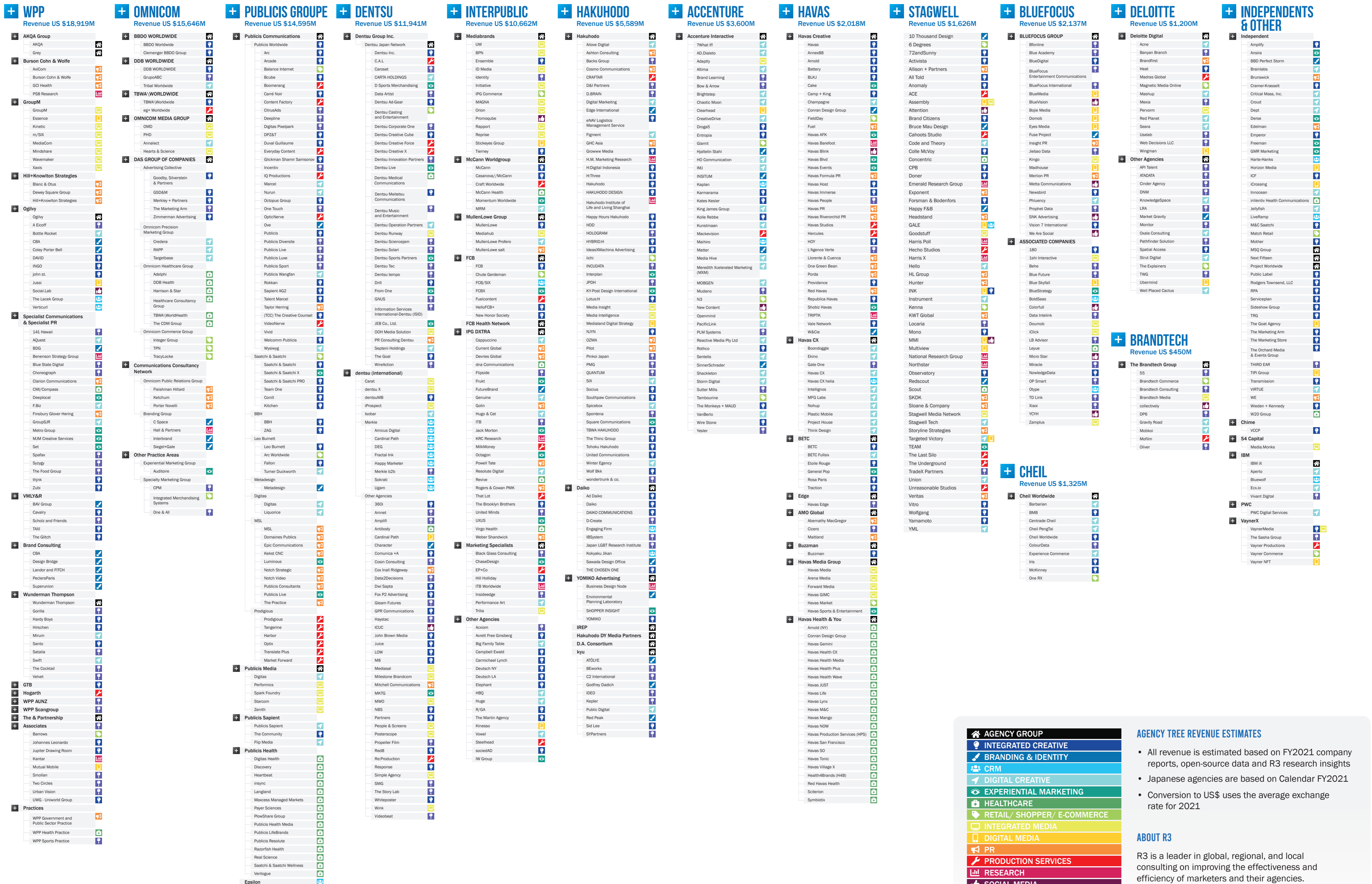


# AGENCY FAMILY TREE



**AGENCY TREE REVENUE ESTIMATES**

- All revenue is estimated based on FY2021 company reports, open-source data and R3 research insights
- Japanese agencies are based on Calendar FY2021
- Conversion to US\$ uses the average exchange rate for 2021

**ABOUT R3**

R3 is a leader in global, regional, and local consulting on improving the effectiveness and efficiency of marketers and their agencies.

We work with twelve of the world's top twenty marketers including Unilever, Samsung, Nike, Mastercard, Colgate, Procter & Gamble, BMW, L'oreal, and McDonald's.