



THE GROUPE THE VIVAKI OFFER



THE GROUPE VIVAKI

Jack Klues, CEO

2011 proved that VivaKi is the right model for a digital world. VivaKi agencies increasingly set aside the notion that any single agency can be all things to all clients, and we demonstrated the power of playing to our collective, collaborative strengths in the following ways:

- Representatives from VivaKi, Optimedia, Razorfish and SMG met with *Disney* as a unified team, revealed their world-class capabilities and told them we would rip apart any silo that might prohibit teamwork. Our candor and commitment won the business.
- The Nerve Center assembled 13 publishers and 13 clients to find the preferred tablet ad model of the future via *The Pool*.
- Digitas leveraged a long-standing pursuit of Sprint's business to introduce Leo Burnett as a creative solution to the new client. Without a pitch, *Sprint* assigned its nearly \$1 billion business to a collaborative Publicis Groupe service offering, led by Digitas, called *Team Sprint*. Media has also become part of the solution, with dedicated resources from the Groupe.
- To give *Oracle* a world-class media solution while also creating strategic distance from its new Microsoft assignment, SMG asked *ZO* to present credentials to Oracle. Together, the agencies revealed the benefit of a transition (as opposed to a global pitch), and orchestrated a seamless migration of the business from SMG to *ZO*.
- The Talent and Transformation team worked with *Razorfish* to create a new intelligence sharing portal called *La Ruche* that enables our global new business teams to quickly access information and resources that accelerate and strengthen pitch efforts.

In 2011, we made collaboration second nature. In 2012, we will Share, Borrow and Build our way to even greater success. *SHARE* empowers us to remove silos and exchange capabilities; *BORROW* allows our agencies to leverage the resources and capabilities that live within VivaKi and Publicis Groupe; and *BUILD* speaks to the tools and technology we create that give our agencies and their clients *first, best* and *only* advantages, while allowing VivaKi to enhance the unique, go-to-market proposition of each agency.

We look forward to a new year of possibilities and even greater collaboration.



THE GROUPE DIGITAS

Colin Kinsella, CEO North America
Stephan Beringer, CEO International

In a year shaped by firsts, innovations and successes on behalf of our clients, we redefined what it means to be an integrated agency with digital at the core. We have a deep understanding of how clients' brands can live alongside people in social communities and in the palm of their hands. And, we have one very simple, hugely ambitious purpose: to inspire people to take action, to enjoy or use something. Click it, touch it. Lean forward. Talk about it. Share it. To *actively* love it.

Recognition and Growth

Not only are we expert in CRM, media, mobile, social, technology, and more, we also have the ability to **scale** ideas and campaigns into an integrated marketing ecosystem, with the combined partner and media clout of VivaKi.

OMMA Magazine recognized this uniquely powerful combination and named us 'Agency of the Year: Gold'- their highest honor. iMedia Connection named us the 'Best Agency for Integrated Media.' The acquisition of Kitcatt Nohr in the UK in January was followed by Kitcatt Nohr Digitas' recognition as 'London's Integrated Agency of the Year' by *The Drum*. In India, the World Brand Congress honored Digitas with its Brand Excellence Award for outstanding work in digital.

Moreover, Sprint and Equifax named us their lead agency and more than 65 new clients across the globe chose Digitas in 2011, including Chili's, CooperVision, Diageo, Dunkin' Donuts, Evian and Intel. And in parallel with the rise in customer expectations and our 'mobile first' approach, we grew our mobile practice 130%.

Redefining What's Possible

We mobilized over 70,000 insurance agents with a 'pocket army' app that transformed Aflac Insurance's sales model. A fresh, bold partnership between Delta and TED came to life with 'Ideas in Flight'. The world shared inspiring stories with Intel's ASUS while for American Express we helped create the first US day dedicated to supporting small business: Small Business Saturday. These examples demonstrate Digitas' commitment to building the world's most loved Active Brands™.

Great work comes from a collaborative, passionate culture. Digitas has earned 12 'best places to work in 2011' awards including a top 3 ranking on Advertising Age's 'Best Place to Work' list.

We expect no less from 2012.



THE GROUPE

DIGITAS WORK IN 2011



Samsung
(Digitas USA - New York)

Digitas and Samsung partnered with popular digital-content creator Freddie Wong to produce Gamer Commute -- a video filmed using the Galaxy S II HD camera that's a fun look at one man's trip to work, featuring allusions to popular video games. The video went viral in less than one week and hit nearly nine million views in just three.



Nissan Juke
(DNA - London)

For the launch of the new Nissan Juke, DNA London launched a campaign with popular band La Roux to reach an audience that was young, urban, and energized -- like the car. It gave people the opportunity to create their own song and submit it online, with the guidance of La Roux, for the chance to perform it live at an exclusive concert with other music stars.



American Express, "Small Business Saturday"
(Digitas USA - New York)

Digitas and American Express launched Small Business Saturday, a groundbreaking US holiday supporting independent businesses, and offering consumers everywhere a powerful alternative to mega-stores and mega-sales. The multi-touch campaign used simple but powerful social actions: small business owners received marketing tools, advice, and free geo-targeted Facebook advertising.



Lancôme, "Dolls Eyes"
(Digitas France)

For the launch of Lancôme's new Hypnose Senses mascara, Digitas France gave consumers the chance to virtually test the new product online by creating their own personalized doll avatars.

THE GROUPE STARCOM MEDIAVEST GROUP

Laura Desmond, CEO

Driving all of our 2011 successes was SMG's pursuit of its dream: 'to grow clients' business by transforming behavior through uplifting, meaningful Human Experiences.' Our tribe of 7,000 won new business, earned recognition from industry authorities, fortified capabilities that clients need to succeed and partnered with pioneering companies like TED, Microsoft, Google to accelerate our business. We evolved our Human Experience vision and made SMG stronger, more agile and focused on the future.

Growing: 392. That is the number of new business pitches won by SMG this past year. We ushered in new clients such as Burger King, China Telecom and Cox Communications. We scored a global victory with Novartis covering 65 markets and defended clients such as Coca-Cola in China. In the win that defined our year of growth - the most heated review of the year - Microsoft proved our approach differentiated us from all others.

Awarded: 220. We won more awards in 2011 than ever before, including 30 Gold and Grand Prix titles. We were Global Network of the Year by the Festival of Media and most awarded media network at Cannes.

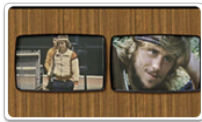
Diversified: 36. That is the percent of our business invested in data/analytics, content and digital. Our branded-content practice LiquidThread expanded to nine hubs worldwide, boasting a blue chip client roster. We amplified our Human Experience Strategy Network and launched the Youth and Moms Human Experience Centers. We are a leading digital force in the industry and sought after for our world-renowned data practices.

While numbers shaped our 2011 experience, I'm most proud that we approached a challenging year as an opportunity to grow, be more creative and take smart risks. Nothing is possible without the right talent, and at SMG we boast the best collection of people - bar none. United by a shared passion for excellence we can achieve anything. And we've just gotten started.



THE GROUPE

STARCOM MEDIAVEST GROUP WORK IN 2011



Bjorn Loves John
(Starcom Sweden)

Björn Borg and his nemesis John McEnroe: everyone over 25 with any interest in sport has a relationship with these icons. We brought them back together and let the world relive their epic rivalry. 'Björn loves John' underwear went global, with earned media of EUR250 million, over 2 million film views, and 500,000 page visits from 134 countries. Over 30,000 people did our perfect-match test and generated 1 million social impressions.



Samsung Galaxy SII
(Starcom MediaVest Group USA - Chicago)

The challenge: For the international launch of the Samsung Galaxy S II, find the perfect, universal platform to show people that it created experiences that no other brand could. We partnered with Angry Birds. Using mobile media, a secret level of the game featured Golden Eggs for consumers to find.



MOVISTAR
(Starcom Colombia)

Where do consumers most desire speed? In crowded Santiago subway stations. We installed a Movistar-branded slide so people could slide their way down quickly, instead of using stairs. It was fun, it got people home quicker, and the buzz was huge. Smart execution relied on the mechanics of the 4Cs (Customer, Competition, Cost, Communication) across Paid, Owned and Earned.



Milka, Kraft
(Starcom MediaVest Group Poland)

Milka comes from the Alpine world - rather distant for Poles. It's also perceived as a somewhat childish brand. To bring Milka closer to Polish adults, we launched a campaign of corporate social responsibility: 'Milka. Together for the Tatras'. The Tatra mountains are a Polish treasure; Milka gave 1 million zlotys to protect the Tatras and developed a robust campaign of support from thought leaders.



THE GROUPE ZENITHOPTIMEDIA

Steve King, CEO

2011 was a tough year economically. Confidence and spending levels dipped. Global adspend grew just 3.5%. And yet the media sector was resilient, while ZenithOptimedia managed record growth and expansion.

Advertisers are in a very different position now than during the last downturn, in 2009. They have generally strengthened their balance sheets, and have cash reserves. Most have decided to invest and fight for growth in market share. And all are under pressure to deliver greater accountability from their marketing investments. Fortunately, ZenithOptimedia has a widely recognized market position as *the* ROI Agency. Alongside a proven suite of tools and techniques such as Pathways, Touchpoints and Catalyst, this means we could deliver real added value. Thus in 2011:

- We retained and expanded all our top 15 client relationships, including British Airways, HTC, L'Oréal, Nestlé, Reckitt Benckiser, Telefonica and Toyota; all looked to ZenithOptimedia for guidance on the plethora of communication channels and outlets available to brands.
- We won significant new assignments that included Armani, Disney, Nintendo, Oracle, RBS and Sonic.
- With VivaKi's support, we expanded digital capabilities: 30% of revenues now stem from digital investments.
- We expanded our core product and services with the growth of Ninah (econometrics), Moxie (digital marketing) and Newcast (branded content).
- Our Performics specialist search unit expanded to 17 markets, and its 'one-search' proposition, comprising paid and organic search, was increasingly used by both existing and non-aligned clients.
- According to the independent RECMA report, ZenithOptimedia has been the fastest growing media network since 2005, and in 2011 our geographic expansion continued. Members of our global Executive Management Committee were specifically tasked to support local teams in China, India and Russia. We also acquired Brand Connection in Buenos Aires.

We're still cautious about the economy. But our revitalized ROI positioning, dynamic management team, broad network and resources will increase our value and our service to both current and future clients during 2012.



THE GROUPE

ZENITHOPTIMEDIA WORK IN 2011



Puma - Puma Social
ZenithOptimedia Worldwide

To stand out from performance-focused competitors, Puma heralded the joy of sport by celebrating the 'After Hours Athlete'. We partnered with relevant media owners to run urban events and create content showcasing masters of night sports like pool, foosball and bowling. A Facebook contest featured the best trick shots in Europe. Fans increased by 23% in two months and sales of featured products increased by 30% in some regions.



L'Oréal - You are Here
ZenithOptimedia UK

We brought together three clients -- L'Oréal, O2 and Superdrug -- to execute a mobile proximity campaign. Working with O2 More's geo-targeting technology, L'Oréal served 300,000 SMS mobile messages to O2 customers within a 50m radius of a Superdrug store, to drive in-store purchases by young women. Result: 62% made a L'Oréal purchase, O2 More had a 91% positive rating and 55% reported that the message increased their likelihood of going to Superdrug.



Pernod Ricard - Plan B Ballantine's
Optimedia Spain

Ballantine's wanted to create an innovative brand association with music, so we partnered with Carlos Jean, Spain's most famous music producer. 'Plan B' was a new way to create music: Carlos Jean designed a music base, uploaded it to a website and invited users to contribute, incorporating the best suggestions into final tracks for general release. The project generated PR content and the songs have topped both radio and iTunes charts.



Ministry of Public Health & Social Development of Russia - Blood Donation Service
ZenithOptimedia Russia

We wanted to transform public attitudes in Russia towards giving blood, turning passive, detached people into responsible, active donors. Our cross-media strategy targeted new donors and included a social network group and hotline. Awareness levels grew by 55% and the campaign helped save an estimated 6,540 lives and counting!

THE GROUPE RAZORFISH

Bob Lord, CEO

A fundamental shift : As 2010 drew to a close, we once again found our business in the middle of tremendous global change.

- Social tools were transformed into conduits for revolution, not marketing
- Cloud-based services increased the efficiency of collaboration
- Digital wove itself into every aspect of our social, cultural and political lives as well as our business and consumer culture.

So what does this mean for our business? : The fact is, technology has caused a shift in consumer behavior that requires a new approach to marketing and communications. Building an agency that fires on all cylinders - creativity, innovation, efficiency and technology - is a challenge. But it's what great organizations must do to survive, and it's what we do at Razorfish everyday.

The Razorfish difference : Uniquely positioned at the intersection of media, creativity and technology, Razorfish offers holistic solutions that directly address business challenges.

In 2011 we introduced a new generation of customers to Mercedes-Benz through the world's first 'Twitter-fueled' race, and engaged consumers of a CPG in a more meaningful way by producing an engaging, always-on mobile platform. We continued to develop proprietary prototypes and platforms, including one that let consumers virtually try on clothes using a gaming console. In short, Razorfish continued to prove we have the expertise in each of advertising's key areas -- media, technology and creativity -- to produce extraordinary results.

Brand. New. Thinking : We don't take our reputation for innovation for granted. We know the importance of constantly asking ourselves 'what if?' and 'what's next?' We hire and cultivate the best and the brightest worldwide, and continue to produce industry-leading thought capital like the *2011 Razorfish Outlook Report* and *Razorfish 5: Five Technologies that will Change your Business*. At Razorfish, we integrate award-winning creative ideas, innovative media properties and content, and practical technology to effectively solve business challenges for our clients.

Our clients hire Razorfish for our Brand. New. Thinking™.



THE GROUPE

RAZORFISH WORK IN 2011



Nike 'Just Do It' Sports Challenge
(Razorfish China)

The Chinese like sports, but they often don't actively take part in them. Nike, perceived in China only as a fashion brand, tasked Razorfish with fostering a sports culture among ordinary people. We created an online social game that centers on embracing various sports just for the fun of it. Nike's revenue rose 18% in the quarter this campaign ran, and futures orders - a closely watched measure of sales growth - came in well ahead of Wall Street estimates.



Axe
(Razorfish US - New York)

Razorfish created an experience for Axe that gets guys to identify with, relate to, and ultimately love Axe shower gel, while reinforcing that guys have to get clean to get 'dirty'. The Dirty Dilemmas online social game provided a 33% lift in 'likely to buy next' and a 10% in unaided awareness among the target market.



Bing
(Razorfish US - San Francisco)

The Bing search engine was in a post-launch lull. But with a fraction of the launch spend, Bing still wanted to counter the Google reflex and drive familiarity with the brand. Razorfish used online video to showcase mobile and social product differentiations. The result: online video eclipsed TV in terms of driving brand perception and in the first half of 2011 online video was the most effective medium across Bing's media mix.



Mercedes-Benz 'Tweet Race'
(Razorfish US - New York)

Razorfish produced the world's first Twitter-fueled race by challenging 4 teams to start their social media engines in a race to the Super Bowl. Powered by the tweets of their online supporters and chronicling their progress in real-time, the teams created a bona fide craze in just 3 days. Mercedes-Benz connected with over 27,000 active participants, generated over 150,000 tweets and reached close to 25 million people via Twitter.