	949.9
Total Current Assets	16,223.0	15,384.2
Property and Equipment at cost, less accumulated depreciation of $1,096.9 and $1,150.4	824.7	874.9
Operating Lease Right-Of-Use Assets	1,043.6	1,046.4
Equity Method Investments	59.0	66.4
Goodwill	10,677.4	10,082.3
Intangible Assets, net of accumulated amortization of $832.4 and $863.6	522.0	366.9
Other Assets	271.0	223.5
TOTAL ASSETS	29,620.7	28,044.6
Current Liabilities:		
Accounts payable	12,484.4	11,634.0
Customer advances	1,336.1	1,356.2
Current portion of debt	0.0	750.5
Short-term debt	21.3	10.9
Taxes payable	402.5	351.6
Other current liabilities	2,056.0	2,142.8
Total Current Liabilities	16,300.3	16,246.0
Long-Term Liabilities	804.2	887.7
Long-Term Liability - Operating Leases	814.2	853.0
Long-Term Debt	6,035.3	4,889.1
Deferred Tax Liabilities	491.8	529.1
Commitments and Contingent Liabilities (Note 20)		
Temporary Equity - Redeemable Noncontrolling Interests	429.0	414.6
Shareholders’ Equity:		
Preferred stock, $1.00 par value, 7.5 million shares authorized, none issued	0.0	0.0
Common stock, $0.15 par value, 1.0 billion shares authorized, 297.2 million shares issued, 196.4 million and 198.0 million shares outstanding	44.6	44.6
Additional paid-in capital	472.1	492.0
Retained earnings	11,500.5	10,571.5
Accumulated other comprehensive income (loss)	(1,475.9)	(1,337.6)
Treasury stock, at cost, 100.8 million and 99.2 million shares	(6,347.8)	(6,154.2)
Total Shareholders’ Equity	4,193.5	3,616.3
Noncontrolling interests	552.4	608.8
Total Equity	4,745.9	4,225.1
TOTAL LIABILITIES AND EQUITY	$ 29,620.7	$ 28,044.6

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Consolidated Balance Sheets (Parenthetical) - USD ($) shares in Millions, $ in Millions	Dec. 31, 2024	Dec. 31, 2023
Consolidated Balance Sheets (Parenthetical) [Abstract]		
Accounts receivable, allowance for doubtful accounts	$ 15.0	$ 17.2
Property and Equipment, accumulated depreciation	1,096.9	1,150.4
Intangible assets, accumulated amortization	$ 832.4	$ 863.6
Preferred stock, par value	$ 1.00	$ 1.00
Preferred stock, shares authorized	7.5	7.5
Preferred stock, shares issued	0.0	0.0
Common stock, par value	$ 0.15	$ 0.15
Common stock, shares authorized	1,000.0	1,000.0
Common stock, shares issued	297.2	297.2
Common stock, shares outstanding	196.4	198.0
Treasury stock, shares	100.8	99.2

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Consolidated Statements of Income - USD ($) $ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Income Statement [Abstract]			

Revenue	$ 15,689.1	$ 14,692.2	$ 14,289.1
Salary and service costs	11,432.5	10,701.2	10,325.9
Occupancy and other costs	1,274.4	1,168.8	1,168.6
Real estate and other repositioning costs	57.8	191.5	0.0
Charges arising from the effects of the war in Ukraine	0.0	0.0	113.4
Gain on disposition of subsidiary	0.0	(78.8)	0.0
Cost of services	12,764.7	11,982.7	11,607.9
Selling, general and administrative expenses	408.1	393.7	378.5
Depreciation and amortization	241.7	211.1	219.4
Operating Expenses	13,414.5	12,587.5	12,205.8
Operating Income	2,274.6	2,104.7	2,083.3
Interest Expense	247.9	218.5	208.6
Interest Income	100.9	106.7	70.7
Income Before Income Taxes and Income From Equity Method Investments	2,127.6	1,992.9	1,945.4
Income Tax Expense	560.5	524.9	546.8
Income From Equity Method Investments	6.9	5.2	5.2
Net Income	1,574.0	1,473.2	1,403.8
Net Income Attributed To Noncontrolling Interests	93.4	81.8	87.3
Net Income - Omnicom Group Inc.	$ 1,480.6	$ 1,391.4	$ 1,316.5
Net Income Per Share - Omnicom Group Inc.:			
Basic	$ 7.54	$ 6.98	$ 6.40
Diluted	$ 7.46	$ 6.91	$ 6.36

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Consolidated Statements of Comprehensive Income - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Statement of Comprehensive Income [Abstract]			
Net income	$ 1,574.0	$ 1,473.2	$ 1,403.8
Cash flow hedge:			
Amortization of loss included in interest expense	4.4	5.6	5.6
Income tax effect	(1.3)	(1.6)	(1.6)
Cash flow hedge, net of tax	3.1	4.0	4.0
Pension and other postemployment benefits:			
Unrecognized actuarial gains (losses) and prior service cost for the period	18.7	(6.8)	58.4
Amortization of prior service cost and actuarial (gains) losses	5.8	4.8	10.7
Income tax effect	(7.3)	0.6	(20.0)
Pension and other postemployment benefits, net of tax	17.2	(1.4)	49.1
Foreign currency translation adjustment	(171.7)	98.9	(255.2)
Other Comprehensive Income (Loss)	(151.4)	101.5	(202.1)
Comprehensive Income	1,422.6	1,574.7	1,201.7
Comprehensive Income Attributed To Noncontrolling Interests	80.3	83.0	70.8
Comprehensive Income - Omnicom Group Inc.	$ 1,342.3	$ 1,491.7	$ 1,130.9

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Consolidated Statements of Equity - USD ($) shares in Millions, $ in Millions	**Total**	**Common Stock**	**Additional Paid-in Capital**	**Retained Earnings**	**Accumulated Other Comprehensive Income (Loss)**	**Treasury Stock**	**Shareholders' Equity**	**Noncontrolling Interests**
Beginning balance at Dec. 31, 2021			$ 622.0	$ 8,998.8	$ (1,252.3)	$ (5,142.9)		$ 503.5
Net income	$ 1,403.8			1,316.5				87.3
Other comprehensive income (loss)	(202.1)				(185.6)			(16.5)
Dividends to noncontrolling interests								(79.5)
Net change in noncontrolling interests			(17.1)					29.5
Change in temporary equity			(49.9)					
Common stock dividends declared				(576.0)				
Share-based compensation			81.7					
Common stock issued, share-based compensation			(65.6)			89.3		
Common stock repurchased						(611.4)		
Ending balance at Dec. 31, 2022	$ 3,776.4	$ 44.6	571.1	9,739.3	(1,437.9)	(5,665.0)	$ 3,252.1	524.3
Dividends Declared Per Common Share	$ 2.80							
Common Stock, shares		297.2						
Net income	$ 1,473.2			1,391.4				81.8
Other comprehensive income (loss)	101.5				100.3			1.2
Dividends to noncontrolling interests								(70.9)
Net change in noncontrolling interests			(88.1)					72.4
Change in temporary equity			(27.2)					
Common stock dividends declared				(559.2)				
Share-based compensation			84.8					
Common stock issued, share-based compensation			(48.6)			86.0		
Common stock repurchased						(575.2)		
Ending balance at Dec. 31, 2023	$ 4,225.1	$ 44.6	492.0	10,571.5	(1,337.6)	(6,154.2)	3,616.3	608.8
Dividends Declared Per Common Share	$ 2.80							
Common Stock, shares		297.2						
Net income	$ 1,574.0			1,480.6				93.4
Other comprehensive income (loss)	(151.4)				(138.3)			(13.1)
Dividends to noncontrolling interests								(85.4)
Net change in noncontrolling interests			(9.9)					(51.3)
Change in temporary equity			(24.0)					
Common stock dividends declared				(551.6)				
Share-based compensation			91.4					
Common stock issued, share-based compensation			(77.4)			179.1		
Common stock repurchased						(372.7)		
Ending balance at Dec. 31, 2024	$ 4,745.9	$ 44.6	$ 472.1	$ 11,500.5	$ (1,475.9)	$ (6,347.8)	$ 4,193.5	$ 552.4
Dividends Declared Per Common Share	$ 2.80							
Common Stock, shares		297.2						

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Consolidated Statements of Cash Flows - USD ($) $ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Cash Flows from Operating Activities:			
Net income	$ 1,574.0	$ 1,473.2	$ 1,403.8
Adjustments to reconcile net income to net cash provided by operating activities:			
Depreciation and amortization of right-of-use assets	136.1	130.8	139.1
Amortization of intangible assets	105.6	80.3	80.3
Share-based compensation	91.4	84.8	81.7
Real estate and other repositioning costs	57.8	191.5	0.0
Gain on disposition of subsidiary	0.0	(78.8)	0.0
Non-cash charges related to the effects of the war in Ukraine	0.0	0.0	65.8
Other, net	(0.2)	3.0	(0.2)
Decrease in operating capital	(231.2)	(462.9)	(844.0)
Net Cash Provided By Operating Activities	1,733.5	1,421.9	926.5
Cash Flows from Investing Activities:			
Capital expenditures	(140.6)	(78.4)	(78.2)
Acquisition of businesses and interests in affiliates, net of cash acquired	(902.1)	(93.3)	(276.8)
Maturity (purchase) of short-term investments	0.0	60.8	(61.4)
Proceeds from disposition of subsidiaries and other	(16.0)	190.0	35.5
Net Cash Provided By (Used In) Investing Activities	(1,058.7)	79.1	(380.9)
Cash Flows from Financing Activities:			
Proceeds from borrowings	1,235.5	0.0	0.0
Repayment of debt	(750.0)	0.0	0.0
Change in short-term debt	12.6	(8.7)	8.9
Dividends paid to common shareholders	(552.7)	(562.7)	(581.1)
Repurchases of common stock	(370.7)	(570.8)	(611.4)
Proceeds from stock plans	102.1	35.6	17.4
Acquisition of additional noncontrolling interests	(53.6)	(87.6)	(20.8)
Dividends paid to noncontrolling interest shareholders	(85.4)	(70.9)	(79.5)
Payment of contingent purchase price obligations	(42.4)	(67.7)	(32.6)
Other, net	(77.4)	(55.0)	(62.9)
Net Cash Used In Financing Activities	(582.0)	(1,387.8)	(1,362.0)
Effect of foreign exchange rate changes on cash and cash equivalents	(185.4)	37.0	(218.6)
Net Increase (Decrease) in Cash and Cash Equivalents	(92.6)	150.2	(1,035.0)
Cash and Cash Equivalents at the Beginning of Year	4,432.0	4,281.8	5,316.8
Cash and Cash Equivalents at the End of Year	$ 4,339.4	$ 4,432.0	$ 4,281.8

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Presentation of Financial Statements	12 Months Ended Dec. 31, 2024

Presentation of Financial Statements [Abstract]

Presentation of Financial Statements

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. The preparation of financial statements in conformity with U.S. GAAP requires us 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. Unless otherwise noted, dollars in tables are in millions, except per share amounts.

Agreement to Acquire IPG

On December 8, 2024, Omnicom entered into an Agreement and Plan of Merger, or the Merger Agreement, by and among Omnicom, EXT Subsidiary Inc., a direct wholly owned subsidiary of Omnicom, or Merger Sub, and The Interpublic Group of Companies, Inc., or IPG, pursuant to which, subject to the terms and conditions of the Merger Agreement, Merger Sub will merge with and into IPG, or the Merger, with IPG surviving the Merger as a wholly owned subsidiary of Omnicom. The completion of the Merger is subject to customary closing conditions, including the required regulatory approvals and the approval of the stockholders of both Omnicom and IPG. If completed, the Merger is expected to have a material impact on our ongoing results of operations and financial condition. In the fourth quarter of 2024, we recorded $14.6 million of acquisition transaction costs related to the Merger in selling, general and administrative expenses. The results of IPG are not included in our 2024 results of operations or financial position.

Risks and Uncertainties

Global economic disruptions, including geopolitical events, international hostilities, acts of terrorism, public health crises, inflation or stagflation, tariffs and other trade barriers, central bank interest rate policies in countries that comprise our major markets and labor and supply chain challenges could cause economic uncertainty and volatility. The impact of these issues on our business will vary by geographic market and discipline. 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.

Accounting Changes

On January 1, 2024, we adopted ASU 2023-07, *Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures*, or ASU 2023-07, that requires retrospective disclosure of significant expenses that are regularly provided to the chief operating decision maker (see Note 8 - *Segment Reporting*). ASU 2023-07 is effective for annual periods beginning January 1, 2024 and for interim periods beginning January 1, 2025. ASU 2023-07 affects financial statement disclosure only, and its adoption did not affect our results of operations or financial condition.

On January 1, 2025, we adopted ASU 2023-09, *Income Taxes (Topic 740): Improvements to Income Tax Disclosures* (“ASU 2023-09”), that requires, among other things, greater disaggregation of information in the rate reconciliation, and income taxes paid disaggregated by jurisdiction. ASU 2023-09 affects financial statement disclosure only in 2025, and its adoption did not affect our results of operations or financial condition.

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Significant Accounting Policies	12 Months Ended Dec. 31, 2024

Significant Accounting Policies [Abstract]

Significant Accounting Policies

Significant Accounting Policies

Revenue Recognition. Revenue is recognized when a customer obtains control and receives the benefit of the 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, marketing, and communications services in the following fundamental disciplines: Media & Advertising, Precision Marketing, Public Relations, Healthcare, Branding & Retail Commerce, Experiential, and Execution & Support. 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, marketing, and communications 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, shipping 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, precision marketing, public relations, healthcare, and branding and retail commerce, 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 experiential business and most of our execution and 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 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.

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 a 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, third-party service costs, and third-party incidental costs. Third-party service costs include vendor costs when we act as principal in providing services to our clients. Third-party incidental costs that are required to be included in revenue primarily consist of client-related travel and incidental out-of-pocket costs that we bill back to the client directly at our cost. 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. 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.

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, other third-party costs and contract assets 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. 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.

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 technology and related 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.

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. In a business combination, 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 related to the noncontrolling shareholders 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 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 evaluate goodwill for impairment at least annually on May 1 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 global agency networks. The regional reporting units and practice areas 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 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, and the employees share similar skill sets. 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. 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. The market assumptions used in our assessment reflected the current economic environment (see Note 1 - *Risks and Uncertainties*).

Based on the results of the annual impairment test, we concluded that, at May 1, 2024 and 2023, 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 goodwill impairment test, 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 term of the related debt and are presented as a reduction to the carrying amount of debt.

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, however, in almost all cases we have a similar protective call right to buy the security at fair value.

Treasury Stock. Repurchases of our common stock are accounted for at cost and are recorded as treasury stock. The excise tax on net stock repurchases is recorded as a cost of acquiring 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 from the local functional currency 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. Foreign currency gains and losses arising from transactions not in the subsidiaries' local currency are recorded in results of operations. We recorded foreign currency transaction losses of $5.4 million and $14.0 million in 2024 and 2023, respectively, and recorded foreign currency transaction gains of $1.1 million in 2022. Foreign currency gains and losses for hyper-inflationary economies are recorded in results of operations.

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.

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.

Pension and Other Postemployment Benefits. We have various defined benefit and defined contribution plans throughout the world. We have a Senior Executive Retention Plan and Key Executive Retention Plan that cover certain executives. In addition, we have postemployment benefit plans for various key employees that primarily cover a period of 10 years after cessation of full-time employment. We use various actuarial methods and assumptions in determining our net pension and postemployment benefit costs and obligations, including the discount rate used to determine the present value of future benefits, expected long-term rate of return on plan assets and compensation cost trends. The overfunded or underfunded status of our pension and other postemployment benefit plans is recorded on the balance sheet (see Note 12 for additional information).

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, and included in other long-term liabilities except for the current portion.

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 that do not meet the more-likely-than not threshold, or that meet the more-likely-than-not threshold but have measurement related unrecognized tax benefits. 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 office space leases, and substantially all our finance leases are office furniture and technology equipment leases.

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 data-inspired, creative marketing and sales solutions 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 2.7% of revenue in 2024.

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. Changes in the fair value of a fair value hedge are offset against the change in fair value of the hedged asset, liability or firm commitment through results of operations. Gains and losses on a terminated fair value hedge of our long-term debt are included in long-term debt and are amortized over the remaining term of the respective debt that was hedged. Changes in the fair value of a cash flow hedge are recognized in other comprehensive income until the hedged item is recognized in results of operations. Foreign currency hedges of the net investment in our foreign operations are recorded in accumulated other comprehensive income (loss), or AOCI. Any gain or loss will remain in AOCI until the complete or substantially complete liquidation of our investment in the underlying operation. 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.

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Revenue	**12 Months Ended Dec. 31, 2024**

Revenue [Abstract]

Revenue

Revenue

Nature of our services

We provide data-inspired, creative marketing and sales solutions through various client-centric networks that are organized to meet specific client objectives. Our networks, practice areas and agencies provide a comprehensive range of services in the following fundamental disciplines: Media & Advertising, Precision Marketing, Public Relations, Healthcare, Branding & Retail Commerce, Experiential, and Execution & Support. Media & Advertising includes creative services across digital and traditional media, strategic media planning and buying, performance media, data analytics services, and Omnicom Production. Precision Marketing includes digital and direct marketing, digital transformation consulting, e-commerce operations, media execution, market intelligence and data and analytics. Public Relations services include corporate communications, crisis management, public affairs and media and media relations services. Healthcare includes corporate communications and advertising and media services to global healthcare and pharmaceutical companies. Branding & Retail Commerce services include brand and product consulting, strategy and research and retail marketing. Experiential marketing services include live and digital events and experience design and execution. Execution & Support includes field marketing, sales support, digital and physical merchandising, point-of-sale and product placement, as well as other specialized marketing and custom communications services. 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.

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 by discipline:

	Year Ended December 31,		
	2024	**2023**	**2022**
Media & Advertising	**$ 8,466.2**	$ 7,891.2	$ 7,433.9
Precision Marketing	**1,820.9**	1,473.5	1,426.6
Public Relations	**1,679.2**	1,578.9	1,552.7
Healthcare	**1,354.7**	1,362.7	1,322.3
Branding & Retail Commerce	**792.9**	853.7	848.1
Experiential	**731.5**	651.4	635.6
Execution & Support	**843.7**	880.8	1,069.9
Revenue	**$ 15,689.1**	$ 14,692.2	$ 14,289.1

Revenue by geographic market:

	Year Ended December 31,		
	2024	**2023**	**2022**
Americas:			
North America	**$ 8,650.2**	$ 7,951.0	$ 7,856.0
Latin America	**433.7**	386.8	329.0
EMEA:			
Europe	**4,439.0**	4,266.9	4,010.5
Middle East and Africa	**319.2**	309.6	346.7
Asia-Pacific	**1,847.0**	1,777.9	1,746.9
Revenue	**$ 15,689.1**	$ 14,692.2	$ 14,289.1

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 for 2024, 2023 and 2022 was $8,186.5 million, $7,471.6 million and $7,367.3 million, respectively.

Contract balances

Contract balances include work in process and customer advances that primarily consist of advance billings to customers in accordance with the terms of the client contracts, primarily for the reimbursement of third-party costs.

	December 31,	
	2024	**2023**
Work in process:		
Media and production costs	**$ 864.0**	$ 664.4
Unbilled fees and costs and contract assets	**758.2**	678.1
Work in process	**$ 1,622.2**	$ 1,342.5
Customer advances	**$ 1,336.1**	$ 1,356.2

There were no impairment charges to work in process recorded in 2024 or 2023.

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Net Income per Share	**12 Months Ended Dec. 31, 2024**

Net Income per Share [Abstract]

Net Income per Share

Net Income per Share

Basic and diluted net income per share:

	Year Ended December 31,		
	2024	**2023**	**2022**
Net income - Omnicom Group Inc.	**$ 1,480.6**	$ 1,391.4	$ 1,316.5
Weighted average shares (millions):			
Basic	**196.4**	199.4	205.6
Dilutive stock options and restricted shares	**2.2**	2.0	1.4
Diluted	**198.6**	201.4	207.0
Anti-dilutive stock options and restricted shares (millions):	**—**	—	4.3
Net income per share - Omnicom Group Inc.:			
Basic	**$7.54**	$6.98	$6.40
Diluted	**$7.46**	$6.91	$6.36

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Business Combinations	**12 Months Ended Dec. 31, 2024**

Business Combinations [Abstract]

Business Combinations

Business Combinations

In 2024, we completed two acquisitions that increased goodwill by $784.0 million. On January 2, 2024, we acquired Flywheel Digital, the digital commerce business of Ascential plc, for a net cash purchase price of approximately $845 million. The principal tangible assets and liabilities acquired were net working capital, and the intangible assets acquired were primarily comprised of customer relationships, intellectual property and trade names aggregating $182.6 million and goodwill of $672.5 million. We expect goodwill attributed to the U.S. operations of Flywheel Digital to be tax deductible. In addition, during 2024, 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 2024, either individually or in the aggregate, were material to our results of operations or financial condition.

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, 2024 and 2023, contingent purchase price obligations were $220.1 million and $229.5 million, respectively, of which $56.0 million and $62.4 million, respectively, are 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.

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Goodwill and Intangible Assets	**12 Months Ended Dec. 31, 2024**

Goodwill and Intangible Assets Disclosure [Abstract]

Goodwill and Intangible Assets

Goodwill and Intangible Assets

Change in goodwill:

	December 31, 2024	December 31, 2023
January 1	**$ 10,082.3**	$ 9,734.3
Acquisitions	**761.2**	51.7
Noncontrolling interests in acquired businesses	**22.8**	128.6
Contingent purchase price obligations of acquired businesses	**—**	159.7
Dispositions	**(6.0)**	(120.6)
Foreign currency translation	**(182.9)**	128.6
December 31	**$ 10,677.4**	$ 10,082.3

The increase in goodwill in 2024 is primarily attributable to the acquisition of Flywheel Digital. There were no goodwill impairment losses recorded in 2024 or 2023, and there are no accumulated goodwill impairment losses.

Intangible assets:

	December 31, 2024			December 31, 2023		
	Gross Carrying Value	Accumulated Amortization	Net Carrying Value	Gross Carrying Value	Accumulated Amortization	Net Carrying Value
Acquired intangible assets and internally developed strategic platform assets	**$ 1,096.1**	**$ (606.1)**	**$ 490.0**	$ 902.6	$ (572.9)	$ 329.7
Other purchased and internally developed software	**258.3**	**(226.3)**	**32.0**	327.9	(290.7)	37.2
Intangible Assets	**$ 1,354.4**	**$ (832.4)**	**$ 522.0**	$ 1,230.5	$ (863.6)	$ 366.9

The increase in the gross carrying value of acquired intangible assets was primarily related to the $182.6 million of combined customer relationships, intellectual property and trade name for Flywheel Digital.

Amortization of intangible assets:

	Year Ended December 31, 2024	2023	2022
Acquired intangible assets and internally developed strategic platform assets	**$ 87.5**	$ 61.8	$ 58.8
Other purchased and internally developed software	**18.1**	18.5	21.5
Amortization Expense	**$ 105.6**	$ 80.3	$ 80.3

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Debt	12 Months Ended Dec. 31, 2024

Debt [Abstract]

Debt

Debt

Credit Facilities

Our $2.5 billion unsecured multi-currency revolving credit facility, or Credit Facility, terminates on June 2, 2028. We can issue up to $2 billion of U.S. Dollar denominated commercial paper, and issue up to the equivalent of $500 million in British Pounds or Euro under a Euro commercial paper program. In addition, certain of our international subsidiaries have uncommitted credit lines that are guaranteed by Omnicom aggregating $517.4 million. All of these facilities provide additional liquidity sources for operating capital and general corporate purposes. During 2024, we did not issue commercial paper. In 2023, we had a maximum of $200 million of commercial paper outstanding during the year, the average amount outstanding was $5.1 million, the average days outstanding were 1.7 days, and the weighted average interest rate was 5.24%. At December 31, 2024, there were no outstanding borrowings under the Credit Facility and no outstanding commercial paper issuances.

The Credit Facility has 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. At December 31, 2024, we were in compliance with this covenant as our Leverage Ratio was 2.4 times. The Credit Facility does not limit our ability to declare or pay dividends or repurchase our common stock.

The $600 million Delayed Draw Term Loan Agreement automatically terminated on July 15, 2024.

Short-Term Debt

Short-term debt of $21.3 million and $10.9 million at December 31, 2024 and 2023, respectively, represented bank overdrafts and short-term borrowings primarily of our international subsidiaries. The weighted average interest rate was 11.4% and 12.0%, respectively. Due to the short-term nature of this debt, carrying value approximates fair value.

Long-Term Debt

	December 31, 2024	December 31, 2023
3.65% Senior Notes due 2024	**$ —**	$ 750.0
3.60% Senior Notes due 2026	**1,400.0**	1,400.0
€500 Million 0.80% Senior Notes due 2027	**520.3**	553.0
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	**520.3**	553.0
2.60% Senior Notes due 2031	**800.0**	800.0
€600 Million 3.70% Senior Notes due 2032	**624.5**	—
£325 Million 2.25% Senior Notes due 2033	**407.9**	413.9
5.30% Senior Notes due 2034	**600.0**	—
Long-Term Debt, Gross	**6,073.0**	5,669.9
Unamortized discount	**(9.5)**	(7.8)
Unamortized debt issuance costs	**(27.4)**	(22.3)
Unamortized deferred gain (loss) from settlement of interest rate swaps	**(0.8)**	(0.2)
Long-Term Debt, including current portion	**6,035.3**	5,639.6
Current portion	**—**	(750.5)
Long-Term Debt	**$ 6,035.3**	$ 4,889.1

On August 2, 2024, Omnicom issued $600 million 5.30% Senior Notes due 2034. The net proceeds from the issuance after deducting the underwriting discount and offering expenses, were $592.4 million. The net proceeds from the issuance, along with available cash, were used to fund the repayment of our $750 million 3.65% Senior Notes on November 1, 2024.

On March 6, 2024, Omnicom Finance Holdings plc, or OFH, a U.K.-based wholly owned subsidiary of Omnicom, issued €600 million 3.70% Senior Notes due 2032. The net proceeds from the issuance, after deducting the underwriting discount and offering expenses, were $643.1 million and were used for general corporate purposes, including working capital expenditures, acquisitions and repurchases of our common stock.

Our 2.45% Senior Notes due 2030, 4.20% Senior Notes due 2030, 2.60% Senior Notes due 2031 and 5.30% Senior Notes due 2034 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 3.60% 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 OFH with respect to the €500 million 0.80% Senior Notes due 2027 and the €500 million 1.40% Senior Notes due 2031, and Omnicom has fully and unconditionally guaranteed the obligations of OFH with respect the €600 million 3.70% Senior Notes due 2032, collectively the Euro Notes. OFH's assets consist of its investments in several wholly owned finance companies that function as treasury centers, providing funding for various operating companies in Europe, 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, as applicable.

Omnicom has fully and unconditionally guaranteed the obligations of Omnicom Capital Holdings plc, or OCH, a U.K.-based wholly owned subsidiary of Omnicom, with respect to the £325 million 2.25% Senior Notes due 2033, or Sterling Notes. OCH's assets consist of its investments in several wholly owned finance companies that function as treasury centers, providing 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.

Long-term debt maturities at December 31, 2024:

2025	**$ —**
2026	**1,400.0**
2027	**520.3**
2028	**—**
2029	**—**
Thereafter	**4,152.7**
Long-Term Debt, Gross	**$ 6,073.0**

Interest Expense

	Year Ended December 31, 2024	2023	2022
Long-term debt	**$ 194.9**	$ 165.1	$ 164.7
Fees	**4.4**	4.8	4.6
Pension and other interest	**50.3**	50.5	35.8
Interest rate and cross currency swaps	**(1.7)**	(1.9)	3.5
Interest Expense	**$ 247.9**	$ 218.5	$ 208.6

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Segment Reporting	12 Months Ended Dec. 31, 2024

Segment Reporting [Abstract]

Segment Reporting

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, direct service costs and occupancy and other costs which include rent and occupancy costs, technology costs and overhead expenses. Therefore, given these similarities, we aggregate our six operating segments, which are our agency networks, into one reporting segment. The chief operating decision maker, or CODM, reviews segment operating income for each network and allocates resources accordingly. The CODM includes Omnicom's chief executive officer, chief financial officer and chief operating officer.

Segment operating results include allocations of costs, including information technology, and other shared services costs, that are allocated using metrics designed to correlate the allocation with consumption.

Segment revenue, segment operating expenses and segment operating income of our operating segments:

	Year Ended December 31,		
	2024	2023	2022
Revenue	**$ 15,689.1**	$ 14,692.2	$ 14,289.1
Segment Operating Expenses:			
Salary and service costs:			
Salary and related costs	**$ 7,441.4**	$ 7,212.8	$ 7,197.9
Third-party service costs	**3,348.6**	2,917.9	2,585.5
Third-party incidental costs	**642.5**	570.5	542.5
Total salary and service costs	**11,432.5**	10,701.2	10,325.9
Occupancy and other costs	**1,274.4**	1,168.8	1,168.6
Segment cost of services	**12,706.9**	11,870.0	11,494.5
Selling, general and administrative expenses	**408.1**	393.7	378.5
Depreciation and amortization	**241.7**	211.1	219.4
Total segment operating expenses	**13,356.7**	12,474.8	12,092.4
Segment Operating Income	**$ 2,332.4**	$ 2,217.4	$ 2,196.7

Reconciliation of segment operating income to operating income and income before income taxes and income from equity method investments:

	Year Ended December 31,		
	2024	2023	2022
Segment Operating Income	**$ 2,332.4**	$ 2,217.4	$ 2,196.7
Real estate and other repositioning costs	**57.8**	191.5	—
Changes arising from the effects of the war in Ukraine	**—**	—	113.4
Gain on disposition of subsidiary	**—**	(78.8)	—
Operating Income	**$ 2,274.6**	$ 2,104.7	$ 2,083.3
Interest Expense	**247.9**	218.5	208.6
Interest Income	**100.9**	106.7	70.7
Income Before Income Taxes and Income From Equity Method Investments	**$ 2,127.6**	$ 1,992.9	$ 1,945.4

We reconcile segment operating income to income before income taxes and income from equity method investments as income tax expense is reviewed at the consolidated level and the segment managers are not held accountable for performance of net income.

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:

		Americas	EMEA	Asia-Pacific
	December 31, 2024			
Revenue		**$ 9,083.9**	**$ 4,758.2**	**$ 1,847.0**
Long-lived assets and goodwill		**8,166.6**	**3,693.9**	**685.2**
	December 31, 2023			
Revenue		$ 8,337.8	$ 4,576.5	$ 1,777.9
Long-lived assets and goodwill		7,749.5	3,523.3	730.8
	December 31, 2022			
Revenue		$ 8,185.0	$ 4,357.2	$ 1,746.9
Long-lived assets and goodwill		7,727.0	3,315.2	757.2

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Equity Method Investments	**12 Months Ended Dec. 31, 2024**
Equity Method Investments [Abstract]	
Equity Method Investments	Equity Method Investments Income from our equity method investments was $6.9 million in 2024 and $5.2 million in each of 2023 and 2022. At December 31, 2024 and 2023, our proportionate share in the net assets of the equity method investments was $12.7 million and $17.0 million, respectively. Equity method investments are not material to our results of operations or financial condition; therefore, summarized financial information is not required to be presented.

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Share-Based Compensation Plans	**12 Months Ended Dec. 31, 2024**
Share-Based Compensation Plans [Abstract]	
Share-Based Compensation Plans	Share-Based Compensation Plans

Share-based incentive awards are granted to employees under the 2021 Incentive Award Plan, or the 2021 Plan, that was approved by the shareholders. 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 performance-based 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, 2024, there were 7,781,173 shares available for grant under the 2021 Plan.

Share-based compensation expense in 2024, 2023 and 2022 was $91.4 million, $84.8 million and $81.7 million, respectively. At December 31, 2024, unamortized share-based compensation that will be expensed over the next five years is $222.8 million.

We recognize a tax benefit in income tax expense and 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. Upon vesting of restricted stock awards or exercise of stock options, any excess tax benefit or deficiency related to share-based compensation is recorded in results of operations, as a component of income tax expense. In 2024 and 2023, we recognized a tax benefit of $12.3 million and $6.7 million, respectively.

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:

	Year Ended December 31,					
	2024		2023		2022	
	Shares	Weighted Average Exercise Price	Shares	Weighted Average Exercise Price	Shares	Weighted Average Exercise Price
January 1	**4,564,575**	**$71.81**	5,127,625	$72.90	4,689,250	$74.30
Granted	**—**		—		853,875	68.88
Exercised	**(1,297,238)**	**72.47**	(413,750)	84.94	(157,500)	84.94
Forfeited	**(182,050)**	**69.80**	(149,300)	72.99	(258,000)	77.69
December 31	**3,085,287**	**$71.65**	4,564,575	$71.81	5,127,625	$72.90
Exercisable December 31	**2,302,762**	**$72.47**	—		423,750	$84.94

Options outstanding and exercisable:

	December 31, 2024				
	Options Outstanding			Options Exercisable	
Exercise Price Range	Shares	Weighted Average Remaining Contractual Life	Weighted Average Exercise Price	Shares	Weighted Average Exercise Price
$69.00 to $70.00	**782,525**	**7.6 years**	**$69.23**	**—**	
$72.00 to $73.00	**2,302,762**	**6.9 years**	**72.47**	**2,302,762**	**$72.47**
	3,085,287		**$71.65**	**2,302,762**	**$72.47**

The grant date fair value of $12.60 for the 2022 option awards was determined using the Black-Scholes option valuation model. The assumptions, without adjusting for forfeitures and lack of liquidity, were: an expected life ranging from 6.5 years to 7.5 years, risk free interest rate ranging from 3.0% to 3.1%, expected volatility ranging from 24.5% to 24.7%, and dividend yield ranging from 4.2% to 4.5%.

Restricted Stock

Restricted stock activity:

	Year Ended December 31,		
	2024	2023	2022
January 1	**2,802,297**	3,010,343	2,932,836
Granted	**1,459,525**	1,010,575	1,147,496
Vested	**(878,247)**	(915,245)	(889,736)
Forfeited	**(232,061)**	(303,376)	(180,253)
December 31	**3,151,514**	2,802,297	3,010,343
Weighted average grant date fair value of shares granted in the period	**$81.39**	$84.33	$59.02
Weighted average grant date fair value at December 31	**$71.59**	$64.84	$61.11

Generally, restricted shares vest ratably over five years from the grant date provided the employee remains employed by us. Restricted shares do not pay a dividend, and 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 PRSUs will vest.

PRSU activity:

	Year Ended December 31,					
	2024		2023		2022	
	Shares	Weighted Average Grant Date Fair Value	Shares	Weighted Average Grant Date Fair Value	Shares	Weighted Average Grant Date Fair Value
January 1	**563,036**	**$81.11**	570,235	$71.19	533,890	$70.42
Granted	**177,059**	**93.19**	178,998	92.18	218,127	76.79
Distributed	**(165,911)**	**74.89**	(186,197)	61.36	(181,782)	75.64
December 31	**574,184**	**$86.63**	563,036	$81.11	570,235	$71.19

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 2024, 2023 and 2022, employees purchased 56,473 shares, 65,644 shares and 72,672 shares, respectively. All shares purchased were issued from treasury stock, for which we received $5.1 million, $5.3 million and $5.2 million, respectively. At December 31, 2024, there were 8,174,023 shares available under the ESPP.

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Income Taxes	**12 Months Ended** **Dec. 31, 2024**
Income Taxes [Abstract]	
Income Taxes	Income Taxes

Income before income taxes:

	Year Ended December 31, 2024	2023	2022
Domestic	**$ 940.0**	$ 696.0	$ 789.3
International	**1,187.6**	1,296.9	1,156.1
Income Before Income Taxes	**$ 2,127.6**	$ 1,992.9	$ 1,945.4

Income tax expense (benefit):

	Year Ended December 31, 2024	2023	2022
Current:			
U.S. federal	**$ 183.8**	$ 154.2	$ 180.1
U.S. state and local	**46.6**	34.8	57.0
International	**309.9**	330.8	287.4
	540.3	519.8	524.5
Deferred:			
U.S. federal	**17.5**	10.9	11.1
U.S. state and local	**1.3**	1.3	(0.3)
International	**1.4**	(7.1)	11.5
	20.2	5.1	22.3
Income Tax Expense	**$ 560.5**	$ 524.9	$ 546.8

Reconciliation from the statutory U.S. federal income tax rate to effective tax rate:

	Year Ended December 31, 2024	2023	2022
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	**1.7**	1.4	2.3
Impact of foreign operations	**3.8**	3.9	3.5
Other, including impact of war in Ukraine	**(0.2)**	—	1.3
Effective tax rate	**26.3 %**	26.3 %	28.1 %

Our effective tax rate for 2024 remained flat year-over-year at 26.3%. The effective tax rate for 2024 was favorably impacted by the windfall tax benefit on share-based compensation. The effective tax rate for 2023 includes an increase of approximately $10.7 million in income tax expense related to a lower tax benefit in certain jurisdictions for the real estate and other repositioning costs in the period and an increase in the U.K. statutory tax rate, partially offset by approximately $10.0 million of favorable impacts from the resolution of certain non-U.S. tax positions.

Numerous foreign jurisdictions have enacted or are in the process of enacting legislation to adopt a minimum effective tax rate described in the Global Anti-Base Erosion, or Pillar Two, model rules issued by the Organization for Economic Co-operation and Development. A minimum effective tax rate of 15% would apply to multinational companies with consolidated revenue above €750 million.

Under the Pillar Two rules, a company would be required to determine a combined effective tax rate for all entities located in a jurisdiction. If the jurisdictional effective tax rate determined under the Pillar Two is less than 15%, a top-up tax will be due to bring the jurisdictional effective tax rate up to 15%. We are continuing to monitor the pending implementation of Pillar Two by individual countries and the potential effects of Pillar Two on our business. The provisions effective in 2024 did not have a materially adverse impact on our results of operations, financial condition or cash flows.

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, 2024 and 2023, the remaining transition tax liability was $41.2 million and $68.9 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 2024 and 2023 are primarily attributed to our earnings in Germany, Australia, Italy, Japan and Brazil being taxed at higher rates than the U.S. statutory tax rate.

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. We provided $5.5 million and $17.0 million in 2024 and 2023, respectively, for tax impact of GILTI.

Deferred tax assets and liabilities and balance sheet classification:

	December 31, 2024	2023
Deferred tax assets:		
Compensation	**$ 136.1**	$ 153.8
Tax loss and credit carryforwards	**78.2**	78.6
Basis differences from acquisitions	**53.2**	41.2
Basis differences from short-term assets and liabilities	**27.6**	33.3
Capitalized research and development expenditures	**106.8**	64.8
Deferred tax assets	**401.9**	371.7
Valuation allowance	**(17.0)**	(18.9)
Deferred tax assets, net	**$ 384.9**	$ 352.8
Deferred tax liabilities:		
Goodwill and intangible assets	**$ 707.5**	$ 687.3
Unremitted foreign earnings	**44.1**	71.1
Basis differences from investments	**5.2**	3.8
Financial instruments	**—**	0.9
Other	**44.4**	45.3
Deferred tax liabilities	**$ 801.2**	$ 808.4
Long-term deferred tax assets	**$ 75.5**	$ 73.5
Long-term deferred tax liabilities	**$ 491.8**	$ 529.1

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. At December 31, 2024 and 2023, the valuation allowance of $17.0 million and $18.9 million, 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 2025 to 2044, which is longer than the forecasted utilization of such carryforwards.

Reconciliation of unrecognized tax benefits:

	December 31, 2024	2023
January 1	**$ 167.8**	$ 167.6
Additions:		
Current year tax positions	**15.7**	3.3
Prior year tax positions	**4.4**	4.3
Reduction of prior year tax positions	**(2.5)**	(7.9)
Settlements	**(2.6)**	—
Foreign currency translation	**(1.3)**	0.5
December 31	**$ 181.5**	$ 167.8

Substantially all the liability for uncertain tax positions is recorded in long-term liabilities. At December 31, 2024 and 2023, approximately $175.1 million and $161.7 million, respectively, of the liability for uncertain tax positions would affect our effective tax rate upon resolution of the uncertain tax positions.

Income tax expense in 2024, 2023 and 2022 includes $4.4 million, $3.2 million and $4.3 million, respectively, of interest, net of tax benefit, and penalties related to tax positions taken on our tax returns. At December 31, 2024 and 2023, accrued interest and penalties were $23.5 million and $19.9 million, respectively.

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 U.K., France and Germany. The Internal Revenue Service has completed its examination of our U.S. federal tax returns through 2017. Tax returns in the U.K., France and Germany have been examined through 2021, 2019 and 2017, respectively.

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Pension and Other Postemployment Benefits	**12 Months Ended** **Dec. 31, 2024**
Pension and Other Postemployment Benefits [Abstract]	
Pension and Other Postemployment Benefits	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 was $87.9 million, $127.9 million and $123.2 million in 2024, 2023 and 2022, 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 are subject to ERISA and cover approximately 700 participants. These plans are closed to new participants and do not accrue future benefit credits. The non-U.S. plans, which include statutory plans, are not subject to ERISA and cover approximately 12,000 participants.

We have a Senior Executive Restrictive Covenant and Retention Plan, or Senior Executive Retention Plan, for certain executive officers and senior executives selected by the Compensation Committee. In 2024, we adopted a Key Executive Restrictive Covenant and Retention Plan, or Key Executive Retention Plan, for certain key employees who are not executive officers selected by the Compensation Committee. These plans are non-qualified deferred compensation severance plans that are not subject to ERISA. These plans were adopted to secure non-competition, non-solicitation, non-disparagement and ongoing consulting services from such individuals and to strengthen the retention aspect of executive officer, senior executive or key executive compensation.

The Senior Executive Retention Plan provides annual payments to the participants or to their beneficiaries upon termination following at least seven years of service with Omnicom or its subsidiaries. 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 generally 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, not to exceed 2.5% per year. The Senior Executive Retention Plan is not funded, and benefits are paid when due.

The Key Executive Retention Plan provides annual payments to the participants or to their beneficiaries upon termination following at least six years of service from the date of the participant's award agreement with Omnicom or its subsidiaries. A participant's annual benefit is payable for 12 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 employee's years of service, not to exceed 65% or (ii) $1.0 million. The annual benefit vests 100% after six years of service from the date of the award agreement. The Key Executive Retention Plan is not funded, and benefits are paid when due.

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.

Pension and other postemployment benefits net periodic benefit expense:

	Defined Benefit Pension Plans			**Postemployment Arrangements**		
	Year Ended December 31,			**Year Ended December 31,**		
	2024	**2023**	**2022**	**2024**	**2023**	**2022**
Service cost	**$ 1.6**	$ 2.4	$ 2.8	**$ 2.9**	$ 3.4	$ 4.5
Interest cost	**8.5**	11.1	5.6	**5.9**	5.7	2.6
Expected return on plan assets	**(2.2)**	(0.3)	(1.4)	**—**	—	—
Amortization of prior service cost	**0.4**	0.3	0.4	**4.4**	3.8	3.8
Amortization of actuarial loss	**0.8**	0.7	4.0	**0.2**	—	2.5
Net Periodic Benefit Expense	**$ 9.1**	$ 14.2	$ 11.4	**$ 13.4**	$ 12.9	$ 13.4

Included in AOCI for Defined Benefit Pension Plans at December 31, 2024 and 2023 were unrecognized costs for actuarial gains and losses and prior service cost of $6.5 million ($4.5 million net of income taxes) and $15.9 million ($11.0 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 AOCI and expected to be recognized in net periodic benefit cost in 2025 is a benefit of $0.4 million.

Included in AOCI for Postemployment Arrangements at December 31, 2024 and 2023 were unrecognized costs for actuarial gains and losses and prior service cost of $25.3 million ($17.6 million net of income taxes) and $41.1 million ($28.8 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 AOCI and expected to be recognized in net periodic benefit cost in 2025 is $3.7 million.

Weighted average assumptions:

	Defined Benefit Pension Plans			**Postemployment Arrangements**		
	Year Ended December 31,			**Year Ended December 31,**		
	2024	**2023**	**2022**	**2024**	**2023**	**2022**
Discount rate	**4.5 %**	4.7 %	2.1 %	**4.5 %**	4.7 %	1.8 %
Compensation increases	**3.4 %**	2.6 %	2.6 %	**3.5 %**	3.5 %	3.5 %
Expected return on plan assets	**2.2 %**	1.5 %	1.6 %			

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 2024 and 2023, we contributed $10.6 million and $8.8 million, respectively, to the defined benefit pension plans. We do not expect the contributions for 2025 to differ materially from the 2024 contributions.

Change in benefit obligation and fair value of plan assets:

	Defined Benefit Pension Plans		**Postemployment Arrangements**	
	Year Ended December 31,		**Year Ended December 31,**	
	2024	**2023**	**2024**	**2023**
Benefit obligation:				
Benefit obligation, January 1	**$ 224.3**	**$ 228.6**	**$ 142.2**	$ 130.8
Service cost	**1.6**	2.4	**2.9**	3.4
Interest cost	**8.5**	11.1	**5.9**	5.7
Amendments, curtailments and settlements	**16.1**	(0.4)	**(0.6)**	6.9
Actuarial (gain) loss	**(23.1)**	(2.1)	**(12.4)**	6.3
Benefits paid	**(11.7)**	(12.4)	**(11.4)**	(10.9)
Foreign currency translation	**0.3**	(2.9)	—	—
Benefit obligation, December 31	**$ 216.0**	$ 224.3	**$ 126.6**	$ 142.2
Fair value of plan assets:				
Fair value of plan assets, January 1	**$ 45.5**	$ 44.0	**$ —**	$ —
Actual return on plan assets	**2.0**	3.9	**—**	—
Employer contributions	**10.6**	8.8	**—**	—
Benefits paid	**(11.7)**	(12.4)	**—**	—
Foreign currency translation and other	**(0.5)**	1.2	**—**	—
Fair value of plan assets, December 31	**$ 45.9**	$ 45.5	**$ —**	$ —
Funded status, December 31	**$ (170.1)**	$ (178.8)	**$ (126.6)**	$ (142.2)
Funded status recognized in the balance sheet:				
Other assets	**$ 1.5**	$ 2.1	**$ —**	$ —
Other current liabilities	**(10.7)**	(8.6)	**(13.5)**	(11.9)
Long-term liabilities	**(160.9)**	(172.3)	**(113.1)**	(130.3)
	$ (170.1)	$ (178.8)	**$ (126.6)**	$ (142.2)
Weighted average assumptions:				
Discount rate	**5.2 %**	4.6 %	**5.3 %**	4.6 %
Compensation increases	**2.5 %**	3.5 %	**3.5 %**	3.5 %

At December 31, 2024 and 2023, the accumulated benefit obligation for our defined benefit pension plans was $169.1 million and $179.5 million, respectively.

Defined benefit pension plans with benefit obligations in excess of plan assets:

	Year Ended December 31,	
	2024	**2023**
Benefit obligation	**$ (208.3)**	$ (215.5)
Plan assets	**36.7**	34.7
	$ (171.6)	$ (180.8)

At December 31, 2024, the estimated pension and other postemployment benefits expected to be paid over the next 10 years:

	Defined Benefit Pension Plans	**Postemployment Arrangements**
2025	**$ 12.3**	**$ 13.5**
2026	**11.8**	**12.2**
2027	**12.6**	**13.7**
2028	**16.0**	**13.4**
2029	**22.2**	**12.7**
2030 - 2034	**102.0**	**48.0**

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Real Estate and Other Repositioning Costs	**12 Months Ended Dec. 31, 2024**
Real Estate and Other Repositioning Costs [Abstract]	
Real Estate and Other Repositioning Costs	Real Estate and Other Repositioning Costs In connection with our strategic initiatives, for the year ended December 31, 2024, operating expenses included $57.8 million ($42.9 million after-tax), primarily reflecting severance actions related to ongoing efficiency initiatives, including strategic agency consolidation in our smaller international markets and the launch of our centralized production strategy. In connection with the transition to a flexible working environment, a hybrid model which allows for partial remote work, we took certain actions in the first quarter of 2023 to reduce and reposition our office lease portfolio. In the second quarter of 2023, as a result of our continuing efforts to increase efficiencies and relevant skill sets to meet client demands, we incurred severance charges and other exit costs associated with rebalancing our workforce and consolidating operations in certain markets. As a result, for the year ended December 31, 2023, operating expenses included $191.5 million ($145.5 million after-tax), related to non-cash impairment charges for the operating lease right-of-use, or ROU, assets, severance charges, and other exit costs. All severance and other costs were paid during the year ended December 31, 2023. Substantially all of the operating lease payments related to the ROU assets will be paid out through December 31, 2026

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Disposition of Subsidiaries	**12 Months Ended Dec. 31, 2024**
Disposition of Subsidiaries [Abstract]	
Disposition of Subsidiaries	Dispositions of Subsidiaries In April 2023, we disposed of certain research businesses included in our Execution & Support discipline for the net proceeds of $180.5 million. As a result, we recorded a pretax gain of $78.8 million. The disposition did not have a material impact on our ongoing results of operations or financial condition.

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Charges Arising from the Effects of the War in Ukraine	**12 Months Ended Dec. 31, 2024**
Charges Arising from the Effects of the War in Ukraine [Abstract]	
Charges Arising from the Effects of the War in Ukraine	Charges Arising from the Effects of the War in Ukraine In 2022, we disposed of our businesses in Russia. In the first quarter of 2022, we recorded pretax charges of $113.4 million, which included cash charges of $47.6 million and primarily consisted of the loss on the disposition of our net investment in our Russian businesses and included charges related to the suspension of operations in Ukraine. All the charges related to the disposition of our businesses in Russia have been paid as of December 31, 2022, and substantially all of our commitments related to the suspension of operations in Ukraine have been paid.

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Supplemental Cash Flow Data	**12 Months Ended Dec. 31, 2024**

Supplemental Cash Flow Data [Abstract]

Supplemental Cash Flow Data

Supplemental Cash Flow Data

Change in operating capital:

	Year Ended December 31, 2024	2023	2022
(Increase) decrease in accounts receivable	**$ (597.1)**	$ (513.9)	$ (129.1)
(Increase) decrease in work in process and other current assets	**(316.9)**	(121.8)	(197.9)
Increase (decrease) in accounts payable	**997.5**	602.3	(350.1)
Increase (decrease) in customer advances, taxes payable and other current liabilities	**(229.1)**	(399.6)	(97.8)
Change in other assets and liabilities, net	**(85.6)**	(29.9)	(69.1)
Increase (decrease) in operating capital	**$ (231.2)**	$ (462.9)	$ (844.0)

Supplemental financial information:

	Year Ended December 31, 2024	2023	2022
Income taxes paid	**$ 544.1**	$ 474.3	$ 450.3
Interest paid	**$ 156.4**	$ 162.8	$ 173.9

Non-cash increase in lease liabilities:

	Year Ended December 31, 2024	2023
Operating leases	**$ 231.1**	$ 206.9
Finance leases	**$ 47.1**	$ 48.2

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Noncontrolling Interests

12 Months Ended
Dec. 31, 2024

Noncontrolling Interests [Abstract]

Noncontrolling Interests

Noncontrolling Interests

Changes in the ownership interests in our less than 100% owned subsidiaries:

	Year Ended December 31, 2024	2023	2022
Net income attributed to Omnicom Group Inc.	**$ 1,480.6**	$ 1,391.4	$ 1,316.5
Net transfers (to) from noncontrolling interests	**(10.0)**	(88.1)	(17.1)
Change from net income attributed to Omnicom Group Inc. and transfers (to) from noncontrolling interests	**$ 1,470.6**	$ 1,303.3	$ 1,299.4

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Leases and Property and Equipment

12 Months Ended
Dec. 31, 2024

Leases and Property and Equipment [Abstract]

Leases and Property and Equipment

Leases and Property and Equipment

Leases

	Year Ended December 31, 2024	2023
Operating lease cost:		
Operating lease cost	**$ 209.6**	$ 216.2
Variable lease cost	**16.5**	29.9
Short-term lease cost	**3.9**	2.5
Sublease income	**(0.9)**	(3.7)
Total Operating Lease Cost	**$ 229.1**	$ 244.9
Finance lease cost:		
Depreciation of ROU assets	**$ 58.9**	$ 58.9
Interest	**8.3**	7.4
Total Finance Lease Cost	**$ 67.2**	$ 66.3
Total Lease Cost	**$ 296.3**	$ 311.2

Future lease payments:

	December 31 Operating Leases	Finance Leases
2025	**$ 238.5**	$ 55.7
2026	**208.8**	37.1
2027	**162.7**	22.2
2028	**127.7**	9.1
2029	**98.2**	3.5
Thereafter	**449.2**	2.2
Total lease payments	**1,285.1**	129.8
Less: Interest	**266.4**	8.1
Present Value of Lease Liabilities	**$ 1,018.7**	$ 121.7

Balance sheet classification of operating leases:

	December 31, 2024	2023
Operating Lease ROU Assets	**$ 1,043.6**	$ 1,046.4
Operating lease liability:		
Other current liabilities	**$ 204.5**	$ 217.3
Long-term liability - operating leases	**814.2**	853.0
Total Operating Lease Liability	**$ 1,018.7**	$ 1,070.3

At December 31, 2024 and 2023, office space and equipment operating leases had a weighted average remaining lease term of 6.2 and 6.4 years, respectively, and a weighted average discount rate of 3.9% and 3.7%, respectively.

Property and Equipment

Property and equipment:

	December 31, 2024	2023
Property and equipment - owned	**$ 1,520.3**	$ 1,620.9
Equipment under finance leases	**401.3**	404.4
Property and Equipment, Gross	**1,921.6**	2,025.3
Accumulated depreciation	**(1,096.9)**	(1,150.4)
Property and Equipment, Net	**$ 824.7**	$ 874.9

At December 31, 2024 and 2023, finance leases had a weighted average remaining lease term of 2.6 years and 2.9 years, respectively, and a weighted average discount rate of 7.3% and 6.6%, respectively.

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Temporary Equity - Redeemable Noncontrolling Interests

12 Months Ended

Dec. 31, 2024

Temporary Equity - Redeemable Noncontrolling Interests [Abstract]

Temporary Equity - Redeemable Noncontrolling Interests

Temporary Equity - Redeemable Noncontrolling Interests

Owners of noncontrolling equity interests in certain 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. In most cases we have a protective call right under similar terms. Assuming that the subsidiaries perform at their current and projected profit levels, at December 31, 2024, the aggregate estimated amount we could be required to pay in future periods is $429.0 million, of which $179.6 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. Upon redemption, the difference between the estimated redemption value and the actual amount paid is recorded in additional paid-in capital.

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Commitments and Contingent Liabilities

12 Months Ended
Dec. 31, 2024

Commitments and Contingent Liabilities [Abstract]

Commitments and Contingent Liabilities

Commitments and Contingent Liabilities

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

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Accumulated Other Comprehensive Income (Loss)

12 Months Ended

Dec. 31, 2024

Accumulated Other Comprehensive

Income (Loss) [Abstract]

Accumulated Other Comprehensive Income (Loss)

Accumulated Other Comprehensive Income (Loss)

Changes in AOCI, net of income taxes:

	Cash Flow Hedge	Pension and Other Postemployment Benefits	Foreign Currency Translation	Total
January 1, 2023	$ (12.1)	$ (41.3)	$ (1,384.5)	$ (1,437.9)
Other comprehensive income (loss) before reclassifications	—	(4.8)	97.7	92.9
Reclassification from accumulated other comprehensive income (loss)	4.0	3.4	—	7.4
December 31, 2023	(8.1)	(42.7)	(1,286.8)	(1,337.6)
Other comprehensive income (loss) before reclassifications	**—**	**13.1**	**(158.6)**	**(145.5)**
Reclassification from accumulated other comprehensive income (loss)	**3.1**	**4.1**	**—**	**7.2**
December 31, 2024	**$ (5.0)**	**$ (25.5)**	**$ (1,445.4)**	**$ (1,475.9)**

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Fair Value

12 Months Ended
Dec. 31, 2024

Fair Value [Abstract]

Fair Value

Fair Value

Financial assets and liabilities measured at fair value on a recurring basis:

	Level 1	Level 2	Level 3	Total
December 31, 2024				
Assets:				
Cash and cash equivalents	**$ 4,339.4**			**$ 4,339.4**
Marketable equity securities	**0.9**			**0.9**
Cross currency swaps - net investment hedge		**$ 9.3**		**9.3**
Liabilities:				
Foreign currency derivatives		**$ 0.1**		**$ 0.1**
Contingent purchase price obligations			**$ 220.1**	**220.1**
December 31, 2023				
Assets:				
Cash and cash equivalents	$ 4,432.0			$ 4,432.0
Marketable equity securities	0.9			0.9
Liabilities:				
Cross currency swaps - net investment hedge		$ 6.6		$ 6.6
Contingent purchase price obligations			$ 229.5	229.5

Changes in contingent purchase price obligations:

	December 31, 2024	December 31, 2023
January 1	**$ 229.5**	$ 115.0
Acquisitions	**39.2**	217.4
Revaluation and interest	**(5.1)**	(36.1)
Payments	**(42.4)**	(67.7)
Foreign currency translation	**(1.1)**	0.9
December 31	**$ 220.1**	$ 229.5

Carrying amount and fair value of our financial assets and liabilities:

	December 31, 2024		December 31, 2023	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Assets:				
Cash and cash equivalents	**$ 4,339.4**	**$ 4,339.4**	$ 4,432.0	$ 4,432.0
Marketable equity securities	**0.9**	**0.9**	0.9	0.9
Non-marketable equity securities	**36.8**	**36.8**	6.7	6.7
Cross currency swaps - net investment hedge	**9.3**	**9.3**	—	—
Liabilities:				
Short-term debt	**$ 21.3**	**$ 21.3**	$ 10.9	$ 10.9
Foreign currency derivatives	**0.1**	**0.1**	—	—
Cross currency swaps - net investment hedge	**—**	**—**	6.6	6.6
Contingent purchase price obligations	**220.1**	**220.1**	229.5	229.5
Long-term debt	**6,035.3**	**5,664.9**	5,639.6	5,237.8

The estimated fair values of the cross-currency swaps and foreign currency derivative instruments are determined using model-derived valuations, taking into consideration foreign currency rates, interest 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.

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Derivative Instruments and Hedging Activities

12 Months Ended
Dec. 31, 2024

Derivative Instruments and Hedging Activities [Abstract]

Derivative Instruments and Hedging Activities

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 net investment hedges to manage the volatility of foreign exchange rates on the investment in our foreign subsidiaries. We may use forward foreign exchange contracts as economic hedges to manage the cash flow volatility arising from foreign exchange rate fluctuations related to foreign currency transactions. 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, 2024 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, at December 31, 2024, we had outstanding forward foreign exchange contracts with an aggregate notional amount of $4.7 million. At December 31, 2023, there were no outstanding forward foreign exchange contracts.

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.

We have fixed-to-fixed cross currency swaps with a notional value of $150 million that hedge a portion of the net investment in our Japanese subsidiaries against volatility in the Yen/U.S. Dollar exchange rate. The swaps are designated and qualify as a hedge of a net investment in a foreign subsidiary and are scheduled to mature in 2025 and 2029. Changes in the fair value of the swaps are recognized in foreign currency translation and are reported in AOCI. Any gain or loss will remain in AOCI until the complete or substantially complete liquidation of our investment in the underlying operations. We have elected to assess the effectiveness of our net investment hedges based on changes in spot exchange rates. We receive net fixed U.S. Dollar interest payments from the swaps. We recorded a reduction of interest expense of $6.6 million in each of 2024 and 2023. At December 31, 2024, an asset of $9.3 million is recorded in other assets, and at December 31, 2023, a liability of $6.6 million is recorded in long-term liabilities, for the swap fair value.

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. In 2024 and 2023, we did not have any interest rate swaps. At December 31, 2024 and 2023, long-term debt consisted entirely of fixed-rate debt.

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New Accounting Standards

12 Months Ended
Dec. 31, 2024

New Accounting Standards [Abstract]

New Accounting Standards

New Accounting Standards

On November 4, 2024, the FASB issued ASU 2024-03, *Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40)* (“ASU 2024-03”), that requires, additional information about specific expense categories in the notes to financial statements at interim and annual reporting periods. ASU 2024-03 is effective for annual periods beginning after December 15, 2026, and for interim periods beginning after December 15, 2027. We will adopt ASU 2024-03 for annual periods beginning on January 1, 2027, and for interim periods beginning on January 1, 2028. ASU 2024-03 affects financial statement disclosure only, and its adoption will not affect our results of operations or financial condition.

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Subsequent Events

12 Months Ended
Dec. 31, 2024

Subsequent Events [Abstract]

Subsequent Events

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.

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SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS

12 Months Ended
Dec. 31, 2024

Schedule II [Abstract]

SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS	SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS For the Three Years Ended December 31, 2024 (In millions)

Description	Balance Beginning of Period	Charged to Costs and Expenses	Removal of Uncollectible Receivables	Translation Adjustment Increase (Decrease)	Balance End of Period
Valuation accounts deducted from assets:					
Allowance for Doubtful Accounts:					
December 31, 2024	$ 17.2	$ (2.7)	$ 0.9	$ (0.4)	$ 15.0
December 31, 2023	24.7	(2.8)	(5.1)	0.4	17.2
December 31, 2022	21.7	6.1	(2.4)	(0.7)	24.7

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Pay vs Performance Disclosure - USD ($) $ in Millions	12 Months Ended Dec. 31, 2024	 Dec. 31, 2023	 Dec. 31, 2022
Pay vs Performance Disclosure			
Net income - Omnicom Group Inc.	$ 1,480.6	$ 1,391.4	$ 1,316.5

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Insider Trading Arrangements	3 Months Ended Dec. 31, 2024
Trading Arrangements, by Individual	
Rule 10b5-1 Arrangement Adopted	false
Non-Rule 10b5-1 Arrangement Adopted	false
Rule 10b5-1 Arrangement Terminated	false
Non-Rule 10b5-1 Arrangement Terminated	false

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Cybersecurity Risk Management and Strategy Disclosure	12 Months Ended Dec. 31, 2024
Cybersecurity Risk Management, Strategy, and Governance [Line Items]	
Cybersecurity Risk Management Processes for Assessing, Identifying, and Managing Threats [Text Block]	***Cybersecurity Risk Management and Strategy*** We have developed and implemented a cybersecurity risk management program intended to protect the confidentiality, integrity, and availability of our critical systems and information. Our cybersecurity risk management program includes a cybersecurity incident response plan. We use the National Institute of Standards and Technology Cybersecurity Framework, or NIST CSF, and the ISO 27001 framework as published by the International Organization for Standardization as guides to help us identify, assess, and manage cybersecurity risks relevant to our business. We have designed and assessed our program based on the NIST CSF and ISO 27001. This does not imply that we meet any particular technical standards, specifications, or requirements. Our cybersecurity risk management program is integrated into our overall enterprise risk management program; and shares common methodologies, reporting channels, and governance processes that apply across the enterprise risk management program to other legal, compliance, strategic, operational, and financial risk areas. Key aspects of our cybersecurity risk management program include: • risk assessments designed to help identify material cybersecurity risks to our critical systems, and information; • an internal security staff principally responsible for managing our cybersecurity risk assessment processes, our security controls, and our response to cybersecurity incidents; • the use of external service providers, where appropriate, to assess, test, or otherwise assist with aspects of our security controls; • cybersecurity awareness training of our employees, incident response personnel, and senior management; • a cybersecurity incident response plan that includes procedures for responding to cybersecurity incidents; and • a third-party risk management process for key service providers, suppliers, and vendors, including cloud-related service providers. While we have experienced cybersecurity incidents that resulted in the disruption of our information technology systems and required us to engage third parties to remediate the issues, we have not identified risks from known cybersecurity threats, including as a result of any prior cybersecurity incidents, that have materially affected or are reasonably likely to materially affect us, including our operations, results of operations, or financial condition. We face certain ongoing risks from cybersecurity threats that, if realized, are reasonably likely to materially affect us, including our business, results of operations and financial condition. See Item 1A, “Risk Factors - *We rely extensively on information technology systems, and cybersecurity incidents could adversely affect us.*”
Cybersecurity Risk Management Processes Integrated [Flag]	true
Cybersecurity Risk Management Processes Integrated [Text Block]	Our cybersecurity risk management program is integrated into our overall enterprise risk management program; and shares common methodologies, reporting channels, and governance processes that apply across the enterprise risk management program to other legal, compliance, strategic, operational, and financial risk areas. Key aspects of our cybersecurity risk management program include: • risk assessments designed to help identify material cybersecurity risks to our critical systems, and information; • an internal security staff principally responsible for managing our cybersecurity risk assessment processes, our security controls, and our response to cybersecurity incidents; • the use of external service providers, where appropriate, to assess, test, or otherwise assist with aspects of our security controls; • cybersecurity awareness training of our employees, incident response personnel, and senior management; • a cybersecurity incident response plan that includes procedures for responding to cybersecurity incidents; and • a third-party risk management process for key service providers, suppliers, and vendors, including cloud-related service providers.
Cybersecurity Risk Management Third Party Engaged [Flag]	true
Cybersecurity Risk Third Party Oversight and Identification Processes [Flag]	true
Cybersecurity Risk Materially Affected or Reasonably Likely to Materially Affect Registrant [Flag]	false
Cybersecurity Risk Board Committee or Subcommittee Responsible for Oversight [Text Block]	Our Board of Directors, or Board, considers cybersecurity risk as part of its risk oversight function and has delegated to its Audit Committee oversight of cybersecurity and other information technology risks. Our Audit Committee oversees management’s ongoing activities related to our cybersecurity risk management program.
Cybersecurity Risk Process for Informing Board Committee or Subcommittee Responsible for Oversight [Text Block]	Our Audit Committee receives periodic reports from management on our cybersecurity risks. In addition, management updates the Audit Committee, as necessary, regarding cybersecurity incidents. Our Audit Committee reports to the full Board regarding its activities, including those related to cybersecurity. The full Board also receives briefings from management on our cybersecurity risk management program. Board members receive presentations on cybersecurity topics from our Chief Information Officer, or CIO, Chief Information Security Officer, or CISO, and Chief Information Risk Officer, or CIRO, and other security staff as part of the Board’s continuing education on topics that impact the Company.
Cybersecurity Risk Role of Management [Text Block]	Our management team, including our CIO, CISO and CIRO, is responsible for assessing and managing our material risks from cybersecurity threats. The team has primary responsibility for our overall cybersecurity risk management program and supervises both our internal cybersecurity personnel and our retained external cybersecurity advisors. Our Information Technology (IT) management team collectively holds over 50 years of strategic IT and global transformational experience, including having held IT advisory roles with top-tier organizations. Each member of the team has experience operating in complex, international business environments. The IT management team has demonstrated achievement in Information Security strategy development, risk management and implementation of security and risk management programs that drive awareness, decrease exposure and strengthen organizational IT controls. Our management team is informed about and monitors the prevention, detection, mitigation, and remediation of key cybersecurity risks and incidents through various means, which may include briefings from internal security personnel, threat intelligence and other information obtained from governmental, public or private sources, including external advisors engaged by us, and alerts and reports produced by security tools deployed in the IT environment.
Cybersecurity Risk Management Positions or Committees Responsible [Flag]	true
Cybersecurity Risk Management Positions or Committees Responsible [Text Block]	Our management team, including our CIO, CISO and CIRO, is responsible for assessing and managing our material risks from cybersecurity threats.
Cybersecurity Risk Management Expertise of Management Responsible [Text Block]	Our Information Technology (IT) management team collectively holds over 50 years of strategic IT and global transformational experience, including having held IT advisory roles with top-tier organizations. Each member of the team has experience operating in complex, international business environments. The IT management team has demonstrated achievement in Information Security strategy development, risk management and implementation of security and risk management programs that drive awareness, decrease exposure and strengthen organizational IT controls.
Cybersecurity Risk Process for Informing Management or Committees Responsible [Text Block]	Our management team is informed about and monitors the prevention, detection, mitigation, and remediation of key cybersecurity risks and incidents through various means, which may include briefings from internal security personnel, threat intelligence and other information obtained from governmental, public or private sources, including external advisors engaged by us, and alerts and reports produced by security tools deployed in the IT environment.
Cybersecurity Risk	

Management Positions or Committees Responsible Report to Board [Flag]	true

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Significant Accounting Policies (Policies)	12 Months Ended Dec. 31, 2024
Significant Accounting Policies [Abstract]	
Revenue Recognition, Policy	***Revenue Recognition.*** Revenue is recognized when a customer obtains control and receives the benefit of the 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, marketing, and communications services in the following fundamental disciplines: Media & Advertising, Precision Marketing, Public Relations, Healthcare, Branding & Retail Commerce, Experiential, and Execution & Support. 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, marketing, and communications 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, shipping 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, precision marketing, public relations, healthcare, and branding and retail commerce, 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 experiential business and most of our execution and 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 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.
Operating Expenses, Policy	***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 a 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, third-party service costs, and third-party incidental costs. Third-party service costs include vendor costs when we act as principal in providing services to our clients. Third-party incidental costs that are required to be included in revenue primarily consist of client-related travel and incidental out-of-pocket costs that we bill back to the client directly at our cost. 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. 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.
Cash and Cash Equivalents, Policy	***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, Policy	***Work in Process.*** Work in process represents accrued costs incurred on behalf of customers, including media and production costs and fees, other third-party costs and contract assets 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. 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.
Property and Equipment, Policy	***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 technology and related 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, Policy	***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.
Equity Securities Investments, Policy	***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, Policy	***Business Combinations.*** In a business combination, 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 related to the noncontrolling shareholders 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, Policy	***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 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 evaluate goodwill for impairment at least annually on May 1 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 global agency networks. The regional reporting units and practice areas 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 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, and the employees share similar skill sets. 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. 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. The market assumptions used in our assessment reflected the current economic environment (see Note 1 - *Risks and Uncertainties*). Based on the results of the annual impairment test, we concluded that, at May 1, 2024 and 2023, 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 goodwill impairment test, there have been no events or circumstances that triggered the need for an interim impairment test.
Debt Issuance Costs, Policy	***Debt Issuance Costs.*** Debt issuance costs are capitalized and amortized in interest expense over the term of the related debt and are presented as a reduction to the carrying amount of debt.
Temporary Equity - Redeemable Noncontrolling Interests, Policy	***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, however, in almost all cases we have a similar protective call right to buy the security at fair value.
Treasury Stock, Policy	***Treasury Stock.*** Repurchases of our common stock are accounted for at cost and are recorded as treasury stock. The excise tax on net stock repurchases is recorded as a cost of acquiring 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, Policy

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, Policy

Foreign Currency Translation and Transactions. Substantially all of our foreign subsidiaries use their local currency as their functional currency. Assets and liabilities are translated from the local functional currency 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. Foreign currency gains and losses arising from transactions not in the subsidiaries' local currency are recorded in results of operations. We recorded foreign currency transaction losses of $5.4 million and $14.0 million in 2024 and 2023, respectively, and recorded foreign currency transaction gains of $1.1 million in 2022. Foreign currency gains and losses for hyper-inflationary economies are recorded in results of operations.

Share-Based Compensation, Policy

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.

Severance, Policy

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, Policy

Pension and Other Postemployment Benefits. We have various defined benefit and defined contribution plans throughout the world. We have a Senior Executive Retention Plan and Key Executive Retention Plan that cover certain executives. In addition, we have postemployment benefit plans for various key employees that primarily cover a period of 10 years after cessation of full-time employment. We use various actuarial methods and assumptions in determining our net pension and postemployment benefit costs and obligations, including the discount rate used to determine the present value of future benefits, expected long-term rate of return on plan assets and compensation cost trends. The overfunded or underfunded status of our pension and other postemployment benefit plans is recorded on the balance sheet (see Note 12 for additional information).

Deferred Compensation, Policy

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, and included in other long-term liabilities except for the current portion.

Income Taxes, Policy

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 that do not meet the more-likely-than not threshold, or that meet the more-likely-than-not threshold but have measurement related unrecognized tax benefits. 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, Policy

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, Policy

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 office space leases, and substantially all our finance leases are office furniture and technology equipment leases.

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, Policy

Concentration of Credit Risk. We provide data-inspired, creative marketing and sales solutions 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 2.7% of revenue in 2024.

Derivative Financial Instruments, Policy

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. Changes in the fair value of a fair value hedge are offset against the change in fair value of the hedged asset, liability or firm commitment through results of operations. Gains and losses on a terminated fair value hedge of our long-term debt are included in long-term debt and are amortized over the remaining term of the respective debt that was hedged. Changes in the fair value of a cash flow hedge are recognized in other comprehensive income until the hedged item is recognized in results of operations. Foreign currency hedges of the net investment in our foreign operations are recorded in accumulated other comprehensive income (loss), or AOCI. Any gain or loss will remain in AOCI until the complete or substantially complete liquidation of our investment in the underlying operation. 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, Policy

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.

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Revenue (Tables)

12 Months Ended
Dec. 31, 2024

Disaggregation of Revenue [Line Items]

Contract Balances

Contract balances

Contract balances include work in process and customer advances that primarily consist of advance billings to customers in accordance with the terms of the client contracts, primarily for the reimbursement of third-party costs.

	December 31, 2024	December 31, 2023
Work in process:		
Media and production costs	**$ 864.0**	$ 664.4
Unbilled fees and costs and contract assets	**758.2**	678.1
Work in process	**$ 1,622.2**	$ 1,342.5
Customer advances	**$ 1,336.1**	$ 1,356.2

Geographic Markets [Member]

Disaggregation of Revenue [Line Items]

Disaggregation of Revenue

Revenue by geographic market:

	Year Ended December 31, 2024	Year Ended December 31, 2023	Year Ended December 31, 2022
Americas:			
North America	**$ 8,650.2**	$ 7,951.0	$ 7,856.0
Latin America	**433.7**	386.8	329.0
EMEA:			
Europe	**4,439.0**	4,266.9	4,010.5
Middle East and Africa	**319.2**	309.6	346.7
Asia-Pacific	**1,847.0**	1,777.9	1,746.9
Revenue	**$ 15,689.1**	$ 14,692.2	$ 14,289.1

Discipline [Member]

Disaggregation of Revenue [Line Items]

Disaggregation of Revenue

Revenue by discipline:

	Year Ended December 31, 2024	2023	2022
Media & Advertising	**$ 8,466.2**	$ 7,891.2	$ 7,433.9
Precision Marketing	**1,820.9**	1,473.5	1,426.6
Public Relations	**1,679.2**	1,578.9	1,552.7
Healthcare	**1,354.7**	1,362.7	1,322.3
Branding & Retail Commerce	**792.9**	853.7	848.1
Experiential	**731.5**	651.4	635.6
Execution & Support	**843.7**	880.8	1,069.9
Revenue	**$ 15,689.1**	$ 14,692.2	$ 14,289.1

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Net Income per Share (Tables)

12 Months Ended
Dec. 31, 2024

Net Income per Share [Abstract]

Basic and Diluted Net Income per Share

Basic and diluted net income per share:

	Year Ended December 31, 2024	2023	2022
Net income - Omnicom Group Inc.	**$ 1,480.6**	$ 1,391.4	$ 1,316.5
Weighted average shares (millions):			
Basic	**196.4**	199.4	205.6
Dilutive stock options and restricted shares	**2.2**	2.0	1.4
Diluted	**198.6**	201.4	207.0
Anti-dilutive stock options and restricted shares (millions):	**—**	—	4.3
Net income per share - Omnicom Group Inc.:			
Basic	**$7.54**	$6.98	$6.40
Diluted	**$7.46**	$6.91	$6.36

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Goodwill and Intangible Assets (Tables)

12 Months Ended
Dec. 31, 2024

Goodwill and Intangible Assets Disclosure [Abstract]

Change in Goodwill

Change in goodwill:

	December 31, 2024	2023
January 1	**$ 10,082.3**	$ 9,734.3
Acquisitions	**761.2**	51.7
Noncontrolling interests in acquired businesses	**22.8**	128.6
Contingent purchase price obligations of acquired businesses	**—**	159.7
Dispositions	**(6.0)**	(120.6)
Foreign currency translation	**(182.9)**	128.6
December 31	**$ 10,677.4**	$ 10,082.3

Intangible Assets

Intangible assets:

	December 31, 2024			2023		
	Gross Carrying Value	Accumulated Amortization	Net Carrying Value	Gross Carrying Value	Accumulated Amortization	Net Carrying Value
Acquired intangible assets and internally developed strategic platform assets	**$ 1,096.1**	**$ (606.1)**	**$ 490.0**	$ 902.6	$ (572.9)	$ 329.7
Other purchased and internally developed software	**258.3**	**(226.3)**	**32.0**	327.9	(290.7)	37.2
Intangible Assets	**$ 1,354.4**	**$ (832.4)**	**$ 522.0**	$ 1,230.5	$ (863.6)	$ 366.9

Amortization of Intangible Assets

Amortization of intangible assets:

	Year Ended December 31, 2024	2023	2022
Acquired intangible assets and internally developed strategic platform assets	**$ 87.5**	$ 61.8	$ 58.8
Other purchased and internally developed software	**18.1**	18.5	21.5
Amortization Expense	**$ 105.6**	$ 80.3	$ 80.3

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Debt (Tables)

12 Months Ended
Dec. 31, 2024

Debt [Abstract]

Long-Term Debt

Long-Term Debt

	December 31, 2024	2023
3.65% Senior Notes due 2024	**$ —**	$ 750.0
3.60% Senior Notes due 2026	**1,400.0**	1,400.0
€500 Million 0.80% Senior Notes due 2027	**520.3**	553.0
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	**520.3**	553.0
2.60% Senior Notes due 2031	**800.0**	800.0
€600 Million 3.70% Senior Notes due 2032	**624.5**	—
£325 Million 2.25% Senior Notes due 2033	**407.9**	413.9
5.30% Senior Notes due 2034	**600.0**	—
Long-Term Debt, Gross	**6,073.0**	5,669.9
Unamortized discount	**(9.5)**	(7.8)
Unamortized debt issuance costs	**(27.4)**	(22.3)
Unamortized deferred gain (loss) from settlement of interest rate swaps	**(0.8)**	(0.2)
Long-Term Debt, including current portion	**6,035.3**	5,639.6
Current portion	**—**	(750.5)
Long-Term Debt	**$ 6,035.3**	$ 4,889.1

Long-Term Debt Maturities

Long-term debt maturities at December 31, 2024:

2025	**$ —**
2026	**1,400.0**
2027	**520.3**
2028	**—**
2029	**—**
Thereafter	**4,152.7**
Long-Term Debt, Gross	**$ 6,073.0**

Interest Expense

Interest Expense

	Year Ended December 31, 2024	2023	2022
Long-term debt	**$ 194.9**	$ 165.1	$ 164.7
Fees	**4.4**	4.8	4.6
Pension and other interest	**50.3**	50.5	35.8
Interest rate and cross currency swaps	**(1.7)**	(1.9)	3.5
Interest Expense	**$ 247.9**	$ 218.5	$ 208.6

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Segment Reporting (Tables)

12 Months Ended
Dec. 31, 2024

Segment Reporting [Abstract]

Segment Revenue, Segment Operating Expenses and Segment Operating Income of our Operating Segments

Segment revenue, segment operating expenses and segment operating income of our operating segments:

	Year Ended December 31, 2024	2023	2022
Revenue	**$ 15,689.1**	$ 14,692.2	$ 14,289.1
Segment Operating Expenses:			
Salary and service costs:			
Salary and related costs	**$ 7,441.4**	$ 7,212.8	$ 7,197.9
Third-party service costs	**3,348.6**	2,917.9	2,585.5
Third-party incidental costs	**642.5**	570.5	542.5
Total salary and service costs	**11,432.5**	10,701.2	10,325.9
Occupancy and other costs	**1,274.4**	1,168.8	1,168.6
Segment cost of services	**12,706.9**	11,870.0	11,494.5
Selling, general and administrative expenses	**408.1**	393.7	378.5
Depreciation and amortization	**241.7**	211.1	219.4
Total segment operating expenses	**13,356.7**	12,474.8	12,092.4
Segment Operating Income	**$ 2,332.4**	$ 2,217.4	$ 2,196.7

Reconciliation of Segment Operating Income to Operating Income and Income

Before Income Taxes and Income From Equity Method Investments

Reconciliation of segment operating income to operating income and income before income taxes and income from equity method investments:

	Year Ended December 31, 2024	2023	2022
Segment Operating Income	$ 2,332.4	$ 2,217.4	$ 2,196.7
Real estate and other repositioning costs	57.8	191.5	—
Changes arising from the effects of the war in Ukraine	—	—	113.4
Gain on disposition of subsidiary	—	(78.8)	—
Operating Income	$ 2,274.6	$ 2,104.7	$ 2,083.3
Interest Expense	247.9	218.5	208.6
Interest Income	100.9	106.7	70.7
Income Before Income Taxes and Income From Equity Method Investments	$ 2,127.6	$ 1,992.9	$ 1,945.4

Revenue and Long-Lived Assets and Goodwill by Geographic Region

Revenue and long-lived assets and goodwill by geographic region:

	Americas	EMEA	Asia-Pacific
December 31, 2024			
Revenue	$ 9,083.9	$ 4,758.2	$ 1,847.0
Long-lived assets and goodwill	8,166.6	3,693.9	685.2
December 31, 2023			
Revenue	$ 8,337.8	$ 4,576.5	$ 1,777.9
Long-lived assets and goodwill	7,749.5	3,523.3	730.8
December 31, 2022			
Revenue	$ 8,185.0	$ 4,357.2	$ 1,746.9
Long-lived assets and goodwill	7,727.0	3,315.2	757.2

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Share-Based Compensation Plans (Tables)

12 Months Ended Dec. 31, 2024

Share-Based Compensation Plans [Abstract]

Stock Option Activity

Stock option activity:

	2024 Shares	2024 Weighted Average Exercise Price	2023 Shares	2023 Weighted Average Exercise Price	2022 Shares	2022 Weighted Average Exercise Price
January 1	4,564,575	$71.81	5,127,625	$72.90	4,689,250	$74.30
Granted	—		—		853,875	68.88
Exercised	(1,297,238)	72.47	(413,750)	84.94	(157,500)	84.94
Forfeited	(182,050)	69.80	(149,300)	72.99	(258,000)	77.69
December 31	3,085,287	$71.65	4,564,575	$71.81	5,127,625	$72.90
Exercisable December 31	2,302,762	$72.47	—		423,750	$84.94

Options Outstanding and Exercisable

Options outstanding and exercisable:

Exercise Price Range			Options Outstanding Shares	Options Outstanding Weighted Average Remaining Contractual Life	Options Outstanding Weighted Average Exercise Price	Options Exercisable Shares	Options Exercisable Weighted Average Exercise Price
$69.00	to	$70.00	782,525	7.6 years	$69.23	—	
$72.00	to	$73.00	2,302,762	6.9 years	72.47	2,302,762	$72.47
			3,085,287		$71.65	2,302,762	$72.47

Restricted Stock Activity

Restricted stock activity:

	Year Ended December 31, 2024	2023	2022
January 1	2,802,297	3,010,343	2,932,836
Granted	1,459,525	1,010,575	1,147,496
Vested	(878,247)	(915,245)	(889,736)
Forfeited	(232,061)	(303,376)	(180,253)
December 31	3,151,514	2,802,297	3,010,343
Weighted average grant date fair value of shares granted in the period	$81.39	$84.33	$59.02
Weighted average grant date fair value at December 31	$71.59	$64.84	$61.11

Performance Restricted Stock Units Activity

PRSU activity:

	2024 Shares	2024 Weighted Average Grant Date Fair Value	2023 Shares	2023 Weighted Average Grant Date Fair Value	2022 Shares	2022 Weighted Average Grant Date Fair Value
January 1	563,036	$81.11	570,235	$71.19	533,890	$70.42
Granted	177,059	93.19	178,998	92.18	218,127	76.79
Distributed	(165,911)	74.89	(186,197)	61.36	(181,782)	75.64
December 31	574,184	$86.63	563,036	$81.11	570,235	$71.19

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Income Taxes (Tables)

12 Months Ended Dec. 31, 2024

Income Taxes [Abstract]

Income Before Income Taxes

Income before income taxes:

	Year Ended December 31, 2024	2023	2022
Domestic	$ 940.0	$ 696.0	$ 789.3
International	1,187.6	1,296.9	1,156.1
Income Before Income Taxes	$ 2,127.6	$ 1,992.9	$ 1,945.4

Income Tax Expense (Benefit)

Income tax expense (benefit):

	Year Ended December 31, 2024	2023	2022
Current:			
U.S. federal	$ 183.8	$ 154.2	$ 180.1
U.S. state and local	46.6	34.8	57.0
International	309.9	330.8	287.4
	540.3	519.8	524.5
Deferred:			
U.S. federal	17.5	10.9	11.1
U.S. state and local	1.3	1.3	(0.3)
International	1.4	(7.1)	11.5
	20.2	5.1	22.3
Income Tax Expense	$ 560.5	$ 524.9	$ 546.8

Reconciliation from the Statutory U.S. Federal Income Tax Rate to Effective Tax Rate

Reconciliation from the statutory U.S. federal income tax rate to effective tax rate:

	Year Ended December 31, 2024	2023	2022
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	1.7	1.4	2.3
Impact of foreign operations	3.8	3.9	3.5
Other, including impact of war in Ukraine	(0.2)	—	1.3
Effective tax rate	26.3 %	26.3 %	28.1 %

Deferred Tax Assets and Liabilities and Balance Sheet Classification

Deferred tax assets and liabilities and balance sheet classification:

	December 31, 2024	2023
Deferred tax assets:		
Compensation	$ 136.1	$ 153.8
Tax loss and credit carryforwards	78.2	78.6
Basis differences from acquisitions	53.2	41.2
Basis differences from short-term assets and liabilities	27.6	33.3
Capitalized research and development expenditures	106.8	64.8
Deferred tax assets	401.9	371.7
Valuation allowance	(17.0)	(18.9)
Deferred tax assets, net	$ 384.9	$ 352.8
Deferred tax liabilities:		
Goodwill and intangible assets	$ 707.5	$ 687.3
Unremitted foreign earnings	44.1	71.1
Basis differences from investments	5.2	3.8
Financial instruments	—	0.9
Other	44.4	45.3
Deferred tax liabilities	$ 801.2	$ 808.4
Long-term deferred tax assets	$ 75.5	$ 73.5
Long-term deferred tax liabilities	$ 491.8	$ 529.1

Reconciliation of Unrecognized Tax Benefits

Reconciliation of unrecognized tax benefits:

	December 31,	
	2024	2023
January 1	**$ 167.8**	$ 167.6
Additions:		
Current year tax positions	**15.7**	3.3
Prior year tax positions	**4.4**	4.3
Reduction of prior year tax positions	**(2.5)**	(7.9)
Settlements	**(2.6)**	—
Foreign currency translation	**(1.3)**	0.5
December 31	**$ 181.5**	$ 167.8

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Pension and Other Postemployment Benefits (Tables)

12 Months Ended

Dec. 31, 2024

Pension and Other Postemployment Benefits [Abstract]

Net Periodic Benefit Expense

Pension and other postemployment benefits net periodic benefit expense:

	Defined Benefit Pension Plans			Postemployment Arrangements		
	Year Ended December 31,			Year Ended December 31,		
	2024	2023	2022	2024	2023	2022
Service cost	**$ 1.6**	$ 2.4	$ 2.8	**$ 2.9**	$ 3.4	$ 4.5
Interest cost	**8.5**	11.1	5.6	**5.9**	5.7	2.6
Expected return on plan assets	**(2.2)**	(0.3)	(1.4)	**—**	—	—
Amortization of prior service cost	**0.4**	0.3	0.4	**4.4**	3.8	3.8
Amortization of actuarial loss	**0.8**	0.7	4.0	**0.2**	—	2.5
Net Periodic Benefit Expense	**$ 9.1**	$ 14.2	$ 11.4	**$ 13.4**	$ 12.9	$ 13.4

Weighted Average Assumptions Used to Determine Net Periodic Benefit Expense

Weighted average assumptions:

	Defined Benefit Pension Plans			Postemployment Arrangements		
	Year Ended December 31,			Year Ended December 31,		
	2024	2023	2022	2024	2023	2022
Discount rate	**4.5 %**	4.7 %	2.1 %	**4.5 %**	4.7 %	1.8 %
Compensation increases	**3.4 %**	2.6 %	2.6 %	**3.5 %**	3.5 %	3.5 %
Expected return on plan assets	**2.2 %**	1.5 %	1.6 %			

Change in Benefit Obligation, Fair Value of Plan Assets, Funded Status and Balance Sheet Classification of Defined Benefit Pension Plans

Change in benefit obligation and fair value of plan assets:

	Defined Benefit Pension Plans		Postemployment Arrangements	
	Year Ended December 31,		Year Ended December 31,	
	2024	2023	2024	2023
Benefit obligation:				
Benefit obligation, January 1	**$ 224.3**	**$ 228.6**	**$ 142.2**	$ 130.8
Service cost	**1.6**	2.4	**2.9**	3.4
Interest cost	**8.5**	11.1	**5.9**	5.7
Amendments, curtailments and settlements	**16.1**	(0.4)	**(0.6)**	6.9
Actuarial (gain) loss	**(23.1)**	(2.1)	**(12.4)**	6.3
Benefits paid	**(11.7)**	(12.4)	**(11.4)**	(10.9)
Foreign currency translation	**0.3**	(2.9)	—	—
Benefit obligation, December 31	**$ 216.0**	$ 224.3	**$ 126.6**	$ 142.2
Fair value of plan assets:				
Fair value of plan assets, January 1	**$ 45.5**	$ 44.0	**$ —**	$ —
Actual return on plan assets	**2.0**	3.9	**—**	—
Employer contributions	**10.6**	8.8	**—**	—
Benefits paid	**(11.7)**	(12.4)	**—**	—
Foreign currency translation and other	**(0.5)**	1.2	**—**	—
Fair value of plan assets, December 31	**$ 45.9**	$ 45.5	**$ —**	$ —
Funded status, December 31	**$ (170.1)**	$ (178.8)	**$ (126.6)**	$ (142.2)
Funded status recognized in the balance sheet:				
Other assets	**$ 1.5**	$ 2.1	**$ —**	$ —
Other current liabilities	**(10.7)**	(8.6)	**(13.5)**	(11.9)
Long-term liabilities	**(160.9)**	(172.3)	**(113.1)**	(130.3)
	$ (170.1)	$ (178.8)	**$ (126.6)**	$ (142.2)

Weighted Average Assumptions Used to Determine Benefit Obligation

Weighted average assumptions:				
Discount rate	**5.2 %**	4.6 %	**5.3 %**	4.6 %
Compensation increases	**2.5 %**	3.5 %	**3.5 %**	3.5 %

Plans with Benefit Obligations in Excess of Plan Assets

Defined benefit pension plans with benefit obligations in excess of plan assets:

	Year Ended December 31,	
	2024	2023
Benefit obligation	**$ (208.3)**	$ (215.5)
Plan assets	**36.7**	34.7
	$ (171.6)	$ (180.8)

Estimated Benefits Expected to be Paid

At December 31, 2024, the estimated pension and other postemployment benefits expected to be paid over the next 10 years:

	Defined Benefit Pension Plans	Postemployment Arrangements
2025	**$ 12.3**	**$ 13.5**
2026	**11.8**	**12.2**
2027	**12.6**	**13.7**
2028	**16.0**	**13.4**
2029	**22.2**	**12.7**
2030 - 2034	**102.0**	**48.0**

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Supplemental Cash Flow Data (Tables)

12 Months Ended

Dec. 31, 2024

Supplemental Cash Flow Data [Abstract]

Change in Operating Capital

Change in operating capital:

	Year Ended December 31,		
	2024	2023	2022
(Increase) decrease in accounts receivable	**$ (597.1)**	$ (513.9)	$ (129.1)
(Increase) decrease in work in process and other current assets	**(316.9)**	(121.8)	(197.9)
Increase (decrease) in accounts payable	**997.5**	602.3	(350.1)
Increase (decrease) in customer advances, taxes payable and other current liabilities	**(229.1)**	(399.6)	(97.8)
Change in other assets and liabilities, net	**(85.6)**	(29.9)	(69.1)
Increase (decrease) in operating capital	**$ (231.2)**	$ (462.9)	$ (844.0)

Supplemental Financial Information and Non-Cash Increases in Lease Liabilities

Supplemental financial information:

	Year Ended December 31,		
	2024	2023	2022
Income taxes paid	**$ 544.1**	$ 474.3	$ 450.3
Interest paid	**$ 156.4**	$ 162.8	$ 173.9

Non-cash increase in lease liabilities:

	Year Ended December 31,	
	2024	2023
Operating leases	**$ 231.1**	$ 206.9
Finance leases	**$ 47.1**	$ 48.2

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Noncontrolling Interests (Tables)

12 Months Ended
Dec. 31, 2024

Noncontrolling Interests [Abstract]

Changes in Ownership Interests in Less than 100% Owned Subsidiaries

Changes in the ownership interests in our less than 100% owned subsidiaries:

	Year Ended December 31, 2024	2023	2022
Net income attributed to Omnicom Group Inc.	**$ 1,480.6**	$ 1,391.4	$ 1,316.5
Net transfers (to) from noncontrolling interests	**(10.0)**	(88.1)	(17.1)
Change from net income attributed to Omnicom Group Inc. and transfers (to) from noncontrolling interests	**$ 1,470.6**	$ 1,303.3	$ 1,299.4

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Leases and Property and Equipment (Tables)

12 Months Ended
Dec. 31, 2024

Leases and Property and Equipment [Abstract]

Lease Cost

	Year Ended December 31, 2024	2023
Operating lease cost:		
Operating lease cost	**$ 209.6**	$ 216.2
Variable lease cost	**16.5**	29.9
Short-term lease cost	**3.9**	2.5
Sublease income	**(0.9)**	(3.7)
Total Operating Lease Cost	**$ 229.1**	$ 244.9
Finance lease cost:		
Depreciation of ROU assets	**$ 58.9**	$ 58.9
Interest	**8.3**	7.4
Total Finance Lease Cost	**$ 67.2**	$ 66.3
Total Lease Cost	**$ 296.3**	$ 311.2

Future Lease Payments

Future lease payments:

	December 31 Operating Leases	Finance Leases
2025	**$ 238.5**	$ 55.7
2026	**208.8**	37.1
2027	**162.7**	22.2
2028	**127.7**	9.1
2029	**98.2**	3.5
Thereafter	**449.2**	2.2
Total lease payments	**1,285.1**	129.8
Less: Interest	**266.4**	8.1
Present Value of Lease Liabilities	**$ 1,018.7**	$ 121.7

Future Lease Payments

Future lease payments:

	December 31 Operating Leases	Finance Leases
2025	**$ 238.5**	$ 55.7
2026	**208.8**	37.1
2027	**162.7**	22.2
2028	**127.7**	9.1
2029	**98.2**	3.5
Thereafter	**449.2**	2.2
Total lease payments	**1,285.1**	129.8
Less: Interest	**266.4**	8.1
Present Value of Lease Liabilities	**$ 1,018.7**	$ 121.7

Balance Sheet Classification of Operating Leases

Balance sheet classification of operating leases:

	December 31, 2024	2023
Operating Lease ROU Assets	**$ 1,043.6**	$ 1,046.4
Operating lease liability:		
Other current liabilities	**$ 204.5**	$ 217.3
Long-term liability - operating leases	**814.2**	853.0
Total Operating Lease Liability	**$ 1,018.7**	$ 1,070.3

Property and Equipment

Property and equipment:

	December 31, 2024	2023
Property and equipment - owned	**$ 1,520.3**	$ 1,620.9
Equipment under finance leases	**401.3**	404.4
Property and Equipment, Gross	**1,921.6**	2,025.3
Accumulated depreciation	**(1,096.9)**	(1,150.4)
Property and Equipment, Net	**$ 824.7**	$ 874.9

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Accumulated Other Comprehensive Income (Loss) (Tables)

12 Months Ended
Dec. 31, 2024

Accumulated Other Comprehensive Income (Loss) [Abstract]

Changes in AOCI

Changes in AOCI, net of income taxes:

	Cash Flow Hedge	Pension and Other Postemployment Benefits	Foreign Currency Translation	Total
January 1, 2023	$ (12.1)	$ (41.3)	$ (1,384.5)	$ (1,437.9)
Other comprehensive income (loss) before reclassifications	—	(4.8)	97.7	92.9
Reclassification from accumulated other comprehensive income (loss)	4.0	3.4	—	7.4
December 31, 2023	(8.1)	(42.7)	(1,286.8)	(1,337.6)
Other comprehensive income (loss) before reclassifications	**—**	**13.1**	**(158.6)**	**(145.5)**
Reclassification from accumulated other comprehensive income (loss)	**3.1**	**4.1**	**—**	**7.2**
December 31, 2024	**$ (5.0)**	**$ (25.5)**	**$ (1,445.4)**	**$ (1,475.9)**

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Fair Value (Tables)

12 Months Ended
Dec. 31, 2024

Fair Value [Abstract]

Financial Assets and Liabilities Measured at Fair Value on a Recurring Basis

Financial assets and liabilities measured at fair value on a recurring basis:

December 31, 2024	Level 1	Level 2	Level 3	Total
Assets:				
Cash and cash equivalents	**$ 4,339.4**			**$ 4,339.4**
Marketable equity securities	**0.9**			**0.9**
Cross currency swaps - net investment hedge		**$ 9.3**		**9.3**
Liabilities:				
Foreign currency derivatives		**$ 0.1**		**$ 0.1**
Contingent purchase price obligations			**$ 220.1**	**220.1**
December 31, 2023				
Assets:				
Cash and cash equivalents	$ 4,432.0			$ 4,432.0
Marketable equity securities	0.9			0.9
Liabilities:				
Cross currency swaps - net investment hedge		$ 6.6		$ 6.6
Contingent purchase price obligations			$ 229.5	229.5

Changes in Contingent Purchase Price Obligations

Changes in contingent purchase price obligations:

	December 31, 2024	2023
January 1	**$ 229.5**	$ 115.0
Acquisitions	**39.2**	217.4
Revaluation and interest	**(5.1)**	(36.1)
Payments	**(42.4)**	(67.7)
Foreign currency translation	**(1.1)**	0.9
December 31	**$ 220.1**	$ 229.5

Carrying Amount and Fair Value of Financial Assets and Liabilities

Carrying amount and fair value of our financial assets and liabilities:

	December 31,			
	2024		2023	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Assets:				
Cash and cash equivalents	**$ 4,339.4**	**$ 4,339.4**	$ 4,432.0	$ 4,432.0
Marketable equity securities	**0.9**	**0.9**	0.9	0.9
Non-marketable equity securities	**36.8**	**36.8**	6.7	6.7
Cross currency swaps - net investment hedge	**9.3**	**9.3**	—	—
Liabilities:				
Short-term debt	**$ 21.3**	**$ 21.3**	$ 10.9	$ 10.9
Foreign currency derivatives	**0.1**	**0.1**	—	—
Cross currency swaps - net investment hedge	**—**	**—**	6.6	6.6
Contingent purchase price obligations	**220.1**	**220.1**	229.5	229.5
Long-term debt	**6,035.3**	**5,664.9**	5,639.6	5,237.8

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SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS (Tables)	**12 Months Ended**
	Dec. 31, 2024
Schedule II [Abstract]	
SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS	**SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS** **For the Three Years Ended December 31, 2024** (In millions)

Description	**Balance Beginning of Period**	**Charged to Costs and Expenses**	**Removal of Uncollectible Receivables**	**Translation Adjustment Increase (Decrease)**	**Balance End of Period**
Valuation accounts deducted from assets:					
Allowance for Doubtful Accounts:					
December 31, 2024	$ 17.2	$ (2.7)	$ 0.9	$ (0.4)	$ 15.0
December 31, 2023	24.7	(2.8)	(5.1)	0.4	17.2
December 31, 2022	21.7	6.1	(2.4)	(0.7)	24.7

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Presentation of Financial Statements (Details) $ in Millions	**Dec. 31, 2024 USD ($)**
Presentation of Financial Statements [Abstract]	
Acquisition transaction costs	$ 14.6

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Significant Accounting Policies (Details) - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Net foreign currency transaction gains (losses)	$ (5.4)	$ (14.0)	$ 1.1
Percentage of revenue from largest client	2.70%		
Minimum [Member]			
Identifiable intangible assets, useful life	5 years		
Maximum [Member]			
Identifiable intangible assets, useful life	12 years		
Equipment | Minimum [Member]			
Property and Equipment, useful life	3 years		
Equipment | Maximum [Member]			
Property and Equipment, useful life	5 years		
Furniture | Minimum [Member]			
Property and Equipment, useful life	7 years		
Furniture | Maximum [Member]			
Property and Equipment, useful life	10 years		
Office Buildings | Maximum [Member]			
Property and Equipment, useful life	40 years		

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Revenue (Details) - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Disaggregation of Revenue [Line Items]			
Revenue	$ 15,689.1	$ 14,692.2	$ 14,289.1
Media and production costs	864.0	664.4	
Unbilled fees and costs and contract assets	758.2	678.1	
Work in process	1,622.2	1,342.5	
Customer advances	1,336.1	1,356.2	
North America			
Disaggregation of Revenue [Line Items]			
Revenue	8,650.2	7,951.0	7,856.0
UNITED STATES			
Disaggregation of Revenue [Line Items]			
Revenue	8,186.5	7,471.6	7,367.3
Latin America			
Disaggregation of Revenue [Line Items]			
Revenue	433.7	386.8	329.0
Europe			
Disaggregation of Revenue [Line Items]			
Revenue	4,439.0	4,266.9	4,010.5
Middle East and Africa			
Disaggregation of Revenue [Line Items]			
Revenue	319.2	309.6	346.7
Asia-Pacific			
Disaggregation of Revenue [Line Items]			
Revenue	1,847.0	1,777.9	1,746.9
Media & Advertising			
Disaggregation of Revenue [Line Items]			
Revenue	8,466.2	7,891.2	7,433.9
Precision Marketing			
Disaggregation of Revenue [Line Items]			
Revenue	1,820.9	1,473.5	1,426.6
Public Relations			
Disaggregation of Revenue [Line Items]			
Revenue	1,679.2	1,578.9	1,552.7
Healthcare			
Disaggregation of Revenue [Line Items]			
Revenue	1,354.7	1,362.7	1,322.3
Branding & Retail Commerce			
Disaggregation of Revenue [Line Items]			
Revenue	792.9	853.7	848.1
Experiential			
Disaggregation of Revenue [Line Items]			
Revenue	731.5	651.4	635.6

Execution & Support			
Disaggregation of Revenue [Line Items]			
Revenue	$ 843.7	$ 880.8	$ 1,069.9

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Net Income per Share (Details) - USD ($) $ / shares in Units, shares in Millions, $ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Net Income per Share [Abstract]			
Net income - Omnicom Group Inc.	$ 1,480.6	$ 1,391.4	$ 1,316.5
Weighted average shares (millions):			
Basic	196.4	199.4	205.6
Dilutive stock options and restricted shares	2.2	2.0	1.4
Diluted	198.6	201.4	207.0
Anti-dilutive stock options and restricted shares (millions):	0.0	0.0	4.3
Net income per share - Omnicom Group Inc.:			
Basic	$ 7.54	$ 6.98	$ 6.40
Diluted	$ 7.46	$ 6.91	$ 6.36

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Business Combinations (Details) - USD ($) $ in Millions		12 Months Ended	
	Jan. 02, 2024	Dec. 31, 2024	Dec. 31, 2023
Business Combinations [Line Items]			
Goodwill, Acquisitions		$ 784.0	
Liability for contingent purchase price obligations		220.1	$ 229.5
Liability for contingent purchase price obligations, current		$ 56.0	$ 62.4
Flywheel Digital			
Business Combinations [Line Items]			
Goodwill, Acquisitions	$ 672.5		
Acquisition of Flywheel Digital, net cash purchase price	845.0		
Intangible assets acquired	$ 182.6		

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Goodwill and Intangible Assets (Details) - USD ($) $ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Changes in Goodwill			
Goodwill, Beginning Balance	$ 10,082.3	$ 9,734.3	
Goodwill, Acquisitions Of Controlling Interests	761.2	51.7	
Goodwill, Acquisitions of noncontrolling interests	22.8	128.6	
Goodwill, Contingent Purchase Price of Acquired Businesses	0.0	159.7	
Goodwill, Written off Related to Sale of Business Unit	(6.0)	(120.6)	
Goodwill, Foreign Currency Translation Gain (Loss)	(182.9)	128.6	
Goodwill, Ending Balance	10,677.4	10,082.3	$ 9,734.3
Goodwill, impairment losses	0.0	0.0	
Goodwill, accumulated impairment losses	0.0		
Intangible assets:			
Intangible assets, Gross Carrying Value	1,354.4	1,230.5	
Intangible assets, Accumulated Amortization	(832.4)	(863.6)	
Intangible assets, Net Carrying Value	522.0	366.9	
Amortization of intangible assets	105.6	80.3	80.3
Acquired intangible assets and internally developed strategic platform assets			
Intangible assets:			
Intangible assets, Gross Carrying Value	1,096.1	902.6	
Intangible assets, Accumulated Amortization	(606.1)	(572.9)	
Intangible assets, Net Carrying Value	490.0	329.7	
Amortization of intangible assets	87.5	61.8	58.8
Other purchased and internally developed software			
Intangible assets:			
Intangible assets, Gross Carrying Value	258.3	327.9	
Intangible assets, Accumulated Amortization	(226.3)	(290.7)	
Intangible assets, Net Carrying Value	32.0	37.2	
Amortization of intangible assets	$ 18.1	$ 18.5	$ 21.5

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Debt (Details) € in Millions, £ in Millions, $ in Millions				12 Months Ended						
	Aug. 02, 2024 USD ($)	Jul. 15, 2024 USD ($)	Mar. 06, 2024 USD ($)	Dec. 31, 2024 USD ($)	Dec. 31, 2023 USD ($)	Dec. 31, 2022 USD ($)	Dec. 31, 2024 EUR (€)	Dec. 31, 2024 GBP (£)	Nov. 01, 2024 USD ($)	Mar. 06, 2024 EUR (€)
Short-Term Borrowings [Abstract]										
Short-term debt				$ 21.3	$ 10.9					
Short-term borrowings, weighted average interest rate				11.40%	12.00%		11.40%	11.40%		
Long-Term Debt [Abstract]										
Long-term debt, carrying amount				$ 6,073.0	$ 5,669.9					
Unamortized discount				(9.5)	(7.8)					
Unamortized debt issuance costs				(27.4)	(22.3)					
Unamortized deferred gain (loss) from settlement of interest rate swaps				(0.8)	(0.2)					
Long-Term Debt, including current portion				6,035.3	5,639.6					
Long-term debt, current portion				0.0	(750.5)					
Long-Term Debt				6,035.3	4,889.1					
Proceeds from borrowings				1,235.5	0.0	$ 0.0				
Contractual Maturities of Long-Term Debt [Abstract]										
Contractual maturities of long-term debt, 2025				0.0						
Contractual maturities of long-term debt, 2026				1,400.0						

Contractual maturities of long-term debt, 2027		520.3					
Contractual maturities of long-term debt, 2028		0.0					
Contractual maturities of long-term debt, 2029		0.0					
Contractual maturities of long-term debt, Thereafter		4,152.7					
Contractual maturities of long-term debt		6,073.0					
Components of Interest Expense [Abstract]							
Interest expense, Long-term debt		194.9	165.1	164.7			
Interest expense, Fees		4.4	4.8	4.6			
Interest expense, Pension and other interest		50.3	50.5	35.8			
Interest expense, Interest rate and cross currency swaps		(1.7)	(1.9)	3.5			
Interest expense, total		247.9	218.5	$ 208.6			
Credit Facility [Member]							
Credit Facilities [Abstract]							
Credit Facilities, maximum borrowing capacity		$ 2,500.0					
Credit Facilities, expiration date		Jun. 02, 2028					
Credit Facilities, amount outstanding		$ 0.0					
Credit Facilities, covenant terms		The Credit Facility has 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.					
Credit Facilities, covenant compliance		At December 31, 2024, we were in compliance with this covenant as our Leverage Ratio was 2.4 times.					
Uncommitted credit lines [Member]							
Credit Facilities [Abstract]							
Credit Facilities, maximum borrowing capacity		$ 517.4					
Commercial Paper [Member]							
Credit Facilities [Abstract]							
Credit Facilities, maximum borrowing capacity		2,000.0					
Credit Facilities, maximum amount outstanding			200.0				
Credit Facilities, average amount outstanding			$ 5.1				
Commercial paper, weighted average interest rate			5.24%				
Credit Facilities, amount outstanding		0.0					
Delayed Draw Term Loan Agreement							
Credit Facilities [Abstract]							
Credit Facilities, maximum borrowing capacity	$ 600.0						
Credit Facilities, expiration date	Jul. 15, 2024						
Euro Commercial Paper							
Credit Facilities [Abstract]							
Credit Facilities, maximum borrowing capacity		500.0					
Credit Facilities, amount outstanding		0.0					
3.65% Senior Notes due 2024							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount		0.0	$ 750.0				
Long-term debt, interest rate							3.65%
Repayment of debt							$ 750.0
3.60% Senior Notes due 2026							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount		$ 1,400.0	1,400.0				
Long-term debt, interest rate		3.60%			3.60%	3.60%	
€500 Million 0.80% Senior Notes due 2027							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount		$ 520.3	553.0		€ 500.0		
Long-term debt, interest rate		0.80%			0.80%	0.80%	
2.45% Senior Notes due							

2030							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount			$ 600.0	600.0			
Long-term debt, interest rate			2.45%		2.45%	2.45%	
4.20% Senior Notes due 2030							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount			$ 600.0	600.0			
Long-term debt, interest rate			4.20%		4.20%	4.20%	
€500 Million 1.40% Senior Notes due 2031							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount			$ 520.3	553.0	€ 500.0		
Long-term debt, interest rate			1.40%		1.40%	1.40%	
2.60% Senior Notes due 2031							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount			$ 800.0	800.0			
Long-term debt, interest rate			2.60%		2.60%	2.60%	
€600 Million 3.70% Senior Notes due 2032							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount			$ 624.5	0.0	€ 600.0		€ 600.0
Long-term debt, interest rate			3.70%		3.70%	3.70%	3.70%
Proceeds from borrowings		$ 643.1					
£325 Million 2.25% Senior Notes due 2033							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount			$ 407.9	413.9		£ 325.0	
Long-term debt, interest rate			2.25%		2.25%	2.25%	
5.30% Senior Notes due 2034							
Long-Term Debt [Abstract]							
Long-term debt, carrying amount	$ 600.0		$ 600.0	$ 0.0			
Long-term debt, interest rate	5.30%		5.30%		5.30%	5.30%	
Proceeds from borrowings	$ 592.4						

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Segment Reporting (Details) - USD ($) $ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Segment Reporting Information [Line Items]			
Revenue	$ 15,689.1	$ 14,692.2	$ 14,289.1
Salary and service costs	11,432.5	10,701.2	10,325.9
Occupancy and other costs	1,274.4	1,168.8	1,168.6
Segment cost of services	12,764.7	11,982.7	11,607.9
Selling, general and administrative expenses	408.1	393.7	378.5
Depreciation and amortization	241.7	211.1	219.4
Operating Expenses	13,414.5	12,587.5	12,205.8
Operating Income	2,274.6	2,104.7	2,083.3
Real estate and other repositioning costs	57.8	191.5	0.0
Charges arising from the effects of the war in Ukraine	0.0	0.0	113.4
Gain on disposition of subsidiary	0.0	(78.8)	0.0
Interest Expense	247.9	218.5	208.6
Interest Income	100.9	106.7	70.7
Income Before Income Taxes and Income From Equity Method Investments	2,127.6	1,992.9	1,945.4
Operating Segments [Member] | Reportable Segment [Member]			
Segment Reporting Information [Line Items]			
Revenue	15,689.1	14,692.2	14,289.1
Salary and related costs	7,441.4	7,212.8	7,197.9
Third-party service costs	3,348.6	2,917.9	2,585.5
Third-party incidental costs	642.5	570.5	542.5
Salary and service costs	11,432.5	10,701.2	10,325.9
Occupancy and other costs	1,274.4	1,168.8	1,168.6
Segment cost of services	12,706.9	11,870.0	11,494.5
Selling, general and administrative expenses	408.1	393.7	378.5
Depreciation and amortization	241.7	211.1	219.4
Operating Expenses	13,356.7	12,474.8	12,092.4
Operating Income	$ 2,332.4	$ 2,217.4	$ 2,196.7

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Segment Reporting - Geographical (Details) - USD ($) $ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Revenue and long-lived assets and goodwill by geographic region			
Revenue	$ 15,689.1	$ 14,692.2	$ 14,289.1
Americas			
Revenue and long-lived assets and goodwill by geographic region			
Revenue	9,083.9	8,337.8	8,185.0
Long-lived assets and goodwill	8,166.6	7,749.5	7,727.0
EMEA			
Revenue and long-lived assets and goodwill by geographic region			

Revenue	4,758.2	4,576.5	4,357.2
Long-lived assets and goodwill	3,693.9	3,523.3	3,315.2
Asia-Pacific			
Revenue and long-lived assets and goodwill by geographic region			
Revenue	1,847.0	1,777.9	1,746.9
Long-lived assets and goodwill	$ 685.2	$ 730.8	$ 757.2

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Equity Method Investments (Details) - USD ($) $ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Equity Method Investments [Abstract]			
Income From Equity Method Investments	$ 6.9	$ 5.2	$ 5.2
Equity method investments, share of net assets	$ 12.7	$ 17.0	

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Share-Based Compensation Plans (Details) - USD ($) $ / shares in Units, $ in Millions	12 Months Ended		
	Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Maximum of shares available for issuance	14,700,000		
Shares available for grant	7,781,173		
Share-based employee compensation expense	$ 91.4	$ 84.8	$ 81.7
Unamortized share-based employee compensation, amortization period	5 years		
Unamortized share-based employee compensation	$ 222.8		
Excess tax benefit from share-based compensation	$ 12.3	$ 6.7	
Option Activity [Roll Forward]			
January 1	4,564,575	5,127,625	4,689,250
Granted	0	0	853,875
Exercised	(1,297,238)	(413,750)	(157,500)
Forfeited	(182,050)	(149,300)	(258,000)
December 31	3,085,287	4,564,575	5,127,625
Exercisable December 31	2,302,762	0	423,750
January 1, Weighted Average Exercise Price	$ 71.81	$ 72.90	$ 74.30
Granted, Weighted Average Exercise Price			68.88
Exercised, Weighted Average Exercise Price	72.47	84.94	84.94
Forfeited, Weighted Average Exercise Price	69.80	72.99	77.69
December 31, Weighted Average Exercise Price	71.65	71.81	72.90
Exercisable December 31, Weighted Average Exercise Price	$ 72.47		84.94
Options Outstanding and Exercisable [Abstract]			
Options Outstanding, Shares	3,085,287		
Options Outstanding, Weighted Average Exercise Price	$ 71.65		
Options Exercisable, Shares	2,302,762		
Options Exercisable, Weighted Average Exercise Price	$ 72.47		
Black-Scholes Assumptions and Weighted Average Fair Value Per Share for Options Granted [Abstract]			
Weighted average fair value per option granted			$ 12.60
Minimum [Member]			
Black-Scholes Assumptions and Weighted Average Fair Value Per Share for Options Granted [Abstract]			
Expected life			6 years 6 months
Risk free interest rate			3.00%
Expected volatility			24.50%
Dividend yield			4.20%
Maximum [Member]			
Black-Scholes Assumptions and Weighted Average Fair Value Per Share for Options Granted [Abstract]			
Expected life			7 years 6 months
Risk free interest rate			3.10%
Expected volatility			24.70%
Dividend yield			4.50%
Exercise Price Range - $69.00 to $70.00			
Options Outstanding and Exercisable [Abstract]			
Range of Exercise Prices, lower range limit	69.00		
Range of Exercise Prices, upper range limit	$ 70.00		
Options Outstanding, Shares	782,525		
Options Outstanding, Weighted Average Remaining Contractual Life	7 years 7 months 6 days		
Options Outstanding, Weighted Average Exercise Price	$ 69.23		
Options Exercisable, Shares	0		
Options Exercisable, Weighted Average Exercise Price			
Exercise Price Range - $72.00 to $73.00			
Options Outstanding and Exercisable [Abstract]			
Range of Exercise Prices, lower range limit	72.00		
Range of Exercise Prices, upper range limit	$ 73.00		
Options Outstanding, Shares	2,302,762		

Options Outstanding, Weighted Average Remaining Contractual Life	6 years 10 months 24 days		
Options Outstanding, Weighted Average Exercise Price	$ 72.47		
Options Exercisable, Shares	2,302,762		
Options Exercisable, Weighted Average Exercise Price	$ 72.47		
Stock Options [Member]			
Share-based employee compensation, terms of award	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.		
Restricted Stock [Member]			
Share-based employee compensation, vesting rights	Generally, restricted shares vest ratably over five years from the grant date provided the employee remains employed by us.		
Restricted Stock and PRSU Activity [Roll Forward]			
January 1	2,802,297	3,010,343	2,932,836
Granted	1,459,525	1,010,575	1,147,496
Vested / Distributed	(878,247)	(915,245)	(889,736)
Forfeited	(232,061)	(303,376)	(180,253)
December 31	3,151,514	2,802,297	3,010,343
Restricted Stock and PRSU Activity, Weighted Average Grant Date Fair Value [Roll Forward]			
January 1, Weighted Average Grant Date Fair Value	$ 64.84	$ 61.11	
Granted, Weighted Average Grant Date Fair Value	81.39	84.33	$ 59.02
December 31, Weighted Average Grant Date Fair Value	$ 71.59	$ 64.84	$ 61.11
Performance Restricted Stock Units (PRSUs) [Member]			
Share-based employee compensation, vesting rights	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.		
Restricted Stock and PRSU Activity [Roll Forward]			
January 1	563,036	570,235	533,890
Granted	177,059	178,998	218,127
Vested / Distributed	(165,911)	(186,197)	(181,782)
December 31	574,184	563,036	570,235
Restricted Stock and PRSU Activity, Weighted Average Grant Date Fair Value [Roll Forward]			
January 1, Weighted Average Grant Date Fair Value	$ 81.11	$ 71.19	$ 70.42
Granted, Weighted Average Grant Date Fair Value	93.19	92.18	76.79
Distributed, Weighted Average Grant Date Fair Value	74.89	61.36	75.64
December 31, Weighted Average Grant Date Fair Value	$ 86.63	$ 81.11	$ 71.19
Employee Stock Purchase Plan [Member]			
Shares available for grant	8,174,023		
Employee Stock Purchase Plan (ESPP) [Abstract]			
Discount from market price	95.00%		
Maximum percentage of eligible compensation allowable for purchase	10.00%		
Shares issued in period	56,473	65,644	72,672
Proceeds from issuance of shares	$ 5.1	$ 5.3	$ 5.2

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Income Taxes (Details) - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Income Before Income Taxes [Abstract]			
Income before income taxes, Domestic	$ 940.0	$ 696.0	$ 789.3
Income before income taxes, International	1,187.6	1,296.9	1,156.1
Income Before Income Taxes and Income From Equity Method Investments	2,127.6	1,992.9	1,945.4
Income Tax Expense [Abstract]			
Income tax expense, current, U.S. federal	183.8	154.2	180.1
Income tax expense, current, U.S. state and local	46.6	34.8	57.0
Income tax expense, current, International	309.9	330.8	287.4
Income tax expense, current	540.3	519.8	524.5
Income tax expense, deferred, U.S. federal	17.5	10.9	11.1
Income tax expense, deferred, U.S. state and local	1.3	1.3	(0.3)
Income tax expense, deferred, International	1.4	(7.1)	11.5
Income tax expense, deferred	20.2	5.1	22.3
Income tax expense	$ 560.5	$ 524.9	$ 546.8
Reconciliation from the Statutory U.S. Federal Income Tax Rate to Effective Tax Rate [Abstract]			
Statutory U.S. federal income tax rate	21.00%	21.00%	21.00%
U.S. state and local income taxes, net of U.S. federal income tax benefit	1.70%	1.40%	2.30%
Impact of foreign operations	3.80%	3.90%	3.50%
Other, including impact of war in Ukraine	(0.20%)	0.00%	1.30%
Effective tax rate	26.30%	26.30%	28.10%
Income taxes, impact of real estate repositioning costs and increase in U.K. statutory tax rate		$ 10.7	
Income taxes, impact from the resolution of certain non-U.S. tax positions		10.0	
Tax Act, net cash liability, transition tax on accumulated foreign earnings	$ 41.2	68.9	
Income tax expense, GILTI	5.5	17.0	
Deferred tax assets:			
Compensation	136.1	153.8	
Tax loss and credit carryforwards	78.2	78.6	
Basis differences from acquisitions	53.2	41.2	
Basis differences from short-term assets and liabilities	27.6	33.3	
Capitalized research and development expenditures	106.8	64.8	
Deferred tax assets	401.9	371.7	
Valuation allowance	(17.0)	(18.9)	
Deferred tax assets, net	384.9	352.8	
Deferred tax liabilities:			
Goodwill and intangible assets	707.5	687.3	
Unremitted foreign earnings	44.1	71.1	
Basis differences from investments	5.2	3.8	
Financial instruments	0.0	0.9	

Other	44.4	45.3	
Deferred tax liabilities	801.2	808.4	
Deferred Tax Liabilities	491.8	529.1	
Reconciliation of Unrecognized Tax Benefits [Roll Forward]			
January 1	167.8	167.6	
Current year tax positions	15.7	3.3	
Prior year tax positions	4.4	4.3	
Reduction of prior year tax positions	(2.5)	(7.9)	
Settlements	(2.6)	0.0	
Foreign currency translation	(1.3)		
Foreign currency translation		0.5	
December 31	181.5	167.8	$ 167.6
Unrecognized tax benefits that would impact effective tax rate	175.1	161.7	
Unrecognized Tax Benefits, Penalties and Interest [Abstract]			
Unrecognized Tax Benefits, Income Tax Penalties and Interest Expense	4.4	3.2	$ 4.3
Unrecognized Tax Benefits, Income Tax Penalties and Interest Accrued	23.5	19.9	
Other Assets			
Long-term deferred tax assets	$ 75.5	$ 73.5	

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Pension and Other Postemployment Benefits (Details) - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Defined contribution plans, contribution expense	$ 87.9	$ 127.9	$ 123.2
Defined Benefit Pension Plans [Member]			
Components of Net Periodic Benefit Expense			
Service cost	1.6	2.4	2.8
Interest cost	8.5	11.1	5.6
Expected return on plan assets	(2.2)	(0.3)	(1.4)
Amortization of prior service cost	0.4	0.3	0.4
Amortization of actuarial loss	0.8	0.7	4.0
Net periodic benefit expense	9.1	14.2	$ 11.4
Amounts Recognized in Accumulated Other Comprehensive Income [Abstract]			
Unrecognized actuarial gains and losses and unrecognized prior service cost	6.5	15.9	
Unrecognized actuarial gains and losses and unrecognized prior service cost, net of tax	4.5	$ 11.0	
Unrecognized actuarial gains and losses expected to be amortized in the next year	$ (0.4)		
Weighted Average Assumptions Used to Determine the Net Periodic Benefit Expense [Abstract]			
Discount rate	4.50%	4.70%	2.10%
Compensation increases	3.40%	2.60%	2.60%
Expected return on plan assets	2.20%	1.50%	1.60%
Defined benefit pension plans, contributions by employer	$ 10.6	$ 8.8	
Benefit obligation:			
Benefit obligation, January 1	224.3	228.6	
Service cost	1.6	2.4	$ 2.8
Interest cost	8.5	11.1	5.6
Amendments, curtailments and settlements	16.1	(0.4)	
Actuarial (gain) loss	(23.1)	(2.1)	
Benefits paid	(11.7)	(12.4)	
Foreign currency translation	0.3	(2.9)	
Benefit obligation, December 31	216.0	224.3	228.6
Fair value of plan assets:			
Fair value of plan assets, January 1	45.5	44.0	
Actual return on plan assets	2.0	3.9	
Employer contributions	10.6	8.8	
Benefits paid	(11.7)	(12.4)	
Foreign currency translation and other	(0.5)	1.2	
Fair value of plan assets, December 31	45.9	45.5	44.0
Funded Status [Abstract]			
Funded status, December 31	(170.1)	(178.8)	
Funded status recognized in the balance sheet:			
Other assets	1.5	2.1	
Other current liabilities	(10.7)	(8.6)	

Long-term liabilities	(160.9)	(172.3)	
Amounts Recorded in Balance Sheet	$ (170.1)	$ (178.8)	
Weighted Average Assumptions Used to Determine Benefit Obligation [Abstract]			
Discount rate	5.20%	4.60%	
Compensation increases	2.50%	3.50%	
Accumulated benefit obligation	$ 169.1	$ 179.5	
Plans with Benefit Obligations in Excess of Plan Assets [Abstract]			
Benefit obligation	(208.3)	(215.5)	
Plan assets	36.7	34.7	
Plans with benefit obligations in excess of plan assets	(171.6)	(180.8)	
Estimated Future Benefit Payments [Abstract]			
2025	12.3		
2026	11.8		
2027	12.6		
2028	16.0		
2029	22.2		
2030 - 2034	102.0		
Postemployment Arrangements [Member]			
Components of Net Periodic Benefit Expense			
Service cost	2.9	3.4	4.5
Interest cost	5.9	5.7	2.6
Expected return on plan assets	0.0	0.0	0.0
Amortization of prior service cost	4.4	3.8	3.8
Amortization of actuarial loss	0.2	0.0	2.5
Net periodic benefit expense	13.4	12.9	$ 13.4
Amounts Recognized in Accumulated Other Comprehensive Income [Abstract]			
Unrecognized actuarial gains and losses and unrecognized prior service cost	25.3	41.1	
Unrecognized actuarial gains and losses and unrecognized prior service cost, net of tax	17.6	$ 28.8	
Unrecognized actuarial gains and losses expected to be amortized in the next year	$ 3.7		
Weighted Average Assumptions Used to Determine the Net Periodic Benefit Expense [Abstract]			
Discount rate	4.50%	4.70%	1.80%
Compensation increases	3.50%	3.50%	3.50%
Defined benefit pension plans, contributions by employer	$ 0.0	$ 0.0	
Benefit obligation:			
Benefit obligation, January 1	142.2	130.8	
Service cost	2.9	3.4	$ 4.5
Interest cost	5.9	5.7	2.6
Amendments, curtailments and settlements	(0.6)	6.9	
Actuarial (gain) loss	(12.4)	6.3	
Benefits paid	(11.4)	(10.9)	
Foreign currency translation	0.0	0.0	
Benefit obligation, December 31	126.6	142.2	130.8
Fair value of plan assets:			
Fair value of plan assets, January 1	0.0	0.0	
Actual return on plan assets	0.0	0.0	
Employer contributions	0.0	0.0	
Benefits paid	0.0	0.0	
Foreign currency translation and other	0.0	0.0	
Fair value of plan assets, December 31	0.0	0.0	$ 0.0
Funded Status [Abstract]			
Funded status, December 31	(126.6)	(142.2)	
Funded status recognized in the balance sheet:			
Other assets	0.0	0.0	
Other current liabilities	(13.5)	(11.9)	

Long-term liabilities	(113.1)	(130.3)
Amounts Recorded in Balance Sheet	$ (126.6)	$ (142.2)
Weighted Average Assumptions Used to Determine Benefit Obligation [Abstract]		
Discount rate	5.30%	4.60%
Compensation increases	3.50%	3.50%
Estimated Future Benefit Payments [Abstract]		
2025	$ 13.5	
2026	12.2	
2027	13.7	
2028	13.4	
2029	12.7	
2030 - 2034	$ 48.0	
Senior Executive Retention Plan [Member]		
Defined benefit plans, plan information	The Senior Executive Retention Plan provides annual payments to the participants or to their beneficiaries upon termination following at least seven years of service with Omnicom or its subsidiaries. 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 generally 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, not to exceed 2.5% per year. The Senior Executive Retention Plan is not funded, and benefits are paid when due.	
Key Executive Retention Plan [Member]		
Defined benefit plans, plan information	The Key Executive Retention Plan provides annual payments to the participants or to their beneficiaries upon termination following at least six years of service from the date of the participant's award agreement with Omnicom or its subsidiaries. A participant's annual benefit is payable for 12 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 employee's years of service, not to exceed 65% or (ii) $1.0 million. The annual benefit vests 100% after six years of service from the date of the award agreement. The Key Executive Retention Plan is not funded, and benefits are paid when due.	

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Real Estate and Other Repositioning Costs (Details) - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Real Estate and Other Repositioning Costs [Abstract]			
Real estate and other repositioning costs	$ 57.8	$ 191.5	$ 0.0
Real estate and other repositioning costs, after-tax	$ 42.9	$ 145.5	

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Disposition of Subsidiaries (Details) - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Disposition of Subsidiaries [Abstract]			
Proceeds from disposition of subsidiary		$ 180.5	
Gain on disposition of subsidiary	$ 0.0	$ 78.8	$ 0.0

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Charges Arising from the Effects of the War in Ukraine (Details) - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Charges Arising from the Effects of the War in Ukraine [Abstract]			
Charges arising from the effects of the war in Ukraine	$ 0.0	$ 0.0	$ 113.4
Cash charges related to the effects of the war in Ukraine			$ 47.6

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Supplemental Cash Flow Data (Details) - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Change in Operating Capital [Abstract]			
(Increase) decrease in accounts receivable	$ (597.1)	$ (513.9)	$ (129.1)
(Increase) decrease in work in process and other current assets	(316.9)	(121.8)	(197.9)
Increase (decrease) in accounts payable	997.5	602.3	(350.1)
Increase (decrease) in customer advances, taxes payable and other current liabilities	(229.1)	(399.6)	(97.8)
Change in other assets and liabilities, net	(85.6)	(29.9)	(69.1)
Increase (decrease) in operating capital	(231.2)	(462.9)	(844.0)
Income taxes paid	544.1	474.3	450.3
Interest paid	156.4	162.8	$ 173.9
Operating leases, Net increase in lease liability	231.1	206.9	
Finance leases, Net increase in lease liability	$ 47.1	$ 48.2	

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Noncontrolling Interests (Details) - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Changes in Ownership Interests in Less Than 100% Owned Subsidiaries [Abstract]			
Net income attributed to Omnicom Group Inc.	$ 1,480.6	$ 1,391.4	$ 1,316.5
Net transfers (to) from noncontrolling interests	(10.0)	(88.1)	(17.1)
Change from net income attributed to Omnicom Group Inc. and transfers (to) from noncontrolling interests	$ 1,470.6	$ 1,303.3	$ 1,299.4

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Leases and Property and Equipment (Details) - USD ($) $ in Millions	**12 Months Ended**	
	Dec. 31, 2024	**Dec. 31, 2023**
Lease Cost [Abstract]		
Operating lease cost	$ 209.6	$ 216.2
Variable lease cost	16.5	29.9
Short-term lease cost	3.9	2.5
Sublease income	(0.9)	(3.7)
Total Operating Lease Cost	229.1	244.9
Finance leases, Depreciation of ROU assets	58.9	58.9
Finance leases, Interest	8.3	7.4
Total Finance Lease Cost	67.2	66.3
Total Lease Cost	296.3	311.2
Maturities of Lease Liabilities [Abstract]		
Operating Leases Payments, 2025	238.5	
Operating Leases Payments, 2026	208.8	
Operating Leases Payments, 2027	162.7	
Operating Leases Payments, 2028	127.7	

Operating Leases Payments, 2029	98.2	
Operating Leases Payments, Thereafter	449.2	
Operating Leases Payments, Total lease payments	1,285.1	
Operating Leases Payments, Less: Interest	266.4	
Operating Leases Payments, Present Value of Lease Liabilities	1,018.7	1,070.3
Finance Leases Payments, 2025	55.7	
Finance Leases Payments, 2026	37.1	
Finance Leases Payments, 2027	22.2	
Finance Leases Payments, 2028	9.1	
Finance Leases Payments, 2029	3.5	
Finance Leases Payments, Thereafter	2.2	
Finance Leases Payments, Total lease payments	129.8	
Finance Leases Payments, Less: Interest	8.1	
Finance Leases Payments, Present Value of Lease Liabilities	121.7	
Balance Sheet Classification and Weighted Average Remaining Lease Term and Weighted Average Discount Rate Related to Operating Leases [Abstract]		
Operating Lease Right-Of-Use Assets	$ 1,043.6	$ 1,046.4
Operating lease liability, current, balance sheet classification	Other current liabilities	Other current liabilities
Operating lease liability, current	$ 204.5	$ 217.3
Long-Term Liability - Operating Leases	814.2	853.0
Operating lease liability, total	$ 1,018.7	$ 1,070.3
Operating leases, weighted average remaining lease term	6 years 2 months 12 days	6 years 4 months 24 days
Operating leases, weighted average discount rate	3.90%	3.70%
Property and Equipment and Finance Leases [Abstract]		
Property and equipment - owned	$ 1,520.3	$ 1,620.9
Equipment under finance leases	401.3	404.4
Property and Equipment, Gross	1,921.6	2,025.3
Property and Equipment, accumulated depreciation	(1,096.9)	(1,150.4)
Property and Equipment, Net	$ 824.7	$ 874.9
Finance lease liability, current, balance sheet classification	Other current liabilities	
Finance lease liability, noncurrent, balance sheet classification	Long-Term Liabilities	
Finance leases, weighted average remaining lease term	2 years 7 months 6 days	2 years 10 months 24 days
Finance leases, weighted average discount rate	7.30%	6.60%

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Temporary Equity - Redeemable Noncontrolling Interests (Details) - USD ($) $ in Millions	**Dec. 31, 2024**	**Dec. 31, 2023**
Temporary Equity - Redeemable Noncontrolling Interests [Abstract]		
Redeemable noncontrolling interest	$ 429.0	$ 414.6
Redeemable noncontrolling interests, currently exercisable	$ 179.6	

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Accumulated Other Comprehensive Income (Loss) (Details) - USD ($) $ in Millions	**12 Months Ended**	
	Dec. 31, 2024	**Dec. 31, 2023**
Changes in Accumulated Other Comprehensive Income (Loss)		
January 1	$ (1,337.6)	$ (1,437.9)
Other comprehensive income (loss) before reclassifications	(145.5)	92.9
Reclassification from accumulated other comprehensive income (loss)	7.2	7.4
December 31	(1,475.9)	(1,337.6)
Cash Flow Hedge		
Changes in Accumulated Other Comprehensive Income (Loss)		
January 1	(8.1)	(12.1)
Other comprehensive income (loss) before reclassifications	0.0	0.0
Reclassification from accumulated other comprehensive income (loss)	3.1	4.0
December 31	(5.0)	(8.1)
Pension and Other Postemployment Benefits		
Changes in Accumulated Other Comprehensive Income (Loss)		
January 1	(42.7)	(41.3)
Other comprehensive income (loss) before reclassifications	13.1	(4.8)
Reclassification from accumulated other comprehensive income (loss)	4.1	3.4
December 31	(25.5)	(42.7)
Foreign Currency Translation		
Changes in Accumulated Other Comprehensive Income (Loss)		
January 1	(1,286.8)	(1,384.5)
Other comprehensive income (loss) before reclassifications	(158.6)	97.7
Reclassification from accumulated other comprehensive income (loss)	0.0	0.0
December 31	$ (1,445.4)	$ (1,286.8)

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Fair Value (Details) - USD ($) $ in Millions	**12 Months Ended**	
	Dec. 31, 2024	**Dec. 31, 2023**
Liabilities:		
Contingent purchase price obligations	$ 220.1	$ 229.5
Carrying Amount		
Assets:		
Cash and cash equivalents	4,339.4	4,432.0
Marketable equity securities	0.9	0.9
Non-marketable equity securities	36.8	6.7
Cross currency swaps - net investment hedge	9.3	0.0
Liabilities:		
Short-term debt	21.3	10.9
Foreign currency derivatives	0.1	0.0
Cross currency swaps - net investment hedge	0.0	6.6
Contingent purchase price obligations	220.1	229.5
Long-term debt	6,035.3	5,639.6
Fair Value		
Assets:		
Cash and cash equivalents	4,339.4	4,432.0
Marketable equity securities	0.9	0.9
Non-marketable equity securities	36.8	6.7
Cross currency swaps - net investment hedge	9.3	0.0
Liabilities:		

Short-term debt	21.3	10.9
Foreign currency derivatives	0.1	0.0
Cross currency swaps - net investment hedge	0.0	6.6
Contingent purchase price obligations	220.1	229.5
Long-term debt	5,664.9	5,237.8
Contingent purchase price obligations		
Changes in Contingent Purchase Price Obligations [Roll Forward]		
January 1	229.5	115.0
Acquisitions	39.2	217.4
Revaluation and interest	(5.1)	(36.1)
Payments	(42.4)	(67.7)
Foreign currency translation	(1.1)	0.9
December 31	220.1	229.5
Fair Value, Recurring [Member]		
Assets:		
Cash and cash equivalents	4,339.4	4,432.0
Marketable equity securities	0.9	0.9
Cross currency swaps - net investment hedge	9.3	
Liabilities:		
Foreign currency derivatives	0.1	
Cross currency swaps - net investment hedge		6.6
Contingent purchase price obligations	220.1	229.5
Fair Value, Recurring [Member] | Level 1		
Assets:		
Cash and cash equivalents	4,339.4	4,432.0
Marketable equity securities	0.9	0.9
Fair Value, Recurring [Member] | Level 2		
Assets:		
Cross currency swaps - net investment hedge	9.3	
Liabilities:		
Foreign currency derivatives	0.1	
Cross currency swaps - net investment hedge		6.6
Fair Value, Recurring [Member] | Level 3		
Liabilities:		
Contingent purchase price obligations	$ 220.1	$ 229.5

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Derivative Instruments and Hedging Activities (Details) - Designated as Hedging Instrument [Member] - USD ($) $ in Millions	**12 Months Ended**	
	Dec. 31, 2024	**Dec. 31, 2023**
Foreign Exchange Contract [Member] | Fair Value Hedge [Member]		
Derivative instruments, notional amount	$ 4.7	$ 0.0
Derivative instrument, terms	The terms of our forward foreign exchange contracts are generally less than 90 days.	
Cross Currency Interest Rate Contract | Net Investment Hedging		
Derivative instruments, notional amount	$ 150.0	
Derivative instrument, reduction of interest expense	$ 6.6	$ 6.6
Derivative instrument, reduction of interest expense, income statement location	Interest Expense	Interest Expense
Cross currency swaps - net investment hedge	$ 9.3	
Cross currency swaps - net investment hedge		$ 6.6

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SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS (Details) - Allowance for Doubtful Accounts - USD ($) $ in Millions	**12 Months Ended**		
	Dec. 31, 2024	**Dec. 31, 2023**	**Dec. 31, 2022**
Valuation accounts deducted from assets:			
Balance Beginning of Period	$ 17.2	$ 24.7	$ 21.7
Charged to Costs and Expenses	(2.7)	(2.8)	6.1
Removal of Uncollectible Receivables	0.9	(5.1)	(2.4)
Translation Adjustment Increase (Decrease)	(0.4)	0.4	(0.7)
Balance End of Period	$ 15.0	$ 17.2	$ 24.7

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M%W+C[^^3:G>,U_HL@6V$5#)DU1?*0XG!/3-R0]A4)?.NVB8+A=OB5,V[&KXF M8$O#>FZ=+2?_VU[4/;07/4;SHYG@'K.' MYA,L0Z1^P7V*BH 1[V*^N]]/^26<.
[1[\8$@F_S6VZ3VW>_,?-2K6J5D*Q$_ M2P=\'Y(&8XQ;]#1?CQ1BK::QK<;:,0QY@%CS#*%F.-^'19H:,]6+K#F-"F]! MU4#E/]O4#6CV#30,9FV-J/D3@H\W/[O#;#"Q([A[8N_ 5!+ P04
M" #3D41:P#SK_R) #V20 & 'AL+W=O6'\J5A2*M!KEN;%Z6 IQ.KC<%A$ M2YJ1XI"M:"Z?>60\(T+>Y8MAL>*4Q'51E@Y=QQD-,Y+D@[.3^K$Y/SMAI4B3 MG,XY*LHL(_SMG*;LY72
!^\/W":+I:@>&)Z=K,B"WE'Q=37G\MYP2XF3C.9% MPG+$Z>/I8((_3H/CJJ!^Q;>$OA0[MU&U*0^,/55W9O'IP*D^$4UI)"H$D7^> M:4C3M"+)S_'7!CK8OF=5N'O[G7Y9;[SU\"
[R$4BWM#GI!!)OBC0_S[+%Z"9H%GQ?Y/M-DA3=TA7CPB3*SA&\-.D-K55] M1O'!-%&CK:A1-U%SRA,65Y,6DA.G<4RUD-ZGJ<9YREK?5QH03)-VM)5V9-W4 MS1QVF:0479?9
^4F778&/L!.$&"3)VMA7T] ,,W3>.MIW,73+5W(V9X3.&C29F7TU08$T[0=;[4==]$VRR/&Y;1% MJH;P [H35!T71[.^TO[F)O$L>27GQXOX'J M+NTF-PZX%J0[=M"
<\"::Y>3FU$WHK!*+I"EVET.VE,*SNR?WV"WO)C?KL MN&N9%>]E5C1ZLY;V]@9$T[VI8("M'?,_O&TGO#EGSTD>F<>>G6F>[>Q%O;7M M(PA@E02PO9?_7MN<%4)VO/]-5HTK1
L1.PX^,GH#S0=0--V;2@C8WMK7N^6$ M4]*LR0YPL6N4!)H-H&BZ))4.L+VI_\PB.9;F2Y;;.MT6B(^# V_D.$9;H*$ MBJ;;4K$ =\H%?](T/7C*Y72/[B@II+L8S8JB;)!G9][3PN@--"1
T71O*B;@ M3CGA&TME9TOX.EEQTW:?MY"NF5$6:#2 HNFR5#C G=)!6')>Y?;UD8TD7]3K M96F69B%O+IPKB'MG >25H8@Y.]KK>M?00 5P4 MU, N,@H7U03VN^2 M():R/\
[66]I>VC^W=5]^]V/$%PF>0DCQ+9Y=9YLW[L@O/Z.)M<&N]S ML4:)=G[ST .-!U TW:**!ZZ]LW^?WY:RX[7NIW9,LRS0= !%TV6I=.!V2@?S M\B%-(KES,F)N.R [^Q"4-
MW0@H674+Q?(:/_/$(C[W@")\,GTV"5 QP.\4 M.8XR.7O="18]?9!CB\@/AFY*(:>U/);K@E$:9(V.[,R.NS0>S;87]3:V MCPS@[5P=9&_9U84MG.1%4O>QS1=OM,
:^PI[76]E^^C_/=7_>_9^?2)]Q>M1 MUM#PMP":-8%V_% T79/J^+V6X_U:6_&S/94\"41*47L$6'WUX??T!V-2B[= M&BW:27T'>&CG]?:XCW,(G@H/GCT\R/4BKH^"OV4/+#7J:[O(*#1*
CUW $73 M):FXX-E[_/?1A2Y>HR7)%[3Q@JP6T/7]W871%FA,@*+IE]BJF.#;^_I??AI[M(_]3X#CH*DG3JA5Q#L?.O^1.FB>,HVLF9#*-2UI=\6@Z87YN?X.^\QXH;0I%
MT^6J,.%CT"7$A\P%(2AM"D735:J4X=MC08\EI(54#>\>XSNTXWIKW$?T\%7T M\.UIH7T%:0'(%638X DT;T#1=$\[7SVPQX7NBT@+J&D1L9?UMK6/V.&KV.';
M8X=A$<&'OGDG,QY#.K>_0>^9#S2'0-%TN2J'^+ YQ ?-(:"T*11-5ZERB ^6 M0UI(U?#N,;Y#.ZZWQGW$$%_%$/]'8T@+H%I$&CR!)A$HFNY))1$?*HFT@!H7 M$= D
D73O\RFDDC0ED3PR/ODN<%V#7$/W<"\CWDFB79^WXD/E#:%HNEN51) M8(-(!I$0&E3*)JN4@61 "R(M)"JX=VPAIC&=VC']=:XCR 2J" 2_&@0:0'4 M:XC9$V@0@:+IGE00":""2
NH:0VQE_6VM8\@$NQ\(I3$!GM!'O*AA)S-] ML^'<_@:]9S[8[U#O(X@$*H@$L$$D TBH+0I%$U7J8)(!9$6DC5\.XQOD,[MKK?&?0210 61X$>#2 N@7D3,GD"#"!1-]Z2"2 51%I
C8L(:!"!HJUM#7=^ M**>ZZKK^P:$"1=4WS->_F;-]=/NC1I/ZIWR&ZN7K7T2Z(M5%VP5*Z:,L=0Z/ MY(3,US\RM+XCV*K^V9T')@3+ZIM+2F+*JQ?(YQ^9W$$W=ZHWV/[4T]G?
4$L# M!!0 (-.11%IUV511, (*@% 8 >&PO=V]R:W-H965T&ULC91=;]HP%(;_BN5)NZK(!Y!UC$2"LFZH@%"K;:JF79CD0*S&=F8[M3??O9SLA8Q)$W"3^.._KYS@Y9UH+^:)R
(W>6,%5C'.MRXGGJ30'1M1 E,#- MSEY(1K29RH.G2@DD*'O1QXCE.-DZM:V,IF*2A>4PU8B53%&Y)\Y%**. M<8"/"X_TD&N[X"73DAS@"?2WKW '16&-#,;OUA-W1UKAZ?CH?N]R-
[GL MB(([4?R@FFR3Z.=LI+MOPLB_U,/ZZAC'?6Y-ZQ"H@UA<(ZM7_VP77]!J]6V!V3< M@8RO EF)].*/T>^P,37Y;&KR!FV>>X"B#BBZ"NB>2H:6BW,_0;![?@MB;R0+E"!>R-
U![\,!ISO>5+19UL><%J1^QX";]L1%4P";?5 MXZ+>59RES: B7Q#7#18%R\K9\KSY[KY:GHN]S+.2WU>HWA<%JYZO>"Z>+F9X M]O6+C]GC5JHO%LOS'7OD*RX_[>XKN%L M?
_7^2Q,\!// :GXM\C^S5&XO9M$,I7S#]KG\*)Y^XUU OO*7B+QN_J*GSM:= MH61?2U%T@P%!D97M?_:EFXC! .Q-#"#= /*M V@W@#:!MLB:L&Z89,OS2CRA M2EF#-~~

```
<)ZEJ)DGNH&[5P^DFZ(F'=G,; "1Q)R_2&,1A&]#;XGO1 MXSP>'ZRV6"KXPO&S! 7ALB7>U1I^B&FW-@;2 F'(^,^,!L2;9 =]Z5[(\884 M\6;>0 W4RN0=V2\$V@L^.VZ)D'BB+2>
(%R.IGD5AA**>2B\GU2/>M^%)B<<% MTE\9;'EOO2@,?LKJ"Z U6@(I"N)E@D6BY !WLB[YJ*N0EVR76RN\.V';%?S* ML#NXXW+5LXP6-
LSZ+DR0'KDKJ\K10Z@=1'18MRB"+$Q)6($"N2ED!I2UP@)"V+[([<0.]Z+;QG&&$X]Z.P.(_D.N*CP9D%KG\"RA&@ M-6EW,3Y0Q,)]HYF3
<#Q/;%X]J#I0V>UX/8OB%;P)QDPM'XV&*>7P$%#0&Y. M^++"J#)9L:47A(D=C:TUC8B<6U@E;@\]/TQMX7EC$%'>P3(^N,X.9H0G;&"_G/H<(NV4G
M"8^/3?',]Y9;=H^Q.XA/IQ]Q=>.KXU:IZZR1V5B"[Y9Z]'SG^B)-\<4^.?7L M!YM$M.OTMOAXW%UR@I!Q+Z$G/"-):"]@A1[WIZ;"D81K:7--[M#ZI/JT=4\X M=-O7BV7P(\T\H2'2@>
M$Q%)N#G[\E78;_W.?9AB5#U,2:(B;BZ:L^U0Q=#SARJ&GC]4^26K M,72'>B M$_,!IROTFH,[5<0#*IB2D>M&T7B?YGX.!*5=;VQK+M5;8MB7-;UJ;PE3[ZH6O=<%*BJ4?
DL34D=ZTXDT4< MZDIRUV^@+4#0-?0;V#-OHG(P"S&@![V!I114XS2V>K"#7>]@UZM.KHJTZ7N> M(E>6-NMF-.R9:N72MXLAKK?),-YE8CROK%!]_T0[;SE93X(0!'N841=7V!("
M33[%N0-%/#R\&9F&W$'YO<(BX@I]68[F,W-P,]+EOMGF&N&+KN+OGCM)2;V> M#Y2<&*1')IW&K*PQURF\E9GI?+]?7OC6Z@1JCY\=$7& MZT14OO!TLTY/Y?
44YB["7V4\+,AY+ZCY+27F+[;C\MZE>08V>:W8L--7#?:F MZEEJ]XF;5G'H(C*@]3;I^"8 97G/UR;+C@H0>)J M=$$-[L*)\I6LP99\I:;*8PFNTR:*4Z.3S+]1V12'_\FFFL+PJI!6
)EH9778@][3^?.)O>32815GB' M;'HX+=1"6B""1?SL+638J.ZJYES5+>B57=4MZ)5==4A'):NX MHU(V,GR+H>%&'1?>):AT>< Z=\KKT5Q$8(LMTAF27[;%-++_3MD36W@KQ.A+
ML(!C"& QB7TR9%J&"M!A<.PXWS+V <7_M0@4GW8*E0^[]9N1W!L,C0)'@9J0JE8$ FH+JU^(@XP.U8XEQ6J:MBBQZL_#9
M]EEQ(+%M%:9U[&^LVEVO(>)NZ5:;L&V[(N:3QHX.Y['']79XA]40S"KBNJUQO MEUXI,?V[8OOS9,@P[?Y+3X)G6G?PP1 *NG MZEH'>]+!GG0JHB4!AG/XB-;-R%*+NG?
O.%+II+*3RBN1RC,)98D3CV>:2JLB M0)T&:+,&Z.#(3@M'5K/K;@P0IJRGJ$#?UJ"4=6+:B>G%8ZR'R^G>[K,QD,%] M-M0*R.B=5'92>5U2>2:A+'2?C8%R,U(-H^KI5H?
@62N")V)R/J)S(TT$2(#T MA !:ZVM\K6;SW86Z-/G/2EBC,__JK8MV]%FES/6HEC;\P'*1>RE\L8!>?TN M 5D7 G]TXBW'0"-0KU$ J\Q\/A?L1#-W5D&/TL@6"S8)(WL!,_96P!PO'![3
MMZ>,QHIN80&2Z1&PDMLL7,:L??BQ8F[ BO$EC4$+\26SL\/UR7'>FXNA3JA#9IR'W#,FM!XI/EOC:H"[)0->N!P)3A4<-JCSK+H(;F]I#G[ GY]QKIHNY!EPZ,:8-H2DV H(W;1NV-\B$E
MF>^$197/C-^-M-%A;#1\KUG#4@W(\LLB,,V_:BFJW_K MZM].%,_9$="I+F,(EB$7M+?O^+SC\POR^8Y.+-7YW+P9Z59S^/R*_,CMA9S2 MEK+)UULP*:MU\S?
VX;3:A#;6%3^<4G]J=?/7D/BK8DY$M\:G7.,=9S"5UQ@V M<"-%/O<:5RMPN<[REK43%'% M-]1ZG6<\Q^5)MOR4_X:O(FZ]8",G3KU@E/8 MQCH3=6F)TR3YG"+%YSH$_Z@$GY8+?
@TN0-V[9'C@R!H-;.X_8"X33M>9*KJFRLI@9JJ:IJCVT&(&L\R9-K/& MFJV/_ZEHVDW\W.(,*.,,"4\YYXP2GLR^5"TU[#T;A^^=8++P@L@OR/K"[;H@ M%)O>A>
([?,YZ+A@^)T_EC8RU+,73%^##"EZAE":8Z:\3#C=!%D>?G-_N$L MH^4[S_>]9Q#M>WL%OX0OB:X9I@R'6"4%.WUI+-(L(]B!3B+,#EA&B]"YA;]] MYDXP;?
3)6SQARNF$+\I,O+V'C*R\7M\SA:]NE_#8.3[H=FJ_W+XPV[]E;CIUXV;TWY'+N%95>M@\W=H4 MJK[T)Y,FP"A.$$1,BE:8)EMQ!=>QJX9UKZ )*UB^?MY,^J/_M2^]QZ1*'P;B
M>GP=T&5:PB0G#N;&@F[Q>>/X[$0Q'YC].W*>X)UNB,^J./5UZ!7CN*E7J]\" MLH_T0;Z\DR]WG$7LN-(]'S1),)<^>Y$[#9!Y/T2^!Q,#BRG9_,,FJ3"9^-&W
MEWWIDRNA_<1']Z0)V$C;(:)[(.GB\ -_@QN#:!PX4\?V06U)<_L)B.SBENL4#Z &L%+-892!&@Z),S90DU@6(+!W@//KV MNQ+Y$[@(<[4QBYO/'2PB6@YBVT?FPM<+F+"_\C
+"0^B5E[ N#]R,?+,2&P M)STS:0JNC^N%@M4WUY;6%)/DZ-JY/04F6'(:5)< 94=,9@O!P6^,W/ A"@/P M&-%#X]/X#'K)FU:5!@5#NCNE@>?4KW.ZEPY FG)"HEI ;=JCOX"3??L1_DOC
M7;L>"PU.3Z\[/H ,I3CI*M-(!NXM.#E;H]'ZG,&N!.LS9B"UNY M4X!GHN)&4@TL""5B5:13*9E@X&/F[Z"4M@^A/HF7?H%WKC.3H 5X@0DQ%"2& MDI?DOX (ATD6,J>-
*O>$=.$1,.-4.,;-V6O=/]J.3_TP'V8Y65E?^YGS@TUO M_\-\KVC98;OE>GF-E5W6<:S\ F$7<%$W?!Q:[&/,XUDGK54]9-J!P'G*L>J% M"[1]Q7)Z#)6][4[0'NRS:=";LVFHPUF^]YZ8"Y[$-
W##@Y2R!J\IV^3D.>@C M6YJ!G^@2!2?B;NZ8^(SRA4$4 G02ES;F#8/78TN_,J'>OJ#3P\V)2Z$&R*2X(V9L AJ:8$W6+_8*!3IVSE R/:W.6R MLR=F*(% J=N)#?[<9 ZKR8*?
A98'ND^1F MZ=F! 8=S)TB7S [(%]U8&K0X2E_C=,C/K8@HAY0#-VFA0,^*SW4'O.?8"U! M-
RS08P6*KFRXV$%G3OC3/HN3@N@N%$T/IL+/+M9PD5A/2K!Y2]@TT&6^*^SXY"H!Q%_T \DIW\=/=.'FSK M&7;RRA!W\HL7/BU9YS*2V\KOJ?8;$^SZ.@?5=DL+PN-
]K;):?/3(+!)]_>I; MIQU;57H^$B>1DJ)8NLI36?*Q]*2.&&U&Q:A&+0.CL_6"^OET8&7*GX;,-ZA@ M&%<,[GMBBQ?\!)8QP-JIJ32VW>\2V !_ZMLS4+@7&9%8<$BG_'0"MA_E+G>)BR
O5KY'I@6"L/.P#OGWV]HQN+3 M&J$^YK',XS'2VY474+#F#2^\?V)OXS)> M2)-]O)7-#0IE_IW[:0+<([L=^\S^?@LBQ_PW]N+9?@GPC"RKK4%5QT1$$F[.
MGL]Q1!5V16\M/]A1"@]VU%T;B!P33^9L&BW 2B,7?W*#T(_0#0CRQU7JOB % M33*KOWKN8]ZJGAF1P.S+^J J(H&I]=/=C&FHK_=56M;U"G*_X?MK/V MOROXK[?@ORMLWXH&
<**"I(OU;ZL<5]>VQM77;6+6J?L:XI[X,_-QD<$5*'3R M])N1VC?RY^U_D;XRU_%\Z7^'F%YU[;0VMJP;F4UN*K+QM78[W7LKW@G7'39?"FDJ/&RN%=:15
M[SB5W"Z%>6DS;T:F/BC8XU^.WU^]N3=/:>XM,O<%,9U"<%.;>@%T!;6G5/L[\ MR)UY.1'7=$&=SKQDV:O>DV2]"^I<9&=PRL-BG8(Z^QX6=Z]J[9%6.ERT#X;>Z
MG4&GN@5['74:G&DEU;;(SJ+XU..5YKS[$9"1S7_NB M=/;E-&QC8&A T=K4SJJS+R>T+]I1Y[U[IWH;K_!+7 M>^QH8/-UI0"T\="0E';*PVI#Q7U-P7"+[8[:V9T3<8UV,]
(&9@'D0&=W6L=> M==B=>@^K#1W82U8+V*NS+B<,26FG/*PV# 0!5/?=,I24*[9-MNI0W?4>5ANE MB2"=ZFX=>]6ANH\ZK-Y_RV U<\L0HW# >%@YKYSRJOUZE=71CFSI3*
<+=B&F M7(=*Z4F_^%Z0Z^5>('J'-4)IN>JO;3>_NW;(P!RFWL L.@=LK&&X6!^@O5O] M7!-#U]%>\GP,;0[ W^P!7U?=19R\O\U9=/U%>>(/5T#ILJD$YFZ"Z_?Z5/U? M3Z?
K,P1^+^C[V6=+)UK^SHJ9A8$.[C'#>:K<^@%;.,C!PNZ">Z'1=Q,AX@ M%#65*6/E+O9P0:U5?7DU6%ZE(%/V5,M[M=IHQGQLU/:(S1C^NH"M^D_2S/>6 M4L#"
<,&AW+W9!EIS\&RO.JVUCR_'J?L+$/=7(.V#2U8X!>*EUIY)=#UI??)W M-GTLY'J=T!%T\]4+Q5,>=+"+>KHC::H;2"K6Y MY[Z^C7>=NIH.)3_;+XC.73D$95),5=7;5+K3;?
TO;W#JM#=',;!%,51UV#=: M$T-MD\M]7UE3-YJ9SZN-!?$JG$&;PQ8B%'?.^@6=]4)^R_&5->!8O/O'U\]S MCB2ZB,B;&KA]QTS%FJ6X^TJQ*3J6%DU#W#X(]_YH(C1%]$]O:9"WD+6.
<9\L MN;W^?PVZH][MP3$#*H?:OS:U?)Y-B;6AW"F*<1 M/,M]I!\CX!O_V7?HBSB9B/IM>K,9, )\R_AY8-#C;:PKKN(.-)7/8K@?8;3Q M >3#+-8#2,3*\J\#Z89*P2'T6B_E?
2C6D^P%C(3WZK:?;&=!K0>Q9[D@1A0 M7X>>-,ZTJT^6]DO\?D=MFBMV(*Z4KKXEZ1;]_2C/6'EO&_0#JH^WC]IYRW+ MW*_S%HSS=^\ITW57--UM6Z-R4)R_V;",DK&I-
S\Z+@GNW[T%FI= 6BTF/6S3 M_O#Q[\";TA_]_^G?CG'YI>>YAQV_O6<7/B2-@*E1L'A:+U;#A^ Q:&?L\F'M MU0J]LKHV3ZFN*P(V[*E\+J&O=T"H[*.OZ<:%1A&>F0N M\^T%#-!?>90
]>&?LHIRJ%2#_#U@^*?$ M)1NJU7#)#NJK?M(RUF%%OU>R064$_)<(E-XDPK0J;PS[*YM+?6H 07_:F$KE M?I?8OR/0%8XKT;X,KXF]-N[J+5"1. $I6:31+**.[>D;Q"M1
XQA4BX+@M;I M#D$5G)\3!NL>Q$QX'JDGD7HE]T+5?G(G?>Z-W'_JT4),O%LBO><'W%"1R6I4 MG]>A7JW/&UGJ &PU?8N3M*5_>8ZPN0%[(ANU<.RQLW#"K+]%%W#2X!_BR\B%
MV4[)(ME([L?(!HX,&3P/0\S)1%H*GPP'E!T&/,/WHL%](=[BN)Z8 3[*G3R@W0*BO M$7CT*==LU5&=8BI33+A <_L)G&$2.N"QC-@M0"G-HH7XLE2R.,]LVH2/?R\4 MK
;T)AL:)3#6!^_63XE5-S2K]29+A+@!@.%#JV9*GQ0P?#BL!AB^;GA@SU.C ML!RZ?K5*BCD8U!S3/26JHSF0JP4)>GA,N M!_D:&9_C"$P\:@'3PCTX++ O+L2)W@6. M??O9GC@S9P)
<]Y@$;'/C%30H($%E%X1F#F]_6?D.T-SCJ8G\4Q(,(KG!C\Y M?BP=L%QBR,$)/)8XF!>[+B":A6X+'](!CLNW-3[+S2#CL%[8KXDU$U[/;/"V M"GUO&.9JM7 F1.J6>D)'Z>Z-
75L^EGQ_2"RYV'>Z,-RB.2B#6SPX:GS"8)DY MJ BW2,OU%=ZQ0#&)S/OL3,-YG.B1N4\D20S26^QQX"VBL/R63#8$YZ +*=6/ MM[*U0:',OW,_32)]9+=C8/KOMW00\|9>/-LO :9K9
T'6(V8B$C"S=GS.8[^ M-O9_'A6]=6-Q8E]?UF[5FRT6ZD*T.]ZS6%=?Y=Y%(YR+^[]GMU"]C&PO7C9\ MB;5LG4TKLFDVOD[F;!HMV,/L-QN& @+$@O5#M&^H%+[!(]XMO,GWU&*
!6)@ M2%8H3W[$MK%(4YP82B,.,8V8 H_+9,82K-]]T(!H>"55'-Z_B[#1'[.?V^9?=DR"G\:].6_5"]]W.N%\J /JF'K"Z^H?@?X02\MVMF'F$U. M):V68=[(?-#SI8FC2DQ5Y9O8HI7N;
N!G)/>UUX21?E[R9 MG;Q=2M[F/BN *C$'YJMK9'I=(F5U(G4AD?KHX6'E_N[B%K3U3M9:(6O#3M8N M)6O.$ZLB:Z\15>**9(W.-2B WDG+'2[-VDPCI'6DW6E;W:2]YJA
M/W9U$]DG%'NE@ =3LCY=%UE_26WM^=*0T$(]CKE]):3-_?><@4Z@*Q1G!8C M<*5+CC9E9?^CS=,Q-CWQ#29*.9/MK$YGF_'4)#&WBQU>ROJ@ZN&EH?0533WS
MX:5:_%/FA7M^KZL[A][R06U_^9X[A$( NOW\;5G?9[_!4WG.8W^LO'

-8?20$3;8T.P M6BP^0"X99K>]9!:GYG-*=&'I==#S3SSDO+[>VV^;K3^RKXW MM;+'D[US[;OIU)9[T7#[IVZ%@B-;;1KN8-/LIK8U@E=V+X1KZFER=%1,&R[5
MY,/[IVNMS#3!!P\K#5.7TF:R?,DCOQR>BNE6KG+P/?8AI\C3X. M3W^'(+XS_R6,>KN5I5CJLFN$*?>0U M5Z5@_*!R P1F?V/(M=>A/^ 97H+(U[J0&2.B,Q?3.2) M;MI 9(&
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H965T&UL M4$L! A0#% @ TY%$6AD.]AV7! S18 !D ("![_(! M 'AL+W=O&PO=V]R:W-H965T&UL4$L! A0#% @ MTY%$6BM.PHMN P %PH !D ("!%P,"
'AL+W=O&PO7W)E;',O=V]R:V)O;VLN>&UL+G)E;'-02P$"% ,4 M " #3D41:SA7,7P\" #J*P $P @ $$% ( 6T-O;G1E C;G1?5'EP97-=+GAM;%!+!08 5 !4 ,7 !$%@( ! end XML 94 Show.js
IDEA: XBRL DOCUMENT // Edgar(tm) Renderer was created by staff of the U.S. Securities and Exchange Commission. Data and content created by government employees
within the scope of their employment are not subject to domestic copyright protection. 17 U.S.C. 105. var Show={};Show.LastAR=null,Show.showAR=function(a,r,w)
{if(Show.LastAR)Show.hideAR();var e=a;while(e&&e.nodeName!='TABLE')e=e.nextSibling;if(!e||e.nodeName!='TABLE'){var ref=((window)?
w.document:document).getElementById(r);if(ref){e=ref.cloneNode(!0); e.removeAttribute('id');a.parentNode.appendChild(e)}}
if(e)e.style.display='block';Show.LastAR=e};Show.hideAR=function(){Show.LastAR.style.display='none'};Show.toggleNext=function(a){var
e=a;while(e.nodeName!='DIV')e=e.nextSibling;if(!e.style){}else if(!e.style.display){}else{var d,p_;if(e.style.display=='none'){d='block';p='-'}else{d='none';p='+'}
e.style.display=d;if(a.textContent){a.textContent=p+a.textContent.substring(1)}else{a.innerText=p+a.innerText.substring(1)}}} XML 95 report.css IDEA: XBRL DOCUMENT
/* Updated 2009-11-04 */ /* v2.2.0.24 */ /* DefRef Styles */ .report table.authRefData{ background-color: #def; border: 2px solid #2F4497; font-size: 1em; position: absolute; }
.report table.authRefData a { display: block; font-weight: bold; } .report table.authRefData p { margin-top: 0px; } .report table.authRefData .hide { background-color:
#2F4497; padding: 1px 3px 0px 0px; text-align: right; } .report table.authRefData .hide a:hover { background-color: #2F4497; } .report table.authRefData .body { height:
150px; overflow: auto; width: 400px; } .report table.authRefData table{ font-size: 1em; } /* Report Styles */ .pl a, .pl a:visited { color: black; text-decoration: none; } /* table */
.report { background-color: white; border: 2px solid #acf; clear: both; color: black; font: normal 8pt Helvetica, Arial, san-serif; margin-bottom: 2em; } .report hr { border: 1px
solid #acf; } /* Top labels */ .report th { background-color: #acf; color: black; font-weight: bold; text-align: center; } .report th.void { background-color: transparent; color:
#000000; font: bold 10pt Helvetica, Arial, san-serif; text-align: left; } .report .pl { text-align: left; vertical-align: top; white-space: normal; width: 200px; white-space: normal; /*
word-wrap: break-word; */ } .report td.pl a.a { cursor: pointer; display: block; width: 200px; overflow: hidden; } .report td.pl div.a { width: 200px; } .report td.pl a:hover {
background-color: #ffc; } /* Header rows... */ .report tr.rh { background-color: #acf; color: black; font-weight: bold; } /* Calendars... */ .report .rc { background-color: #f0f0f0;
} /* Even rows... */ .report .re, .report .reu { background-color: #def; } .report .reu td { border-bottom: 1px solid black; } /* Odd rows... */ .report .ro, .report .rou { background-
color: white; } .report .rou td { border-bottom: 1px solid black; } .report .rou table td, .report .reu table td { border-bottom: 0px solid black; } /* styles for footnote marker */
.report .fn { white-space: nowrap; } /* styles for numeric types */ .report .num, .report .nump { text-align: right; white-space: nowrap; } .report .nump { padding-left: 2em; }
.report .nump { padding: 0px 0.4em 0px 2em; } /* styles for text types */ .report .text { text-align: left; white-space: normal; } .report .text .big { margin-bottom: 1em; width:
17em; } .report .text .more { display: none; } .report .text .note { font-style: italic; font-weight: bold; } .report .text .small { width: 10em; } .report sup { font-style: italic; }
.report .outerFootnotes { font-size: 1em; } XML 97 FilingSummary.xml IDEA: XBRL DOCUMENT 3.25.0.1 html 253 517 1 false 81 0 false 6 false false R1.htm 0000001 -
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Used to reflect the current portion of the liabilities (due within one year or within the normal operating cycle if longer)." } } }, "auth_ref": ["r105", "r1062"] }, "us-gaap_AccountsReceivableNetCurrent": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccountsReceivableNetCurrent", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets": { "parentTag": "us-gaap_AssetsCurrent", "weight": 1.0, "order": 3.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets"], "lang": { "en-us": { "role": { "terseLabel": "Accounts receivable, net of allowance for doubtful accounts of $15.0 and $17.2", "label": "Accounts Receivable, after Allowance for Credit Loss, Current", "documentation": "Amount, after allowance for credit loss, of right to consideration from customer for product sold and service rendered in normal course of business, classified as current." } } }, "auth_ref": ["r1256"] }, "us-gaap_AccumulatedDefinedBenefitPlansAdjustmentMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedDefinedBenefitPlansAdjustmentMember", "presentation": ["http://www.omnicomgroup.com/role/AccumulatedOtherComprehensiveIncomeLossDetails"], "lang": { "en-us": { "role": { "terseLabel": "Pension and Other Postemployment Benefits", "label": "Accumulated Defined Benefit Plans Adjustment Attributable to Parent [Member]", "documentation": "Accumulated other comprehensive (income) loss related to defined benefit plans attributable to the parent." } } }, "auth_ref": ["r5", "r6", "r23", "r34", "r125", "r1221", "r1222", "r1223"] }, "us-gaap_AccumulatedGainLossNetCashFlowHedgeParentMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedGainLossNetCashFlowHedgeParentMember", "presentation": ["http://www.omnicomgroup.com/role/AccumulatedOtherComprehensiveIncomeLossDetails"], "lang": { "en-us": { "role": { "terseLabel": "Cash Flow Hedge", "label": "Accumulated Gain (Loss), Net, Cash Flow Hedge, Parent [Member]", "documentation": "Accumulated other comprehensive income (loss) from gain (loss) of derivative instrument designated and qualifying as cash flow hedge included in assessment of hedge effectiveness, attributable to parent." } } }, "auth_ref": ["r268", "r278", "r279", "r690", "r1007", "r1221"] }, "omc_AccumulatedOtherComprehensiveIncomeLossAbstract": { "xbrltype": "stringItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "AccumulatedOtherComprehensiveIncomeLossAbstract", "lang": { "en-us": { "role": { "terseLabel": "Accumulated Other Comprehensive Income [Abstract]", "label": "Accumulated Other Comprehensive Income (Loss) [Abstract]", "documentation": "Accumulated Other Comprehensive Income (Loss) [Abstract]" } } }, "auth_ref": [] }, "us-gaap_AccumulatedOtherComprehensiveIncomeLossDefinedBenefitPensionAndOtherPostretirementPlansNetOfTax": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedOtherComprehensiveIncomeLossDefinedBenefitPensionAndOtherPostretirementPlansNetOfTax", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Unrecognized actuarial gains and losses and unrecognized prior service cost, net of tax", "label": "Accumulated Other Comprehensive (Income) Loss, Defined Benefit Plan, after Tax", "documentation": "Amount, after tax, of accumulated other comprehensive (income) loss for defined benefit plan, that has not been recognized in net periodic benefit cost (credit)." } } }, "auth_ref": ["r5", "r6", "r34", "r125", "r1344"] }, "us-gaap_AccumulatedOtherComprehensiveIncomeLossLineItems": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedOtherComprehensiveIncomeLossLineItems", "presentation": ["http://www.omnicomgroup.com/role/AccumulatedOtherComprehensiveIncomeLossDetails"], "lang": { "en-us": { "role": { "terseLabel": "Accumulated Other Comprehensive Income (Loss) [Line Items]", "label": "Accumulated Other Comprehensive Income (Loss) [Line Items]", "documentation": "Line items represent financial concepts included in a table. These concepts are used to disclose reportable information associated with domain members defined in one or many axes to the table." } } }, "auth_ref": ["r277", "r278", "r742", "r744", "r745", "r746", "r747", "r748"] }, "us-gaap_AccumulatedOtherComprehensiveIncomeLossNetOfTax": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedOtherComprehensiveIncomeLossNetOfTax", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets": { "parentTag": "us-gaap_StockholdersEquity", "weight": 1.0, "order": 5.0 } }, "presentation": ["http://www.omnicomgroup.com/role/AccumulatedOtherComprehensiveIncomeLossDetails", "http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets"], "lang": { "en-us": { "role": { "terseLabel": "Accumulated other comprehensive income (loss)", "periodStartLabel": "January 1", "periodEndLabel": "December 31", "label": "Accumulated Other Comprehensive Income (Loss), Net of Tax", "documentation": "Amount, after tax, of accumulated increase (decrease) in equity from transaction and other event and circumstance from nonowner source." } } }, "auth_ref": ["r33", "r34", "r126", "r262", "r832", "r874", "r877"] }, "us-gaap_AccumulatedOtherComprehensiveIncomeLossTable": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedOtherComprehensiveIncomeLossTable", "presentation": ["http://www.omnicomgroup.com/role/AccumulatedOtherComprehensiveIncomeLossDetails"], "lang": { "en-us": { "role": { "terseLabel": "Accumulated Other Comprehensive Income (Loss) [Table]", "label": "Accumulated Other Comprehensive Income (Loss) [Table]", "documentation": "Disclosure of information about components of accumulated other comprehensive income (loss)." } } }, "auth_ref": ["r277", "r278", "r742", "r744", "r745", "r746", "r747", "r748"] }, "us-gaap_AccumulatedOtherComprehensiveIncomeMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedOtherComprehensiveIncomeMember", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofEquity"], "lang": { "en-us": { "role": { "terseLabel": "Accumulated Other Comprehensive Income (Loss)", "label": "AOCI Attributable to Parent [Member]", "documentation": "Accumulated increase (decrease) in equity from transactions and other events and circumstances from non-owner sources, attributable to the parent. Excludes net income (loss), and accumulated changes in equity from transactions resulting from investments by owners and distributions to owners." } } }, "auth_ref": ["r3", "r23", "r34", "r699", "r702", "r771", "r870", "r871", "r1221", "r1222", "r1223", "r1245", "r1246", "r1247", "r1248"] }, "us-gaap_AccumulatedTranslationAdjustmentMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AccumulatedTranslationAdjustmentMember", "presentation": ["http://www.omnicomgroup.com/role/AccumulatedOtherComprehensiveIncomeLossDetails"], "lang": { "en-us": { "role": { "terseLabel": "Foreign Currency Translation", "label": "Accumulated Foreign Currency Adjustment Attributable to Parent [Member]", "documentation": "Accumulated other comprehensive income (loss) resulting from foreign currency translation adjustments, foreign currency transactions designated and effective as economic hedges of a net investment in a foreign entity and intra-entity foreign currency transactions that are of a long-term-investment nature, attributable to the parent." } } }, "auth_ref": ["r4", "r23", "r34", "r123", "r124", "r278", "r279", "r744", "r745", "r746", "r747", "r748", "r1221"] }, "omc_AcquiredIntangibleAssetsAndInternallyDevelopedStrategicPlatformAssetsMember": { "xbrltype": "domainItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "AcquiredIntangibleAssetsAndInternallyDevelopedStrategicPlatformAssetsMember", "presentation": ["http://www.omnicomgroup.com/role/BusinessCombinationsDetails", "http://www.omnicomgroup.com/role/GoodwillandIntangibleAssetsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Acquired intangible assets and internally developed strategic platform assets", "label": "Acquired intangible assets and internally developed strategic platform assets [Member]", "documentation": "Acquired intangible assets and internally developed strategic platform assets" } } }, "auth_ref": [] }, "ecd_Additional402vDisclosureTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "Additional402vDisclosureTextBlock", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Additional 402(v) Disclosure", "label": "Additional 402(v) Disclosure [Text Block]" } } }, "auth_ref": ["r1138"] }, "us-gaap_AdditionalPaidInCapitalCommonStock": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AdditionalPaidInCapitalCommonStock", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets": { "parentTag": "us-gaap_StockholdersEquity", "weight": 1.0, "order": 3.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets"], "lang": { "en-us": { "role": { "terseLabel": "Additional paid-in capital", "label": "Additional Paid in Capital, Common Stock", "documentation": "Value received from shareholders in common stock-related transactions that are in excess of par value or stated value and amounts received from other stock-related transactions. Includes only common stock transactions (excludes preferred stock transactions). May be called contributed capital, capital in excess of par, capital surplus, or paid-in capital." } } }, "auth_ref": ["r118"] }, "us-gaap_AdditionalPaidInCapitalMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AdditionalPaidInCapitalMember", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofEquity"], "lang": { "en-us": { "role": { "terseLabel": "Additional Paid-in Capital", "label": "Additional Paid-in Capital [Member]", "documentation": "Excess of issue price over par or stated value of the entity's capital stock and amounts received from other transactions involving the entity's stock or stockholders." } } }, "auth_ref": ["r894", "r1245", "r1246", "r1247", "r1248", "r1382", "r1451"] }, "ecd_AdjToCompAmt": { "xbrltype": "monetaryItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "AdjToCompAmt", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Adjustment to Compensation, Amount", "label": "Adjustment to Compensation Amount" } } }, "auth_ref": ["r1151"] }, "ecd_AdjToCompAxis": { "xbrltype": "stringItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "AdjToCompAxis", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Adjustment to Compensation:", "label": "Adjustment to Compensation [Axis]" } } }, "auth_ref": ["r1151"] }, "ecd_AdjToNonPeoNeoCompFnTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "AdjToNonPeoNeoCompFnTextBlock", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Adjustment to Non-PEO NEO Compensation Footnote", "label": "Adjustment to Non-PEO NEO Compensation Footnote [Text Block]" } } }, "auth_ref": ["r1151"] }, "ecd_AdjToPeoCompFnTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "AdjToPeoCompFnTextBlock", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Adjustment To PEO Compensation, Footnote", "label": "Adjustment To PEO Compensation, Footnote [Text Block]" } } }, "auth_ref": ["r1151"] }, "us-gaap_AdjustmentsToAdditionalPaidInCapitalSharebasedCompensationRequisiteServicePeriodRecognitionValue": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AdjustmentsToAdditionalPaidInCapitalSharebasedCompensationRequisiteServicePeriodRecognitionValue", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofEquity"], "lang": { "en-us": { "role": { "terseLabel": "Share-based compensation", "label": "APIC, Share-Based Payment Arrangement, Increase for Cost Recognition", "documentation": "Amount of increase to additional paid-in capital (APIC) for recognition of cost for award under share-based payment arrangement." } } }, "auth_ref": ["r75", "r76", "r592"] }, "us-gaap_AdjustmentsToReconcileNetIncomeLossToCashProvidedByUsedInOperatingActivitiesAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AdjustmentsToReconcileNetIncomeLossToCashProvidedByUsedInOperatingActivitiesAbstract", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "terseLabel": "Adjustments to reconcile net income to net cash provided by operating activities:", "label": "Adjustments to Reconcile Net Income (Loss) to Cash Provided by (Used in) Operating Activities [Abstract]" } } }, "auth_ref": [] }, "us-gaap_AdvertisingMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "AdvertisingMember", "presentation": ["http://www.omnicomgroup.com/role/RevenueDetails"], "lang": { "en-us": { "role": { "terseLabel": "Media & Advertising", "label": "Advertising [Member]", "documentation":

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The disclosure may include leverage buyout transactions (as applicable)." } } }, "auth_ref": ["r162", "r681"] }, "us-gaap_BusinessCombinationsAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "BusinessCombinationsAbstract", "lang": { "en-us": { "role": { "terseLabel": "Business Combinations [Abstract]", "label": "Business Combinations [Abstract]" } } }, "auth_ref": [] }, "us-gaap_BusinessCombinationsPolicy": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "BusinessCombinationsPolicy", "presentation": ["http://www.omnicomgroup.com/role/SignificantAccountingPoliciesPolicies"], "lang": { "en-us": { "role": { "terseLabel": "Business Combinations, Policy", "label": "Business Combinations Policy [Policy Text Block]", "documentation": "Disclosure of accounting policy for completed business combinations (purchase method, acquisition method or combination of entities under common control). This accounting policy may include a general discussion of the purchase method or acquisition method of accounting (including for example, the treatment accorded contingent consideration, the identification of assets and liabilities, the purchase price allocation process, how the fair values of acquired assets and liabilities are determined) and the entity's specific application thereof. An entity that acquires another entity in a leveraged buyout transaction generally discloses the accounting policy followed by the acquiring entity in determining the basis used to value its interest in the acquired entity, and the rationale for that accounting policy." } } }, "auth_ref": ["r163", "r164", "r165", "r166"] }, "us-gaap_CarryingReportedAmountFairValueDisclosureMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CarryingReportedAmountFairValueDisclosureMember", "presentation": ["http://www.omnicomgroup.com/role/FairValueDetails"], "lang": { "en-us": { "role": { "terseLabel": "Carrying Amount", "label": "Reported Value Measurement [Member]", "documentation": "Measured as reported on the statement of financial position (balance sheet)." } } }, "auth_ref": ["r99", "r100"] }, "us-gaap_CashAndCashEquivalentsFairValueDisclosure": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashAndCashEquivalentsFairValueDisclosure", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/FairValueDetails"], "lang": { "en-us": { "role": { "terseLabel": "Cash and cash equivalents", "label": "Cash and Cash Equivalents, Fair Value Disclosure", "documentation": "Fair value portion of currency on hand as well as demand deposits with banks or financial institutions. Includes other kinds of accounts that have the general characteristics of demand deposits. Also includes short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates." } } }, "auth_ref": ["r1383", "r1384"] }, "us-gaap_CashAndCashEquivalentsPolicyTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashAndCashEquivalentsPolicyTextBlock", "presentation": ["http://www.omnicomgroup.com/role/SignificantAccountingPoliciesPolicies"], "lang": { "en-us": { "role": { "terseLabel": "Cash and Cash Equivalents, Policy", "label": "Cash and Cash Equivalents, Policy [Policy Text Block]", "documentation": "Disclosure of accounting policy for cash and cash equivalents, including the policy for determining which items are treated as cash equivalents. Other information that may be disclosed includes (1) the nature of any restrictions on the entity's use of its cash and cash equivalents, (2) whether the entity's cash and cash equivalents are insured or expose the entity to credit risk, (3) the classification of any negative balance accounts (overdrafts), and (4) the carrying basis of cash equivalents (for example, at cost) and whether the carrying amount of cash equivalents approximates fair value." } } }, "auth_ref": ["r41"] }, "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalents": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalents", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets": { "parentTag": "us-gaap_AssetsCurrent", "weight": 1.0, "order": 4.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets", "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "terseLabel": "Cash and cash equivalents", "periodStartLabel": "Cash and Cash Equivalents at the Beginning of Year", "periodEndLabel": "Cash and Cash Equivalents at the End of Year", "label": "Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents", "documentation": "Amount of cash and cash equivalents, and cash and cash equivalents restricted to withdrawal or usage. Excludes amount for disposal group and discontinued operations. Cash includes, but is not limited to, currency on hand, demand deposits with banks or financial institutions, and other accounts with general characteristics of demand deposits. Cash equivalents include, but are not limited to, short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates." } } }, "auth_ref": ["r40", "r139", "r288"] }, "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows": { "parentTag": null, "weight": null, "order": null, "root": true } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "totalLabel": "Net Increase (Decrease) in Cash and Cash Equivalents", "label": "Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents, Period Increase (Decrease), Including Exchange Rate Effect", "documentation": "Amount of increase (decrease) in cash, cash equivalents, and cash and cash equivalents restricted to withdrawal or usage; including effect from exchange rate change. Cash includes, but is not limited to, currency on hand, demand deposits with banks or financial institutions, and other accounts with general characteristics of demand deposits. Cash equivalents include, but are not limited to, short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates." } } }, "auth_ref": ["r2", "r139"] }, "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffectAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffectAbstract", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "terseLabel": "Net Increase (Decrease) in Cash and Cash Equivalents", "label": "Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents, Period Increase (Decrease), Including Exchange Rate Effect [Abstract]" } } }, "auth_ref": [] }, "omc_CashChargesRelatedToTheEffectsOfTheWarInUkraine": { "xbrltype": "monetaryItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "CashChargesRelatedToTheEffectsOfTheWarInUkraine", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/ChargesArisingfromtheEffectsoftheWarinUkraineDetails"], "lang": { "en-us": { "role": { "terseLabel": "Cash charges related to the effects of the war in Ukraine", "label": "Cash charges related to the effects of the war in Ukraine", "documentation": "Cash charges related to the effects of the war in Ukraine" } } }, "auth_ref": [] }, "us-gaap_CashFlowOperatingCapitalTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "CashFlowOperatingCapitalTableTextBlock", "presentation": ["http://www.omnicomgroup.com/role/SupplementalCashFlowDataTables"], "lang": { "en-us": { "role": { "terseLabel": "Change in Operating Capital", "label": "Cash Flow, Operating Capital [Table Text Block]", "documentation": "Tabular disclosure of the net increase (decrease) in operating capital in the operating section of the statement of cash flows, represents the entire footnote disclosure that provides details regarding the net change during the~~

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reporting period of all assets and liabilities used in operating activities." } } }, "auth_ref": [] }, "us-gaap_CashFlowSupplementalDisclosuresTextBlock": { "xbrltype":
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liabilities but that do not result in cash receipts or cash payments in the period. \"Part noncash\" refers to that portion of the transaction not resulting in cash receipts or cash
payments in the period." } } }, "auth_ref": [ "r135" ] }, "omc_ChangeInTemporaryEquity": { "xbrltype": "monetaryItemType", "nsuri":
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terms, and (b) possible losses or likely gains from uncertainties that will ultimately be resolved when one or more future events that are deemed likely to occur do occur or fail
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Includes, but is not limited to, deferred regional, territorial, and provincial tax expense (benefit) for non-US (United States of America) jurisdiction." } } }, "auth_ref": ["r1236", "r1376", "r1377"] }, "us-gaap_DeferredTaxAssetsGross": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DeferredTaxAssetsGross", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/IncomeTaxesDetails": { "parentTag": "us-gaap_DeferredTaxAssetsNet", "weight": 1.0, "order": 1.0 } }, "presentation": ["http://www.omnicomgroup.com/role/IncomeTaxesDetails"], "lang": { "en-us": { "role": { "totalLabel": "Deferred tax assets", "label": "Deferred Tax Assets, Gross", "documentation": "Amount before allocation of valuation allowances of deferred tax asset attributable to deductible temporary differences and carryforwards." } } }, "auth_ref": ["r659"] }, "us-gaap_DeferredTaxAssetsNet": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", 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deductible tax credit carryforwards including, but not limited to, research, foreign, general business, alternative minimum tax, and other deductible tax credit carryforwards." } } }, "auth_ref": ["r1374"] }, "us-gaap_DeferredTaxAssetsTaxDeferredExpenseCompensationAndBenefits": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DeferredTaxAssetsTaxDeferredExpenseCompensationAndBenefits", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/IncomeTaxesDetails": { "parentTag": "us-gaap_DeferredTaxAssetsGross", "weight": 1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/IncomeTaxesDetails"], "lang": { "en-us": { "role": { "terseLabel": "Compensation", "label": "Deferred Tax Assets, Tax Deferred Expense, Compensation and Benefits", "documentation": "Amount before allocation of valuation allowances of deferred tax asset attributable to deductible temporary differences from compensation and benefits costs." } } }, 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Includes, but is not limited to, other basis differences." } } }, "auth_ref": ["r1374"] }, "us-gaap_DefinedBenefitPlanAccumulatedBenefitObligation": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanAccumulatedBenefitObligation", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Accumulated benefit obligation", "label": "Defined Benefit Plan, Accumulated Benefit Obligation", "documentation": "Amount of actuarial present value of benefits attributed to employee service rendered, excluding assumptions about future compensation level." } } }, "auth_ref": ["r538"] }, "us-gaap_DefinedBenefitPlanAccumulatedOtherComprehensiveIncomeBeforeTax": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanAccumulatedOtherComprehensiveIncomeBeforeTax", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Unrecognized actuarial gains and losses and unrecognized prior service cost", "label": "Defined Benefit Plan, Accumulated Other Comprehensive (Income) Loss, before Tax", "documentation": "Amount, before tax, of accumulated other comprehensive (income) loss for defined benefit plan, that has not been recognized in net periodic benefit cost (credit)." } } }, "auth_ref": ["r5", "r6", "r34", "r125", "r1344"] }, "us-gaap_DefinedBenefitPlanActualReturnOnPlanAssets": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanActualReturnOnPlanAssets", "crdr": "debit", "presentation": [

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Assumptions include, but are not limited to, interest, mortality, employee turnover, salary, and temporary deviation from substantive plan." } } }, "auth_ref": ["r513"] }, "us-gaap_DefinedBenefitPlanAmortizationOfGainsLosses": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanAmortizationOfGainsLosses", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails": { "parentTag": "us-gaap_DefinedBenefitPlanNetPeriodicBenefitCost", "weight": -1.0, "order": 5.0 } }, "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "negatedLabel": "Amortization of actuarial loss", "label": "Defined Benefit Plan, Amortization of Gain (Loss)", "documentation": "Amount of gain (loss) recognized in net periodic benefit (cost) credit of defined benefit plan." } } }, "auth_ref": ["r507", "r545", "r569", "r1038", "r1039"] }, 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Plan includes, but is not limited to, pay-related defined benefit plan." } } }, "auth_ref": ["r553"] }, "us-gaap_DefinedBenefitPlanAssumptionsUsedCalculatingNetPeriodicBenefitCostDiscountRate": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanAssumptionsUsedCalculatingNetPeriodicBenefitCostDiscountRate", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Discount rate", "label": "Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Discount Rate", "documentation": "Weighted average rate for present value of future retirement benefits cash flows, used to determine net periodic benefit cost of defined benefit plan." } } }, "auth_ref": ["r552"] }, "us-gaap_DefinedBenefitPlanAssumptionsUsedCalculatingNetPeriodicBenefitCostExpectedLongTermReturnOnAssets": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanAssumptionsUsedCalculatingNetPeriodicBenefitCostExpectedLongTermReturnOnAssets", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Expected return on plan assets", "label": "Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Expected Long-Term Rate of Return on Plan Assets", "documentation": "Weighted average rate of return on plan assets, reflecting average rate of earnings expected on existing plan assets and expected contributions, used to determine net periodic benefit cost of defined benefit plan." } } }, "auth_ref": ["r554", "r574"] }, "us-gaap_DefinedBenefitPlanAssumptionsUsedCalculatingNetPeriodicBenefitCostRateOfCompensationIncrease": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanAssumptionsUsedCalculatingNetPeriodicBenefitCostRateOfCompensationIncrease", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Compensation increases", "label": "Defined Benefit Plan, Assumptions Used Calculating Net Periodic Benefit Cost, Rate of Compensation Increase", "documentation": "Weighted average rate of compensation increase used to determine net periodic benefit cost of defined benefit plan. Plan includes, but is not limited to, pay-related defined benefit plan." } } }, "auth_ref": ["r553"] }, "us-gaap_DefinedBenefitPlanBenefitObligation": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanBenefitObligation", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails": { "parentTag": "us-gaap_DefinedBenefitPlanFundedStatusOfPlan", "weight": -1.0, "order": 1.0 } }, "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "periodStartLabel": "Benefit obligation, January 1", "periodEndLabel": "Benefit obligation, December 31", "label": "Defined Benefit Plan, Benefit Obligation", "documentation": "Amount of actuarial present value of benefits attributed to service rendered by employee for defined benefit plan." } } }, "auth_ref": ["r508"] }, "us-gaap_DefinedBenefitPlanBenefitObligationBenefitsPaid": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanBenefitObligationBenefitsPaid", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "negatedTerseLabel": "Benefits paid", "label": "Defined Benefit Plan, Benefit Obligation, Benefits Paid", "documentation": "Amount of payment to participant of defined benefit plan which decreases benefit obligation. For pension plan, payment includes, but is not limited to, pension benefits and death benefits. For other postretirement plan, payment includes, but is not limited to, prescription drug benefits, health care benefits, life insurance benefits, and legal, educational and advisory services." } } }, "auth_ref": ["r515", "r577"] }, "us-gaap_DefinedBenefitPlanChangeInBenefitObligationRollForward": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanChangeInBenefitObligationRollForward", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Benefit obligation:", "label": "Defined Benefit Plan, Change in Benefit Obligation [Roll Forward]", "documentation": "A roll forward is a reconciliation of a concept from the beginning of a period to the end of a period." } } }, "auth_ref": [] }, "us-gaap_DefinedBenefitPlanChangeInFairValueOfPlanAssetsRollForward": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": 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["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Unrecognized actuarial gains and losses expected to be amortized in the next year", "label": "Defined Benefit Plan, Expected Amortization, Next Fiscal Year", "documentation": "Amount of cost (credit) included in accumulated other comprehensive (income) loss expected to be recognized in net periodic benefit cost (credit) for fiscal year following most recent annual statement of financial position." } } }, "auth_ref": ["r1303"] }, "us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsFiveFiscalYearsThereafter": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanExpectedFutureBenefitPaymentsFiveFiscalYearsThereafter", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "2030 - 2034", "label": "Defined Benefit Plan, Expected Future Benefit Payment, after Year Five for Next Five Years", "documentation": "Amount of benefit for defined benefit plan expected to be paid in five fiscal years after fifth fiscal year following current fiscal year." } } }, "auth_ref": ["r539"] }, "us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsNextTwelveMonths": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanExpectedFutureBenefitPaymentsNextTwelveMonths", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "2025", "label": "Defined Benefit Plan, Expected Future Benefit Payment, Year One", "documentation": "Amount of benefit for defined benefit plan expected to be paid in next fiscal year following current fiscal year." } } }, "auth_ref": ["r539"] }, "us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsYearFive": { 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Payment, Year Four", "documentation": "Amount of benefit for defined benefit plan expected to be paid in fourth fiscal year following current fiscal year." } } }, "auth_ref": ["r539"] }, "us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsYearThree": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanExpectedFutureBenefitPaymentsYearThree", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "2027", "label": "Defined Benefit Plan, Expected Future Benefit Payment, Year Three", "documentation": "Amount of benefit for defined benefit plan expected to be paid in third fiscal year following current fiscal year." } } }, "auth_ref": ["r539"] }, "us-gaap_DefinedBenefitPlanExpectedFutureBenefitPaymentsYearTwo": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": 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"role": { "negatedLabel": "Expected return on plan assets", "label": "Defined Benefit Plan, Expected Return (Loss) on Plan Assets", "documentation": "Amount of expected return (loss) recognized in net periodic benefit (cost) credit, calculated based on expected long-term rate of return and market-related value of plan assets of defined benefit plan." } } }, "auth_ref": ["r507", "r544", "r568", "r1038", "r1039"] }, "us-gaap_DefinedBenefitPlanFairValueOfPlanAssets": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanFairValueOfPlanAssets", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails": { "parentTag": "us-gaap_DefinedBenefitPlanFundedStatusOfPlan", "weight": 1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "periodStartLabel": "Fair value of plan assets, January 1", "periodEndLabel": "Fair value of plan assets, December 31", "label": "Defined Benefit Plan, Plan Assets, Amount", "documentation": "Amount of asset segregated and restricted to provide benefit under defined benefit plan. Asset includes, but is not limited to, stock, bond, other investment, earning from investment, and contribution by employer and employee." } } }, "auth_ref": ["r519", "r530", "r532", "r533", "r1036", "r1037", "r1038"] }, "us-gaap_DefinedBenefitPlanForeignCurrencyExchangeRateChangesBenefitObligation": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanForeignCurrencyExchangeRateChangesBenefitObligation", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "negatedTerseLabel": "Foreign currency translation", "label": "Defined Benefit Plan, Benefit Obligation, Foreign Currency Translation Gain (Loss)", "documentation": "Amount of foreign currency translation gain (loss) which (increases) decreases benefit obligation of defined benefit plan." } } }, "auth_ref": ["r514"] }, "us-gaap_DefinedBenefitPlanFundedStatusOfPlan": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanFundedStatusOfPlan", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails": { "parentTag": null, "weight": null, "order": null, "root": true } }, "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "totalLabel": "Funded status, December 31", "label": "Defined Benefit Plan, Funded (Unfunded) Status of Plan", "documentation": "Amount of funded (unfunded) status of defined benefit plan, measured as difference between fair value of plan assets and benefit obligation. Includes, but is not limited to, overfunded (underfunded) status." } } }, "auth_ref": ["r505", "r528", "r1038"] }, "us-gaap_DefinedBenefitPlanFundedStatusOfPlanAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanFundedStatusOfPlanAbstract", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Funded Status [Abstract]", "label": "Defined Benefit Plan, Funded (Unfunded) Status of Plan [Abstract]" } } }, "auth_ref": [] }, "us-gaap_DefinedBenefitPlanInterestCost": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanInterestCost", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails": { "parentTag": "us-gaap_DefinedBenefitPlanNetPeriodicBenefitCost", "weight": 1.0, "order": 2.0 } }, "presentation": 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For pension plan, payment includes, but is not limited to, pension benefits and death benefits. For other postretirement plan, payment includes, but is not limited to, prescription drug benefits, health care benefits, life insurance benefits, and legal, educational and advisory services." } } }, "auth_ref": ["r524", "r1364"] }, "us-gaap_DefinedBenefitPlanPlanAssetsForeignCurrencyTranslationGainLoss": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanPlanAssetsForeignCurrencyTranslationGainLoss", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Foreign currency translation and other", "label": "Defined Benefit Plan, Plan Assets, Foreign Currency Translation Gain (Loss)", "documentation": "Amount of foreign currency translation gain (loss) which increases (decreases) plan assets of defined benefit plan." } } }, "auth_ref": ["r521"] }, 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[Abstract]" } } }, "auth_ref": [] }, "us-gaap_DefinedBenefitPlanWeightedAverageAssumptionsUsedInCalculatingNetPeriodicBenefitCostAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlanWeightedAverageAssumptionsUsedInCalculatingNetPeriodicBenefitCostAbstract", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Weighted Average Assumptions Used to Determine the Net Periodic Benefit Expense [Abstract]", "label": "Defined Benefit Plan, Weighted Average Assumptions Used in Calculating Net Periodic Benefit Cost [Abstract]" } } }, "auth_ref": [] }, "us-gaap_DefinedBenefitPlansGeneralInformation": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DefinedBenefitPlansGeneralInformation", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { 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Includes production and non-production related depreciation." } } }, "auth_ref": ["r14", "r52"] }, "us-gaap_DepreciationAndAmortization": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DepreciationAndAmortization", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome": { "parentTag": "us-gaap_CostsAndExpenses", "weight": 1.0, "order": 3.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/SegmentReportingDetails"], "lang": { "en-us": { "role": { "terseLabel": "Depreciation and amortization", "label": "Depreciation, Depletion and Amortization, Nonproduction", "documentation": "The current period expense charged against earnings on long-lived, physical assets not used in production, and which are not intended for resale, to allocate or recognize the cost of such assets over their useful lives; or to record the reduction in book value of an intangible asset over the benefit period of such asset; or to reflect consumption during the period of an asset that is not used in production." } } }, "auth_ref": ["r14", "r52"] }, "us-gaap_DerivativeContractTypeDomain": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeContractTypeDomain", "presentation": ["http://www.omnicomgroup.com/role/DerivativeInstrumentsandHedgingActivitiesDetails"], "lang": { "en-us": { "role": { "terseLabel": "Derivative Contract [Domain]", "label": "Derivative Contract [Domain]", "documentation": "Financial instrument or contract with one or more underlyings, notional amount or payment provision or both, and the contract can be net settled by means outside the contract or delivery of an asset." } } }, "auth_ref": [

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Includes the type of instrument, risk being hedged, notional amount, counterparty, inception date, maturity date, relevant interest rates, strike price, cap price, and floor price." } } }, "auth_ref": [] }, "us-gaap_DerivativeExcludedComponentGainRecognizedInEarnings": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeExcludedComponentGainRecognizedInEarnings", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/DerivativeInstrumentsandHedgingActivitiesDetails"], "lang": { "en-us": { "role": { "terseLabel": "Derivative instrument, reduction of interest expense", "label": "Derivative, Excluded Component, Gain, Recognized in Earnings", "documentation": "Amount of gain from excluded component of derivative hedge, recognized in earnings. Excludes recognition under systematic and rational method." } } }, "auth_ref": ["r189", "r694"] }, "us-gaap_DerivativeExcludedComponentGainStatementOfIncomeOrComprehensiveIncomeExtensibleEnumeration": { "xbrltype": "enumerationSetItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DerivativeExcludedComponentGainStatementOfIncomeOrComprehensiveIncomeExtensibleEnumeration", "presentation": ["http://www.omnicomgroup.com/role/DerivativeInstrumentsandHedgingActivitiesDetails"], "lang": { "en-us": { "role": { "terseLabel": "Derivative instrument, reduction of interest expense, income statement location", "label": "Derivative, Excluded Component, Gain, Statement of Income or Comprehensive Income [Extensible Enumeration]", "documentation": "Indicates line item in statement of income or comprehensive income that includes gain recognized in earnings from excluded component of derivative hedge." } } }, "auth_ref": ["r694", "r695"] }, "us-gaap_DerivativeInstrumentRiskAxis": { 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These concepts are used to disclose reportable information associated with domain members defined in one or many axes to the table." } } }, "auth_ref": ["r501", "r1029", "r1030", "r1031", "r1032", "r1033", "r1034", "r1035"] }, "us-gaap_DisaggregationOfRevenueTable": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "DisaggregationOfRevenueTable", "presentation": ["http://www.omnicomgroup.com/role/RevenueDetails", "http://www.omnicomgroup.com/role/RevenueTables"], "lang": { "en-us": { "role": { "terseLabel": "Disaggregation of Revenue [Table]", "label": "Disaggregation of Revenue [Table]", "documentation": "Disclosure of information about disaggregation of revenue into categories depicting how nature, amount, timing, and uncertainty of revenue and cash flows are affected by economic factor." } } }, "auth_ref": ["r501", "r1029", "r1030", "r1031", "r1032", "r1033", "r1034", "r1035"] }, "us-gaap_DisaggregationOfRevenueTableTextBlock": { "xbrltype": 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For a 2006 annual report, which may also provide financial information from prior periods, fiscal 2006 should be given as the fiscal year focus. Example: 2006." } } }, "auth_ref": [] }, "dei_DocumentPeriodEndDate": { "xbrltype": "dateItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "DocumentPeriodEndDate", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Document Period End Date", "label": "Document Period End Date", "documentation": "For the EDGAR submission types of Form 8-K: the date of the report, the date of the earliest event reported; for the EDGAR submission types of Form N-1A: the filing date; for all other submission types: the end of the reporting or transition period. The format of the date is YYYY-MM-DD." } } }, "auth_ref": [] }, "dei_DocumentTransitionReport": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "DocumentTransitionReport", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Document Transition Report", "label": "Document Transition Report", "documentation": "Boolean flag that is true only for a form used as a transition report." } } }, "auth_ref": ["r1137"] }, "dei_DocumentType": { "xbrltype": "submissionTypeItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "DocumentType", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Document Type", "label": "Document Type", "documentation": "The type of document being provided (such as 10-K, 10-Q, 485BPOS, etc). The document type is limited to the same value as the supporting SEC submission type, or the word 'Other'." } } }, "auth_ref": [] }, "ecd_DvddsOrOthrErngsPdOnEqtyAwrdsNtOthrwsRflctdInTtlCompForCvrdYrMember": { "xbrltype": "domainItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "DvddsOrOthrErngsPdOnEqtyAwrdsNtOthrwsRflctdInTtlCompForCvrdYrMember", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Dividends or Other Earnings Paid on Equity Awards not Otherwise Reflected in Total Compensation for Covered Year", "label": "Dividends or Other Earnings Paid on Equity Awards not Otherwise Reflected in Total Compensation for Covered Year [Member]" } } }, "auth_ref": ["r1148"] }, "us-gaap_EMEAMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EMEAMember", "presentation": ["http://www.omnicomgroup.com/role/SegmentReportingGeographicalDetails"], "lang": { "en-us": { "role": { "terseLabel": "EMEA", "label": "EMEA [Member]", "documentation": "Regions of Europe, Middle East and Africa." } } }, "auth_ref": ["r1453", "r1454", "r1455", "r1456"] }, "us-gaap_EarningsPerShareAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareAbstract", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome"], "lang": { "en-us": { "role": { "verboseLabel": "Net Income Per Share - Omnicom Group Inc.:", "label": "Earnings Per Share [Abstract]" } } }, "auth_ref": [] }, "us-gaap_EarningsPerShareBasic": { "xbrltype": "perShareItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareBasic", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/NetIncomeperShareDetails"], "lang": { "en-us": { "role": { "terseLabel": "Basic", "label": "Earnings Per Share, Basic", "documentation": "The amount of net income (loss) for the period per each share of common stock or unit outstanding during the reporting period." } } }, "auth_ref": ["r285", "r312", "r313", "r314", "r315", "r316", "r317", "r324", "r326", "r329", "r330", "r331", "r336", "r678", "r684", "r709", "r710", "r825", "r846", "r1009"] }, "us-gaap_EarningsPerShareDiluted": { "xbrltype": "perShareItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareDiluted", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/NetIncomeperShareDetails"], "lang": { "en-us": { "role": { "terseLabel": "Diluted", "label": "Earnings Per Share, Diluted", "documentation": "The amount of net income (loss) for the period available to each share of common stock or common unit outstanding during the reporting period and to each share or unit that would have been outstanding assuming the issuance of common shares or units for all dilutive potential common shares or units outstanding during the reporting period." } } }, "auth_ref": ["r285", "r312", "r313", "r314", "r315", "r316", "r317", "r326", "r329", "r330", "r331", "r336", "r678", "r684", "r709", "r710", "r825", "r846", "r1009"] }, "us-gaap_EarningsPerShareDilutedAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareDilutedAbstract", "presentation": ["http://www.omnicomgroup.com/role/NetIncomeperShareDetails"], "lang": { "en-us": { "role": { "terseLabel": "Net income per share - Omnicom Group Inc.:", "label": "Earnings Per Share, Diluted [Abstract]" } } }, "auth_ref": [] }, "us-gaap_EarningsPerSharePolicyTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerSharePolicyTextBlock", "presentation": ["http://www.omnicomgroup.com/role/SignificantAccountingPoliciesPolicies"], "lang": { "en-us": { "role": { "terseLabel": "Net Income Per Share, Policy", "label": "Earnings Per Share, Policy [Policy Text Block]", "documentation": "Disclosure of accounting policy for computing basic and diluted earnings or loss per share for each class of common stock and participating security. Addresses all significant policy factors, including any antidilutive items that have been excluded from the computation and takes into account stock dividends, splits and reverse splits that occur after the balance sheet date of the latest reporting period but before the issuance of the financial statements." } } }, "auth_ref": ["r43", "r44", "r333"] }, "us-gaap_EarningsPerShareTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EarningsPerShareTextBlock", "presentation": ["http://www.omnicomgroup.com/role/NetIncomeperShare"], "lang": { "en-us": { "role": { "terseLabel": "Net Income per Share", "label": "Earnings Per Share [Text Block]", "documentation": "The entire disclosure for earnings per share." } } }, "auth_ref": ["r323", "r332", "r334", "r335"] }, "us-gaap_EffectOfExchangeRateOnCashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsIncludingDisposalGroupAndDiscontinuedOperations": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EffectOfExchangeRateOnCashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsIncludingDisposalGroupAndDiscontinuedOperations", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows": { "parentTag": "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect", "weight": 1.0, "order": 4.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "terseLabel": "Effect of foreign exchange rate changes on cash and cash equivalents", "label": "Effect of Exchange Rate on Cash, Cash Equivalents, Restricted Cash, and Restricted Cash Equivalents, Including Disposal Group and Discontinued Operations", "documentation": "Amount of increase (decrease) from effect of exchange rate changes on cash and cash equivalents, and cash and cash equivalents restricted to withdrawal or usage; held in foreign currencies; including, but not limited to, disposal group and discontinued operations. Cash includes, but is not limited to, currency on hand, demand deposits with banks or financial institutions, and other accounts with general characteristics of demand deposits. Cash equivalents include, but are not limited to, short-term, highly liquid investments that are both readily convertible to known amounts of cash and so near their maturity that they present insignificant risk of changes in value because of changes in interest rates." } } }, "auth_ref": ["r1398"] }, "us-gaap_EffectiveIncomeTaxRateContinuingOperations": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EffectiveIncomeTaxRateContinuingOperations", "calculation": { "http://www.omnicomgroup.com/role/IncomeTaxesDetails": { "parentTag": null, "weight": null, "order": null, "root": true } }, "presentation": ["http://www.omnicomgroup.com/role/IncomeTaxesDetails"], "lang": { "en-us": { "role": { "totalLabel": "Effective tax rate", "label": "Effective Income Tax Rate Reconciliation, Percent", "documentation": "Percentage of current income tax expense (benefit) and deferred income tax expense (benefit) pertaining to continuing operations." } } }, "auth_ref": 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"Effective Income Tax Rate Reconciliation, Foreign Income Tax Rate Differential, Percent", "documentation": "Percentage of the difference between reported income tax expense (benefit) and expected income tax expense (benefit) computed by applying the domestic federal statutory income tax rates to pretax income (loss) from continuing operations applicable to statutory income tax expense (benefit) outside of the country of domicile." } } }, "auth_ref": ["r643", "r646", "r1050", "r1237", "r1367"] }, "us-gaap_EffectiveIncomeTaxRateReconciliationGiltiAmount": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EffectiveIncomeTaxRateReconciliationGiltiAmount", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/IncomeTaxesDetails"], "lang": { "en-us": { "role": { "terseLabel": "Income tax expense, GILTI", "label": "Effective Income Tax Rate Reconciliation, GILTI, Amount", "documentation": "Amount of reported income tax expense from 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income tax expense (benefit) and expected income tax expense (benefit) computed by applying the domestic federal statutory income tax rates to pretax income (loss) from continuing operations applicable to state and local income tax expense (benefit), net of federal tax expense (benefit)." } } }, "auth_ref": ["r645", "r1050", "r1237", "r1367"] }, "us-gaap_EmployeeServiceShareBasedCompensationNonvestedAwardsTotalCompensationCostNotYetRecognized": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EmployeeServiceShareBasedCompensationNonvestedAwardsTotalCompensationCostNotYetRecognized", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Unamortized share-based employee compensation", "label": "Share-Based Payment Arrangement, Nonvested Award, Cost Not yet Recognized, Amount", "documentation": "Amount of cost not yet recognized for nonvested award 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"auth_ref": ["r626"] }, "us-gaap_EmployeeStockOptionMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EmployeeStockOptionMember", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails", "http://xbrl.sec.gov/ecd/role/AwardTimingDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Stock Options [Member]", "label": "Share-Based Payment Arrangement, Option [Member]", "documentation": "Share-based payment arrangement granting right, subject to vesting and other restrictions, to purchase or sell certain number of shares at predetermined price for specified period of time." } } }, "auth_ref": [] }, "omc_EmployeeStockPurchasePlanEsppAbstract": { "xbrltype": "stringItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "EmployeeStockPurchasePlanEsppAbstract", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": 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It is commonly abbreviated as CIK." } } }, "auth_ref": ["r1090"] }, "dei_EntityCommonStockSharesOutstanding": { "xbrltype": "sharesItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityCommonStockSharesOutstanding", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Common Stock, Shares Outstanding", "label": "Entity Common Stock, Shares Outstanding", "documentation": "Indicate number of shares or other units outstanding of each of registrant's classes of capital or common stock or other ownership interests, if and as stated on cover of related periodic report. Where multiple classes or units exist define each class/interest by adding class of stock items such as Common Class A [Member], Common Class B [Member] or Partnership Interest [Member] onto the Instrument [Domain] of the Entity Listings, Instrument." } } }, "auth_ref": [] }, "dei_EntityCurrentReportingStatus": { "xbrltype": "yesNoItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityCurrentReportingStatus", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Current Reporting Status", "label": "Entity Current Reporting Status", "documentation": "Indicate 'Yes' or 'No' whether registrants (1) have 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 registrants were required to file such reports), and (2) have been subject to such filing requirements for the past 90 days. This information should be based on the registrant's current or most recent filing containing the related disclosure." } } }, "auth_ref": [] }, "dei_EntityEmergingGrowthCompany": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityEmergingGrowthCompany", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Emerging Growth Company", "label": "Entity Emerging Growth Company", "documentation": "Indicate if registrant meets the emerging growth company criteria." } } }, "auth_ref": ["r1090"] }, "dei_EntityFileNumber": { "xbrltype": "fileNumberItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityFileNumber", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity File Number", "label": "Entity File Number", "documentation": "Commission file number. The field allows up to 17 characters. The prefix may contain 1-3 digits, the sequence number may contain 1-8 digits, the optional suffix may contain 1-4 characters, and the fields are separated with a hyphen." } } }, "auth_ref": [] }, "dei_EntityFilerCategory": { "xbrltype": "filerCategoryItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityFilerCategory", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Filer Category", "label": "Entity Filer Category", "documentation": "Indicate whether the registrant is one of the following: Large Accelerated Filer, Accelerated Filer, Non-accelerated Filer. Definitions of these categories are stated in Rule 12b-2 of the Exchange Act. This information should be based on the registrant's current or most recent filing containing the related disclosure." } } }, "auth_ref": ["r1090"] }, "dei_EntityIncorporationStateCountryCode": { "xbrltype": "edgarStateCountryItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname":

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These concepts are used to disclose reportable information associated with domain members defined in one or many axes to the table." } } }, "auth_ref": [] }, "dei_EntityListingsTable": { "xbrltype": "stringItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityListingsTable", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Listings [Table]", "label": "Entity Listings [Table]", "documentation": "Container for exchange listing information for an entity" } } }, "auth_ref": [] }, "dei_EntityPublicFloat": { "xbrltype": "monetaryItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityPublicFloat", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Public Float", "label": "Entity Public Float", "documentation": "The aggregate market value of the voting and non-voting common equity held by non-affiliates computed by reference to the price at which the common equity was last sold, or the average bid and asked price of such common equity, as of the last business day of the registrant's most recently completed second fiscal quarter." } } }, "auth_ref": [] }, "dei_EntityRegistrantName": { "xbrltype": "normalizedStringItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityRegistrantName", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Registrant Name", "label": "Entity Registrant Name", "documentation": "The exact name of the entity filing the report as specified in its charter, which is required by forms filed with the SEC." } } }, "auth_ref": ["r1090"] }, "dei_EntityShellCompany": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityShellCompany", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Shell Company", "label": "Entity Shell Company", "documentation": "Boolean flag that is true when the registrant is a shell company as defined in Rule 12b-2 of the Exchange Act." } } }, "auth_ref": ["r1090"] }, "dei_EntitySmallBusiness": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntitySmallBusiness", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Small Business", "label": "Entity Small Business", "documentation": "Indicates that the company is a Smaller Reporting Company (SRC)." } } }, "auth_ref": ["r1090"] }, "dei_EntityTaxIdentificationNumber": { "xbrltype": "employerIdItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityTaxIdentificationNumber", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Tax Identification Number", "label": "Entity Tax Identification Number", "documentation": "The Tax Identification Number (TIN), also known as an Employer Identification Number (EIN), is a unique 9-digit value assigned by the IRS." } } }, "auth_ref": ["r1090"] }, "dei_EntityVoluntaryFilers": { "xbrltype": "yesNoItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityVoluntaryFilers", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Voluntary Filers", "label": "Entity Voluntary Filers", "documentation": "Indicate 'Yes' or 'No' if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act." } } }, "auth_ref": [] }, "dei_EntityWellKnownSeasonedIssuer": { "xbrltype": "yesNoItemType", "nsuri": "http://xbrl.sec.gov/dei/2024", "localname": "EntityWellKnownSeasonedIssuer", "presentation": ["http://www.omnicomgroup.com/role/Cover"], "lang": { "en-us": { "role": { "terseLabel": "Entity Well-known Seasoned Issuer", "label": "Entity Well-known Seasoned Issuer", "documentation": "Indicate 'Yes' or 'No' if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Is used on Form Type: 10-K, 10-Q, 8-K, 20-F, 6-K, 10-K/A, 10-Q/A, 20-F/A, 6-K/A, N-CSR, N-Q, N-1A." } } }, "auth_ref": ["r1200"] }, "ecd_EqtyAwrdsAdjFnTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "EqtyAwrdsAdjFnTextBlock", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Equity Awards Adjustments, Footnote", "label": "Equity Awards Adjustments, Footnote [Text Block]" } } }, "auth_ref": ["r1142"] }, "ecd_EqtyAwrdsAdjsExclgValRprtdInSummryCompstnTblMember": { "xbrltype": "domainItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "EqtyAwrdsAdjsExclgValRprtdInSummryCompstnTblMember", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Equity Awards Adjustments, Excluding Value Reported in Compensation Table", "label": "Equity Awards Adjustments, Excluding Value Reported in the Compensation Table [Member]" } } }, "auth_ref": ["r1195"] }, "ecd_EqtyAwrdsAdjsMember": { "xbrltype": "domainItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "EqtyAwrdsAdjsMember", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Equity Awards Adjustments", "label": "Equity Awards Adjustments [Member]" } } }, "auth_ref": ["r1195"] }, "ecd_EqtyAwrdsInSummryCompstnTblForAplblYrMember": { "xbrltype": "domainItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "EqtyAwrdsInSummryCompstnTblForAplblYrMember", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Aggregate Grant Date Fair Value of Equity Award Amounts Reported in Summary Compensation Table", "label": "Aggregate Grant Date Fair Value of Equity Award Amounts Reported in Summary Compensation Table [Member]" } } }, "auth_ref": ["r1195"] }, "us-gaap_EquipmentMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EquipmentMember", "presentation": ["http://www.omnicomgroup.com/role/SignificantAccountingPoliciesDetails"], "lang": { "en-us": { "role": { "terseLabel": "Equipment", "label": "Equipment [Member]", "documentation": "Tangible personal property used to produce goods and services." } } }, "auth_ref": [] }, "us-gaap_EquityComponentDomain": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EquityComponentDomain", "presentation": ["http://www.omnicomgroup.com/role/AccumulatedOtherComprehensiveIncomeLossDetails", "http://www.omnicomgroup.com/role/ConsolidatedStatementsofEquity"], "lang": { "en-us": { "role": { "terseLabel": "Equity Component [Domain]", "label": "Equity Component [Domain]", "documentation": "Components of equity are the parts of the total Equity balance including that which is allocated to common, preferred, treasury stock, retained earnings, etc." } } }, "auth_ref": ["r25", "r246", "r277", "r278", "r279", "r303", "r304", "r305", "r309", "r316", "r318", "r320", "r338", "r385", "r388", "r415", "r490", "r665", "r666", "r673", "r674", "r675", "r679", "r683", "r684", "r698", "r699", "r700", "r701", "r702", "r704", "r708", "r742", "r744", "r745", "r746", "r747", "r748", "r751", "r753", "r771", "r842", "r870", "r871", "r872", "r894", "r959"] }, "us-gaap_EquityMethodInvestmentUnderlyingEquityInNetAssets": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EquityMethodInvestmentUnderlyingEquityInNetAssets", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/EquityMethodInvestmentsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Equity method investments, share of net assets", "label": "Equity Method Investment, Underlying Equity in Net Assets", "documentation": "This item represents the entity's ownership percentage in the investee multiplied by the investee's total equity." } } }, "auth_ref": ["r1257"] }, "us-gaap_EquityMethodInvestments": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EquityMethodInvestments", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets": { "parentTag": "us-gaap_Assets", "weight": 1.0, "order": 4.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets"], "lang": { "en-us": { "role": { "terseLabel": "Equity Method Investments", "label": "Equity Method Investments", "documentation": "This item represents the carrying amount on the entity's balance sheet of its investment in common stock of an equity method investee. This is not an indicator of the fair value of the investment, rather it is the initial cost adjusted for the entity's share of earnings and losses of the investee, adjusted for any distributions (dividends) and other than temporary impairment (OTTI) losses recognized." } } }, "auth_ref": ["r337", "r356", "r368", "r380", "r1217", "r1257"] }, "omc_EquityMethodInvestmentsAbstract": { "xbrltype": "stringItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "EquityMethodInvestmentsAbstract", "lang": { "en-us": { "role": { "terseLabel": "Equity Method Investments [Abstract]", "label": "Equity Method Investments [Abstract]", "documentation": "Equity Method Investments [Abstract]" } } }, "auth_ref": [] }, "us-gaap_EquityMethodInvestmentsDisclosureTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EquityMethodInvestmentsDisclosureTextBlock", "presentation": ["http://www.omnicomgroup.com/role/EquityMethodInvestments"], "lang": { "en-us": { "role": { "verboseLabel": "Equity Method Investments", "label": "Equity Method Investments and Joint Ventures Disclosure [Text Block]", "documentation": "The entire disclosure for equity method investments and joint ventures. Equity method investments are investments that give the investor the ability to exercise significant influence over the operating and financial policies of an investee. Joint ventures are entities owned and operated by a small group of businesses as a separate and specific business or project for the mutual benefit of the members of the group." } } }, "auth_ref": ["r199", "r382", "r384", "r1202"] }, "us-gaap_EquityMethodInvestmentsPolicy": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EquityMethodInvestmentsPolicy", "presentation": ["http://www.omnicomgroup.com/role/SignificantAccountingPoliciesPolicies"], "lang": { "en-us": { "role": { "terseLabel": "Equity Method Investments, Policy", "label": "Equity Method Investments [Policy Text Block]", "documentation": "Disclosure of accounting policy for equity method of accounting for investments and other interests. Investment includes, but is not limited to, unconsolidated subsidiary, corporate joint venture, noncontrolling interest in real estate venture, limited partnership, and limited liability company. Information includes, but is not limited to, ownership percentage, reason equity method is or is not considered appropriate, and accounting policy election for distribution received." } } }, "auth_ref": ["r12", "r101", "r381"] }, "us-gaap_EquitySecuritiesFvNi": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "EquitySecuritiesFvNi", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/FairValueDetails"], "lang": { "en-us": { "role": { "terseLabel": "Marketable equity securities", "label": "Equity Securities, FV-NI, Current", "documentation": "Amount of investment in equity security measured at fair value with change in fair value recognized in net income (FV-NI), classified as current." } } }, "auth_ref": ["r258", "r733", "r1005"] }, "us-gaap_EquitySecuritiesWithoutReadilyDeterminableFairValueAmount": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": 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measured at net asset value per share as practical expedient." } } }, "auth_ref": [ "r461", "r532", "r533", "r534", "r535", "r536", "r537", "r711", "r713", "r714", "r715", "r716",
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instruments (as defined), including financial assets and financial liabilities (collectively, as defined), and the measurements of those instruments as well as disclosures related
to the fair value of non-financial assets and liabilities. Such disclosures about the financial instruments, assets, and liabilities would include: (1) the fair value of the required
items together with their carrying amounts (as appropriate); (2) for items for which it is not practicable to estimate fair value, disclosure would include: (a) information
pertinent to estimating fair value (including, carrying amount, effective interest rate, and maturity, and (b) the reasons why it is not practicable to estimate fair value; (3)
significant concentrations of credit risk including: (a) information about the activity, region, or economic characteristics identifying a concentration, (b) the maximum
amount of loss the entity is exposed to based on the gross fair value of the related item, (c) policy for requiring collateral or other security and information as to accessing
such collateral or security, and (d) the nature and brief description of such collateral or security; (4) quantitative information about market risks and how such risks are
managed; (5) for items measured on both a recurring and nonrecurring basis information regarding the inputs used to develop the fair value measurement; and (6) for items
presented in the financial statement for which fair value measurement is elected: (a) information necessary to understand the reasons for the election, (b) discussion of the
effect of fair value changes on earnings, (c) a description of [similar groups] items for which the election is made and the relation thereof to the balance sheet, the aggregate
carrying value of items included in the balance sheet that are not eligible for the election; (7) all other required (as defined) and desired information." } } }, "auth_ref": [
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liabilities using significant unobservable inputs (Level 3), a reconciliation of the beginning and ending balances, separately presenting changes attributable to the following:
(1) total gains or losses for the period (realized and unrealized), segregating those gains or losses included in earnings (or changes in net assets), and gains or losses
recognized in other comprehensive income (loss) and a description of where those gains or losses included in earnings (or changes in net assets) are reported in the
statement of income (or activities); (2) purchases, sales, issues, and settlements (each type disclosed separately); and (3) transfers in and transfers out of Level 3 (for
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Examples include, but are not limited to, desks, chairs, tables, and bookcases." } } }, "auth_ref": [] }, "us-gaap_GainLossOnSaleOfBusiness": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "GainLossOnSaleOfBusiness", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome": { "parentTag": "us-gaap_CostOfGoodsAndServicesSold", "weight": -1.0, "order": 1.0 }, "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows": { "parentTag": "us-gaap_NetCashProvidedByUsedInOperatingActivities", "weight": -1.0, "order": 1.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows", "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/DispositionofSubsidiariesDetails", "http://www.omnicomgroup.com/role/SegmentReportingDetails"], "lang": { "en-us": { "role": { "negatedTerseLabel": "Gain on disposition of subsidiary", 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Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r768"] }, "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDueNextTwelveMonths": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LesseeOperatingLeaseLiabilityPaymentsDueNextTwelveMonths", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails_1": { "parentTag": "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDue", "weight": 1.0, "order": 6.0 } }, "presentation": ["http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails"], "lang": { "en-us": { "role": { "terseLabel": "Operating Leases Payments, 2025", "label": "Lessee, Operating Lease, Liability, to be Paid, Year One", "documentation": "Amount of lessee's undiscounted obligation for lease payment for operating lease to be paid in next fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r768"] }, "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDueYearFive": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LesseeOperatingLeaseLiabilityPaymentsDueYearFive", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails_1": { "parentTag": "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDue", "weight": 1.0, "order": 5.0 } }, "presentation": ["http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails"], "lang": { "en-us": { "role": { "terseLabel": "Operating Leases Payments, 2029", "label": "Lessee, Operating Lease, Liability, to be Paid, Year Five", "documentation": "Amount of lessee's undiscounted obligation for lease payment for operating lease to be paid in fifth fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r768"] }, "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDueYearFour": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LesseeOperatingLeaseLiabilityPaymentsDueYearFour", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails_1": { "parentTag": "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDue", "weight": 1.0, "order": 4.0 } }, "presentation": ["http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails"], "lang": { "en-us": { "role": { "terseLabel": "Operating Leases Payments, 2028", "label": "Lessee, Operating Lease, Liability, to be Paid, Year Four", "documentation": "Amount of lessee's undiscounted obligation for lease payment for operating lease to be paid in fourth fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r768"] }, "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDueYearThree": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LesseeOperatingLeaseLiabilityPaymentsDueYearThree", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails_1": { "parentTag": "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDue", "weight": 1.0, "order": 1.0 } }, "presentation": ["http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails"], "lang": { "en-us": { "role": { "terseLabel": "Operating Leases Payments, 2027", "label": "Lessee, Operating Lease, Liability, to be Paid, Year Three", "documentation": "Amount of lessee's undiscounted obligation for lease payment for operating lease to be paid in third fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r768"] }, "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDueYearTwo": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LesseeOperatingLeaseLiabilityPaymentsDueYearTwo", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails_1": { "parentTag": "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDue", "weight": 1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails"], "lang": { "en-us": { "role": { "terseLabel": "Operating Leases Payments, 2026", "label": "Lessee, Operating Lease, Liability, to be Paid, Year Two", "documentation": "Amount of lessee's undiscounted obligation for lease payment for operating lease to be paid in second fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r768"] }, "us-gaap_LesseeOperatingLeaseLiabilityUndiscountedExcessAmount": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LesseeOperatingLeaseLiabilityUndiscountedExcessAmount", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails": { "parentTag": "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDue", "weight": 1.0, "order": 1.0 } }, "presentation": ["http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails"], "lang": { "en-us": { "role": { "terseLabel": "Operating Leases Payments, Less: Interest", "label": "Lessee, Operating Lease, Liability, Undiscounted Excess Amount", "documentation": "Amount of lessee's undiscounted obligation for lease payments in excess of discounted obligation for lease payments for operating 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The element may be used in both the balance sheet and disclosure in the same submission." } } }, "auth_ref": ["r1383", "r1385", "r1386", "r1387"] }, "us-gaap_LongTermDebtMaturitiesRepaymentsOfPrincipalAfterYearFive": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LongTermDebtMaturitiesRepaymentsOfPrincipalAfterYearFive", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/DebtDetails": { "parentTag": "us-gaap_LongTermDebt", "weight": 1.0, "order": 6.0 } }, "presentation": ["http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Contractual maturities of long-term debt, Thereafter", "label": "Long-Term Debt, Maturity, after Year Five", "documentation": "Amount of long-term debt payable, sinking fund requirement, and other securities issued that are redeemable by holder at fixed or determinable price and date, maturing after fifth fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r16", "r296", "r1297"] }, "us-gaap_LongTermDebtMaturitiesRepaymentsOfPrincipalInNextTwelveMonths": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LongTermDebtMaturitiesRepaymentsOfPrincipalInNextTwelveMonths", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/DebtDetails": { "parentTag": "us-gaap_LongTermDebt", "weight": 1.0, "order": 1.0 } }, "presentation": ["http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Contractual maturities of long-term debt, 2025", "label": "Long-Term Debt, Maturity, Year One", "documentation": "Amount of long-term debt payable, sinking fund requirement, and other securities issued that are redeemable by holder at fixed or determinable price and date, maturing in next fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r16", "r296", "r465"] }, "us-gaap_LongTermDebtMaturitiesRepaymentsOfPrincipalInYearFive": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname":

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Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r16", "r296", "r465"] }, "us-gaap_LongTermDebtMaturitiesRepaymentsOfPrincipalInYearFour": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LongTermDebtMaturitiesRepaymentsOfPrincipalInYearFour", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/DebtDetails": { "parentTag": "us-gaap_LongTermDebt", "weight": 1.0, "order": 4.0 } }, "presentation": ["http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Contractual maturities of long-term debt, 2028", "label": "Long-Term Debt, Maturity, Year Four", "documentation": "Amount of long-term debt payable, sinking fund requirement, and other securities issued that are redeemable by holder at fixed or determinable price and date, maturing in fourth fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r16", "r296", "r465"] }, "us-gaap_LongTermDebtMaturitiesRepaymentsOfPrincipalInYearThree": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LongTermDebtMaturitiesRepaymentsOfPrincipalInYearThree", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/DebtDetails": { "parentTag": "us-gaap_LongTermDebt", "weight": 1.0, "order": 3.0 } }, "presentation": ["http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Contractual maturities of long-term debt, 2027", "label": "Long-Term Debt, Maturity, Year Three", "documentation": "Amount of long-term debt payable, sinking fund requirement, and other securities issued that are redeemable by holder at fixed or determinable price and date, maturing in third fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r16", "r296", "r465"] }, "us-gaap_LongTermDebtMaturitiesRepaymentsOfPrincipalInYearTwo": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LongTermDebtMaturitiesRepaymentsOfPrincipalInYearTwo", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/DebtDetails": { "parentTag": "us-gaap_LongTermDebt", "weight": 1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Contractual maturities of long-term debt, 2026", "label": "Long-Term Debt, Maturity, Year Two", "documentation": "Amount of long-term debt payable, sinking fund requirement, and other securities issued that are redeemable by holder at fixed or determinable price and date, maturing in second fiscal year following current fiscal year. Excludes interim and annual periods when interim periods are reported from current statement of financial position date (rolling approach)." } } }, "auth_ref": ["r16", "r296", "r465"] }, "us-gaap_LongTermNotesPayable": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "LongTermNotesPayable", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets": { "parentTag": "us-gaap_LiabilitiesAndStockholdersEquity", "weight": 1.0, "order": 2.0 }, "http://www.omnicomgroup.com/role/DebtDetails": { "parentTag": "us-gaap_NotesPayable", "weight": 1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets", "http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Long-Term Debt", "label": "Notes Payable, Noncurrent", "documentation": "Carrying value as of the balance sheet date of notes payable (with maturities initially due after one year or 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[Abstract]" } } }, "auth_ref": [] }, "us-gaap_MaturitiesOfLongTermDebtAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "MaturitiesOfLongTermDebtAbstract", "presentation": ["http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Contractual Maturities of Long-Term Debt [Abstract]", "label": "Maturities of Long-Term Debt [Abstract]" } } }, "auth_ref": [] }, "srt_MaximumMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/srt/2024", "localname": "MaximumMember", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails", "http://www.omnicomgroup.com/role/SignificantAccountingPoliciesDetails"], "lang": { "en-us": { "role": { "terseLabel": "Maximum [Member]", "label": "Maximum [Member]", "documentation": "Upper limit of the provided range." } } }, "auth_ref": ["r209", "r211", "r213", "r214", "r216", "r244", "r245", "r429", "r430", "r431", "r432", "r584", "r633", 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"http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets": { "parentTag": "us-gaap_StockholdersEquityIncludingPortionAttributableToNoncontrollingInterest", "weight": 1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets"], "lang": { "en-us": { "role": { "terseLabel": "Noncontrolling interests", "label": "Equity, Attributable to Noncontrolling Interest", "documentation": "Amount of equity (deficit) attributable to noncontrolling interest. Excludes temporary equity." } } }, "auth_ref": ["r121", "r181", "r292", "r383", "r436", "r439", "r440", "r441", "r445", "r446", "r736", "r834", "r921"] }, "us-gaap_MinorityInterestDecreaseFromDistributionsToNoncontrollingInterestHolders": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "MinorityInterestDecreaseFromDistributionsToNoncontrollingInterestHolders", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofEquity"], "lang": { "en-us": { "role": { "negatedTerseLabel": "Dividends to noncontrolling interests", "label": "Noncontrolling Interest, Decrease from Distributions to Noncontrolling Interest Holders", "documentation": "Decrease in noncontrolling interest balance from payment of dividends or other distributions by the non-wholly owned subsidiary or partially owned entity, included in the consolidation of the parent entity, to the noncontrolling interest holders." } } }, "auth_ref": ["r154"] }, "us-gaap_MinorityInterestDecreaseFromRedemptions": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "MinorityInterestDecreaseFromRedemptions", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofEquity"], "lang": { "en-us": { "role": { "negatedTerseLabel": "Net change in noncontrolling interests", "label": "Noncontrolling Interest, Decrease from Redemptions or Purchase of Interests", "documentation": "Decrease in noncontrolling interest (for example, but not limited to, redeeming or purchasing the interests of noncontrolling shareholders, issuance of shares (interests) by the non-wholly owned subsidiary to the parent entity for other than cash, and a buyback of shares (interest) by the non-wholly owned subsidiary from the noncontrolling interests)." } } }, "auth_ref": ["r83", "r154", "r170"] }, "us-gaap_MinorityInterestDisclosureTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "MinorityInterestDisclosureTextBlock", "presentation": ["http://www.omnicomgroup.com/role/NoncontrollingInterests"], "lang": { "en-us": { "role": { "terseLabel": "Noncontrolling Interests", "label": "Noncontrolling Interest Disclosure [Text Block]", "documentation": "The entire disclosure for noncontrolling interest in consolidated subsidiaries, which could include the name of the subsidiary, the ownership percentage held by the parent, the ownership percentage held by the noncontrolling owners, the amount of the noncontrolling interest, the location of this amount on the balance sheet (when not reported separately), an explanation of the increase or decrease in the amount of the noncontrolling interest, the noncontrolling interest share of the net Income or Loss of the subsidiary, the location of this amount on the income statement (when not reported separately), the nature of the noncontrolling interest such as background information and terms, the amount of the noncontrolling interest represented by preferred stock, a description of the preferred stock, and the dividend requirements of the preferred stock." } } }, "auth_ref": ["r168"] }, "ecd_MnpiDiscTimedForCompValFlag": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "MnpiDiscTimedForCompValFlag", "presentation": ["http://xbrl.sec.gov/ecd/role/AwardTimingDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "MNPI Disclosure Timed for Compensation Value", "label": "MNPI Disclosure Timed for Compensation Value [Flag]" } } }, "auth_ref": ["r1170"] }, "ecd_MtrlTermsOfTrdArrTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "MtrlTermsOfTrdArrTextBlock", "presentation": ["http://xbrl.sec.gov/ecd/role/InsiderTradingArrangements"], "lang": { "en-us": { "role": { "terseLabel": "Material Terms of Trading Arrangement", "label": "Material Terms of Trading Arrangement [Text Block]" } } }, "auth_ref": ["r1178"] }, "ecd_NamedExecutiveOfficersFnTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "NamedExecutiveOfficersFnTextBlock", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Named Executive Officers, Footnote", "label": "Named Executive Officers, Footnote [Text Block]" } } }, "auth_ref": ["r1151"] }, "us-gaap_NetCashProvidedByUsedInFinancingActivities": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetCashProvidedByUsedInFinancingActivities", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows": { "parentTag": "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect", "weight": 1.0, "order": 3.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "totalLabel": "Net Cash Used In Financing Activities", "label": "Net Cash Provided by (Used in) Financing Activities", "documentation": "Amount of cash inflow (outflow) from financing activities, including discontinued operations. Financing activity cash flows include obtaining resources from owners and providing them with a return on, and a return of, their investment; borrowing money and repaying amounts borrowed, or settling the obligation; and obtaining and paying for other resources obtained from creditors on long-term credit." } } }, "auth_ref": ["r287"] }, "us-gaap_NetCashProvidedByUsedInFinancingActivitiesAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetCashProvidedByUsedInFinancingActivitiesAbstract", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "terseLabel": "Cash Flows from Financing Activities:", "label": "Net Cash Provided by (Used in) Financing Activities [Abstract]" } } }, "auth_ref": [] }, "us-gaap_NetCashProvidedByUsedInInvestingActivities": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetCashProvidedByUsedInInvestingActivities", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows": { "parentTag": "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect", "weight": 1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "totalLabel": "Net Cash Provided By (Used In) Investing Activities", "label": "Net Cash Provided by (Used in) Investing Activities", "documentation": "Amount of cash inflow (outflow) from investing activities, including discontinued operations. Investing activity cash flows include making and collecting loans and acquiring and disposing of debt or equity instruments and property, plant, and equipment and other productive assets." } } }, "auth_ref": ["r287"] }, "us-gaap_NetCashProvidedByUsedInInvestingActivitiesAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetCashProvidedByUsedInInvestingActivitiesAbstract", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "terseLabel": "Cash Flows from Investing Activities:", "label": "Net Cash Provided by (Used in) Investing Activities [Abstract]" } } }, "auth_ref": [] }, "us-gaap_NetCashProvidedByUsedInOperatingActivities": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetCashProvidedByUsedInOperatingActivities", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows": { "parentTag": "us-gaap_CashCashEquivalentsRestrictedCashAndRestrictedCashEquivalentsPeriodIncreaseDecreaseIncludingExchangeRateEffect", "weight": 1.0, "order": 1.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "totalLabel": "Net Cash Provided By Operating Activities", "label": "Net Cash Provided by (Used in) Operating Activities", "documentation": "Amount of cash inflow (outflow) from operating activities, including discontinued operations.

Operating activity cash flows include transactions, adjustments, and changes in value not defined as investing or financing activities." } } }, "auth_ref": ["r139", "r140", "r142"] }, "us-gaap_NetCashProvidedByUsedInOperatingActivitiesAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetCashProvidedByUsedInOperatingActivitiesAbstract", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "terseLabel": "Cash Flows from Operating Activities:", "label": "Net Cash Provided by (Used in) Operating Activities [Abstract]" } } }, "auth_ref": [] }, "us-gaap_NetIncomeLoss": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetIncomeLoss", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/NoncontrollingInterestsDetails": { "parentTag": "us-gaap_ConsolidationLessThanWhollyOwnedSubsidiaryParentOwnershipInterestChangeDueToNetIncomeAttributableToParentAndEffectsOfChangesNet", "weight": 1.0, "order": 1.0 }, "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome": { "parentTag": null, "weight": null, "order": null, "root": true } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/NetIncomeperShareDetails", "http://www.omnicomgroup.com/role/NoncontrollingInterestsDetails", "http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "totalLabel": "Net Income - Omnicom Group Inc.", "terseLabel": "Net income - Omnicom Group Inc.", "verboseLabel": "Net income attributed to Omnicom Group Inc.", "label": "Net Income (Loss) Attributable to Parent", "documentation": "The portion of profit or loss for the period, net of income taxes, which is attributable to the parent." } } }, "auth_ref": ["r131", "r142", "r184", "r250", "r271", "r274", "r279", "r292", "r308", "r312", "r313", "r314", "r315", "r316", "r319", "r320", "r328", "r383", "r436", "r437", "r439", "r440", "r441", "r442", "r443", "r445", "r446", "r678", "r684", "r710", "r736", "r841", "r940", "r957", "r958", "r1086", "r1293"] }, "us-gaap_NetIncomeLossAttributableToNoncontrollingInterest": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetIncomeLossAttributableToNoncontrollingInterest", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome": { "parentTag": "us-gaap_NetIncomeLoss", "weight": -1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome"], "lang": { "en-us": { "role": { "terseLabel": "Net Income Attributed To Noncontrolling Interests", "label": "Net Income (Loss) Attributable to Noncontrolling Interest", "documentation": "Amount of Net Income (Loss) attributable to noncontrolling interest." } } }, "auth_ref": ["r85", "r171", "r271", "r274", "r316", "r319", "r320", "r840", "r1223"] }, "omc_NetIncomeperShareAbstract": { "xbrltype": "stringItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "NetIncomeperShareAbstract", "lang": { "en-us": { "role": { "terseLabel": "Net Income per Share [Abstract]", "label": "Net Income per Share [Abstract]", "documentation": "Net Income per Share [Abstract]" } } }, "auth_ref": [] }, "omc_NetInterestExpenseInterestRateSwaps": { "xbrltype": "monetaryItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "NetInterestExpenseInterestRateSwaps", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/DebtDetails": { "parentTag": "us-gaap_InterestExpense", "weight": 1.0, "order": 4.0 } }, "presentation": ["http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Interest expense, Interest rate and cross currency swaps", "label": "Net Interest Expense, Interest Rate Swaps", "documentation": "Increase (reduction) in interest expense from interest rate swaps" } } }, "auth_ref": [] }, "us-gaap_NetInvestmentHedgeDerivativeAssetsAtFairValue": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NetInvestmentHedgeDerivativeAssetsAtFairValue", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/DerivativeInstrumentsandHedgingActivitiesDetails", "http://www.omnicomgroup.com/role/FairValueDetails"], "lang": { "en-us": { "role": { "terseLabel": "Cross currency swaps - 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Includes, but is not limited to, nature, reason, and method of adopting amendment to accounting standards or other change in accounting principle." } } }, "auth_ref": ["r198", "r248", "r306", "r307", "r310", "r311", "r321", "r322", "r376", "r386", "r387", "r676", "r677", "r679", "r684", "r703", "r707", "r770", "r772", "r773", "r785", "r786", "r787", "r873", "r874", "r875", "r876", "r877"] }, "omc_NewAccountingStandardsAbstract": { "xbrltype": "stringItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "NewAccountingStandardsAbstract", "lang": { "en-us": { "role": { "terseLabel": "New Accounting Standards [Abstract]", "label": "New Accounting Standards [Abstract]", "documentation": "New Accounting Standards [Abstract]" } } }, "auth_ref": [] }, "omc_NonCashChargesRelatedToTheEffectsOfTheWarInUkraine": { "xbrltype": "monetaryItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "NonCashChargesRelatedToTheEffectsOfTheWarInUkraine", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows": { "parentTag": "us-gaap_NetCashProvidedByUsedInOperatingActivities", "weight": 1.0, "order": 7.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "terseLabel": "Non-cash charges related to the effects of the war in Ukraine", "label": "Non-cash charges related to the effects of the war in Ukraine", "documentation": "Non-cash charges related to the effects of the war in Ukraine" } } }, "auth_ref": [] }, "ecd_NonGaapMeasureDescriptionTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "NonGaapMeasureDescriptionTextBlock", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Non-GAAP Measure Description", "label": "Non-GAAP Measure Description [Text Block]" } } }, "auth_ref": ["r1150"] }, "ecd_NonNeosMember": { "xbrltype": "domainItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "NonNeosMember", "presentation": ["http://xbrl.sec.gov/ecd/role/ErrCompDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Non-NEOs", "label": "Non-NEOs [Member]" } } }, "auth_ref": ["r1113", "r1124", "r1134", "r1158", "r1167"] }, "ecd_NonPeoNeoAvgCompActuallyPaidAmt": { "xbrltype": "monetaryItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "NonPeoNeoAvgCompActuallyPaidAmt", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Non-PEO NEO Average Compensation Actually Paid Amount", "label": "Non-PEO NEO Average Compensation Actually Paid Amount" } } }, "auth_ref": ["r1141"] }, "ecd_NonPeoNeoAvgTotalCompAmt": { "xbrltype": "monetaryItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "NonPeoNeoAvgTotalCompAmt", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Non-PEO NEO Average Total Compensation Amount", "label": "Non-PEO NEO Average Total Compensation Amount" } } }, "auth_ref": ["r1140"] }, "ecd_NonPeoNeoMember": { "xbrltype": "domainItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "NonPeoNeoMember", "presentation": ["http://xbrl.sec.gov/ecd/role/PvpDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Non-PEO NEO", "label": "Non-PEO NEO [Member]" } } }, "auth_ref": ["r1158"] }, "ecd_NonRule10b51ArrAdoptedFlag": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "NonRule10b51ArrAdoptedFlag", "presentation": ["http://xbrl.sec.gov/ecd/role/InsiderTradingArrangements"], "lang": { "en-us": { "role": { "terseLabel": "Non-Rule 10b5-1 Arrangement Adopted", "label": "Non-Rule 10b5-1 Arrangement Adopted [Flag]" } } }, "auth_ref": ["r1178"] }, "ecd_NonRule10b51ArrTrmntdFlag": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "NonRule10b51ArrTrmntdFlag", "presentation": ["http://xbrl.sec.gov/ecd/role/InsiderTradingArrangements"], "lang": { "en-us": { "role": { "terseLabel": "Non-Rule 10b5-1 Arrangement Terminated", "label": "Non-Rule 10b5-1 Arrangement Terminated [Flag]" } } }, "auth_ref": ["r1178"] }, "us-gaap_NoncontrollingInterestMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NoncontrollingInterestMember", "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofEquity"], "lang": { "en-us": { "role": { "terseLabel": "Noncontrolling Interests", "label": "Noncontrolling Interest [Member]", "documentation": "This element represents that portion of equity (net assets) in a subsidiary not attributable, directly or indirectly, to the parent. A noncontrolling interest is sometimes called a minority interest." } } }, "auth_ref": ["r80", "r490", "r1245", "r1246", "r1247", "r1248", "r1451"] }, "omc_NoncontrollingInterestsAbstract": { "xbrltype": "stringItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "NoncontrollingInterestsAbstract", "lang": { "en-us": { "role": { "terseLabel": "Noncontrolling Interests [Abstract]", "label": "Noncontrolling Interests [Abstract]", "documentation": "Noncontrolling Interests [Abstract]" } } }, "auth_ref": [] }, "srt_NorthAmericaMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/srt/2024", "localname": "NorthAmericaMember", "presentation": ["http://www.omnicomgroup.com/role/RevenueDetails"], "lang": { "en-us": { "role": { "terseLabel": "North America", "label": "North America [Member]", "documentation": "Continent of North America." } } }, "auth_ref": ["r1210", "r1211", "r1212", "r1213", "r1453", "r1454", "r1455", "r1456"] }, "us-gaap_NotesPayable": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NotesPayable", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/DebtDetails": { "parentTag": null, "weight": null, "order": null, "root": true } }, "presentation": ["http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "totalLabel": "Long-Term Debt, including current portion", "label": "Notes Payable", "documentation": "Including the current and noncurrent portions, aggregate carrying amount of all types of notes payable, as of the balance sheet date, with initial maturities beyond one year or beyond the normal operating cycle, if longer." } } }, "auth_ref": ["r32", "r179", "r1417", "r1418"] }, "us-gaap_NotesPayableCurrent": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "NotesPayableCurrent", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/DebtDetails": { "parentTag": "us-gaap_NotesPayable", "weight": 1.0, "order": 1.0 }, "http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets": { "parentTag": "us-gaap_LiabilitiesCurrent", "weight": 1.0, "order": 4.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets", "http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Current portion of debt", "negatedTerseLabel": "Long-term debt, current portion", "label": "Notes Payable, Current", "documentation": "Sum of the carrying values as of the balance sheet date of the portions of long-term notes payable due within one year or the operating cycle if longer." } } }, "auth_ref": ["r107", "r108"] }, "omc_OccupancyandOtherCosts": { "xbrltype": "monetaryItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "OccupancyandOtherCosts", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome": { "parentTag": "us-gaap_CostOfGoodsAndServicesSold", "weight": 1.0, "order": 5.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/SegmentReportingDetails"], "lang": { "en-us": { "role": { "terseLabel": "Occupancy and other costs", "label": "Occupancy and Other Costs", "documentation": "Occupancy and other costs consist of the indirect costs related to the delivery of services, including office and equipment rent, other occupancy costs, technology costs, general office expenses and other expenses." } } }, "auth_ref": [] }, "omc_OperatingExpensesPolicyTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "OperatingExpensesPolicyTextBlock", "presentation": ["http://www.omnicomgroup.com/role/SignificantAccountingPoliciesPolicies"], "lang": { "en-us": { "role": { "terseLabel": "Operating Expenses, Policy", "label": "Operating Expenses [Policy Text Block]", "documentation": "Disclosure of accounting policy for operating expenses, or generally recurring costs associated with normal operations except for the portion of these expenses which can be clearly related to production and included in cost of sales or services. Includes selling, general and administrative expense." } } }, "auth_ref": [] }, "us-gaap_OperatingIncomeLoss": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "OperatingIncomeLoss", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome": { "parentTag": "us-gaap_IncomeLossFromContinuingOperationsBeforeIncomeTaxesMinorityInterestAndIncomeLossFromEquityMethodInvestments", "weight": 1.0, "order": 1.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/SegmentReportingDetails"], "lang": { "en-us": { "role": { "totalLabel": "Operating Income", "label": "Operating Income (Loss)", "documentation": "The net result for the period of deducting operating expenses from operating revenues." } } }, "auth_ref": ["r187", "r1010", "r1251", "r1252", "r1253", "r1254", "r1255"] }, "us-gaap_OperatingLeaseCost": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "OperatingLeaseCost", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails": { "parentTag": "omc_OperatingLeasesTotalLeaseCost", "weight": 1.0, "order": 4.0 } }, "presentation": ["http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails"], "lang": { "en-us": { "role": { "terseLabel": "Operating lease cost", "label": "Operating Lease, Cost", "documentation": "Amount of single lease cost, calculated by allocation of remaining cost of lease over remaining lease term. Includes, but is not limited to, single lease cost, after impairment of right-of-use asset, calculated by amortization of remaining right-of-use asset and accretion of lease liability." } } }, "auth_ref": ["r761", "r1061"] }, "us-gaap_OperatingLeaseLiability": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "OperatingLeaseLiability", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails": { "parentTag": "us-gaap_LesseeOperatingLeaseLiabilityPaymentsDue", "weight": 1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails"], "lang": { "en-us": { "role": { "terseLabel": "Operating Leases Payments, Present Value of Lease Liabilities", "totalLabel": "Operating lease liability, total", "label": "Operating Lease, Liability", "documentation": "Present value of lessee's discounted obligation for lease payments from operating lease." } } }, "auth_ref": ["r755"] }, "us-gaap_OperatingLeaseLiabilityCurrent": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "OperatingLeaseLiabilityCurrent", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/LeasesandPropertyandEquipmentDetails": {

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Excludes reconciliation of revenue, profit (loss), and assets." } } }, "auth_ref": ["r48", "r49"] }, "us-gaap_ReconciliationOfUnrecognizedTaxBenefitsExcludingAmountsPertainingToExaminedTaxReturnsRollForward": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ReconciliationOfUnrecognizedTaxBenefitsExcludingAmountsPertainingToExaminedTaxReturnsRollForward", "presentation": ["http://www.omnicomgroup.com/role/IncomeTaxesDetails"], "lang": { "en-us": { "role": { "terseLabel": "Reconciliation of Unrecognized Tax Benefits [Roll Forward]", "label": "Unrecognized Tax Benefits [Roll Forward]", "documentation": "A roll forward is a reconciliation of a concept from the beginning of a period to the end of a period." } } }, "auth_ref": [] }, "ecd_RecoveryOfErrCompDisclosureLineItems": { "xbrltype": "stringItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "RecoveryOfErrCompDisclosureLineItems", "lang": { "en-us": { "role": { "label": "Recovery of Erroneously Awarded Compensation Disclosure [Line Items]" } } }, "auth_ref": ["r1106", "r1117", "r1127", "r1160"] }, "us-gaap_RedeemableNoncontrollingInterestEquityFairValue": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RedeemableNoncontrollingInterestEquityFairValue", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets": { "parentTag": "us-gaap_LiabilitiesAndStockholdersEquity", "weight": 1.0, "order": 5.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedBalanceSheets", "http://www.omnicomgroup.com/role/TemporaryEquityRedeemableNoncontrollingInterestsDetails"], "lang": { "en-us": { "role": { "verboseLabel": "Temporary Equity - Redeemable Noncontrolling Interests", "terseLabel": "Redeemable noncontrolling interest", "label": "Redeemable Noncontrolling Interest, Equity, Fair Value", "documentation": "The aggregate fair value as of the reporting date of all noncontrolling interests which are redeemable by the (parent) entity (1) at a fixed or determinable price on a fixed or determinable date, (2) at the option of the holder of the noncontrolling interest, or (3) upon occurrence of an event that is not solely within the control of the (parent) entity. This item includes noncontrolling interest holder's ownership (or holders' ownership) regardless of the type of equity interest (common, preferred, other) including all potential organizational (legal) forms of the investee entity." } } }, "auth_ref": ["r53", "r54", "r149", "r150"] }, "omc_RedeemableNoncontrollingInterestsCurrentlyExercisable": { "xbrltype": "monetaryItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "RedeemableNoncontrollingInterestsCurrentlyExercisable", "crdr": "credit", "presentation": ["http://www.omnicomgroup.com/role/TemporaryEquityRedeemableNoncontrollingInterestsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Redeemable noncontrolling interests, currently exercisable", "label": "Redeemable noncontrolling interests, currently exercisable", "documentation": "Redeemable noncontrolling interests, currently exercisable" } } }, "auth_ref": [] }, "us-gaap_RepaymentsOfLongTermDebt": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RepaymentsOfLongTermDebt", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows": { "parentTag": "us-gaap_NetCashProvidedByUsedInFinancingActivities", "weight": -1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "negatedLabel": "Repayment of debt", "label": "Repayments of Long-Term Debt", "documentation": "The cash outflow for debt initially having maturity due after one year or beyond the normal operating cycle, if longer." } } }, "auth_ref": ["r138", "r889"] }, "omc_ReportableSegmentMember": { "xbrltype": "domainItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "ReportableSegmentMember", "presentation": ["http://www.omnicomgroup.com/role/SegmentReportingDetails"], "lang": { "en-us": { "role": { "terseLabel": "Reportable Segment [Member]", "label": "Reportable Segment [Member]", "documentation": "Reportable Segment" } } }, "auth_ref": [] }, "ecd_RestatementDateAxis": { "xbrltype": "stringItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "RestatementDateAxis", "presentation": ["http://xbrl.sec.gov/ecd/role/ErrCompDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Restatement Determination Date:", "label": "Restatement Determination Date [Axis]" } } }, "auth_ref": ["r1107", "r1118", "r1128", "r1161"] }, "ecd_RestatementDeterminationDate": { "xbrltype": "dateItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "RestatementDeterminationDate", "presentation": ["http://xbrl.sec.gov/ecd/role/ErrCompDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Restatement Determination Date", "label": "Restatement Determination Date" } } }, "auth_ref": ["r1108", "r1119", "r1129", "r1162"] }, "ecd_RestatementDoesNotRequireRecoveryTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "RestatementDoesNotRequireRecoveryTextBlock", "presentation": ["http://xbrl.sec.gov/ecd/role/ErrCompDisclosure"], "lang": { "en-us": { "role": { "terseLabel": "Restatement does not require Recovery", "label": "Restatement Does Not Require Recovery [Text Block]" } } }, "auth_ref": ["r1115", "r1126", "r1136", "r1169"] }, "us-gaap_RestrictedStockMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RestrictedStockMember", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Restricted Stock [Member]", "label": "Restricted Stock [Member]", "documentation": "Stock including a provision that prohibits sale or substantive sale of an equity instrument for a specified period of time or until specified performance conditions are met." } } }, "auth_ref": ["r43"] }, "us-gaap_RestructuringCharges": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RestructuringCharges", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows": { "parentTag": "us-gaap_NetCashProvidedByUsedInOperatingActivities", "weight": 1.0, "order": 3.0 }, "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome": { "parentTag": "us-gaap_CostOfGoodsAndServicesSold", "weight": 1.0, "order": 4.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows", "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/RealEstateandOtherRepositioningCostsDetails", "http://www.omnicomgroup.com/role/SegmentReportingDetails"], "lang": { "en-us": { "role": { "terseLabel": "Real estate and other repositioning costs", "label": "Restructuring Charges", "documentation": "Amount of expenses associated with exit or disposal activities pursuant to an authorized plan. 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Includes, but is not limited to, retirement benefit arrangement for defined benefit pension and other postretirement plans, retirement benefit arrangement for defined contribution pension and other postretirement plans, and special and contractual termination benefits payable upon retirement." } } }, "auth_ref": ["r505", "r508", "r509", "r510", "r511", "r512", "r513", "r514", "r515", "r516", "r517", "r518", "r519", "r520", "r521", "r522", "r523", "r524", "r525", "r526", "r527", "r528", "r529", "r530", "r532", "r533", "r534", "r535", "r536", "r537", "r538", "r539", "r540", "r541", "r542", "r543", "r544", "r545", "r546", "r547", "r548", "r549", "r550", "r552", "r554", "r555", "r557", "r560", "r563", "r565", "r566", "r567", "r568", "r569", "r570", "r571", "r572", "r573", "r574", "r578", "r579", "r580", "r590", "r1038", "r1039", "r1040", "r1041", "r1042", "r1043", "r1044", "r1045"] }, "us-gaap_RetirementPlanTypeDomain": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RetirementPlanTypeDomain", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Retirement Plan Type [Domain]", "label": "Retirement Plan Type [Domain]", "documentation": "Type of plan designed to provide participants with retirement benefits. 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Includes, but is not limited to, disaggregation of revenue, credit loss recognized from contract with customer, judgment and change in judgment related to contract with customer, and asset recognized from cost incurred to obtain or fulfill contract with customer. Excludes insurance and lease contracts." } } }, "auth_ref": ["r200", "r493", "r494", "r495", "r496", "r497", "r498", "r499", "r500", "r503"] }, "us-gaap_RevenueRecognitionPolicyTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RevenueRecognitionPolicyTextBlock", "presentation": ["http://www.omnicomgroup.com/role/SignificantAccountingPoliciesPolicies"], "lang": { "en-us": { "role": { "terseLabel": "Revenue Recognition, Policy", "label": "Revenue [Policy Text Block]", "documentation": "Disclosure of accounting policy for revenue. Includes revenue from contract with customer and from other sources." } } }, "auth_ref": ["r942", "r1001", "r1008"] }, "us-gaap_Revenues": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "Revenues", "crdr": "credit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome": { "parentTag": "us-gaap_OperatingIncomeLoss", "weight": 1.0, "order": 2.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/RevenueDetails", "http://www.omnicomgroup.com/role/SegmentReportingDetails", "http://www.omnicomgroup.com/role/SegmentReportingGeographicalDetails"], "lang": { "en-us": { "role": { "terseLabel": "Revenue", "label": "Revenues", "documentation": "Amount of revenue recognized from goods sold, services rendered, insurance premiums, or other activities that constitute an earning process. Includes, but is not limited to, investment and interest income before deduction of interest expense when recognized as a component of revenue, and sales and trading gain (loss)." } } }, "auth_ref": ["r185", "r186", "r280", "r292", "r337", "r346", "r347", "r362", "r368", "r371", "r373", "r375", "r383", "r436", "r437", "r439", "r440", "r441", "r442", "r443", "r445", "r446", "r736", "r826", "r1015", "r1293"] }, "us-gaap_RevenuesFromExternalCustomersAndLongLivedAssetsLineItems": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RevenuesFromExternalCustomersAndLongLivedAssetsLineItems", "presentation": [

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These concepts are used to disclose reportable information associated with domain members defined in one or many axes to the table." } } }, "auth_ref": [] }, "us-gaap_RevolvingCreditFacilityMember": { "xbrltype": "domainItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RevolvingCreditFacilityMember", "presentation": ["http://www.omnicomgroup.com/role/DebtDetails"], "lang": { "en-us": { "role": { "terseLabel": "Credit Facility [Member]", "label": "Revolving Credit Facility [Member]", "documentation": "Arrangement in which loan proceeds can continuously be obtained following repayments, but the total amount borrowed cannot exceed a specified maximum amount." } } }, "auth_ref": [] }, "us-gaap_RightOfUseAssetObtainedInExchangeForFinanceLeaseLiability": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RightOfUseAssetObtainedInExchangeForFinanceLeaseLiability", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/SupplementalCashFlowDataDetails"], "lang": { "en-us": { "role": { "terseLabel": "Finance leases, Net increase in lease liability", "label": "Right-of-Use Asset Obtained in Exchange for Finance Lease Liability", "documentation": "Amount of increase in right-of-use asset obtained in exchange for finance lease liability." } } }, "auth_ref": ["r765", "r1061"] }, "us-gaap_RightOfUseAssetObtainedInExchangeForOperatingLeaseLiability": { "xbrltype": "monetaryItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "RightOfUseAssetObtainedInExchangeForOperatingLeaseLiability", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/SupplementalCashFlowDataDetails"], "lang": { "en-us": { "role": { "terseLabel": "Operating leases, Net increase in lease liability", "label": "Right-of-Use Asset Obtained in Exchange for Operating Lease Liability", "documentation": "Amount of increase in right-of-use asset obtained in exchange for operating lease liability." } } }, "auth_ref": ["r765", "r1061"] }, "ecd_Rule10b51ArrAdoptedFlag": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "Rule10b51ArrAdoptedFlag", "presentation": ["http://xbrl.sec.gov/ecd/role/InsiderTradingArrangements"], "lang": { "en-us": { "role": { "terseLabel": "Rule 10b5-1 Arrangement Adopted", "label": "Rule 10b5-1 Arrangement Adopted [Flag]" } } }, "auth_ref": ["r1178"] }, "ecd_Rule10b51ArrTrmntdFlag": { "xbrltype": "booleanItemType", "nsuri": "http://xbrl.sec.gov/ecd/2024", "localname": "Rule10b51ArrTrmntdFlag", "presentation": ["http://xbrl.sec.gov/ecd/role/InsiderTradingArrangements"], "lang": { "en-us": { "role": { "terseLabel": "Rule 10b5-1 Arrangement Terminated", "label": "Rule 10b5-1 Arrangement Terminated [Flag]" } } }, "auth_ref": ["r1178"] }, "omc_SalaryAndRelatedCosts": { "xbrltype": "monetaryItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "SalaryAndRelatedCosts", "crdr": "debit", "presentation": ["http://www.omnicomgroup.com/role/SegmentReportingDetails"], "lang": { "en-us": { "role": { "terseLabel": "Salary and related costs", "label": "Salary and related costs", "documentation": "Salary and related costs" } } }, "auth_ref": [] }, "omc_SalaryAndServiceCosts": { "xbrltype": "monetaryItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "SalaryAndServiceCosts", "crdr": "debit", "calculation": { "http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome": { "parentTag": "us-gaap_CostOfGoodsAndServicesSold", "weight": 1.0, "order": 3.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofIncome", "http://www.omnicomgroup.com/role/SegmentReportingDetails"], "lang": { "en-us": { "role": { "terseLabel": "Salary and service costs", "label": "Salary and service costs", "documentation": "Salary and service costs are primarily comprised of employee compensation related costs." } } }, "auth_ref": [] }, "omc_ScheduleIiAbstract": { "xbrltype": "stringItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "ScheduleIiAbstract", "lang": { "en-us": { "role": { "terseLabel": "Schedule II [Abstract]", "label": "Schedule II [Abstract]", "documentation": "Schedule II [Abstract]" } } }, "auth_ref": [] }, "omc_ScheduleIiValuationAndQualifyingAccountsTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "ScheduleIiValuationAndQualifyingAccountsTableTextBlock", "presentation": ["http://www.omnicomgroup.com/role/SCHEDULEIIVALUATIONANDQUALIFYINGACCOUNTSTables"], "lang": { "en-us": { "role": { "terseLabel": "SCHEDULE II - 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Includes, but is not limited to, discount rate, rate of compensation increase, expected long-term rate of return on plan assets and interest crediting rate." } } }, "auth_ref": ["r551"] }, "us-gaap_ScheduleOfBenefitObligationsInExcessOfFairValueOfPlanAssetsTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfBenefitObligationsInExcessOfFairValueOfPlanAssetsTableTextBlock", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsTables"], "lang": { "en-us": { "role": { "terseLabel": "Plans with Benefit Obligations in Excess of Plan Assets", "label": "Defined Benefit Plan, Plan with Projected Benefit Obligation in Excess of Plan Assets [Table Text Block]", "documentation": "Tabular disclosure of benefit obligation and plan assets for defined benefit pension plan with projected benefit obligation in excess of plan assets." } } }, "auth_ref": ["r1038", "r1352"] }, "us-gaap_ScheduleOfBusinessAcquisitionsByAcquisitionTable": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfBusinessAcquisitionsByAcquisitionTable", "presentation": ["http://www.omnicomgroup.com/role/BusinessCombinationsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Schedule of Business Acquisitions, by Acquisition [Table]", "label": "Schedule of Business Acquisitions, by Acquisition [Table]", "documentation": "Disclosure of information about business combination. Includes, but is not limited to, recognized asset and liability." } } }, "auth_ref": ["r77", "r78", "r680"] }, "us-gaap_ScheduleOfCashFlowSupplementalDisclosuresTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfCashFlowSupplementalDisclosuresTableTextBlock", "presentation": ["http://www.omnicomgroup.com/role/SupplementalCashFlowDataTables"], "lang": { "en-us": { "role": { "terseLabel": "Supplemental Financial Information and Non-Cash Increases in Lease Liabilities", "label": "Schedule of Cash Flow, Supplemental Disclosures [Table Text Block]", "documentation": "Tabular disclosure of supplemental cash flow information for the periods presented." } } }, "auth_ref": [] }, "us-gaap_ScheduleOfComponentsOfIncomeTaxExpenseBenefitTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfComponentsOfIncomeTaxExpenseBenefitTableTextBlock", "presentation": ["http://www.omnicomgroup.com/role/IncomeTaxesTables"], "lang": { "en-us": { "role": { "terseLabel": "Income Tax Expense (Benefit)", "label": "Schedule of Components of Income Tax Expense (Benefit) [Table Text Block]", "documentation": "Tabular disclosure of the components of income tax expense attributable to continuing operations for each year presented including, but not limited to: current tax expense (benefit), deferred tax expense (benefit), investment tax credits, government grants, the benefits of operating loss carryforwards, tax expense that results from allocating certain tax benefits either directly to contributed capital or to reduce goodwill or other noncurrent intangible assets of an acquired entity, adjustments of a deferred tax liability or asset for enacted changes in tax laws or rates or a change in the tax status of the entity, and adjustments of the beginning-of-the-year balances of a valuation allowance because of a change in circumstances that causes a change in judgment about the realizability of the related deferred tax asset in future years." } } }, "auth_ref": ["r1375"] }, "us-gaap_ScheduleOfDebtInstrumentsTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfDebtInstrumentsTextBlock", "presentation": ["http://www.omnicomgroup.com/role/DebtTables"], "lang": { "en-us": { "role": { "terseLabel": "Long-Term Debt", "label": "Schedule of Long-Term Debt Instruments [Table Text Block]", "documentation": "Tabular disclosure of long-debt instruments or arrangements, including identification, terms, features, collateral requirements and other information necessary to a fair presentation. These are debt arrangements that originally required repayment more than twelve months after issuance or greater than the normal operating cycle of the entity, if longer." } } }, "auth_ref": ["r32", "r55", "r56", "r102", "r152", "r153", "r1024", "r1026", "r1238", "r1402"] }, "us-gaap_ScheduleOfDeferredTaxAssetsAndLiabilitiesTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfDeferredTaxAssetsAndLiabilitiesTableTextBlock", "presentation": ["http://www.omnicomgroup.com/role/IncomeTaxesTables"], "lang": { "en-us": { "role": { "terseLabel": "Deferred Tax Assets and Liabilities and Balance Sheet Classification", "label": "Schedule of Deferred Tax Assets and Liabilities [Table Text Block]", "documentation": "Tabular disclosure of the components of net deferred tax asset or liability recognized in an entity's statement of financial position, including the following: the total of all deferred tax liabilities, the total of all deferred tax assets, the total valuation allowance recognized for deferred tax assets." } } }, "auth_ref": ["r1371"] }, "us-gaap_ScheduleOfDefinedBenefitPlansDisclosuresTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfDefinedBenefitPlansDisclosuresTextBlock", "presentation": ["http://www.omnicomgroup.com/role/PensionandOtherPostemploymentBenefitsTables"], "lang": { "en-us": { "role": { "terseLabel": "Change in Benefit Obligation, Fair Value of Plan Assets, Funded Status and Balance Sheet Classification of Defined Benefit Pension Plans", "label": "Schedule of Defined Benefit Plans Disclosures [Table Text Block]", "documentation": "Tabular disclosure of one or more of the entity's defined benefit pension plans or one or more other defined benefit postretirement plans, separately for pension plans and other postretirement benefit plans including the entity's schedule of fair value of plan assets for defined benefit or other 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Measured on Recurring Basis [Table Text Block]", "documentation": "Tabular disclosure of assets and liabilities, including [financial] instruments measured at fair value that are classified in stockholders' equity, if any, that are measured at fair value on a recurring basis. The disclosures contemplated herein include the fair value measurements at the reporting date by the level within the fair value hierarchy in which the fair value measurements in their entirety fall, segregating fair value measurements using quoted prices in active markets for identical assets (Level 1), significant other observable inputs (Level 2), and significant unobservable inputs (Level 3)." } } }, "auth_ref": ["r1383", "r1384"] }, "us-gaap_ScheduleOfFiniteLivedIntangibleAssetsTable": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfFiniteLivedIntangibleAssetsTable", "presentation": ["http://www.omnicomgroup.com/role/GoodwillandIntangibleAssetsDetails"], "lang": { "en-us": { "role": { "terseLabel": "Intangible Asset, Finite-Lived [Table]", "label": "Intangible Asset, Finite-Lived [Table]", "documentation": "Disclosure of information about finite-lived intangible asset. Excludes indefinite-lived intangible asset." } } }, "auth_ref": ["r403", "r410", "r412", "r413", "r414", "r784", "r1000", "r1022"] }, "us-gaap_ScheduleOfGoodwillTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfGoodwillTextBlock", "presentation": ["http://www.omnicomgroup.com/role/GoodwillandIntangibleAssetsTables"], "lang": { "en-us": { "role": { "terseLabel": "Change in Goodwill", "label": "Schedule of Goodwill [Table Text Block]", "documentation": "Tabular disclosure of goodwill by reportable segment and in total which includes a rollforward schedule." } } }, "auth_ref": ["r1021", "r1260", "r1261", "r1262", "r1263", "r1264", "r1265", "r1266", "r1267", "r1268", "r1269", "r1270"] }, "us-gaap_ScheduleOfIncomeBeforeIncomeTaxDomesticAndForeignTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfIncomeBeforeIncomeTaxDomesticAndForeignTableTextBlock", "presentation": ["http://www.omnicomgroup.com/role/IncomeTaxesTables"], "lang": { "en-us": { "role": { "terseLabel": "Income Before Income Taxes", "label": "Schedule of Income before Income Tax, Domestic and Foreign [Table Text Block]", "documentation": "Tabular disclosure of income before income tax between domestic and foreign jurisdictions." } } }, "auth_ref": ["r1236"] }, "us-gaap_ScheduleOfIntangibleAssetsAndGoodwillTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ScheduleOfIntangibleAssetsAndGoodwillTableTextBlock", "presentation": ["http://www.omnicomgroup.com/role/GoodwillandIntangibleAssetsTables"], "lang": {

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information concerning material long-lived assets (excluding financial instruments, customer relationships with financial institutions, mortgage and other servicing rights,
deferred policy acquisition costs, and deferred taxes assets) located in identified geographic areas and/or the amount of revenue from external customers attributed to that
country from which revenue is material. An entity may also provide subtotals of geographic information about groups of countries." } } }, "auth_ref": ["r50", "r127"] }, "us-
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Operating Income of our Operating Segments", "label": "Schedule of Segment Reporting Information, by Segment [Table Text Block]", "documentation": "Tabular disclosure
of the profit or loss and total assets for each reportable segment. An entity discloses certain information on each reportable segment if the amounts (a) are included in the
measure of segment profit or loss reviewed by the chief operating decision maker or (b) are otherwise regularly provided to the chief operating decision maker, even if not
included in that measure of segment profit or loss." } } }, "auth_ref": ["r45", "r46", "r47"] }, "us-
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including the upper and lower limits of the price range, the number of shares under option, weighted average exercise price and remaining contractual option terms." } } },
"auth_ref": ["r67"] }, "us-gaap_ScheduleOfShareBasedCompensationStockOptionsActivityTableTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://fasb.org/us-
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beginning and end of year, grants, exercises, forfeitures, and weighted-average grant date fair value." } } }, "auth_ref": ["r28", "r29", "r157"] }, "us-
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valuation and qualifying accounts and reserves." } } }, "auth_ref": ["r208", "r302"] }, "dei_Security12bTitle": { "xbrltype": "securityTitleItemType", "nsuri":
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"http://www.omnicomgroup.com/role/SegmentReportingGeographicalDetails"], "lang": { "en-us": { "role": { "verboseLabel": "Geographical [Domain]", "label": "Geographical
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segments include those that meet any of the following quantitative thresholds a) it's reported revenue, including sales to external customers and intersegment sales or
transfers is 10 percent or more of the combined revenue, internal and external, of all operating segments b) the absolute amount of its reported profit or loss is 10 percent or
more of the greater, in absolute amount of 1) the combined reported profit of all operating segments that did not report a loss or 2) the combined reported loss of all
operating segments that did report a loss c) its assets are 10 percent or more of the combined assets of all operating segments." } } }, "auth_ref": ["r188", "r337", "r341",
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General and Administrative Expense", "documentation": "The aggregate total costs related to selling a firm's product and services, as well as all other general and
administrative expenses. Direct selling expenses (for example, credit, warranty, and advertising) are expenses that can be directly linked to the sale of specific products.
Indirect selling expenses are expenses that cannot be directly linked to the sale of specific products, for example telephone expenses, Internet, and postal charges. General
and administrative expenses include salaries of non-sales personnel, rent, utilities, communication, etc." } } }, "auth_ref": ["r132"] },
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and Retention Plan" } } }, "auth_ref": [] }, "omc_SeverancePolicyTextBlock": { "xbrltype": "textBlockItemType", "nsuri": "http://www.omnicomgroup.com/20241231",
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1.0, "order": 9.0 } }, "presentation": ["http://www.omnicomgroup.com/role/ConsolidatedStatementsofCashFlows"], "lang": { "en-us": { "role": { "terseLabel": "Share-based
compensation", "label": "Share-Based Payment Arrangement, Noncash Expense", "documentation": "Amount of noncash expense for share-based payment arrangement." } } },

"auth_ref": ["r13"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardAwardVestingRights": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardAwardVestingRights", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Share-based employee compensation, vesting rights", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Award Vesting Rights", "documentation": "Description of service or performance condition required to be met for earning right to award under share-based payment arrangement. Includes, but is not limited to, combination of market, performance or service condition." } } }, "auth_ref": ["r69"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardDiscountFromMarketPricePurchaseDate": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardDiscountFromMarketPricePurchaseDate", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Discount from market price", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Discount from Market Price, Purchase Date", "documentation": "Discount rate from fair value on purchase date that participants pay for shares." } } }, "auth_ref": ["r67"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsForfeitedInPeriod": { "xbrltype": "sharesItemType", "nsuri": 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["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Granted", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Grants in Period", "documentation": "The number of grants made during the period on other than stock (or unit) option plans (for example, phantom stock or unit plan, stock or unit appreciation rights plan, performance target plan)." } } }, "auth_ref": ["r609"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsGrantsInPeriodWeightedAverageGrantDateFairValue": { "xbrltype": "perShareItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsGrantsInPeriodWeightedAverageGrantDateFairValue", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Granted, Weighted Average Grant Date Fair Value", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Grants in Period, Weighted Average Grant Date Fair Value", "documentation": "The weighted average fair value at grant date for nonvested equity-based awards issued during the period on other than stock (or unit) option plans (for example, phantom stock or unit plan, stock or unit appreciation rights plan, performance target plan)." } } }, "auth_ref": ["r609"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsNonvestedNumber": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsNonvestedNumber", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "periodStartLabel": "January 1", "periodEndLabel": "December 31", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Number", "documentation": "The number of non-vested equity-based payment instruments, excluding stock (or unit) options, that validly exist and are outstanding as of the balance sheet date." } } }, "auth_ref": ["r606", "r607"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsNonvestedRollForward": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsNonvestedRollForward", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Restricted Stock and PRSU Activity [Roll Forward]", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Number of Shares [Roll Forward]", "documentation": "A roll forward is a reconciliation of a concept from the beginning of a period to the end of a period." } } }, "auth_ref": [] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsNonvestedWeightedAverageGrantDateFairValue": { "xbrltype": "perShareItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsNonvestedWeightedAverageGrantDateFairValue", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "periodStartLabel": "January 1, Weighted Average Grant Date Fair Value", "periodEndLabel": "December 31, Weighted Average Grant Date Fair Value", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Weighted Average Grant Date Fair Value", "documentation": "Per share or unit weighted-average fair value of nonvested award under share-based payment arrangement. Excludes share and unit options." } } }, "auth_ref": ["r606", "r607"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsNonvestedWeightedAverageGrantDateFairValueRollForward": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardEquityInstrumentsOtherThanOptionsNonvestedWeightedAverageGrantDateFairValueRollForward", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Restricted Stock and PRSU Activity, Weighted Average Grant Date Fair Value [Roll Forward]", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Equity Instruments Other than Options, Nonvested, Weighted Average Grant Date Fair Value [Abstract]" } } }, "auth_ref": [] }, 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"us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsAndMethodologyAbstract": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsAndMethodologyAbstract", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Black-Scholes Assumptions and Weighted Average Fair Value Per Share for Options Granted [Abstract]", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions and Methodology [Abstract]" } } }, "auth_ref": [] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsExpectedDividendRate": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsExpectedDividendRate", 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Share-Based Payment Award, Fair Value Assumptions, Expected Volatility Rate", "documentation": "The estimated measure of the percentage by which a share price is expected to fluctuate during a period. Volatility also may be defined as a probability-weighted measure of the dispersion of returns about the mean. The volatility of a share price is the standard deviation of the continuously compounded rates of return on the share over a specified period. That is the same as the standard deviation of the differences in the natural logarithms of the stock prices plus dividends, if any, over the period." } } }, "auth_ref": ["r619"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsRiskFreeInterestRate": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardFairValueAssumptionsRiskFreeInterestRate", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Risk free interest rate", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Fair Value Assumptions, Risk Free Interest Rate", "documentation": "The risk-free interest rate assumption that is used in valuing an option on its own shares." } } }, "auth_ref": ["r621"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardMaximumEmployeeSubscriptionRate": { "xbrltype": "percentItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardMaximumEmployeeSubscriptionRate", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Maximum percentage of eligible compensation allowable for purchase", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Maximum Employee Subscription Rate", "documentation": "The highest percentage of annual salary that an employee is permitted to utilize with respect to the plan." } } }, "auth_ref": ["r67"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardNumberOfSharesAuthorized": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardNumberOfSharesAuthorized", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Maximum of shares available for issuance", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Number of Shares Authorized", "documentation": "Number of shares authorized for issuance under share-based payment arrangement." } } }, "auth_ref": ["r1048"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardNumberOfSharesAvailableForGrant": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardNumberOfSharesAvailableForGrant", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "terseLabel": "Shares available for grant", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Number of Shares Available for Grant", "documentation": "The difference between the maximum number of shares (or other type of equity) authorized for issuance under the plan (including the effects of amendments and adjustments), and the sum of: 1) the number of shares (or other type of equity) already issued upon exercise of options or other equity-based awards under the plan; and 2) shares (or other type of equity) reserved for issuance on granting of outstanding awards, net of cancellations and forfeitures, if applicable." } } }, "auth_ref": ["r67"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisableNumber": { "xbrltype": "sharesItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisableNumber", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "periodEndLabel": "Exercisable December 31", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Exercisable, Number", "documentation": "The number of shares into which fully or partially vested stock options outstanding as of the balance sheet date can be currently converted under the option plan." } } }, "auth_ref": ["r600"] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisableWeightedAverageExercisePrice": { "xbrltype": "perShareItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsExercisableWeightedAverageExercisePrice", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "periodEndLabel": "Exercisable December 31,

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forward is a reconciliation of a concept from the beginning of a period to the end of a period." } } }, "auth_ref": [] }, "us-gaap_ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsOutstandingWeightedAverageExercisePrice": { "xbrltype": "perShareItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationArrangementByShareBasedPaymentAwardOptionsOutstandingWeightedAverageExercisePrice", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { "periodStartLabel": "January 1, Weighted Average Exercise Price", "periodEndLabel": "December 31, Weighted Average Exercise Price", "label": "Share-Based Compensation Arrangement by Share-Based Payment Award, Options, Outstanding, Weighted Average Exercise Price", "documentation": "Weighted average price at which grantees can acquire the shares reserved for issuance under the stock option plan." } } }, "auth_ref": ["r598", "r599"] }, 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Includes, but is not limited to, methodology and assumption used in measuring cost." } } }, "auth_ref": ["r591", "r597", "r616", "r617", "r618", "r619", "r622", "r628", "r629", "r630", "r631"] }, "omc_ShareBasedCompensationPlansAbstract": { "xbrltype": "stringItemType", "nsuri": "http://www.omnicomgroup.com/20241231", "localname": "ShareBasedCompensationPlansAbstract", "lang": { "en-us": { "role": { "terseLabel": "Share-Based Compensation Plans [Abstract]", "label": "Share-Based Compensation Plans [Abstract]", "documentation": "Share-Based Compensation Plans [Abstract]" } } }, "auth_ref": [] }, "us-gaap_ShareBasedCompensationSharesAuthorizedUnderStockOptionPlansByExercisePriceRangeAxis": { "xbrltype": "stringItemType", "nsuri": "http://fasb.org/us-gaap/2024", "localname": "ShareBasedCompensationSharesAuthorizedUnderStockOptionPlansByExercisePriceRangeAxis", "presentation": ["http://www.omnicomgroup.com/role/ShareBasedCompensationPlansDetails"], "lang": { "en-us": { "role": { 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NY 13-1514814 280 Park Avenue New York NY 10017 212 415-3600 Common Stock, $0.15 Par Value OMC NYSE 0.800% Senior Notes due 2027 OMC/27 NYSE 1.400% Senior Notes due 2031 OMC/31 NYSE 3.700% Senior Notes due 2032 OMC/32 NYSE 2.250% Senior Notes due 2033 OMC/33 NYSE Yes No Yes Yes Large Accelerated Filer false false true false false 17486183571 196490662 <div style="margin-top:4pt">Cybersecurity Risk Management and Strategy</div><div style="margin-top:4pt;text-indent:18pt">We have developed and implemented a cybersecurity risk management program intended to protect the confidentiality, integrity, and availability of our critical systems and information. Our cybersecurity risk management program includes a cybersecurity incident response plan.</div><div style="margin-top:4pt;text-indent:18pt">We use the National Institute of Standards and Technology Cybersecurity Framework, or NIST CSF, and the ISO 27001 framework as published by the International Organization for Standardization as guides to help us identify, assess, and manage cybersecurity risks relevant to our business. We have designed and assessed our program based on the NIST CSF and ISO 27001. This does not imply that we meet any particular technical standards, specifications, or requirements.</div><div style="margin-top:4pt;text-indent:18pt">Our cybersecurity risk management program is integrated into our overall enterprise risk management program; and shares common methodologies, reporting channels, and governance processes that apply across the enterprise risk management program to other legal, compliance, strategic, operational, and financial risk areas.</div><div style="margin-top:4pt;text-indent:18pt">Key aspects of our cybersecurity risk management program include:</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•risk assessments designed to help identify material cybersecurity risks to our critical systems, and information;</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•an internal security staff principally responsible for managing our cybersecurity risk assessment processes, our security controls, and our response to cybersecurity incidents;</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•the use of external service providers, where appropriate, to assess, test, or otherwise assist with aspects of our security controls;</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•cybersecurity awareness training of our employees, incident response personnel, and senior management;</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•a cybersecurity incident response plan that includes procedures for responding to cybersecurity incidents; and</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt"><span style="color:#000000;font-family:'Times New

Roman',sans-serif;font-size:10pt;font-weight:400;line-height:120%">•a third-party risk management process for key service providers, suppliers, and vendors, including cloud-related service providers.</div><div style="margin-top:4pt;text-indent:18pt">While we have experienced cybersecurity incidents that resulted in the disruption of our information technology systems and required us to engage third parties to remediate the issues, we have not identified risks from known cybersecurity threats, including as a result of any prior cybersecurity incidents, that have materially affected or are reasonably likely to materially affect us, including our operations, results of operations, or financial condition. We face certain ongoing risks from cybersecurity threats that, if realized, are reasonably likely to materially affect us, including our business, results of operations and financial condition. See Item 1A, “Risk Factors - We rely extensively on information technology systems, and cybersecurity incidents could adversely affect us.”</div> <div style="margin-top:4pt;text-indent:18pt">Our cybersecurity risk management program is integrated into our overall enterprise risk management program; and shares common methodologies, reporting channels, and governance processes that apply across the enterprise risk management program to other legal, compliance, strategic, operational, and financial risk areas.</div><div style="margin-top:4pt;text-indent:18pt">Key aspects of our cybersecurity risk management program include:</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•risk assessments designed to help identify material cybersecurity risks to our critical systems, and information;</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•an internal security staff principally responsible for managing our cybersecurity risk assessment processes, our security controls, and our response to cybersecurity incidents;</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•the use of external service providers, where appropriate, to assess, test, or otherwise assist with aspects of our security controls;</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•cybersecurity awareness training of our employees, incident response personnel, and senior management;</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•a cybersecurity incident response plan that includes procedures for responding to cybersecurity incidents; and</div><div style="margin-top:2pt;padding-left:18pt;text-indent:-13.5pt">•a third-party risk management process for key service providers, suppliers, and vendors, including cloud-related service providers.</div> true true true false Our Board of Directors, or Board, considers cybersecurity risk as part of its risk oversight function and has delegated to its Audit Committee oversight of cybersecurity and other information technology risks. Our Audit Committee oversees management’s ongoing activities related to our cybersecurity risk management program. true <div style="margin-top:4pt;text-indent:18pt">Our Audit Committee receives periodic reports from management on our cybersecurity risks. In addition, management updates the Audit Committee, as necessary, regarding cybersecurity incidents.</div><div style="margin-top:4pt;text-indent:18pt">Our Audit Committee reports to the full Board regarding its activities, including those related to cybersecurity. The full Board also receives briefings from management on our cybersecurity risk management program. Board members receive presentations on cybersecurity topics from our Chief Information Officer, or CIO, Chief Information Security Officer, or CISO, and Chief Information Risk Officer, or CIRO, and other security staff as part of the Board’s continuing education on topics that impact the Company.</div> <div style="margin-top:4pt;text-indent:18pt">Our management team, including our CIO, CISO and CIRO, is responsible for assessing and managing our material risks from cybersecurity threats. The team has primary responsibility for our overall cybersecurity risk management program and supervises both our internal cybersecurity personnel and our retained external cybersecurity advisors. Our Information Technology (IT) management team collectively holds over 50 years of strategic IT and global transformational experience, including having held IT advisory roles with top-tier organizations. Each member of the team has experience operating in complex, international business environments. The IT management team has demonstrated achievement in Information Security strategy development, risk management and implementation of security and risk management programs that drive awareness, decrease exposure and strengthen organizational IT controls.</div><div style="margin-top:4pt;text-indent:18pt">Our management team is informed about and monitors the prevention, detection, mitigation, and remediation of key cybersecurity risks and incidents through various means, which may include briefings from internal security personnel, threat intelligence and other information obtained from governmental, public or private sources, including external advisors engaged by us, and alerts and reports produced by security tools deployed in the IT environment.</div> Our management team, including our CIO, CISO and CIRO, is responsible for assessing and managing our material risks from cybersecurity threats. true Our Information Technology (IT) management team collectively holds over 50 years of strategic IT and global transformational experience, including having held IT advisory roles with top-tier organizations. Each member of the team has experience operating in complex, international business environments. The IT management team has demonstrated achievement in Information Security strategy development, risk management and implementation of security and risk management programs that drive awareness, decrease exposure and strengthen organizational IT controls. <div style="margin-top:4pt;text-indent:18pt">Our management team is informed about and monitors the prevention, detection, mitigation, and remediation of key cybersecurity risks and incidents through various means, which may include briefings from internal security personnel, threat intelligence and other information obtained from governmental, public or private sources, including external advisors engaged by us, and alerts and reports produced by security tools deployed in the IT environment.</div> false false false false KPMG LLP New York, NY 185 4339400000 4432000000 15000000.0 17200000 9242000000 8659800000 1622200000 1342500000 1019400000 949900000 16223000000 15384200000 1096900000 1150400000 824700000 874900000 1043600000 1046400000 59000000.0 66400000 10677400000 10082300000 832400000 863600000 522000000.0 366900000 271000000.0 223500000 29620700000 28044600000 12484400000 11634000000 1336100000 1356200000 0 750500000 21300000 10900000 402500000 351600000 2056000000 2142800000 16300300000 16246000000 804200000 887700000 814200000 853000000.0 6035300000 4889100000 491800000 529100000 429000000.0 414600000 1.00 1.00 7500000 7500000 0 0 0 0 0.15 0.15 1000000000.0 1000000000.0 297200000 297200000 196400000 198000000.0 44600000 44600000 472100000 492000000.0 11500500000 10571500000 -1475900000 -1337600000 100800000 99200000 6347800000 6154200000 4193500000 3616300000 552400000 608800000 4745900000 4225100000 29620700000 28044600000 15689100000 14692200000 14289100000 11432500000 10701200000 10325900000 1274400000 1168800000 1168600000 57800000 191500000 0 0 0 113400000 0 78800000 0 12764700000 11982700000 11607900000 408100000 393700000 378500000 241700000 211100000 219400000 13414500000 12587500000 12205800000 2274600000 2104700000 2083300000 247900000 218500000 208600000 100900000 106700000 70700000 2127600000 1992900000 1945400000 560500000 524900000 546800000 6900000 5200000 5200000 5200000 1574000000 1473200000 1403800000 93400000 81800000 87300000 1480600000 1391400000 1316500000 7.54 6.98 6.40 7.46 6.91 6.36 1574000000 1473200000 1403800000 -4400000 -5600000 -5600000 -1300000 -1600000 -1600000 -3100000 -4000000.0 -4000000.0 -18700000 6800000 -58400000 5800000 4800000 10700000 -7300000 600000 -20000000.0 -17200000 1400000 -49100000 -171700000 98900000 -255200000 -151400000 101500000 -202100000 1422600000 1574700000 1201700000 80300000 83000000.0 70800000 1342300000 1491700000 1130900000 297200000 297200000 297200000 44600000 44600000 44600000 492000000.0 571100000 622000000.0 9900000 88100000 17100000 -24000000.0 -27200000 -49900000 91400000 84800000 81700000 -77400000 -48600000 -65600000 472100000 492000000.0 571100000 10571500000 9739300000 8998800000 1480600000 1391400000 1316500000 551600000 559200000 576000000.0 11500500000 10571500000 9739300000 -1337600000 -1437900000 -1252300000 -138300000 100300000 -185600000 -1475900000 -1337600000 -1437900000 -6154200000 -5665000000 -5142900000 179100000 86000000.0 89300000 372700000 575200000 611400000 -6347800000 -6154200000 -5665000000 4193500000 3616300000 3252100000 608800000 524300000 503500000 93400000 81800000 87300000 -13100000 1200000 -16500000 85400000 70900000 79500000 51300000 -72400000 -29500000 552400000 608800000 524300000 4745900000 4225100000 3776400000 2.80 2.80 2.80 1574000000 1473200000 1403800000 136100000 130800000 139100000 105600000 80300000 80300000 91400000 84800000 81700000 57800000 191500000 0 0 78800000 0 0 0 65800000 -200000 3000000.0 -200000 231200000 462900000 844000000.0 1733500000 1421900000 926500000 140600000 78400000 78200000 902100000 93300000 276800000 0 -60800000 61400000 16000000.0 -190000000.0 -35500000 -1058700000 79100000 -380900000 1235500000 0 0 750000000.0 0 0 12600000 -8700000 8900000 552700000 562700000 581100000 370700000 570800000 611400000 102100000 35600000 17400000 53600000 87600000 20800000 85400000 70900000 79500000 42400000 67700000 32600000 -77400000 -55000000.0 -62900000 -582000000.0 -1387800000 -1362000000 -185400000 37000000.0 -218600000 -92600000 150200000 -1035000000 4432000000 4281800000 5316800000 4339400000 4432000000 4281800000 Presentation of Financial Statements <div style="margin-top:4pt;text-indent:18pt">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. The preparation of financial statements in conformity with U.S. GAAP requires us 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. Unless otherwise noted, dollars in tables are in millions, except per share amounts.</div><div style="margin-top:4pt">Agreement to Acquire IPG</div><div style="margin-top:4pt;text-indent:18pt">On December 8, 2024, Omnicom entered into an Agreement and Plan of Merger, or the Merger Agreement, by and among Omnicom, EXT Subsidiary Inc., a direct wholly owned subsidiary of Omnicom, or Merger Sub, and The Interpublic Group of Companies, Inc., or IPG, pursuant to which, subject to the terms and conditions of the Merger Agreement, Merger Sub will merge with and into IPG, or the Merger, with IPG surviving the Merger as a wholly owned subsidiary of Omnicom. The completion of the Merger is subject to customary closing conditions, including the required regulatory approvals and the approval of the stockholders of both Omnicom and IPG. If completed, the Merger is expected to have a material impact on our ongoing results of operations and financial condition. In the fourth quarter of 2024, we recorded $14.6 million of acquisition transaction costs related to the Merger in selling, general and administrative expenses. The results of IPG are not included in our 2024 results of operations or financial position. </div><div style="margin-top:4pt">Risks and Uncertainties</div><div style="margin-top:4pt;text-indent:18pt">Global economic disruptions, including geopolitical events, international hostilities, acts of terrorism, public health crises, inflation or stagflation, tariffs and other trade barriers, central bank interest rate policies in countries that comprise our major markets and labor and supply chain challenges could cause economic uncertainty and volatility. The impact of these issues on our business will vary by geographic market and discipline. 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.</div><div style="margin-top:4pt">Accounting Changes</div><div style="margin-top:4pt;text-indent:18pt">On January 1, 2024, we adopted ASU 2023-07, Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures, or ASU 2023-07, that requires retrospective disclosure of significant expenses that are regularly provided to the chief operating decision maker (see Note 8 - Segment Reporting). ASU 2023-07 is effective for annual periods beginning January 1, 2024 and for interim periods beginning January 1, 2025. ASU 2023-07

affects financial statement disclosure only, and its adoption did not affect our results of operations or financial condition.</div><div style="margin-top:4pt;text-indent:18pt">On January 1, 2025, we adopted ASU 2023-09, Income Taxes (Topic 740): Improvements to Income Tax Disclosures (“ASU 2023-09”), that requires, among other things, greater disaggregation of information in the rate reconciliation, and income taxes paid disaggregated by jurisdiction. ASU 2023-09 affects financial statement disclosure only in 2025, and its adoption did not affect our results of operations or financial condition.</div> 14600000 Significant Accounting Policies<div style="margin-top:4pt">Revenue Recognition. Revenue is recognized when a customer obtains control and receives the benefit of the 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, marketing, and communications services in the following fundamental disciplines: Media &amp; Advertising, Precision Marketing, Public Relations, Healthcare, Branding &amp; Retail Commerce, Experiential, and Execution &amp; Support. 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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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 </div><div>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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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, marketing, and communications 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, shipping 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. </div><div style="margin-top:4pt;text-indent:18pt">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, precision marketing, public relations, healthcare, and branding and retail commerce, 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.</div><div style="margin-top:4pt;text-indent:18pt">In certain businesses we may act as principal when contracting for third-party services on behalf of our clients. In our experiential business and most of our execution and 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 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.</div><div style="margin-top:4pt;text-indent:18pt">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 </div><div style="margin-top:4pt">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.</div><div style="margin-top:4pt">Operating Expenses. Operating expenses include cost of services, selling, general and administrative expenses, or SG&amp;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 a 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, third-party service costs, and third-party incidental costs. Third-party service costs include vendor costs when we act as principal in providing services to our clients. Third-party incidental costs that are required to be included in revenue primarily consist of client-related travel and incidental out-of-pocket costs that we bill back to the client directly at our cost. 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. SG&amp;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.</div><div style="margin-top:4pt">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. </div><div style="margin-top:4pt">Work in Process. Work in process represents accrued costs incurred on behalf of customers, including media and production costs and fees, other third-party costs and contract assets 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. 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. </div><div style="margin-top:4pt">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 technology and related 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.</div><div style="margin-top:4pt">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.</div><div style="margin-top:4pt">Marketable Equity Securities. Marketable equity securities are measured at fair value and changes in fair value are recognized in results of operations.</div><div style="margin-top:4pt">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.</div><div style="margin-top:4pt">Business Combinations. In a business combination, 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 related to the noncontrolling shareholders 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 </div><div style="margin-top:4pt">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.</div><div style="margin-top:4pt">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 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.</div><div style="margin-top:4pt;text-indent:18pt">We evaluate goodwill for impairment at least annually on May 1 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.</div><div style="margin-top:4pt;text-indent:18pt">We identified our regional reporting units as components of our operating segments, which are our six global agency networks. The regional reporting units and practice areas 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 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, and the employees share similar skill sets. 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. 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. The market assumptions used in our assessment reflected the current economic environment (see Note 1 - Risks and Uncertainties).</div><div style="margin-top:4pt;text-indent:18pt">Based on the results of the annual impairment test, we concluded that, at May 1, 2024 and 2023, 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 goodwill impairment test, there have been no events or circumstances that triggered the need for an interim impairment test.</div><div style="margin-top:4pt">Debt Issuance Costs. Debt issuance costs are capitalized and amortized in interest expense over the term of the related debt and are presented as a reduction to the carrying amount of debt.</div><div style="margin-top:4pt">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, however, in almost all cases we have a similar protective call right to buy the security at fair value.</div><div style="margin-top:4pt"> Treasury Stock. Repurchases of our common stock are accounted for at cost and are recorded as treasury stock. The excise tax on net stock repurchases is recorded as a cost of acquiring 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.</div><div style="margin-top:4pt">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.</div><div style="margin-top:4pt">Foreign Currency Translation and Transactions. Substantially all of our foreign subsidiaries use their local currency as their functional currency. Assets and liabilities are translated from the local functional currency 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. Foreign currency gains and losses arising from transactions not in the subsidiaries’ local currency are recorded in results of operations. We recorded foreign currency transaction losses of $5.4 million and $14.0 million in 2024 and 2023, respectively, and recorded foreign currency transaction gains of $1.1 million in 2022. Foreign currency gains and losses for hyper-inflationary economies are recorded in results of operations.</div><div style="margin-top:5pt">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.</div><div style="margin-top:4pt">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.</div><div style="margin-top:4pt">Pension and Other Postemployment Benefits.   We have various defined benefit and defined contribution plans throughout the world. We have a Senior Executive Retention Plan and Key Executive Retention Plan that cover certain executives. In addition, we have postemployment benefit plans for various key employees that primarily cover a period of 10 years after cessation of full-time employment. We use various actuarial methods and assumptions in determining our net pension and postemployment benefit costs and obligations, including the discount rate used to determine the present value of future benefits, expected long-term rate of return on plan assets and compensation cost trends. The overfunded or underfunded status of our pension and other postemployment benefit plans is recorded on the balance sheet (see Note 12 for additional information). </div><div style="margin-top:4pt">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, and included in other long-term liabilities except for the current portion.</div><div style="margin-top:4pt">Income Taxes.<span style="color:#000000;font-family:'Times New Roman',sans-serif;font-size:10pt;font-

weight:400;line-height:120%"> 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.</div><div style="margin-top:4pt;text-indent:18pt">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 that do not meet the more-likely-than not threshold, or that meet the more-likely-than-not threshold but have measurement related unrecognized tax benefits. 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.</div><div style="margin-top:4pt">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.</div><div style="margin-top:4pt">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 office space leases, and substantially all our finance leases are office furniture and technology equipment leases.</div><div style="margin-top:4pt;text-indent:18pt">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 </div><div style="margin-top:4pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt">Concentration of Credit Risk. We provide data-inspired, creative marketing and sales solutions 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 2.7% of revenue in 2024.</div><div style="margin-top:4pt">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. Changes in the fair value of a fair value hedge are offset against the change in fair value of the hedged asset, liability or firm commitment through results of operations. Gains and losses on a terminated fair value hedge of our long-term debt are included in long-term debt and are amortized over the remaining term of the respective debt that was hedged. Changes in the fair value of a cash flow hedge are recognized in other comprehensive income until the hedged item is recognized in results of operations. Foreign currency hedges of the net investment in our foreign operations are recorded in accumulated other comprehensive income (loss), or AOCI. Any gain or loss will remain in AOCI until the complete or substantially complete liquidation of our investment in the underlying operation. 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.</div><div style="margin-top:4pt">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.</div><div style="margin-top:5pt;text-indent:18pt">The inputs create the following fair value hierarchy:</div><div style="padding-left:36pt;text-indent:-18pt">•Level 1 - Unadjusted quoted prices in active markets for identical assets or liabilities.</div><div style="padding-left:36pt;text-indent:-18pt">•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.</div><div style="padding-left:36pt;text-indent:-18pt">•Level 3 - Unobservable inputs for the asset or liability.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div> <div style="margin-top:4pt">Revenue Recognition. Revenue is recognized when a customer obtains control and receives the benefit of the 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, marketing, and communications services in the following fundamental disciplines: Media &amp; Advertising, Precision Marketing, Public Relations, Healthcare, Branding &amp; Retail Commerce, Experiential, and Execution &amp; Support. 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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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 </div><div>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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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, marketing, and communications 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, shipping 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. </div><div style="margin-top:4pt;text-indent:18pt">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, precision marketing, public relations, healthcare, and branding and retail commerce, 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.</div><div style="margin-top:4pt;text-indent:18pt">In certain businesses we may act as principal when contracting for third-party services on behalf of our clients. In our experiential business and most of our execution and 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 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.</div><div style="margin-top:4pt;text-indent:18pt">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 </div><div style="margin-top:4pt">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.</div> <div style="margin-top:4pt">Operating Expenses. Operating expenses include cost of services, selling, general and administrative expenses, or SG&amp;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 a 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, third-party service costs, and third-party incidental costs. Third-party service costs include vendor costs when we act as principal in providing services to our clients. Third-party incidental costs that are required to be included in revenue primarily consist of client-related travel and incidental out-of-pocket costs that we bill back to the client directly at our cost. 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. SG&amp;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.</div> 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. <div style="margin-top:4pt">Work in Process. Work in process represents accrued costs incurred on behalf of customers, including media and production costs and fees, other third-party costs and contract assets 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. 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. </div> <div style="margin-top:4pt">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 technology and related 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.</div> P40Y <div style="margin-top:4pt">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.</div> <div style="margin-top:4pt">Marketable Equity Securities. Marketable equity securities are measured at fair value and changes in fair value are recognized in results of operations.</div><div style="margin-top:4pt">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.</div> <div style="margin-top:4pt">Business Combinations. In a business combination, 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 related to the noncontrolling shareholders 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 </div><div style="margin-top:4pt">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.</div> <div style="margin-top:4pt">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 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.</div><div style="margin-top:4pt;text-indent:18pt">We evaluate goodwill for impairment at least annually on May 1 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.</div><div style="margin-top:4pt;text-indent:18pt">We identified our regional reporting units as components of our operating segments, which are our six global agency networks.

The regional reporting units and practice areas 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 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, and the employees share similar skill sets. 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. 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. The market assumptions used in our assessment reflected the current economic environment (see Note 1 - Risks and Uncertainties).</div><div style="margin-top:4pt;text-indent:18pt">Based on the results of the annual impairment test, we concluded that, at May 1, 2024 and 2023, 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 goodwill impairment test, there have been no events or circumstances that triggered the need for an interim impairment test.</div> <div style="margin-top:4pt">Debt Issuance Costs. Debt issuance costs are capitalized and amortized in interest expense over the term of the related debt and are presented as a reduction to the carrying amount of debt.</div> <div style="margin-top:4pt">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, however, in almost all cases we have a similar protective call right to buy the security at fair value.</div> <div style="margin-top:4pt">Treasury Stock. Repurchases of our common stock are accounted for at cost and are recorded as treasury stock. The excise tax on net stock repurchases is recorded as a cost of acquiring 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.</div> <div style="margin-top:4pt">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.</div> <div style="margin-top:4pt">Foreign Currency Translation and Transactions. Substantially all of our foreign subsidiaries use their local currency as their functional currency. Assets and liabilities are translated from the local functional currency 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. Foreign currency gains and losses arising from transactions not in the subsidiaries' local currency are recorded in results of operations. We recorded foreign currency transaction losses of $5.4 million and $14.0 million in 2024 and 2023, respectively, and recorded foreign currency transaction gains of $1.1 million in 2022. Foreign currency gains and losses for hyper-inflationary economies are recorded in results of operations.</div> -5400000 -14000000.0 1100000 <div style="margin-top:5pt">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.</div> <div style="margin-top:4pt">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.</div> Pension and Other Postemployment Benefits. We have various defined benefit and defined contribution plans throughout the world. We have a Senior Executive Retention Plan and Key Executive Retention Plan that cover certain executives. In addition, we have postemployment benefit plans for various key employees that primarily cover a period of 10 years after cessation of full-time employment. We use various actuarial methods and assumptions in determining our net pension and postemployment benefit costs and obligations, including the discount rate used to determine the present value of future benefits, expected long-term rate of return on plan assets and compensation cost trends. The overfunded or underfunded status of our pension and other postemployment benefit plans is recorded on the balance sheet (see Note 12 for additional information). <div style="margin-top:4pt">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, and included in other long-term liabilities except for the current portion.</div> <div style="margin-top:4pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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 that do not meet the more-likely-than not threshold, or that meet the more-likely-than-not threshold but have measurement related unrecognized tax benefits. 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.</div> <div style="margin-top:4pt">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.</div> <div style="margin-top:4pt">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 office space leases, and substantially all our finance leases are office furniture and technology equipment leases.</div><div style="margin-top:4pt;text-indent:18pt">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 </div><div style="margin-top:4pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div> <div style="margin-top:4pt">Concentration of Credit Risk. We provide data-inspired, creative marketing and sales solutions 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 2.7% of revenue in 2024.</div> 0.027 <div style="margin-top:4pt">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. Changes in the fair value of a fair value hedge are offset against the change in fair value of the hedged asset, liability or firm commitment through results of operations. Gains and losses on a terminated fair value hedge of our long-term debt are included in long-term debt and are amortized over the remaining term of the respective debt that was hedged. Changes in the fair value of a cash flow hedge are recognized in other comprehensive income until the hedged item is recognized in results of operations. Foreign currency hedges of the net investment in our foreign operations are recorded in accumulated other comprehensive income (loss), or AOCI. Any gain or loss will remain in AOCI until the complete or substantially complete liquidation of our investment in the underlying operation. 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.</div> <div style="margin-top:4pt">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.</div><div style="margin-top:5pt;text-indent:18pt">The inputs create the following fair value hierarchy:</div><div style="padding-left:36pt;text-indent:-18pt">•Level 1 - Unadjusted quoted prices in active markets for identical assets or liabilities.</div><div style="padding-left:36pt;text-indent:-18pt">•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.</div><div style="padding-left:36pt;text-indent:-18pt">•Level 3 - Unobservable inputs for the asset or liability.</div><div style="margin-top:4pt;text-indent:18pt">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.</div><div style="margin-top:4pt;text-indent:18pt">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.</div> Revenue<div style="margin-top:5pt">Nature of our services</div><div style="margin-top:5pt;text-indent:18pt">We provide data-inspired, creative marketing and sales solutions through various client-centric networks that are organized to meet specific client objectives. Our networks, practice areas and agencies provide a comprehensive range of services in the following fundamental disciplines: Media &amp; Advertising, Precision Marketing, Public Relations, Healthcare, Branding &amp; Retail Commerce, Experiential, and Execution &amp; Support. Media &amp; Advertising includes creative services across digital and traditional media, strategic media planning and buying, performance media, data analytics services, and Omnicom Production. Precision Marketing includes digital and direct marketing, digital transformation consulting, e-commerce operations, media execution, market intelligence and data and analytics. Public Relations services include corporate communications, crisis management, public affairs and media and media relations services. Healthcare includes corporate communications and advertising and media services to global healthcare and pharmaceutical companies. Branding &amp; Retail Commerce services include brand and product consulting, strategy and research and retail marketing. Experiential marketing services include live and digital events and experience design and execution. Execution &amp; Support includes field marketing, sales support, digital and physical merchandising, point-of-sale and product placement, as well as other specialized marketing and custom communications services. 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.</div><div style="margin-top:5pt">Economic factors affecting our revenue</div><div style="margin-top:5pt;text-indent:18pt">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.</div><div style="margin-top:5pt;text-indent:18pt">Revenue by discipline:<table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:text-bottom;width:97.150%"><tr><td style="width:1.0%"></td><td style="width:62.243%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:10.630%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.533%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:10.630%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.533%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:10.631%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="15" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Year Ended December 31,</td></tr><tr><td colspan="3" style="padding:0 1pt"></td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2024</td><td colspan="3" style="border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2023</td><td colspan="3" style="border-top:1pt solid #000000;padding:0 1pt"></td><td colspan="3" style="border-top:1pt solid #000000;padding:2px 1pt;text-align:center;vertical-align:bottom">2022</td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom">Media &amp; Advertising</td><td style="border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">$</td><td style="border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">8,466.2 </td><td style="border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td style="border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">$</td><td style="border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">7,891.2 </td><td style="border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td style="border-top:1pt solid #000000;padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">$</td><td style="border-top:1pt solid #000000;padding:2px 0;text-align:right;vertical-align:bottom">7,433.9 </td><td style="border-top:1pt solid #000000;padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom">Precision Marketing</td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">1,820.9 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">1,473.5 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">1,426.6 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom">Public Relations</td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">1,679.2 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">1,578.9 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">1,552.7 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom">Healthcare</td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">1,354.7 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">1,362.7 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">1,322.3 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:left;vertical-align:bottom">Branding &amp; Retail Commerce</td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">792.9 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:

style="color:#000000;font-family:'Times New Roman',sans-serif;font-size:10pt;font-weight:400;line-height:100%">$</td><td style="padding:2px 0;text-align:right;vertical-align:bottom">10.9 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td style="padding:2px 0 2px 1pt;text-align:left;vertical-align:bottom">$</td><td style="padding:2px 0;text-align:right;vertical-align:bottom">10.9 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="display:none"></td><td colspan="3" style="display:none"></td><td colspan="3" style="display:none"></td><td colspan="3" style="display:none"></td><td colspan="3" style="display:none"></td><td colspan="3" style="display:none"></td><td colspan="3" style="display:none"></td><td colspan="3" style="display:none"></td></tr><tr><td colspan="3" style="padding:2px 1pt 2px 12.25pt;text-align:left;vertical-align:middle">Foreign currency derivatives</td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">0.1 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">0.1 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">— </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">— </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="padding:2px 1pt 2px 12.25pt;text-align:left;vertical-align:bottom">Cross currency swaps - net investment hedge</td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">— </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">— </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">6.6 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">6.6 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="padding:2px 1pt 2px 12.25pt;text-align:left;vertical-align:bottom">Contingent purchase price obligations</td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">220.1 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">220.1 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">229.5 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">229.5 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr><tr><td colspan="3" style="padding:2px 1pt 2px 12.25pt;text-align:left;vertical-align:bottom">Long-term debt</td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">6,035.3 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">5,664.9 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">5,639.6 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td><td colspan="3" style="padding:0 1pt"></td><td colspan="2" style="padding:2px 0 2px 1pt;text-align:right;vertical-align:bottom">5,237.8 </td><td style="padding:2px 1pt 2px 0;text-align:right;vertical-align:bottom"></td></tr></table></div> 4339400000 4339400000 4432000000 4432000000 900000 900000 900000 900000 36800000 36800000 6700000 6700000 9300000 9300000 0 0 21300000 21300000 10900000 10900000 100000 100000 0 0 0 0 6600000 6600000 220100000 220100000 229500000 229500000 6035300000 5664900000 5639600000 5237800000 Derivative Instruments and Hedging Activities<div style="margin-top:4pt;text-indent:18pt">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 net investment hedges to manage the volatility of foreign exchange rates on the investment in our foreign subsidiaries. We may use forward foreign exchange contracts as economic hedges to manage the cash flow volatility arising from foreign exchange rate fluctuations related to foreign currency transactions. 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.</div><div style="margin-top:4pt;text-indent:18pt">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, 2024 was not significant.</div><div style="margin-top:4pt">Foreign Currency Exchange Risk</div><div style="margin-top:4pt;text-indent:18pt">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, 2024, we had outstanding forward foreign exchange contracts with an aggregate notional amount of $4.7 million. At December 31, 2023, there were no outstanding forward foreign exchange contracts.</div><div>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 </div><div>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.</div><div style="margin-top:4pt;text-indent:18pt">We have fixed-to-fixed cross currency swaps with a notional value of $150 million that hedge a portion of the net investment in our Japanese subsidiaries against volatility in the Yen/U.S. Dollar exchange rate. The swaps are designated and qualify as a hedge of a net investment in a foreign subsidiary and are scheduled to mature in 2025 and 2029. Changes in the fair value of the swaps are recognized in foreign currency translation and are reported in AOCI. Any gain or loss will remain in AOCI until the complete or substantially complete liquidation of our investment in the underlying operations. We have elected to assess the effectiveness of our net investment hedges based on changes in spot exchange rates. We receive net fixed U.S. Dollar interest payments from the swaps. We recorded a reduction of interest expense of $6.6 million in each of 2024 and 2023. At December 31, 2024, an asset of $9.3 million is recorded in other assets, and at December 31, 2023, a liability of $6.6 million is recorded in long-term liabilities, for the swap fair value.</div><div style="margin-top:4pt">Interest Rate Risk</div><div style="margin-top:4pt;text-indent:18pt">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. In 2024 and 2023, we did not have any interest rate swaps. At December 31, 2024 and 2023, long-term debt consisted entirely of fixed-rate debt.</div> 4700000 0 The terms of our forward foreign exchange contracts are generally less than 90 days. 150000000 6600000 6600000 9300000 6600000 New Accounting Standards<div style="margin-top:4pt;text-indent:18pt">On November 4, 2024, the FASB issued ASU 2024-03, Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40) (“ASU 2024-03”), that requires, additional information about specific expense </div><div>categories in the notes to financial statements at interim and annual reporting periods. ASU 2024-03 is effective for annual periods beginning after December 15, 2026, and for interim periods beginning after December 15, 2027. We will adopt ASU 2024-03 for annual periods beginning on January 1, 2027, and for interim periods beginning on January 1, 2028. ASU 2024-03 affects financial statement disclosure only, and its adoption will not affect our results of operations or financial condition.</div> Subsequent Events<div style="margin-top:5pt;text-indent:18pt">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.</div> <div>SCHEDULE II - VALUATION AND QUALIFYING ACCOUNTS</div><div>For the Three Years Ended December 31, 2024 </div><div>(In millions)</div><div style="text-align:center"><table style="border-collapse:collapse;display:inline-table;margin-bottom:5pt;vertical-align:text-bottom;width:97.008%"><tr><td style="width:1.0%"></td><td style="width:37.225%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:10.647%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.534%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:10.647%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.534%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:10.647%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.534%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:10.647%"></td><td style="width:0.1%"></td><td style="width:0.1%"></td><td style="width:0.534%"></td><td style="width:0.1%"></td><td style="width:1.0%"></td><td style="width:10.651%"></td><td style="width:0.1%"></td></tr><tr><td colspan="3" style="padding:2px 1pt;text-align:center;vertical-align:bottom">Description</td><td colspan="3" style="padding:2px 1pt;text-