



THIRD QUARTER 2016 REVENUE

20 October 2016



DISCLAIMER

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HIGHLIGHTS

Revenue of €7,068 million at end September 2016, up 2.9 %

- +5.2 % at constant exchange rates
- Organic growth of +1.9 %
- Sapient: strong performance

Q3 organic growth of +0.2 %

- As announced on July's H1 earnings call, growth negatively impacted by 300bps
- End of contracts at Razorfish with slow ramp up of new ones; Best quarter ever for new business

“The Power of One”: A new promising cycle is kicking off

- All Publicis Groupe's solutions and capabilities involved
- Leading to significant account wins: P&G's dish, ASDA, Wal-Mart, GSK, HPE, Coty, USAA

 **“The Power of One” is up and running**



01 Update at end September 2016



Q3 AND 9M REVENUE

(EUR million)	Q1	Q2	Q3	9M
2016 REVENUE	2,291	2,462	2,315	7,068
2015 REVENUE	2,103	2,439	2,325	6,867
Reported growth	+8.9%	+0.9%	-0.4%	+2.9%
Growth excluding FX	+10.0%	+4.6%	+1.5%	+5.2%
Organic growth	+2.9%	+2.7%	+0.2%	+1.9%



Q3 2016 REVENUE BY GEOGRAPHY

(EUR million)	Q3 2016	Q3 2015	Q3 2016 vs. Q3 2015	Organic growth
Europe	643	625	+2.9%	+7.6%
North America	1,254	1,292	-2.9%	-4.0%
Asia Pacific	261	260	+0.4%	-0.4%
Latin America	89	87	+2.3%	+13.1%
Middle East Africa	68	61	+11.5%	+4.1%
Total	2,315	2,325	-0.4%	+0.2%



9M 2016 REVENUE BY GEOGRAPHY

(EUR million)	9M 2016	9M 2015	9M 2016 vs. 9M 2015	Organic growth
Europe	1,992	1,894	+5.2%	+6.2%
North America	3,874	3,767	+2.8%	-0.5%
Asia Pacific	764	746	+2.4%	+2.9%
Latin America	241	278	-13.3%	+5.1%
Middle East Africa	197	182	+8.2%	+1.0%
Total	7,068	6,867	+2.9%	+1.9%



9M 2016 ORGANIC GROWTH BY COUNTRY

> +10%

Argentina, Chile, Germany, Italy, Mexico, Netherlands,
Poland, Singapore, Thailand, Turkey, Ukraine, Vietnam

+5% to +10%

France, Japan, Korea, Portugal, Russia,
Sweden, United Arab Emirates

0 to +5%

Belgium, Brazil, China, India, South Africa, UK

< 0%

Australia, Canada, Colombia, Israel,
Spain, Switzerland, USA



DIGITAL REVENUE

	9M 2016	9M 2015	9M 2016 vs. 9M 2015
EUR million	3,812	3,562	+7%
% of Groupe revenue	54%	52%	

9M 2016 organic growth: +5%



NET DEBT / (NET CASH)

(EUR million)	9M 2016	FY 2015	9M 2015
Net Debt (Net Cash), average	2,443	2,429	2,305
Net Debt (Net Cash), at end of period	2,452	1,872	3,111



LIQUIDITY AS OF SEPTEMBER 30, 2016

(EUR million)	TOTAL	DRAWN	AVAILABLE
Committed Facilities			
364-day revolving credit facilities	165	-	165
5-year revolving credit facility ⁽¹⁾	517	-	517
5-year syndicated facility (Club Deal) ⁽²⁾	2,000	-	2,000
Total Committed Facilities	2,682	-	2,682
Cash and Marketable Securities	932	-	932
Total liquidity	3,614	-	3,614
Group other uncommitted facilities	244	10	234

(1) €67m maturing in 2017, €400m maturing in 2018 and €50m maturing in 2019

(2) Maturing in 2020

02 Conclusion



POSITIVE ACCOUNT WIN MOMENTUM

ENCOURAGING TREND TRIGGERED BY “THE POWER OF ONE”

- Main wins:

- ➔ **P&G’s dish:** Publicis Communications / Publicis.Sapient
- ➔ **Asda:** Publicis Communications / Publicis Media
- ➔ **GSK:** Publicis Communications / Publicis.Sapient
- ➔ **Wal-Mart:** Publicis Communications / Publicis.Sapient
- ➔ **HPE:** Publicis Communications / Publicis.Sapient
- ➔ **Coty:** Publicis Media / MSL
- ➔ **USAA:** Publicis Communications / Publicis.Sapient / Publicis Media



COTY



ASDA

P&G



Hewlett Packard
Enterprise



- Few losses:

- ➔ Wal-Mart (media), Tracfone (media), McDonald’s (creative)



“THE POWER OF ONE” IS UP AND RUNNING

Key GCLs

New organization implemented

Strong account win momentum

 **Positive momentum: a new growth cycle is kicking off**



“DIGITAL / TECHNOLOGY”

Sapient integration: In line

Transformation / Consulting: Strong growth

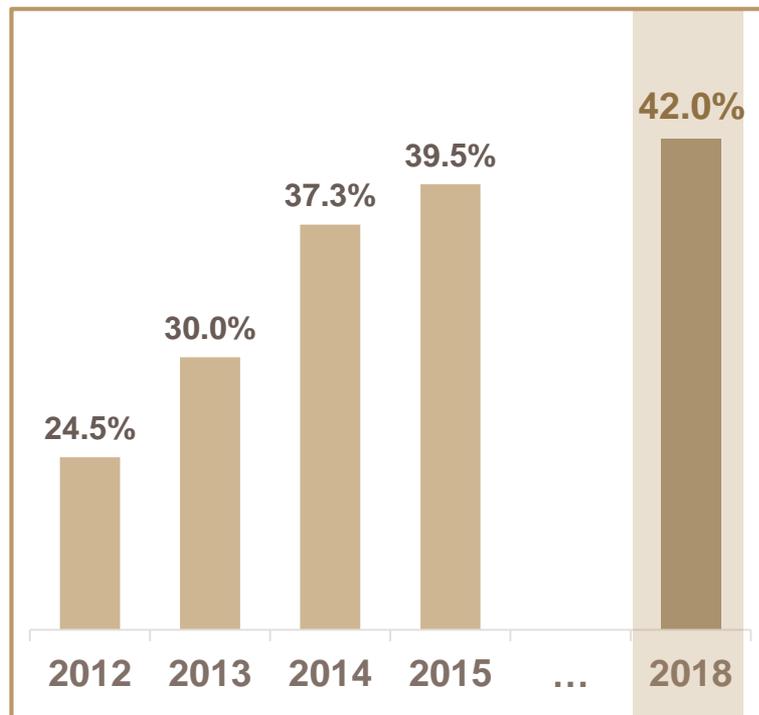
Razorfish: Best quarter ever for new business wins



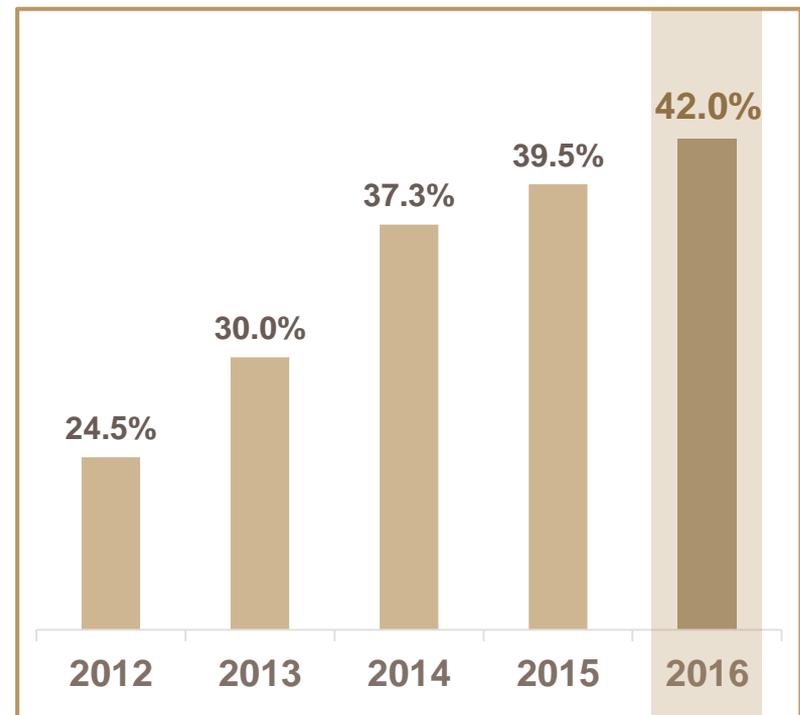
ACCELERATED DIVIDEND PAY-OUT INCREASE

PUBLICIS GROUPE'S DIRECTOIRE TO PROPOSE 42% DIVIDEND PAY-OUT IN 2016 VERSUS 2018 INITIALLY

Initial Plan



New Plan



➔ **2018 objective confirmed**



03 Supplemental Information



9M 2016 REVENUE IN USD MILLION

	9M 2016	9M 2015	9M 2016 vs. 9M 2015
Revenue	7,888	7,650	+3.1%



9M 2016 ORGANIC GROWTH

	Europe	North America	Asia Pacific	Latin America	Middle East Africa	Total
Digital	+13.9%	+0.3%	+19.2%	+3.2%	+7.8%	+4.9%
Analog	-0.2%	-1.8%	-4.7%	+5.5%	-0.9%	-1.3%
Total	+6.2%	-0.5%	+2.9%	+5.1%	+1.0%	+1.9%



REVENUE & ORGANIC GROWTH CALCULATION

(EUR million)	Q1	Q2	Q3	9M
2015 revenue	2,103	2,439	2,325	6,867
Currency impact ⁽²⁾	(20)	(85)	(45)	(150)
2015 revenue at 2016 exchange rate (a)	2,083	2,354	2,280	6,717
2016 revenue before impact of acquisitions ⁽¹⁾ (b)	2,144	2,418	2,284	6,846
Revenue from acquisitions ⁽¹⁾	147	44	31	222
2016 revenue	2,291	2,462	2,315	7,068
Organic growth (b/a)	+2.9%	+2.7%	+0.2%	+1.9%

Currency impact (EUR million)				
	Q1	Q2	Q3	9M
GBP ⁽²⁾	(7)	(19)	(35)	(61)
USD ⁽²⁾	23	(24)	(5)	(6)
Other	(36)	(42)	(5)	(83)
Total	(20)	(85)	(45)	(150)

(1) Acquisitions (Star Reacher, Sapient, B2B, Expicient, Practice iLeo Romania, Relaxnews, C, Match Media, Domani, AKOM 360, TMC, Voden, 2DataFish, Frubis, The Solution Group, Glickman, TCC, First Click, August Media, Langland, PDI, MercerBell, Vertiba, Seven Seconds, Insight Redéfini, Venus Communications, Arcade, Digitouch, PT Publicis Metro Indonesia, PT Indonesia Media Exchange), net of disposals

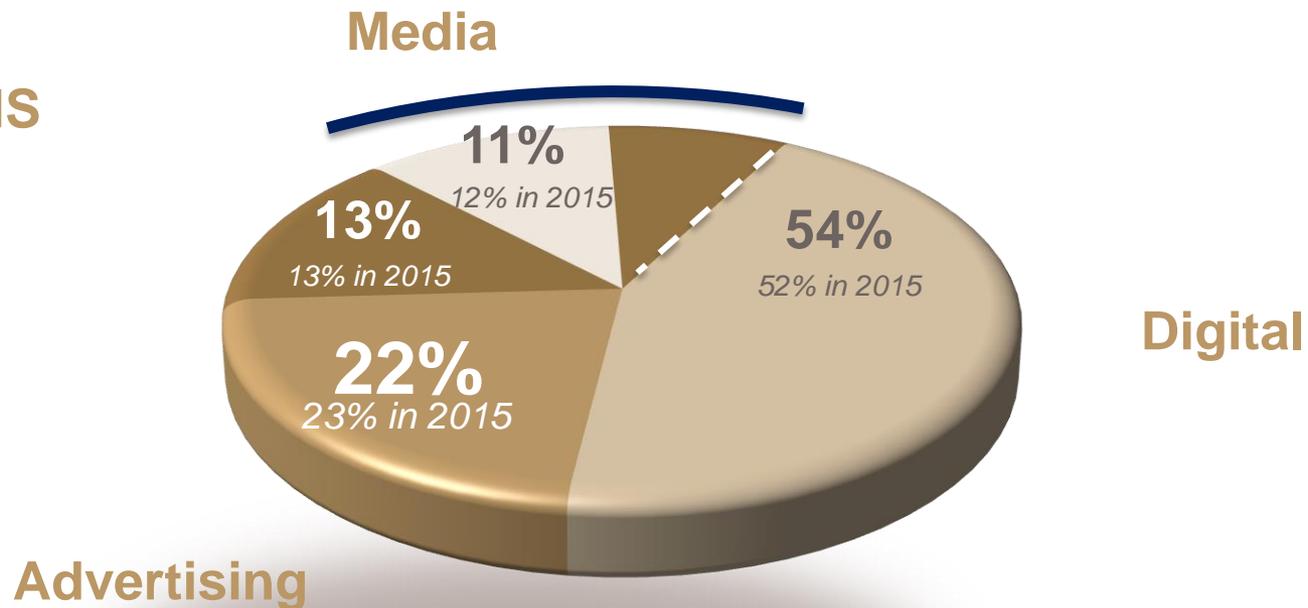
(2) EUR = USD 1.116 in 9M 2016 vs. USD 1.114 in 9M 2015
 EUR = GBP 0.801 in 9M 2016 vs. GBP 0.727 in 9M 2015



9M 2016 REVENUE BY ACTIVITY

Analog & Digital Media = 24%

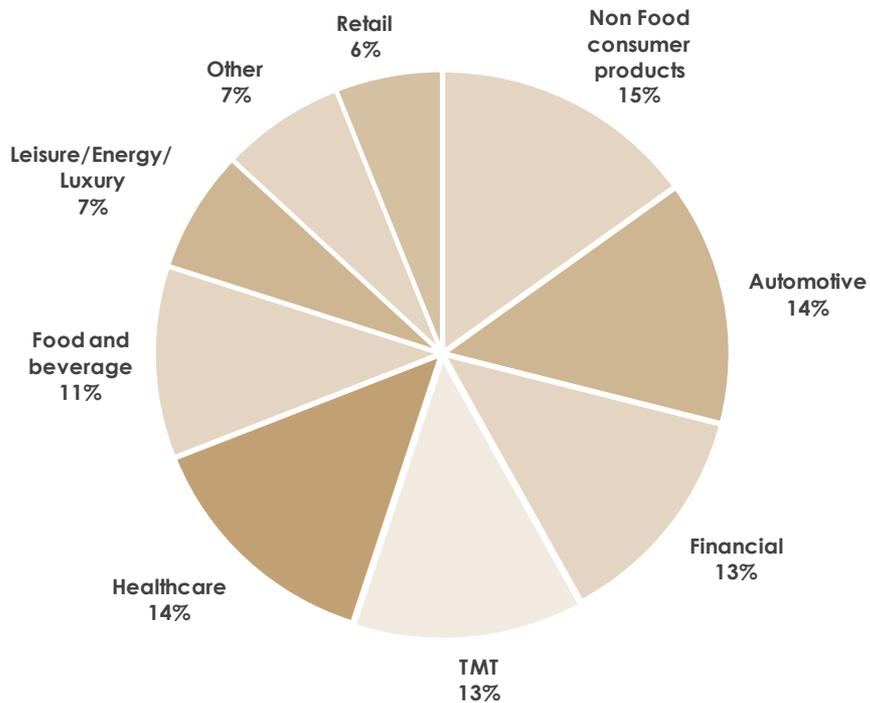
SAMS



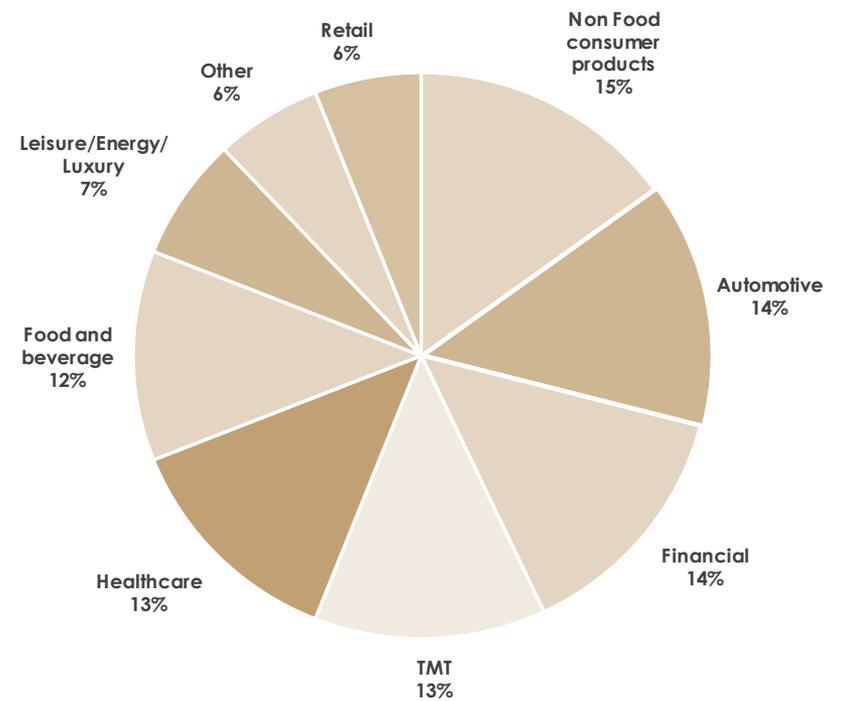


9M REVENUE BY SECTOR (1)

9M 2016



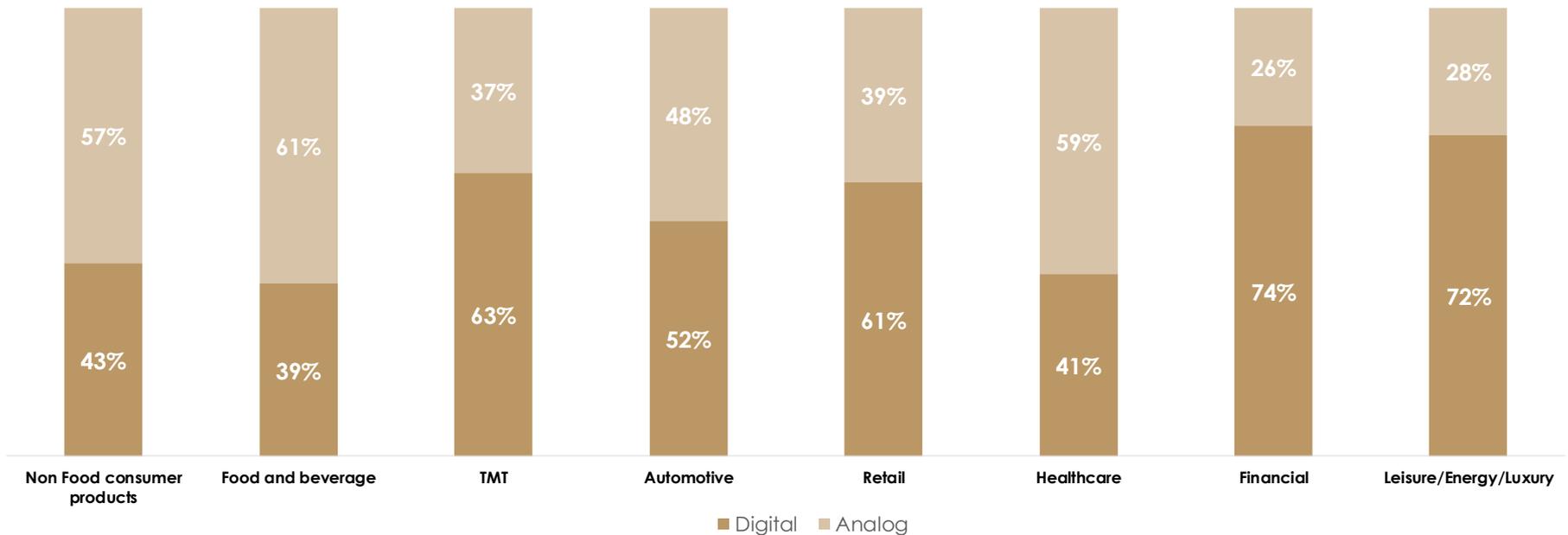
9M 2015



(1) Based on 2,965 clients representing 89% of Groupe revenue



9M 2016 REVENUE BY SECTOR ⁽¹⁾ : ANALOG VS. DIGITAL



(1) Based on 2,965 clients representing 89% of Groupe revenue



Q3 2016 REVENUE BY GEOGRAPHY (ALTERNATIVE BREAKDOWN)

(EUR million)	Q3 2016	Q3 2015	Reported growth	Organic growth
Europe ⁽¹⁾	627	611	+2.6%	+7.3%
North America	1,254	1,292	-2.9%	-4.0%
BRIC + MISSAT ⁽²⁾	244	237	+3.0%	+4.0%
Rest of the world	190	185	+2.7%	+3.0%
Total	2,315	2,325	-0.4%	+0.2%

(1) Europe excluding Russia and Turkey

(2) BRIC = Brazil. Russia. India. China

MISSAT = Mexico. Indonesia. Singapore. South Africa. Turkey



9M 2016 REVENUE BY GEOGRAPHY (ALTERNATIVE BREAKDOWN)

(EUR million)	9M 2016	9M 2015	Reported growth	Organic growth
Europe ⁽¹⁾	1,947	1,849	+5.3%	+6.0%
North America	3,874	3,767	+2.8%	-0.5%
BRIC + MISSAT ⁽²⁾	703	713	-1.4%	+3.7%
Rest of the world	544	538	+1.1%	+2.9%
Total	7,068	6,867	+2.9%	+1.9%

(1) Europe excluding Russia and Turkey

(2) BRIC = Brazil. Russia. India. China

MISSAT = Mexico. Indonesia. Singapore. South Africa. Turkey



GROSS DEBT AS OF SEPTEMBER 30, 2016

Breakdown by MATURITY

(EUR million)	Total	Oct. 2016 – Sep. 2017	Oct. 2017 – Sep. 2018	Oct. 2018 – Sep. 2019	Oct. 2019 – Sep. 2020	Oct. 2020 onwards
Eurobond 2021 ⁽¹⁾	773	-	-	-	-	773
Eurobond 2024 ⁽¹⁾	643	-	-	-	-	643
Medium term loan	1 431	-	477	477	477	-
Earn out / Buy out	361	210	97	37	15	2
Other debt ⁽¹⁾	176	80	-	-	-	96
Total gross debt	3 384	290	574	514	492	1 514

(1) Including fair value of associated derivatives



No covenants



NET DEBT AS OF SEPTEMBER 30, 2016

Breakdown by CURRENCY

(EUR million)	Total	EURO	USD	GBP	Others
Eurobond 2021 ^{(1) (2)}	773	-	773	-	-
Eurobond 2024 ^{(1) (2)}	643	-	643	-	-
Medium term loan	1 431	446	985	-	-
Earn out / Buy out	361	63	131	50	117
Other debt ⁽¹⁾	176	50	102	4	20
Cash & marketable securities ⁽³⁾	(932)	(55)	(125)	(53)	(699)
Net debt (cash)	2 452	504	2 509	1	(562)

(1) Including fair values of associated derivatives

(2) 2 tranches of the Eurobond issued in December 2014 swapped in USD at fixed rate

(3) After impact of currency swaps



NET DEBT AS OF SEPTEMBER 30, 2016

Breakdown by RATE

(EUR million)	Total	Earn-out / Buy-out	Fixed rate	Floating rate
Eurobond 2021 ⁽¹⁾ ⁽²⁾	773	-	773	-
Eurobond 2024 ⁽¹⁾ ⁽²⁾	643	-	643	-
Medium term loan	1 431	-	-	1 431
Other debt ⁽¹⁾	176	-	96	80
Total gross debt excluding earn out/buy out	3 023	-	1 512	1 511
Earn-out / Buy-out	361	361	-	-
Cash & marketable securities	(932)	-	-	(932)
Net debt (cash)	2 452	361	1 512	579

(1) Including fair values of associated derivatives

(2) 2 tranches of the Eurobond issued in December 2014 swapped in USD at fixed rate



DEFINITIONS

EBITDA: operating margin before depreciation.

Operating margin: Revenue after personnel costs, other operating expenses (excl. non-current income and expense) and depreciation (excl. amortization of intangibles arising on acquisitions).

Operating margin rate: Operating margin as a percentage of revenue.

Headline Group Net Income: Group net income after elimination of impairment charges, amortization of intangibles arising from acquisitions, main capital gains (or losses) on disposals and revaluation of earn-out payments.

EPS (Earnings per share): Group net income divided by average number of shares, not diluted.

EPS, diluted (Earnings per share, diluted): Group net income divided by average number of shares, diluted.

Headline EPS, diluted (Headline Earnings per share, diluted): Group net income after elimination of impairment charges, amortization of intangibles arising from acquisitions, main capital gains (or losses) on disposals and revaluation of earn-out payments, divided by average number of shares, diluted.

Capex: Net acquisitions of tangible and intangible assets, excluding financial investments and other financial assets.

ROCE (Return On Capital Employed): Operating Margin after Tax (using Effective Tax Rate) / Average employed capital. Capital employed include Saatchi & Saatchi goodwill which is not recognised in consolidated accounts under IFRS.

Net Debt (or financial net debt): Sum of long and short financial debt and associated derivatives, net of treasury and cash equivalents.

Average net debt: Average of monthly net debt at end of month.

Dividend pay-out: Dividend per share / EPS.



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