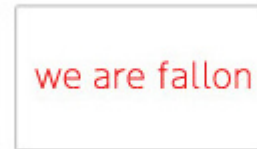


THE GROUPE ADVERTISING BRANDS



THE GROUPE LEO BURNETT WORLDWIDE

Tom Bernardin, Chairman & CEO

Growth in 2011 came in three key areas - digital, emerging markets and integration. Throughout each, creativity and our HumanKind philosophy made the difference.

- In the UK, we acquired Holler and Airlock to bolster our burgeoning social media and digital presence.
- In Brazil -- among the most important global centers for creativity -- we acquired Tailor Made, a leading creative, digital and strategic hot-house with tremendous prospects.
- Leo Burnett Asia-Pacific grew nearly 10 %, with pockets of success including Mumbai, Melbourne, Sydney and Malaysia, to name a few. Leo Burnett China experienced great success in collaboration and in retail marketing and digital.
- In North America, Leo Burnett Canada earned Agency of the Year, while Leo Burnett Chicago continued its momentum with nine new business wins, including Sprint (in partnership with Digitas) and was named an 'Agency to Watch' by Ad Age. We also made an important investment by putting some of the best creative talent in the world into a new offering at Leo Burnett New York, which has won digital and integrated assignments for sought-after clients including Chobani, Dewars and Nickelodeon.
- Our Russia agency was Agency of the Year for the third year running, generating double-digit growth and award-winning ideas.
- In Switzerland, we opened a new world headquarters for Philip Morris International that is leading to greater integration, partnership and growth with one of our largest and most important clients.

In 2011, Leo Burnett once again had the most offices contributing to its creative reputation of any advertising network. More than 10 offices were named #1 in their market for creativity and effectiveness. We won a record 54 Lions at Cannes (including 2 Grand Prix) and continued this winning streak at Spikes, El Ojo, One Show, D&AD and Dubai Lynx.

2011 also laid the groundwork for a critical business-building tool for Leo Burnett: the HumanKind Quotient. To be unveiled at Cannes 2012, this is a tangible door-opener with clients, a business promise that Mark Tutssel and I outlined in our 2010 book *HumanKind*. This global study paves the way for our aggressive growth and innovation plans for the coming year.



THE GROUPE

LEO BURNETT WORK IN 2011



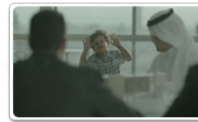
The Coca-Cola Company
(Leo Burnett - Mumbai)

Coca-Cola wanted to bond more closely with Indian teens -- highly aware, hard to please, but truly into music. So we launched Coke Studio, a fabulous fusion of India's multiple musical traditions with an attitude that is modern and hip.



Supor Non-stick Pans
(Leo Burnett China - Shanghai)

In a Shanghai market that's crowded with competition, we needed to grab consumers' attention to Supor's high-quality non-stick pans. So we built a giant wok and dressed skaters as shrimp, fish and eggs. The campaign was wildly successful, generating a 20% increase in sales in Shanghai and plans to take it on the road to tier 2 and 3 cities across China.



McDonald's
(Leo Burnett - Dubai)

Kids the world over are fresh-faced and bold, and whether we're in Denver or Dubai, when they start popping up at Dad's workplace, everyone heads out to McDonald's - where it's always family time.



Zoo Records
(Leo Burnett China - Hong Kong)

Zoo Records, Hong Kong's most celebrated alternative music store, champions the hidden sound of alternative music. We took 14 local indie bands and embedded their songs in QR Codes into the shapes of animals that live hidden in the city. Scanning the codes revealed the songs and allowed viewers to buy the CDs.

THE GROUPE PUBLICIS WORLDWIDE

Jean-Yves Naouri, Executive Chairman

In March, Richard Pinder stepped down as COO of Publicis Worldwide, and I took the helm as Executive Chairman. Arthur Sadoun was appointed Managing Director, with responsibilities over Western Europe as well as global strategy and planning. Loris Nold took on supervision of the Nordics and a number of fast-growing markets. Also joining the Comex (Executive Committee) were Anne Vaucheret, Chief HR Officer, and Valerie Henaff, Managing Director (Strategy) for Publicis France.

Our newly re-energized Comex focused on:

New global positioning: New technologies, empowered consumers, shifting public attitudes and emerging markets mean we must move fast to lead the change with messages that stay ahead of the tide.

Delivering a superior creative product: We recorded our strongest performance in Cannes in 2011, winning a total of 29 Lions. In addition to a list of awards too long to list:

- In the Big Won Report, Publicis Conseil was crowned the most creative French agency and ranked 11th worldwide.
- Publicis London was ranked the fourth most creative agency in the UK.
- Olivier Altman, Publicis France Chief Creative Officer, was recognised in the top 5 global Chief Creative directors; The Megane Experiment was ranked the 20th most successful campaign across all media worldwide, and 7th for Integrated campaigns.
- Publicis was again the 2nd most awarded network at Eurobest, and Marcel took Agency of the Year.
- Publicis Conseil was named Cresta Awards Agency of the Year.

This terrific performance on creative powered important new business wins. In 2011 Publicis ranked N°2 in new business, according to Nomura, up from N°4 in 2010. Our new Worldwide Creative Board will boost the creative profile of our network even further.

Putting Digital at our core: Thanks to very strong organic growth (>17%), digital now contributes to more than 20% of our revenue, and we aim to grow this to 30% within the next two years.

A strong footprint across fast-growing markets: Across all Fast Growing Markets, growth was in the range of 15-20%. In Brazil, our third largest market, we acquired leading advertising groups Talent and GP7. China experienced an outstanding year and was ranked N°2 in new business performance (R3) and N°3 at the 4A Gold Seal Media & Creative Awards. Russia and India delivered strong double-digit performance.

It's been a great year.



THE GROUPE PUBLICIS WORLDWIDE WORK IN 2011



AXN Sony
(Publicis Brasil - Sao Paulo)

To promote a TV series and bring new viewers to the AXN Sony channel, Publicis Brazil created AXN TV Boxes, using cardboard containers to suggest that consumers could best enjoy their new purchase by watching AXN. Wherever the TVs were shipped, AXN was there.



Super In Super Out, Hahn Super Dry Beer
(Publicis Mojo - Sydney)

Grain is 'filtered' through a huge speaker system, bashed by body builders, exposed to Bruce Lee footage, brewed alongside a revving monster-truck, piped through a drum kit and over a stack of sporting trophies and stored in a huge vat sporting an enormous sequined jacket. Then it's pumped to a seemingly unreachable beer tap just outside the factory, where a suited gent awaits (in a hovering helicopter) ready to pour a pint. It's super.



Renault Mégane
(Publicis Conseil - France)

So you think quality automobiles are always stamped 'Made in Germany'? Think again. Renault takes on a platitude and comes up with a fun result.



Contrex
(Marcel - France)

For two days in August 2011, we placed ten exercise bikes on a public square in a French city. Pedaling on these bikes switched on a string of LED fairy lights that gradually formed the shape of a giant pink man doing a striptease. The faster the passers-by pedaled, the more he stripped. The video went viral; sales soared.



THE GROUPE SAATCHI & SAATCHI

Kevin Roberts, CEO

Our unshakeable belief that 'Nothing is Impossible' was tested over and over in 2011:

We set the 'Nothing is Impossible' bar : Saatchi & Saatchi Israel launched 'The Impossible Brief', a global challenge to present ideas that would bring Israelis and Palestinians closer together. The winning idea from France, judged by Palestinians and Israelis, inspired 'Blood Relations', which moved from an idea to reality when bereaved Palestinian and Israeli families came together to give blood.

Almost 700 awards/recognitions included:

- 26 Lions at Cannes; Golds for London, LA, Switzerland; Argentina most awarded Argentinean agency
- Australia, Argentina, Ecuador, Los Angeles, Philippines, Puerto Rico: all Agency of The Year
- Conill: Multicultural Agency of the Year
- For Advertising Age: Brazil, Runner Up, International Agency of The Year; Argentina listed in '10 Most Creative Shops of The Year'; Conill '10 Stand Out Shops of The Year'
- Saatchi & Saatchi X named Shopper Media Agency of the Year
- T-Mobile European 'Firework' video, co-created with Katy Perry, MTV Video Music Awards Video of the Year
- T-Mobile's upbeat take on Kate and William's royal wedding, with royal family lookalikes, named YouTube's 2011 most popular branded video with 21 million views

Significant new business wins included :

- Global/Regional: Lenovo, Kraft Foods/Trident out of New York; DG Sanco/EU Anti-Smoking, Samsonite Europe out of Belgium; HTC South Asia, Invida Asia out of Singapore
- Local: Unimed - Brazil; China Telecom - China; Avis, Veltins - Germany; Skoda, OLX - India; AIA, Illy - Italy; Electrolux - Japan; Subway - Mexico; CCA Beverages - New Zealand; FrieslandCampina - Russia; NCPG - Singapore; Boxer - Sweden; Phonak, Swisscom - Switzerland; WeightWatchers - UK
- Organic: Carlsberg, Deutsche Telecom/T-Mobile, Kraft Foods, General Mills, Procter & Gamble, Toyota
- Clients re-won: ENEL - Italy; Piaget - France; BPCL - India; Mall of the Emirates - UAE

Top management changes included: Magnus Djaba, CEO London; Mike Rebelo, CEO Sydney; Chris Foster, Regional Chairman & CEO Asia Pacific (excl China); Brent Smart, MD Worldwide, General Mills

Saatchi & Saatchi. Nothing is Impossible.



THE GROUPE SAATCHI & SAATCHI WORK IN 2011



T-Mobile - Deutsche Telecom
(Saatchi & Saatchi London - UK)

Wedding-entrance dances are a craze that has swept the Internet. T-Mobile capitalized on the media frenzy around the royal wedding of Prince William to Kate Middleton and created the ultimate wedding entrance dance, featuring lookalikes of the British royal family. It was voted 2011's most popular branded video on YouTube, with 21 million views.



Nike
(Saatchi & Saatchi Sao Paulo - Brazil)

The Nike 'Addiction' campaign aims to stimulate running among young Brazilians by focusing on the classic symptoms of addiction, but applying them to running - the only addiction that's good for your body. This integrated campaign ran across television, cinemas, mobile, Facebook, retail outlets, posters and print, and included leaflets, stickers, an app and Foursquare announcements of locations where Nike offered free training for would-be runners.



Prius
(Saatchi & Saatchi Los Angeles - USA)

The Prius family has grown, so the 'Prius Goes Plural' campaign challenged the public to help Toyota answer a grammatical riddle - 'what do you call more than one Prius?' An educational music video opened up the digital ballot boxes, and in less than a month we collected over 2 million votes. It's official: the plural of Prius is Prii. The campaign won a Gold Lion at Cannes.



Toyota HiLux
(Saatchi & Saatchi Auckland - New Zealand)

New Zealand men love their utility vehicles, so to launch the all-new 2012 HiLux we needed to deepen that emotional relationship while defending its number one positioning against competitors. The 'Tougher Than You Can Imagine' campaign, based on the Kiwi habit of telling tall tales, was rolled out across Facebook, YouTube, print, outdoor, point of sale and TV.

THE GROUPE ROSETTA

Chris Kuenne, Charmain & CEO

2011 was a landmark year for Rosetta: a year that brought transformation and new focus to the agency, along with the opportunity for differentiation and partnership in 2012.

Key Themes:

Transformation: We evolved as an agency, creating more new business opportunities and career opportunities for our team members

- We joined Publicis Groupe in July as an independent brand platform within the Groupe family
- We added important new clients to our roster
- We were recognized by the industry and our peers: '#1 Agency to Watch' (*Ad Age*) and over 60 awards for our client work

Focus : successfully driving our global growth strategy and thus helping the Groupe achieve its goal of becoming *the world's leading human digital agency*.

- We accelerated our growth by nurturing client relationships
- We continued to build our organization and culture
- We continued to strengthen our differentiated value proposition

Differentiation & Partnership: delivering even greater impact with more clients worldwide.

- We saw great opportunity for our consulting-centered approach and solution orientation, which enable us to partner with clients in broader and deeper ways
- We innovated, built capability and partnered with other Groupe agencies to extend the reach and client impact of our four key solution areas: Consulting, eCommerce, User Experience across Connected Devices, and Measurement & Optimization

Our brand promise is to deliver measurable and transformative business impact for our clients. In 2012, we'll focus on integrating our offering with other Groupe brands and preparing our business for global expansion, by further strengthening, simplifying and scaling our offering so that it is both distinctive and on point with the challenges that our clients and prospective clients see as they seek to capitalize on the digital revolution.

We look forward to Rosetta's active participation in a connected Groupe for the connected world.



THE GROUPE ROSETTA WORK IN 2011



Juvederm, Allergan
(Rosetta Princeton USA)

Allergan was looking to create lasting relationships with aesthetically aware women, so we created a website highlighting the benefits of Juvederm® ULTRA on various areas of the face. It offered a Morphing Tool to simulate 'before' and 'after', while the Clinic Locator encouraged clinic visits. More than 600,000 people visited the site, and 150,000 looked up clinics near them. Now that's a confidence builder.



Nationwide Insurance
(Rosetta Princeton USA)

The problem? Convey Nationwide Insurance's brand promise to a whole new generation. The solution? A mobile app that's an accident tool-kit and a brand piece reinforcing that Nationwide is 'on your side.' An industry first, this app did everything from call emergency services to take photos of the scene. It garnered awards and generated 14.7 million impressions in just 4 months.



Rogers Telecommunications
(Rosetta Toronto - Canada)

Rosetta is working closely with Canadian telco giant Rogers Communications to acquire new B2C and B2B customers and educate them on how to use their new products and services. From digital TV and hi-speed internet to home phone service, home security systems and wireless devices, we keep them engaged, up-sell them, cross-sell them, and win them back if they signal their intent to leave.



Children's Miracle Network Hospitals
(Rosetta Princeton USA)

This holiday campaign was designed to Help Rosetta and Children's Miracle Network Hospitals® honor the Year of the Rabbit: 2011. Folks declared kind and tender thoughts and deeds on a microsite, www.warmandfuzzyfederation.com, and if goodwill could inspire 100,000 Warm&Fuzzies, Rosetta would donate to Children's Miracle Network Hospitals. We surpassed our goal and donated \$10,000.



THE GROUPE FALLON

Mike Buchner, CEO, Fallon Minneapolis
Gail Gallie, CEO, Fallon London

In both Minneapolis and London, Fallon had a remarkable year, significantly out-performing targets.

Fallon Minneapolis highlights:

- A second consecutive year of strong revenue increases due to the strategic business decision to focus on growth opportunities within existing clients.
- This focus 'within' brought forth campaigns including: H&R Block (three Lions at Cannes), Cadillac (broke several US sales records), Travelers Insurance, Purina and Charter Communications. Our campaign for The Cosmopolitan of Las Vegas won a Gold Jay Chiat for Strategic Excellence.
- We secured the Cadillac and H&R Block social media AOR assignments, previously handled by 'digital-only' shops.
- New clients: Starz Premium Movie Channel, Comedy Central Network, the Phoenix Coyotes pro hockey team and the Rock-n-Roll Marathon.

Fallon London highlights:

- Our focus on 'the unreasonable power of creativity' moved beyond borders, designing and producing work for the Philippines, Nigeria, Mexico and India.
- Integrated output is now our norm, widening our collaborators to include Aardman, Google, 20th Century Fox and more.
- Great film-based work on Orange Gold Spots, Twirl and Cadbury 'Dance Off'; a gold Creative Circle for French Connection; a silver BTAA for Skoda Puzzle; a Gold (Gold Spots) and Silver (French Connection) at the APG's; Special Award for the most progressive thinking (Gold Spots). Also a bronze Cannes Lion for Spots V Stripes 'Fish', and for Tate Movie Project a Silver LIA, the Paul Arden award and Gold and Silver Interactive awards at the Campaign Big Awards as well as a Children's BAFTA.
- New clients included Nokia, which appointed us to handle global advertising for mobile phones, with a focus on emerging markets. Organic growth occurred with Kraft Foods, and other significant new business wins included conversions of AXA, Citizens UK, House Of Fraser, MTV and The Roundhouse. Our newly launched design, digital and film agency, called Made in Fallon, was appointed to The National Trust account.

We'll continue our success story in 2012!



THE GROUPE FALLON WORK IN 2011



Nokia - Indonesia
(Fallon London - UK)

Nokia's hilarious Tortoise campaign ran in Indonesia, promoting Nokia's new range of dual-SIM phones through a series of startling metamorphoses.



Cadillac, General Motors
(Fallon Minneapolis - USA)

With equal doses of elegance and adrenaline, this commercial is a cinematic look at the inspiration for the beautiful, yet powerful Cadillac CTS-V Coupe. The car deftly outruns a rain of 7,000 arrows, providing a thrilling and memorable metaphor.



H&R Block
(Fallon Minneapolis - USA)

What would it be like if you could have your taxes done for you personally, right in your own home or office, by an H&R Block tax professional? It would be like H&R Block opening millions of offices across the country -- which would mean a lot of ribbon-cutting ceremonies. This work celebrates the launch of Block Live, a first-ever service offering tax preparation via video conference.



Orange Gold Spots
(Fallon London - UK)

'It's time to download music / It's time to text your friends...' -- Orange's new Gold Spot cinema advertising series revisits and modernizes a colorful icon of childhood, the Muppet Show.



THE GROUPE

KAPLAN THALER GROUP

Linda Kaplan Thaler, CEO & Chief Creative Officer
Robin Koval, President

The Kaplan Thaler Group entered 2011 knowing it would be the most challenging year in our company's history, but determined to turn obstacles into opportunities. The results?

Record-breaking new business wins : Major US grocery retailer SuperValu; Sheraton Hotels (in partnership with Razorfish); Rosetta Stone; pharmaceutical giant Merck; Janus Capital; Edmunds.com; and Acorda Therapeutics' Ampyra business, among others.

Outstanding client evaluations and award-winning, talk-worthy creative : KTG received a perfect score for Brand Agency Leadership and Advertising in P&G's Dish category. Our work for P&G's Swiffer gained the advertising Research Foundation David Ogilvy Award. Wendy's, on track for its best year since 2006, with five consecutive quarters of positive sales growth, is poised to overtake Burger King as the number two burger chain in the U.S. We also helped Aflac turn crisis into marketing gold when we launched the nationwide search for the Aflac Duck's new voice -- firmly reinstating the Duck at the forefront of pop culture. The effort was recognized with a Cannes Lion and the Aflac Duck's induction into the PR Hall of Fame.

Strong digital growth : Our fully integrated digital approach, burgeoning CRM and emphasis on multi-platform literacy led to significant digital revenue growth and industry recognition. Digital was also a key driver for new business wins. Our Twitter promotion for Wendy's "Treat it Forward" was the most re-tweeted campaign of 2011 and earned the coveted "Golden Tweet Award"; Wendy's was also listed as Google's fastest-rising food and drink search term in 2011. KTG became the digital Agency of Record for Champion (sportswear), and earned Internet Advertising Competition Awards for online efforts for NAPA Auto Parts, Continental Airlines and Wendy's.

High visibility : KTG was ranked #29 by *Ad Age* and among the top 10 agencies for growth. Robin Koval received the Matrix Award for Outstanding Leadership and the Women's Venture Fund Highest Leaf Award. Linda Kaplan Thaler served as President of New York Women in Communications, while media highlights included stories in *The New York Times*, *Wall Street Journal*, *USA Today*, *Forbes*, *The Los Angeles Times*, *Mashable*, *Huffington Post*, and on CNN, MSNBC, NBC, CBS, FOX, and Bloomberg TV.

We enter 2012 with tremendous momentum and passion, determined to make this the best year in KTG's history and that of our clients.



THE GROUPE

KAPLAN THALER GROUP WORK IN 2011



Supervalu
(Kaplan Thaler Group - USA)

Singing fruit and vegetables star in the Kaplan Thaler Group's creative for Supervalu, highlighting the produce department -- a key focus for the grocery giant. The campaign delivers a message of high-quality and fresh products, and aims to bring fun to the grocery category.



Swiffer
(Kaplan Thaler Group - USA)

The third installment of Swiffer's 'Dirt Loves Swiffer' TV creative, which personifies dirt, dust and mud as male and female characters who fall in love with the flawless performance of Swiffer products.



Aflac
(Kaplan Thaler Group - USA)

After the devastating earthquake and tsunami in Japan, Aflac had to sever ties with the actor who lent his voice to the Aflac Duck when he made insensitive remarks. In less than 48 hours, the Kaplan Thaler Group, in partnership with Digitas, MediaVest and Paine PR, developed a fully integrated campaign to find a new voice, deploying a nationwide casting call, microsite, job posting on monster.com, live casting calls, a TV commercial, YouTube videos and more.



Wendys
(Kaplan Thaler Group - USA)

The Kaplan Thaler Group produced numerous digital campaigns for Wendy's in 2011, putting Wendy's on track for their best performance since 2006, with five consecutive quarters of positive sales growth.

