

Profile assessment

| 18 active criteria / KPIs in four categories | | | | |
|--|--------------------------------------|---------------------------------------|--------------------------------|--------------------|
| Russia (24 agencies) | | | Vitality | Structure |
| | Dec4, 2014 (previous : Febr 2014) | Total score all criteria in points | PROFILE across all criteria | Score in points |
| OMD Media Direction (19) | 24 | Dominant | 13 | 11 |
| Carat (19) | 23 | Dominant | 11 | 12 |
| Media Instinct (17) | 20 | High | 13 | 7 |
| Vizeum (22) | 19 | High | 7 | 12 |
| AD O' Clock (14) | 16 | High | 9 | 7 |
| OMD OM incl. M2M (9) | 13 | High | 5 | 8 |
| Initiative / ADV (8) | 12 | High | 6 | 6 |
| MEC (9) | 10 | Good | 5 | 5 |
| UM / ADV (5) | 8 | Good | 3 | 5 |
| PHD (7) | 8 | Good | 7 | 1 |
| ZenithOptimedia (8) | 8 | Good | 8 | 0 |
| Mindshare (16) | 7 | Good | 2 | 5 |
| Maxus (5) | 6 | Good | 7 | -1 |
| MediaPlan (2) | 6 | Good | 6 | 0 |
| Havas Media / ADV (3) | 6 | Good | 0 | 6 |
| StarLink SMG (2) | 4 | Good | 4 | 0 |
| OMD AMS Incl. Da Vinci (3) | 4 | Good | 6 | -2 |
| MediaCom incl. MC2 (9) | 3 | Average | 3 | 0 |
| Dentsu Smart (2) | 3 | Average | 2 | 1 |
| Starcom SMG (1) | 2 | Average | 2 | 0 |
| Arena-Magic Box/ ADV (3) | 2 | Average | 1 | 1 |
| Media First / Twiga (4) | 1 | Average | 3 | -2 |
| MediaVest SMG (5) | -1 | Average | -1 | 0 |
| LBL Comm. (-2) | -1 | Average | 2 | -3 |

T100a- 42- Russia Qualitative Evaluation by *Network* - November 2014

| 18 active criteria / KPIs in four categories | | | Vitality <small>max 18 points</small> | | | | | | | | | | | Structure <small>max 16 points</small> | | | | | | | | | | | | | | |
|--|------------------------------------|-----------------------------|---------------------------------------|-----------------------------|----------------------|----------------------|----------------------|------------------------------------|---|-----------------------------|----------------------|--------------------------------------|---------------|--|--------------------------------|--------------------------------|--------------------------------------|--------------------------------|------------------------------------|------------------------|------------------------------------|---------------------------------|--|---|--------|--------|--------|--------|
| <div style="font-size: 2em; font-weight: bold; margin: 0;">Russia</div> <small>(24 agencies)</small> | | | Vitality | | Structure | | | Compitches <small>max 6pts</small> | | | | | | Momentum <small>max 10pts</small> | | | | | Resources <small>max 10pts</small> | | | | | Client Profile <small>max 6 pts</small> | | | | |
| | | | Total score all criteria in points | PROFILE across all criteria | Score in points | Score in points | T18 | T18 | T18 | T21 | T6 | T3 | T6 | T16 | T41 | T40 | T32 | T33 | T34 | T1 | T7 | T8 | T22 | T24 | T23 | T25 | | |
| | | | | | | | Feb-14 | Aug 2013 | Aug 2013 | Nov-14 | Nov-14 | Jul-14 | Sep-14 | Jul-14 | Sep-14 | Nov-14 | Nov-14 | Nov-14 | Jul-14 | Nov-14 | Jul-14 | Nov-14 | Nov-14 | Nov-14 | Nov-14 | Nov-14 | Nov-14 | Nov-14 |
| Dec4, 2014 <small>(previous : Febr 2014)</small> | Total score all criteria in points | PROFILE across all criteria | Score in points | Score in points | 2013 grade (A+ to C) | 2012 grade (A+ to C) | 2011 grade (A+ to C) | CPV growth Nov-2014-2013 \$m | Industry share growth in points 2 years | Overall Growth 2013 vs 2012 | Industry share % CPV | New Biz activity 2011-2013 over \$2m | Awards (2013) | Changes to the top management | Digital staff incl SPECIALISTS | Diversified Services staff nbr | Int'l coordination element staff nbr | Total staff incl special-lists | Ratio diversification | % of non-trad activity | nb BIG advertisers 140 covr \$1.7m | Local roots based on 120 advert | Exposure to n°1 - top 3 clients % billings | Client loyalty (2013-14) | | | | |
| OMD Media Direction (19) | 24 | Dominant | 13 | 11 | A | A | A | 26 | 3,1 | 63% | 5,7 | 37 | 0 | stability/change | 28 | 36 | 12 | 245 | 31 | 19% | 12 | 11 | 33-12 | 4,1 | | | | |
| Carat (19) | 23 | Dominant | 11 | 12 | B+ | B+ | A | 74 | 2,8 | 49% | 7,8 | 30 | 3 | Stability | 35 | 47 | 9 | 162 | 56 | 24% | 16 | 9 | 37-20 | 5 | | | | |
| Media Instinct (17) | 20 | High | 13 | 7 | A+ | A | B | 82 | 2,7 | 32% | 6,1 | 35 | 15 | stability/change | 28 | 14 | 11 | 183 | 29 | 25% | 8 | 9 | 29-20 | na | | | | |
| Vizeum (22) | 19 | High | 7 | 12 | A | A | A | -5 | -2,1 | -5% | 5,2 | 32 | 15 | Stability | 37 | 46 | 2 | 171 | 50 | 30% | 6 | 11 | 45-21 | 3,4 | | | | |
| AD O' Clock (14) | 16 | High | 9 | 7 | A | A | B+ | 55 | 1,2 | 41% | 3,1 | 24 | 0 | Proven stability | 26 | 25 | 0 | 107 | 48 | 30% | 6 | 8 | 33-16 | 2,8 | | | | |
| OMD OM incl. M2M (9) | 13 | High | 5 | 8 | B | B+ | B+ | 45 | -0,7 | 13% | 8,0 | 23 | 15 | stability | 44 | 22 | 14 | 274 | 29 | 21% | 10 | 5 | 58-30 | 7,5 | | | | |
| Initiative / ADV (8) | 12 | High | 6 | 6 | B | A+ | B | -11 | -0,8 | 20% | 4,3 | 42 | 6 | Proven stability | 45 | 25 | 16 | 224 | 38 | 21% | 5 | 5 | 71-27 | 5,1 | | | | |
| MEC (9) | 10 | Good | 5 | 5 | B+ | B+ | B | -5 | -0,1 | 38% | 6,5 | 30 | 6 | stability | 32 | 40 | 6 | 265 | 29 | 21% | 8 | 3 | 42-18 | 4 | | | | |
| UM / ADV (5) | 8 | Good | 3 | 5 | B | B+ | B | -22 | -1,6 | 32% | 1,9 | 34 | 6 | Proven stability | 30 | 22 | 12 | 165 | 39 | 25% | 5 | 3 | 62-33 | 5,2 | | | | |
| PHD (7) | 8 | Good | 7 | 1 | B+ | B+ | A | -22 | 0,5 | 130% | 1,9 | 32 | 0 | stability/change | 23 | 26 | 2 | 155 | 33 | 16% | 5 | 4 | 65-33 | na | | | | |
| ZenithOptimedia (8) | 8 | Good | 8 | 0 | A | A | B+ | 49 | 0,5 | 20% | 7,0 | 30 | 3 | stability/change | 25 | 18 | 0 | 198 | 22 | 15% | 8 | 3 | 58-25 | 4,6 | | | | |
| Mindshare (16) | 7 | Good | 2 | 5 | A | B+ | B+ | -24 | -1,5 | 22% | 3,2 | 21 | 6 | change | 30 | 29 | 4 | 185 | 34 | 25% | 5 | 4 | 52-25 | 5,7 | | | | |
| Maxus (5) | 6 | Good | 7 | -1 | B+ | B+ | A | 64 | -2 | -11% | 3,1 | 40 | 0 | Proven stability | 17 | 22 | 1 | 111 | 36 | 20% | 4 | 7 | 62-38 | 2,6 | | | | |
| MediaPlan (2) | 6 | Good | 6 | 0 | A | B+ | B+ | 56 | 0,7 | 25% | 1,7 | 20 | 3 | Proven stability | 13 | 7 | 3 | 74 | 31 | 20% | 3 | 6 | 32-11 | 2,4 | | | | |
| Havas Media / ADV (3) | 6 | Good | 0 | 6 | B+ | B | C | 21 | -2,2 | 7% | 5,7 | 25 | 0 | >1 year change | 41 | 37 | 0 | 241 | 32 | 18% | 6 | 3 | 64-23 | 4,1 | | | | |
| StarLink SMG (2) | 4 | Good | 4 | 0 | B+ | C | A | 7 | 0,4 | 25% | 2,1 | 32 | 0 | Proven stability | 6 | 15 | 0 | 87 | 24 | 20% | 4 | 9 | 35-18 | 2,6 | | | | |
| OMD AMS Incl. Da Vinci (3) | 4 | Good | 6 | -2 | B+ | A+ | B | 29 | 1,1 | 39% | 3,4 | 22 | 0 | stability | 24 | 12 | 6 | 119 | 35 | 23% | 4 | 5 | 61-37 | 2,5 | | | | |
| MediaCom incl. MC2 (9) | 3 | Average | 3 | 0 | B | B+ | B+ | -17 | -0,9 | 14% | 4,7 | 41 | 3 | stability | 25 | 18 | 5 | 176 | 27 | 25% | 5 | 0 | 58-28 | 4,3 | | | | |
| Dentsu Smart (2) | 3 | Average | 2 | 1 | B | B+ | C | 13 | -0,2 | -7% | 2,9 | 25 | 12 | Proven stability | 16 | 21 | 0 | 100 | 37 | 25% | 3 | 5 | 60-30 | 5,2 | | | | |
| Starcom SMG (1) | 2 | Average | 2 | 0 | B | B+ | B | 57 | -0,3 | 19% | 7,1 | 13 | 3 | stability | 13 | 31 | 0 | 185 | 24 | 20% | 6 | 1 | 76-36 | 5 | | | | |
| Arena-Magic Box/ ADV (3) | 2 | Average | 1 | 1 | B+ | B | B | 7 | -1 | 35% | 1,5 | 15 | 0 | Proven stability | 25 | 19 | 15 | 135 | 44 | 15% | 5 | 5 | 68-28 | 2,9 | | | | |
| Media First / Twiga (4) | 1 | Average | 3 | -2 | B | B+ | B+ | -6 | 0,6 | 35% | 1,5 | 15 | 21 | Change | 10 | 5 | 0 | 55 | 27 | 25% | 2 | 1 | 38-14 | na | | | | |
| MediaVest SMG (5) | -1 | Average | -1 | 0 | B+ | B | B+ | -18 | -0,4 | 5% | 4,1 | 14 | 0 | stability | 12 | 20 | 0 | 140 | 23 | 20% | 6 | 3 | 95-61 | 5,6 | | | | |
| LBL Comm. (-2) | -1 | Average | 2 | -3 | C | B+ | B | 9 | 0,2 | 32% | 1,5 | 15 | 6 | Change | 6 | 14 | 0 | 62 | 32 | 10% | 1 | 2 | 35-20 | na | | | | |

T100b- 42- Russia Qualitative Evaluation by Group - November 2014

| 18 active criteria / KPIs in four categories | | | | Vitality <small>max 15 points</small> | | | | | | | | | | | Structure <small>max 16 points</small> | | | | | | | | | | | | |
|---|----|--|-------------------------------|---------------------------------------|--------------------|------------------------------------|----------------------------|----------------------------|--|---|--------------------------------|----------------------------|---|----------------------|--|---|---------------------------------------|------------------------------------|---|--------------------------------|-----------------------------|---|--|---|-----------------------------|--|--|
| Russia <small>(24 agencies)</small> | | | | Vitality | Structure | Compitches <small>max 3pts</small> | | | Momentum <small>max 12pts</small> | | | | | | | Resources <small>max 10pts</small> | | | | | | Client Profile <small>max 3 pts</small> | | | | | |
| | | | | | | T18 Feb-14 | T18 Aug 2013 | T18 Aug 2013 | T21 Nov-14 | T 6 Nov-14 | T3 Jul-14 | T6 Sep-14 | T 16 Jul-14 | T 41 Sep-14 | T 40 Nov-14 | T32 Nov-14 | T33 Nov-14 | T 34 Nov-14 | T 1 Jul-14 | T 7 Nov-14 | T8 Jul-14 | T 22 Nov-14 | T 24 Nov-14 | T 23 Nov-14 | T 25 Nov-14 | | |
| Dec4, 2014 <small>(previous : Febr 2014)</small> | | Total score all criteria in points | PROFILE score all criteria | Score in points | Score in points | 2013 grade (A+ to C) | 2012 grade (A+ to C) | 2011 grade (A+ to C) | CPV growth Nov 2014 2013 \$m | Industry share growth in points 3 years | Overall Growth 2013 vs 2012 | Industry share % CPV | New Biz activity 2011-2013 over \$2m | Awards (2013) | Changes to the top management | Digital staff nbr SPECIALIS TS | Diversi-fied Services staff nbr | Int'l coordination staff nbr | Total staff incl speci- fists | Ratio diver-sifi- cation | % of non- tradi activity | nb BIG advertis- ers 140 over \$15m | Local roots based on 120 advertis | Exposure to n°1 - top 3 clients % Allings | Client loyalty (2013-14) | | |
| Omnicom Media Gr (57) | | | | +75 pts | 37% | 205 | 26,8% | | | | | | | | | | | 1050 | | | | | | | | | |
| OMD Media Direction (19) | 24 | Dominant | 13 | 11 | A | A | A | 26 | 3,1 | 63% | 5,7 | 37 | 0 | stability/ change | 28 | 36 | 12 | 245 | 31 | 19% | 12 | 11 | 33-12 | 4,1 | | | |
| Media Instinct (17) | 20 | High | 13 | 7 | A+ | A | B | 82 | 2,7 | 32% | 6,1 | 35 | 15 | stability/ change | 28 | 14 | 11 | 183 | 29 | 25% | 8 | 9 | 29-20 | na | | | |
| OMD OM incl. M2M (9) | 13 | High | 5 | 8 | B | B+ | B+ | 45 | -0,7 | 13% | 8,0 | 23 | 15 | stability | 44 | 22 | 14 | 274 | 29 | 21% | 10 | 5 | 58-30 | 7,5 | | | |
| PHD (7) | 8 | Good | 7 | 1 | B+ | B+ | A | -22 | 0,5 | 130% | 1,9 | 32 | 0 | stability/ change | 23 | 26 | 2 | 155 | 33 | 16% | 5 | 4 | 65-33 | na | | | |
| MediaPlan (2) | 6 | Good | 6 | 0 | A | B+ | B+ | 56 | 0,7 | 25% | 1,7 | 20 | 3 | Proven stability | 13 | 7 | 3 | 74 | 31 | 20% | 3 | 6 | 32-11 | 2,4 | | | |
| OMD AMS incl. Da Vinci (3) | 4 | Good | 6 | -2 | B+ | A+ | B | 29 | 1,1 | 39% | 3,4 | 22 | 0 | stability | 24 | 12 | 6 | 119 | 35 | 23% | 4 | 5 | 61-37 | 2,5 | | | |
| Dentsu Aegis Network (57) | | | | +61 pts | 30% | 19,0% | | | | | | | | | | | 540 | | | | | | | | | | |
| Carat (19) | 23 | Dominant | 11 | 12 | B+ | B+ | A | 74 | 2,8 | 49% | 7,8 | 30 | 3 | Stability | 35 | 47 | 9 | 162 | 56 | 24% | 16 | 9 | 37-20 | 5 | | | |
| Vizeum (22) | 19 | High | 7 | 12 | A | A | A | -5 | -2,1 | -5% | 5,2 | 32 | 15 | Stability | 37 | 46 | 2 | 171 | 50 | 30% | 6 | 11 | 45-21 | 3,4 | | | |
| AD O' Clock (14) | 16 | High | 9 | 7 | A | A | B+ | 55 | 1,2 | 41% | 3,1 | 24 | 0 | Proven stability | 26 | 25 | 0 | 107 | 48 | 30% | 6 | 8 | 33-16 | 2,8 | | | |
| Dentsu Smart (2) | 3 | Average | 2 | 1 | B | B+ | C | 13 | -0,2 | -7% | 2,9 | 25 | 12 | Proven stability | 16 | 21 | 0 | 100 | 37 | 25% | 3 | 5 | 60-30 | 5,2 | | | |
| GroupM (39) | | | | +26 pts | 13% | 17,5% | | | | | | | | | | | 737 | | | | | | | | | | |
| MEC (9) | 10 | Good | 5 | 5 | B+ | B+ | B | -5 | -0,1 | 38% | 6,5 | 30 | 6 | stability | 32 | 40 | 6 | 263 | 29 | 21% | 8 | 3 | 42-18 | 4 | | | |
| Mindshare (16) | 7 | Good | 2 | 5 | A | B+ | B+ | -24 | -1,5 | 22% | 3,2 | 21 | 6 | change | 30 | 29 | 4 | 185 | 34 | 25% | 5 | 4 | 52-25 | 5,7 | | | |
| Maxus (5) | 6 | Good | 7 | -1 | B+ | B+ | A | 64 | -2 | -11% | 3,1 | 40 | 0 | Proven stability | 17 | 22 | 1 | 111 | 36 | 20% | 4 | 7 | 62-38 | 2,6 | | | |
| MediaCom incl. MC2 (9) | 3 | Average | 3 | 0 | B | B+ | B+ | -17 | -0,9 | 14% | 4,7 | 41 | 3 | stability | 25 | 18 | 5 | 176 | 27 | 25% | 5 | 0 | 58-28 | 4,3 | | | |
| Mediabrands (13) | | | | +20 pts | 10% | 6,2% | | | | | | | | | | | 389 | | | | | | | | | | |
| Initiative / ADV (8) | 12 | High | 6 | 6 | B | A+ | B | -11 | -0,8 | 20% | 4,3 | 42 | 6 | Proven stability | 45 | 25 | 16 | 224 | 38 | 21% | 5 | 5 | 71-27 | 5,1 | | | |
| UM / ADV (5) | 8 | Good | 3 | 5 | B | B+ | B | -22 | -1,6 | 32% | 1,9 | 34 | 6 | Proven stability | 30 | 22 | 12 | 165 | 39 | 25% | 5 | 3 | 62-33 | 5,2 | | | |
| Publicis Media (16) | | | | +14 pts | 7% | 20,3% | | | | | | | | | | | 610 | | | | | | | | | | |
| ZenithOptimedia (8) | 8 | Good | 8 | 0 | A | A | B+ | 49 | 0,5 | 20% | 7,0 | 30 | 3 | stability/ change | 25 | 18 | 0 | 198 | 22 | 15% | 8 | 3 | 58-25 | 4,6 | | | |
| StarLink SMG (2) | 4 | Good | 4 | 0 | B+ | C | A | 7 | 0,4 | 25% | 2,1 | 32 | 0 | Proven stability | 6 | 15 | 0 | 87 | 24 | 20% | 4 | 9 | 35-18 | 2,6 | | | |
| Starcom SMG (1) | 2 | Average | 2 | 0 | B | B+ | B | 57 | -0,3 | 19% | 7,1 | 13 | 3 | stability | 13 | 31 | 0 | 185 | 24 | 20% | 6 | 1 | 76-36 | 5 | | | |
| MediaVest SMG (5) | -1 | Average | -1 | 0 | B+ | B | B+ | -18 | -0,4 | 5% | 4,1 | 14 | 0 | stability | 12 | 20 | 0 | 140 | 23 | 20% | 6 | 3 | 95-61 | 5,6 | | | |
| Havas Media (6) | | | | +8 pts | 4% | 1 | 7 | 7,2% | | | | | | | | | | | 376 | | | | | | | | |
| Havas Media / ADV (3) | 6 | Good | 0 | 6 | B+ | B | C | 21 | -2,2 | 7% | 5,7 | 25 | 0 | >1 year change | 41 | 37 | 0 | 241 | 32 | 18% | 6 | 3 | 64-23 | 4,1 | | | |
| Arena-Magic Box/ ADV (3) | 2 | Average | 1 | 1 | B+ | B | B | 7 | -1 | 35% | 1,5 | 15 | 0 | Proven stability | 25 | 19 | 15 | 135 | 44 | 15% | 5 | 5 | 68-28 | 2,9 | | | |