

THE GROUPE

MESSAGE FROM ELISABETH BADINTER

Chair of the Supervisory Board

It has been, in every way, a remarkable year for Publicis Groupe -- not just in terms of numbers, but also our achievements.

The economic context was far from favorable, and our ability to look ahead was limited. But difficulty has never stopped this Groupe -- on the contrary, it stimulates our fighting spirit. This tradition of resilience has been confirmed by our reaction to the tough climate of 2011. Our performance exceeded forecasts, besting our sector.

In this context I'm particularly glad that Maurice Lévy has accepted my request that he continue his mission at the head of the Groupe. No company has ever had a better captain, and it is reassuring that in this arduous period for the French, European and world economy, he will continue at the helm. His vast experience in integrating the companies we acquire and in steering through troubled times will be indispensable, and it was in complete certainty that he will lead us to safe harbor that the Supervisory Board renewed its confidence in him.

This confidence naturally extends to the men and women of Publicis Groupe. In 2011, once again, our teams demonstrated their determination to keep the course and continue to forge ahead. Their spirit of conquest has never been as strong, and our results reflected the energy they deployed. Speaking personally and on behalf of the Supervisory Board, I would like to congratulate and to thank them for their efforts and the quality of their commitment.

When I measure how far our Groupe has traveled in recent years, I'm astonished by how rapid and how constant this transformation has been. To lead the company in the direction in which it is currently evolving has taken great audacity. We will need to be just as bold in years to come, and we will also need to be extremely vigilant. Economists forecast a dark future, particularly in 2012, and we must prepare to steer a tight course, managed by a rigorous, strong, safe hand.

