

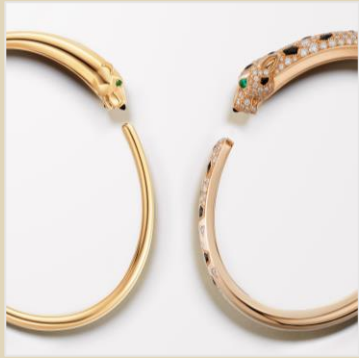
05/02/2025

BU26

COMMUNICATION GUIDELINES & CLASSIFICATION



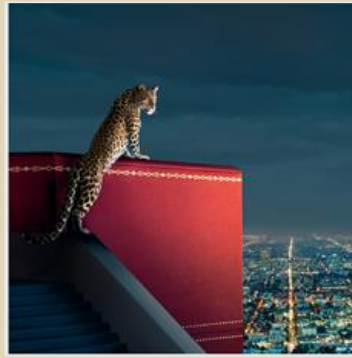
COMMUNICATION TERRITORIES OF EXPRESSION



PRODUCTS



COMMERCIAL



INSTITUTIONAL



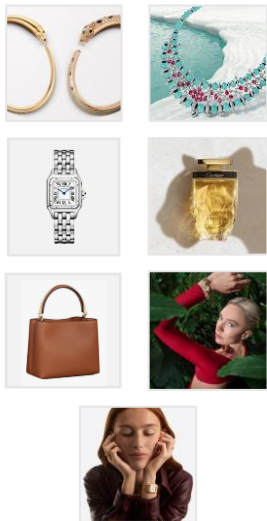
ARTS & CULTURE



SOCIAL & ENV. ENGAGEMENT



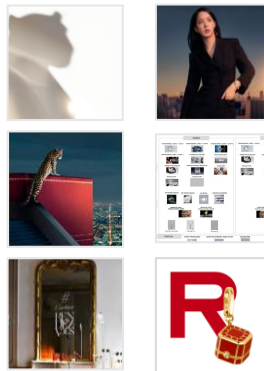
OTHER
TRANSVERSAL



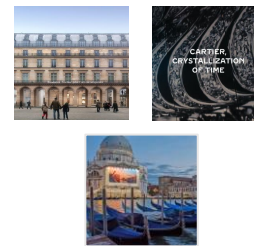
Product activations
including depreciation



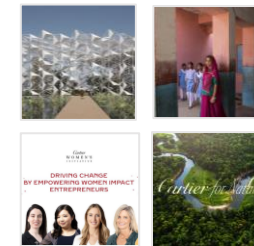
Celebrations (EOY, VD,...)
Retail transformation



Brand Statement – **NEW!** campaign,
Ambassadorship,
Corporate campaign,
Odyssée de Cartier,
Cartier Rendez vous, Red Box
Visual merchandising,,
MET Gala, TFWA
NEW! Search



Fondation Cartier pour l'Art
Contemporain,
International exhibitions,
Cartier Collection,
Mostra, Cinema Festival,
Concerts,
Awards...



Women's pavillon Osaka,
Cartier Philanthropy,
Cartier for Nature,
CW,
RedClub / YLA...



Agency fees
Rights
NEW! Regional reserves

COMMUNICATION TOUCHPOINTS



MEDIA



CRM



EXPERIENCE



**AMBASSADORSHIP,
PRESS & INFLUENCE**



**CONTENT
PRODUCTION**



**OPERATIONAL
COSTS**



OPEX in A&P



*Paid online media
Paid Offline media
Adaptation costs
Agency fees*



*Mailers & catalogues
Salesforce fees
Agency fees*



*VM
Pop-ups
In-boutique events & Pop-ins
Off-site events
Client treatment
Sponsorship fees (outside events)
Fragrance testers, gifts
Fragrance promoters
Security
Agency fees*



*Press
Ambassadors
Friends of the Maison
E-influencers
Contract
Treatment
Agency fees*



*Digital touchpoints
Film
Print advertising
Digital & social campaigns
Edition
Audio
OOH & DOOH
Experience content
Press kits
Rights & resized
Agency fees*



*Landlord operation program &
fragrance COOP
Depreciation
Logistic costs incl. Transport
Stock variation
Margin on communication assets*



*Donation
Running costs*



COMMUNICATION
TERRITORIES & PROJECTS
GUIDELINES

PRODUCTS

Products territory includes budgets that are linked to the Maison products categories / collections.



JEWELRY



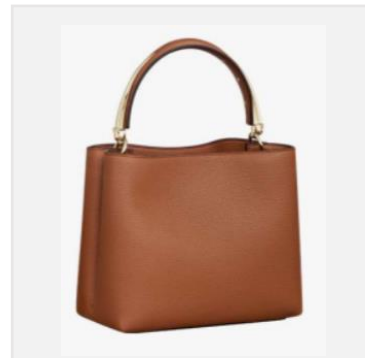
HIGH JEWELRY



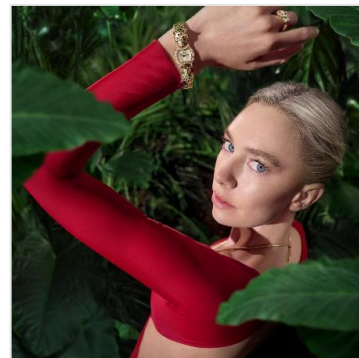
WATCHES



FRAGRANCE

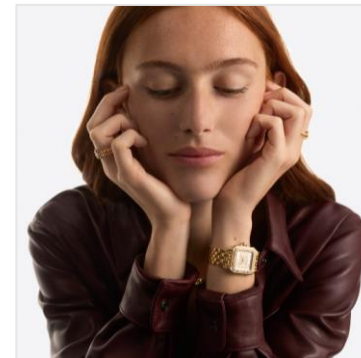


ACCESSORIES



**PANTHÈRE
TRANSVERSAL**

Into the Wild



**ALWAYS-ON
TRANSVERSAL
CAMPAIGN**

Cross-products

FOCUS ON JEWELRY & WATCHES



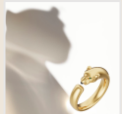
JEWELRY



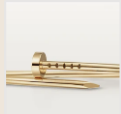
WATCHES



PANTHERE



PANTHERE
NEW CAMPAIGN*
NEW



JUC



JUC
NEW CAMPAIGN*
NEW



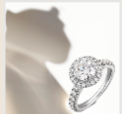
CLASH



CLASH
NEW CAMPAIGN*
NEW



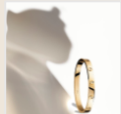
BRIDAL



BRIDAL
NEW CAMPAIGN*
NEW



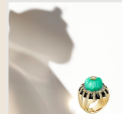
LOVE



LOVE
NEW CAMPAIGN*
NEW



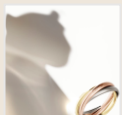
CREATIVE COLL. /
CARTIER LIBRE



CREATIVE COLL. /
CARTIER LIBRE
NEW CAMPAIGN*
NEW



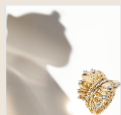
TRINITY



TRINITY
NEW CAMPAIGN*
NEW



GDC



GDC
NEW CAMPAIGN*
NEW



JEWELRY
TRANSVERSAL

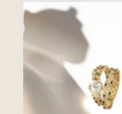
*Cross Jewelry
Social Media, VM*



HIGH-END
WATCHES



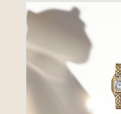
WAT. PANTHERE
FIG.



WAT. PANTHERE
FIG. NEW CAMPAIGN*
NEW



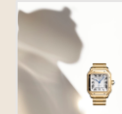
WAT. PANTHERE



WAT. PANTHERE
NEW CAMPAIGN*
NEW



SANTOS



SANTOS
NEW CAMPAIGN*
NEW



BALLON BLEU



BALLON BLEU
NEW CAMPAIGN*
NEW



TANK



TANK
NEW CAMPAIGN*
NEW



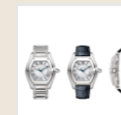
BAIGNOIRE



BAIGNOIRE
NEW CAMPAIGN*
NEW



CREATIVE
COLLECTION

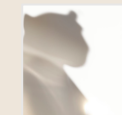


AMERICAN DREAM



WATCHES
TRANSVERSAL

*Depreciation
VM*



WATCHES TRANS.
NEW CAMPAIGN*
NEW



COMPL. ASSETS
WATCHMAKING
DISCOURSE

*Mainly content,
Media
PR*



WATCHMAKING
ENCOUNTERS
NEW

*Off-site and in-
boutique
experiences, incl.
LMC experiences*



WATCHES
& WONDERS

* Please input in this new classification the budget related to the new Media campaign that will be launched in Sept 25

COMMERCIAL

Commercial territory includes budgets that are linked to Celebrations and Retail transformation such as boutique openings, renovation, hoardings...



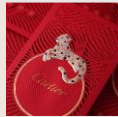
CELEBRATIONS



RETAIL TRANSFORMATION



END OF YEAR*



CNY



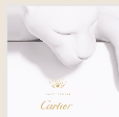
RAMADAN



VALENTINE'S DAY



MOTHERS' & FATHERS' DAY



DIWALI



OTHER CELEBRATIONS



BOUTIQUE OPENINGS



RETAIL TRANSFORMATION OTHER

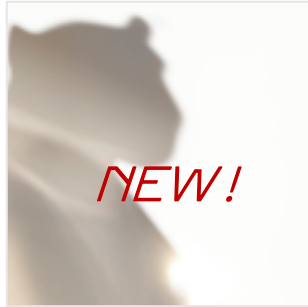
*Regarding the classification of End of Year (EOY) media campaign, please follow the recommendation below:

- Online: please classify EOY digital budget under EOY.
- Offline: even though creative assets are not specific to EOY, please classify all your offline activations during November & December under EOY (no matter the collection pushed).

All the hoardings budget related to the btq opening or btq renovation should be input under the Touchpoint OOH

INSTITUTIONAL

Institutional territory includes budgets that are directly contributing to the overall image of the Maison, not necessarily connected to a specific product or collection.



**BRAND STATEMENT
NEW CAMPAIGN
(TEASER)**

Without Product



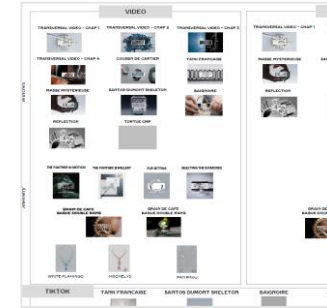
CARTIER WORLD

Corporate campaign, Odysée de Cartier



**INSTITUTIONAL EVENTS
OFF-SITE & IN-BTQ**

*Cartier Rendez-vous,
In boutique animations*



**SOCIAL MEDIA EDITO
PLANNING**



MAISON AMBASSADORSHIP

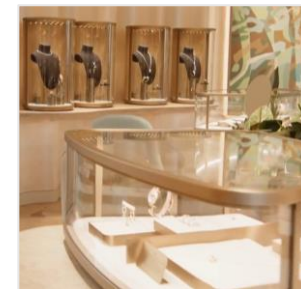
Rami Malek, Lou Doillon, Deepika Padukone, Jisoo...



MET GALA



RED BOX



INSTITUTIONAL OTHER

*Transversal Visual Merchandising
NEW! Search
Opex Studios Photos*

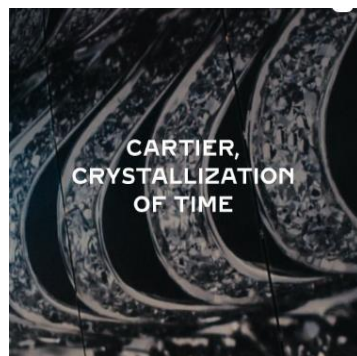
ARTS & CULTURE

Art & culture includes budgets that are linked to our cultural activities and to promote artistic projects.



**FONDATION
CARTIER**

*Fondation Paris
International Exhibitions*



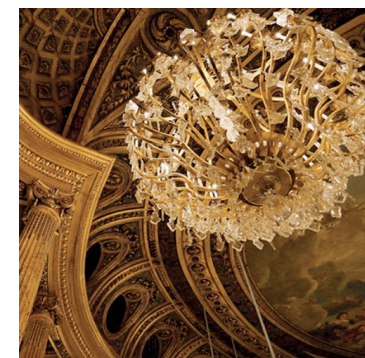
**CARTIER
COLLECTION**

Cartier Inspiration & Innovation - London
Cartier and Myths* - Roma*



**ARTISTIC & CULTURAL
PROJECTS**

*Mostra,
Cinema Festival,
Concerts,
Festival & Awards ...*



MECENAT

Cultural patronage

SOCIAL & ENVIRONMENTAL ENGAGEMENT

Social & Environmental engagement includes budgets that are linked to our Maison engagements as a world Citizenship (non-commercial purpose).



CARTIER PHILANTHROPY



CARTIER FOR NATURE



WOMEN'S PAVILION
OSAKA



CWI



RED CLUB & YLA



OTHER LOCAL INITIATIVES

OTHER TRANSVERSAL

This category should include budgets that are indirectly contributing to the overall image of the Maison at large.



RESERVE

International réserve
NEW! Regional réserve



OTHER TRANSVERSAL

Agency fees
Rights
! Exceptionally, non-split depreciation



COMMUNICATION TOUCHPOINT GUIDELINES

TOUCHPOINTS DEFINITIONS

TP LVL1	TP LVL2	TP LVL3	DEFINITIONS	COMMENTS
MEDIA	Paid Online media	Social Media Advertising	Online paid ads on Social Media platforms (Instagram, WeChat, Snapchat, Twitter, Facebook...)	
		Ecomm Adv	Online ads on e-commerce platforms (Amazon, T-mall...) excluding OTT (e.g., Amazon Prime Video). This does not include Display redirecting to e-commerce platforms	
		Display & Display video	Paid ad on a website (elle.fr, vogue.co.uk, ft.com), video advertising on Video platforms (YouTube, Daily Motion...) including OTT (Netflix, Amazon) and connected TV	
		Search	Ads over search engine query results – Keywords bought on search engines (e.g., juste un clou, panthère)	
	Paid Offline media	Television	Paid ad during ad break on television (linear, digital)	
		Print	Paid pages in Magazines and Newspapers (e.g., How to spend it, T magazine, Figaro magazine...)	
		Cinema	Paid ad during ad break in Cinemas	
		OOH	Paid ad on a Out-Of-Home billboard / panel / airport / bus shelter...	Any hoarding related to boutique opening or renovation should be booked under this touchpoint.
		Digital OOH (DOOH)	Paid ad on a Digital Out-Of-Home screen / billboard / panel / airport / bus shelter...	
		Hoarding	Paid ad covering façade in case of boutique renovation or boutique opening work	
		Radio	Paid ad during ad break on radio	
	Adaptation costs	Adaptation costs	Adaptation costs (e.g., tag, production costs & management)	
	Other media	Digital fees	Fees associated with digital providers (e.g. Freespee, 55)	
		Data innovation projects	Fees associated with data innovation projects (e.g., chatbot)	
		Agency fees (Media)	Media portion of agency fees (MediaCom) and Richemont shared fees	
	Reserve (Media)	Reserve (Media)	Non-project allocated media budget	Regional transversal envelop
CRM	Salesforce fees	Salesforce fees	Costs associated with Salesforce (cost for sending mail)	
	Client Activation Agency Fees	Client Activation Agency Fees	Costs associated with the agency that implements the campaigns (equivalent to media agency fees)	
	Mailers & Catalogues (incl. Delivery costs)	Mailers & Catalogues (incl. Delivery costs)	Cost associated with mass paper mailing and catalogues including delivery costs (excl. specific client or event). All mailers and catalogues are included in A&P.	Please check the GL Accounts used not the costs to be input under Experience
	Reserve (CRM)	Reserve (CRM)	Budget allocation for Other CRM (level 2) to be completed only if not possible to do it at level 2 / Regional transversal envelop	Regional transversal envelop

TOUCHPOINTS DEFINITIONS

TPLVL1	TPLVL2	TPLVL3	DEFINITIONS	COMMENTS
EXPERIENCE	Visual Merchandising (excl. pop-ups/pop-ins)	Inside Institutional PLV (excl. Pop-ups/pop-ins)	Presentation of products (permanent) on the inside of Cartier stores (e.g., products displays in-store, "PLV")	
		Inside Animation PLV (excl. Pop-ups/pop-ins)	Display animations in-store (e.g., entrance table and windows in-store, addition of a Christmas tree)	
		Outside Decor (excl. Pop-ups/pop-ins)	Advertising on the outside of Cartier stores : window displays, facade & frontage and blind windows	
	Pop-ups	Production costs	Production costs associated with pop-ups (excluding counter purchasing used in pop-up before becoming in-boutique counters)	Please check the GL Accounts used not the costs to be input under Content
		Client treatment (incl. hospitality, experiences & giftings) – Pop-ups	Client treatment (including gifting) (see client treatment definition) for pop-ups	
	In-boutique events & pop-ins	Production costs	Production costs associated with pop-ins	Please check the GL Accounts used not the costs to be input under Content
		Client treatment (incl. hospitality, experiences & giftings) – Pop-ins	Client treatment (including gifting) for pop-ins (see client treatment definition)	
	Off-site Events	Exhibition production costs	Production costs associated with exhibition	Please check the GL Accounts used not the costs to be input under Content
		Gala production costs	Production costs associated with gala	Please check the GL Accounts used not the costs to be input under Content
	Off-site client treatment	Client hospitality	Client hospitality for Off-site events that benefit a specific individual or group of individuals (accomodations)	
		Client experiences	Client experiences for Off-site events that benefit a specific individual or group of individuals	
		Client gifting	Client gifting for Off-site events that benefit a specific individual or group of individuals	
	Client treatment	Client treatment	Set of treatments (e.g., hotel, car, restaurant, museum visit) that benefit a specific individual or group of individuals and that does not enter in any other client-treatment category (e.g. books for museum)	
	Sponsorship fees (outside events)	Sponsorship fees (outside events)	Sponsorship fees due outside events	
	Fragrances testers, gifts	Fragrance testers, gifts with purchases and samples	Fragrance testers initiatives in boutique events & pop-ins / pop-ups (only for events and not for retail). For retail, there are columns dedicated to fragrances (columns AY to BG).	
	Fragrance promoters	Fragrance promoters	Occasional external staff for fragrance animations	
	Security (Experience)	Security (Experience)	Budget allocation for security in Experience	Includes Security for PR
	Reserve (Experience)	Reserve (Experience)	Budget allocation for Experience (level 2) to be completed only if not possible to do it at level 2 / Regional transversal envelop	Regional transversal envelop

TOUCHPOINTS DEFINITIONS

TP LVL1	TP LVL2	TP LVL3	DEFINITIONS	COMMENTS
PR & AMBASSADORSHIP	Press	Press hospitality	Press hospitality that benefit a specific individual or group of individuals	
		Press experiences	Press experiences that benefit a specific individual or group of individuals	
		Press gifting & press samples	Gifting initiatives for journalists	
		Photoshoots & Paid deals	Paid deals with press including transportation costs for assets and security fees	
		Press events	Exclusive events for journalists (e.g., events where only the press is present like Cartier rendez-vous)	
	Ambassadors	Ambassadors contract	Costs associated with Ambassadors' contracts (contract value including contractual gifting allowance and agency & publicist fees if applicable)	
		Ambassador hospitality (outside contract)	Ambassador hospitality that benefit a specific individual or group of individuals and that is not included in a contract	
		Ambassador experiences (outside contract)	Ambassador experiences that benefit a specific individual or group of individuals and that is not included in a contract	
		Ambassadors gifting (outside contract)	Gifting initiatives for Ambassadors (out of contract gifting initiatives: one-off gifting, Cartier's gifting campaigns)	
	Friends of the Maison	FOM contract	Friend Of the Maison contract	
		FOM hospitality (outside contract)	Friend Of the Maison hospitality that is not included in a contract	
		FOM experiences (outside contract)	Friend Of the Maison experiences that is not included in a contract	
		FOM gifting (outside contract)	Friend Of the Maison gifting that is not included in a contract	
	E-influencers	E-influencers contract	E-influencers contract	
		E-influencers hospitality (outside contract)	E-influencers hospitality that benefit a specific individual or group of individuals and that is not included in a contract	
		E-influencers experiences (outside contract)	E-influencers experiences that benefit a specific individual or group of individuals and that is not included in a contract	
		E-influencers gifting (outside contract)	E-influencers gifting that benefit a specific individual or group of individuals and that is not included in a contract	
	Agency fees (PR & Ambassadorship)	Agency fees (PR & Ambassadorship)	Agency fees associated with Ambassadorship & influence	
	Reserve (PR & Ambassadorship)	Reserve (PR & Ambassadorship)	Budget allocation for PR & Ambassadorship (level 2) to be completed only if not possible to do it at level 3 / Regional transversal envelop	Regional transversal envelop

TOUCHPOINTS DEFINITIONS

TP LVL1	TP LVL2	TP LVL3	DEFINITIONS	COMMENTS
CONTENT & PRODUCTION	Digital touchpoints	Owned social platforms	Development and maintenance of owned Cartier Social Media platforms	
		Cartier website	Development and Maintenance fees associated with Cartier website	
		Cartier Press website, HJ platforms & minisite	Development and Maintenance fees associated with Cartier website for press (website for journalists to access Cartier's communication assets), W&W and HJ platforms, Cartier minisite (platforms developed for a specific event)	
	Film	Film	Content creation of film assets (e.g., Panthère film)	
	Print advertising	Print Advertising	Content creation of print advertising assets (e.g., advertising campaigns in a magazine)	
	Digital & Social campaigns	Digital & Social campaigns	Content creation of digital and social assets (e.g., video, static) incl. events photo	
	Edition (mailers & catalogues)	Edition (mailers & catalogues)	Content creation of edition assets (e.g., watchmaking catalog, Amour catalog)	
	Audio	Audio	Content creation of audio assets	
	OOH / DOOH	OOH//DOOH	Content creation of OOH/DOOH assets	
	Press kits	Press kits	Content Creation for press (e.g., press kits, additional images for press)	
	Agency fees (Content)	Agency fees (Content)	Agency fees due in Content & Production	
	Rights & Resized	Rights & Resized	Fees associated with content creation rights and resizing (e.g., music, design, photo, celeb)	
	Experience Content	Conception of VM	Content creation for visual merchandising	
		Conception of Pop-ups, pop-ins	Content Creation for pop-ups, pop-ins	
		Concept events	Fees paid to agencies for events' concept	
Reserve (content & prod.)	Reserve (content & prod.)	Budget allocation for Content & Production (level 2) to be completed only if not possible to do it at level 2 / Regional transversal envelop	Regional transversal envelop	
OPERATIONAL COSTS	Landlord Operation Program & Fragrance COOP	Landlord Operation Program & Fragrance COOP	Fees paid to shopping centers/malls to participate in their promotional activities	
	Depreciation	External boutiques	Depreciation of Cartier's external boutiques	Depreciation to be split as much as possible by product segments
		Retail Specialists	Depreciation of retail specialists (including watch specialists and fragrance specialists)	
		Other depreciation	Other depreciation items excl. previous categories	
	Logistics costs incl. transportation	Logistics costs incl. transportation	Operating/Maintenance costs associated with Cartier's logistics warehouse (e.g., transportation costs, inventory change)	
	Stock variation	Stock variation	Operating/Maintenance costs associated with stock variation	
	Margin on communication assets	Margin on communication assets	Margin on communication assets	
Reserve (Operational costs)	Reserve (Operational costs)	Operational costs associated with philanthropy activities.	Regional transversal envelop	
OPEX IN A&P	Donation	Donation	Cartier Philanthropy donations	
	Running/Operational costs	Running/Operational costs	Money spent regularly to keep the A&P organization working	
	Reserve (OPEX in A&P)	Reserve (OPEX in A&P)	Budget allocation for OPEX in A&P (level 2) to be completed only if not possible to do it at level 2 / Regional transversal envelop	Regional transversal envelop



A&P CLASSIFICATION SUMMARY

PROJECTS & TOUCHPOINTS

— New
— Delete

COLLECTIONS & PROJECTS

HIGH JEWELRY	JEWELRY	WATCHES	FRAGRANCES	INSTITUTIONAL	SOCIAL ENGAGEMENT	ART & CULTURE
High End	Jewelry – Panthère	High-end watches	Frag - Panthère	Brand Statement – New campaign (without products)	Cartier Women Initiative	Fondation Cartier
High End	Jewelry - Panthère	Watches – Panthère fig.	Frag - Pasha	Cartier World	CWI - International Event	Fond. Cartier – Paris Raspail (w/o exhibition)
High End – New campaign	Jewelry – Panthère – New campaign	Watches – Panthère fig.	Frag – Baiser volé	Corporate Campaigns	CWI – Regional events	Fond. Cartier - Paris Raspail – Exhibitions
HJ - Annual collection (excl. Events)	Clash	Watches – Panthère fig. – New campaign	Frag - Déclaration	Odyssée de Cartier	CWI - Local initiatives	Fond. Cartier – Suisse (w/o exhibition)
High End – Markers of style	Clash	Watches - Panthère	Frag - Rivières	Savoir-faire	CWI program	Fond. Cartier - Paris Palais Royal (w/o exhibition)
High End – Markers of style	Clash – New campaign	Watches – Panthère	Frag – Les coll., candles etc.	Martha’s vineyard	Cartier Philanthropy	Fond. Cartier – Paris Palais Royal – Opening Exhibition
High End – Markers of style – New campaign	Love	Watches – Panthère – New Campaign	Frag - Transversal	MET Gala	Cartier for Nature	Fond. Cartier – Paris Palais Royal – Opening Ceremony
HJ events – New campaign	Love	Santos		Institutional & In-btq events	Soc. Engagement – Other	Fond. Cartier – Paris Palais Royal – Other Exhibitions
HJ events - Intl	Love – New campaign	Santos		Cartier rendez-vous	Women’s pavilion – Osaka	Triennale Milano (w/o exhibition)
Singapore – April 2025	Trinity	Santos – New campaign	PANTHERE TRANSVERSAL	Other events	Women’s pavilion – Osaka – Opening Ceremony	Triennale – Exhibitions
Stockholm – May 2025	Trinity	Ballon Bleu	Panthere – Into the Wild - Turkey	TFWA	Women’s pavilion – Osaka – Cartier Dialogue	Biennale - Sydney
China - Oct 2025	Trinity – New campaign	Ballon Bleu	Panthere – Into the Wild - US	CIIE - China Intl Import Expo	Women’s pavilion – Osaka - Other	The World Around - US
HJ events - Regional	Juste un Clou	Ballon Bleu – New campaign	Panthere – Into the Wild – Thaïlande	Soc. Media Edito planning	Red Club & YLA	Fondation CINI – Jean Nouvel
Roma – Nov 2025	Juste un Clou	Tank	Panthère - Japan animé project	Global Maison ambassadors	Red Club & YLA International / Regional Event	Power station of art – Fabrice Hyber
MEAI - Feb 2026	Juste un Clou – New campaign	Tank	Panthere Transversal	Local Maison ambassadors	Red Club & YLA Local initiatives	MMCA - Ron Mueck
Taiwan – March 2026	Bridal	Tank – New campaign		Red box		ICA Miami – Olga de Amaral
HJ events – Local	Bridal	Baignoire		Institutional – Other		Fond. Cartier – Other Intl Exhibitions
HJ local events - Other	Bridal – New campaign	Baignoire				Collection Cartier
	Creative coll. / Cartier Libre	Baignoire – New campaign	ALWAYS-ON TRANSVERSAL CAMPAIGN	CELEBRATIONS	OTHER TRANSVERSAL	Cartier Collection - Roma
ACCESSORIES	Grain de Café	Creative collection		End Of Year Celebrations	Reserve	Cartier Collection - London
Leather goods	Grain de Café	American Dream		Valentine’s Day	Other transversal	Collection Cartier – Other
Leather goods	Grain de Café – New campaign	Watches – Transv.		Mother’s Day / Father’s Day		Cinema, Festival & Awards
Leather goods - New campaign	Jewelry – Transv.	Watches Transversal		Chinese New Year		Cinema - Mostra de Venise
Eyewear		Watches Transversal – New campaign		Ramadan / EID		Cinema – Red Sea
Art of living (NOA)		Compl. Assets Watchmaking discourse		Diwali		Other cinema festivals
Accessories – Transv.		Watchmaking encounters		Local celebrations – Other		Awards
Accessories – Transv.		Watches & Wonders				Prog. culturelle
Accessories – Transv. – New campaign		W&W 2025		RETAIL TRANSFORMATION		Homo Faber
		W&W 2026		Boutique opening		Mélanie Laurent
		W&W 2027		Retail transformation - Other		Mecenat
		W&W - Shanghai				A&C - Other

TOUCHPOINTS

MEDIA	CRM	EXPERIENCE	PR & AMBASSADORSHIP	CONTENT & PRODUCTION	OPERATIONAL COSTS	OPEX IN A&P
Paid online media	Salesforce fees	Visual Merchandising (excl. pop-ups/pop-ins)	Press	Digital touchpoints	Landlord operation program & fragrance COOP	Donation
Social media advertising	Client activation agency fees	Inside animation PLV	Press hospitality	Cartier website	Depreciation	Running / Operational costs
E-commerce advertising	Mailers & catalogues	Inside institutional PLV	Press experiences	Owned social platforms	External boutiques	Reserve (OPEX in A&P)
Display & Display video	Reserve (CRM)	Outside decor	Press gifting & press samples	Cartier Press website, HJ platforms & minisite	Retail specialists	
Search		Pop-ups	Photoshoot & paid deals	Film	Other depreciation	
Paid offline media		Production costs	Press events	Print advertising	Logistic costs incl. transport	
Television		Client treatment (incl. hospitality, experiences & giftings) – Pop-ups	Ambassadors	Digital & social campaigns	Stock variation	
Print		In-boutique events & pop-ins	Ambassador contract	Edition (mailers, catalogues)	Margin on communication assets	
Cinema		Production costs	Ambassador hospitality (outside contract)	Audio	Reserve (operational costs)	
OOH		Client treatment (incl. hospitality, experiences & giftings) – Pop-ups	Ambassador experiences (outside contract)	OOH & DOOH		
Digital OOH (DOOH)		Off-site events	Ambassador gifting (outside contract)	Experience content		
Radio		Exhibition production costs	Friends of the Maison	Conception of VM		
Adaptation costs		Gala production costs	FOM contract	Conception of pop-ins, pop-ups		
Other media		Off-site client treatment	FOM hospitality (outside contract)	Conception of events		
Digital fees		Client hospitality	FOM experiences (outside contract)	Press kits		
Data innovation projects		Client experiences	FOM gifting (outside contract)	Rights & resized		
Agency fees (media)		Client gifting	E-influencers	Agency fees (content)		
Reserve (media)		Client treatment	E-influencers contract	Reserve (content & prod.)		
		Sponsorship fees (outside events)	E-influencers hospitality (outside contract)			
	Fragrances testers, gifts	E-influencers experiences (outside contract)				
	Fragrance promoters	E-influencers gifting (outside contract)				
	Security	Agency fees (PR & ambass.)				
	Reserve (Experience)	Security (PR & Ambass.)				
		Reserve (PR & ambass.)				